South Yorkshire Police

Force Management Statement 2019

Written in May 2019 and relates to January - December 2018

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Introduction

Stephen Watson
Chief Constable,
South Yorkshire Police

There has been much to be proud of over the last twelve months. Within the framework of a supportive Police and Crime Commissioner (PCC), a clear strategic delivery plan and an effective performance management regime, the force is embarked upon a significant programme of reform. We have invested substantially in developing our infrastructure to fully understand our demand and to determine the optimum approaches to effectively tackling our current and future challenges.

We have improved the force-operating model, implementing a Crime Support Hub that conducts a proper assessment of reported crime based on solvability factors and vulnerability. We have undertaken a significant investment in our neighbourhood policing teams, thus improving our embeddedness with our communities and enabling us to focus on those issues that are important for the public and to concentrate our efforts on reducing the impact of repeat demand drivers. Indeed, we are already starting to realise the benefits of this robust and better resourced area of business.

We have restructured the force's investigative functions and once again have local investigation teams tethered to geography, dealing with serious and complex crime and public protection issues. This element of our restructure has also seen us bolster our capability to deal with and investigate homicide with dedicated major crime teams supported by a major investigation review team that takes ownership of, and progresses cold case reviews.

Our specialist operations teams have also seen a greater level of investment since the disestablishment of the Joint Specialist Operations Unit agreement with Humberside Police. We again have our own specialist

operations capability with Firearms Support Group, Roads Policing Group and our own dog and mounted sections. We are working towards a fully operational Tactical Support Group that can further support local policing operations.

We firmly believe that we now have an investable operating model and our demand analysis gives us clear focus on the size of the resourcing we need to meet our changing demands.

We have brought about reform in our HR function so as to enhance our ability to recruit, train, develop and equip our staff with the requisite skills for the future. With a better interface between our workforce planning and our mid-term financial planning we have brought about the first growth in police officer posts in over a decade, and have commenced the largest and longest period of recruitment since 2004. It is our strategic intent to bring about a net increase in police officer posts and we have commenced a review of our enabling services to ensure that we have an efficient

and effective workforce balance, in order to bring about the maximum possible positive effect for our communities.

The organisation is already on a journey which is realising our intention to move beyond reactivity and bring about a proactive, problem oriented force where the effective and successful management of demand becomes central to our mission.

The South Yorkshire Police Force Management Statement (FMS) sets out a wide ranging and detailed assessment of the current status of the force. It sets out an analysis of that which confronts the force now and into the foreseeable future. We now have a greater maturity in completing this statement in that we have merged the Strategic Intelligence Assessment with the National Intelligence Model process and have sought to MoRiLE score different elements of the FMS, thus creating a simple warning light process to clearly illustrate where we have identified our challenges. Nothing in this 'RAG' rating is to be given to imply that we will struggle to achieve service delivery in these areas. Rather the red rating is a consequence of MoRiLE scoring and allows us to focus on the areas in which we see the greatest risk of increasing demand or volume.

Furthermore, we have sought to better align the organisation's financial plans with the PCC's budget and governance planning cycles, and this will allow the FMS to set clear direction and to give detail to all the planning processes moving forward.

Our ongoing programme of reform is already beginning to deliver substantial and tangible improvements, and for the first time in a prolonged period of time we are starting to see declines in demand. We are grateful that our progress has been recognised by Her Majesty's Inspectorate of Constabulary and

Fire and Rescue Services (HMICFRS) and they have already indicated that our direction of travel is positive. Our progress to date demonstrates that we have the ambition and drive to become an outstanding force and improve the quality of our service delivery further still.

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

Section 1
Finance

MEDIUM TERM RESOURCE STRATEGY (MTRS) OVERVIEW

The Medium Term Resource Strategy (MTRS) aligns to the current force-operating model and the medium term workforce plan and it will continue to be responsive to the force's change programme, redesigning the force-operating model to manage current and future demand as part of the strategic planning process.

Table 1.1 - Summary of South Yorkshire Police Medium Term Resource Strategy

	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£
Force Approved Budget 2018/19	241,500,549	253,543,332	255,320,981	260,669,839	265,082,303
Growth moved from Commissioning Budget	135,000				
Non Recurrent Budget Adjustment	(1,975,069)	205,344	(39,977)	0	0
2018/19 Savings Carried Forward	28,468	(363,361)			
Force Base Budget 2019/20	239,688,948	253,385,315	255,281,004	260,669,839	265,082,303
Unavoidable Cost Pressures	9,809,051	1,000,583	1,312,555	638,627	654,393
Inflation	5,052,917	4,830,068	4,939,912	5,048,713	5,138,328
Growth	4,596,342	(829,556)	646,492	103,153	67,537
Transition	(1,651,770)	(311,100)	0	0	0
Force Budget Requirement Before Savings	257,495,488	258,075,310	262,179,963	266,460,332	270,942,561
Savings	(3,952,156)	(2,754,329)	(1,510,124)	(1,378,029)	(977,966)
Force Budget Requirement After Savings	253,543,332	255,320,981	260,669,839	265,082,303	269,964,565
PCC & OPCC	2,113,640	2,213,640	2,313,640	2,413,640	2,513,640
Partnership and Commissioning	3,342,788	3,342,788	3,342,788	3,342,788	3,342,788
Capital Financing (Revised)	3,204,884	3,742,636	3,798,012	4,155,292	4,313,259
External Funding	(3.444.096)	(3,436,358)	(3,436,358)	(3,436,358)	(3,436,358)
Budget Requirement	258,760,548	261,183,687	266,687,921	271,557,665	276,697,894
Funding	(263,206,000)	(265,646,000)	(268,171,000)	(270,785,000)	(273,492,000)
(SURPLUS)/SHORTFALL BEFORE LEGACY	**(4,445,452)**	**(4,462,313)**	**(1,483,079)**	**772,65**	**3,205,894**
Gross Cost of Legacy	36,904,604	33,360,598	31,213,223	31,397,127	31,580,536
Home Office Funding (Legacy)	(29,853,775)	(28,681,047)	(26,505,100)	(26,659,919)	(26,813,716)
Net Legacy Costs	**7,050,829**	**4,679,551**	**4,708,123**	**4,737,209**	**4,766,820**
SURPLUS / SHORTFALL AFTER LEGACY	**2,605,378**	**217,238**	**3,225,044**	**5,509,874**	**7,972,714**
Use of Reserves					
Contribution from Reserves	(2,605,378)	(217,238)	(3,225,044)	(5,509,874)	(7,972,714)
SURPLUS / SHORTFALL AFTER RESERVES	0	0	0	0	0

MEDIUM TERM WORKFORCE PLAN 2019/20 – 2023/24

The Medium Term Workforce Plan and the Workforce Strategy set out how the force will deliver its Plan on a Page through the effective management and deployment of the workforce, developed in line with the FMS 2018-2019 and the force's Strategic Intelligence Assessment (SIA). The force's approach to workforce planning ensures that resources align with:

- changing organisational needs, using data and trends to match resources to demand;
- the Medium Term Resourcing Strategy; and
- demands identified in the Workforce Strategy.

To optimise delivery of the force-operating model, the MTRS will maximise resources into frontline policing and adopt a more proactive recruitment strategy. This will improve the management of fluctuations between strength and establishment and the force has identified funding and initiated plans to uplift the recruitment of new officers in 2019-2020. By zero-basing the police officer budget and improving recruitment planning, the force has been able to increase the police officer establishment by 55 FTE for 2019-2020.

To ensure that demand informs the allocation of resources, the Establishment and Deployment Board (EDB) has agreed a model for distribution of posts and strength between districts in line with the demand model, whilst ensuring that no district loses posts. This model is detailed in the Medium Term Workforce Plan.

The force has a recruitment strategy to increase police officer establishment in the period to March 2024. At March 2019, variance from the number of full time equivalent (FTE) posts to the force strength was -69.45 but taking into account known projected numbers of leavers and planned recruitment, the projected variance figure at March 2024 will be +15.35. Figure 1.1 plots this progression.

From January 2020, the introduction of the Police Entry Qualification Framework (PEQF) will provide three entry and training routes to become a police constable and the current IPLDP (Level 4) will cease. The force expects to implement all three entry routes, which will fundamentally change how it recruits and trains officers. The force is working with Sheffield Hallam University to fully define the future student officer training and recruitment programmes, which will need to be flexible. To address potential risks of implementing the PEQF, the force is planning to recruit above establishment ahead of the January 2020 cut-off and recruitment and workforce plans will be regularly reviewed to adapt to any future changes. However, the force's ability to recruit above establishment is dependent upon the available pool of applicants and the creation of additional posts through change programmes reduces this pool.

Figure 1.1 – Police Officer Posts and Strength Projections to March 2024

Police Officer Funded Posts vs Strength Projections
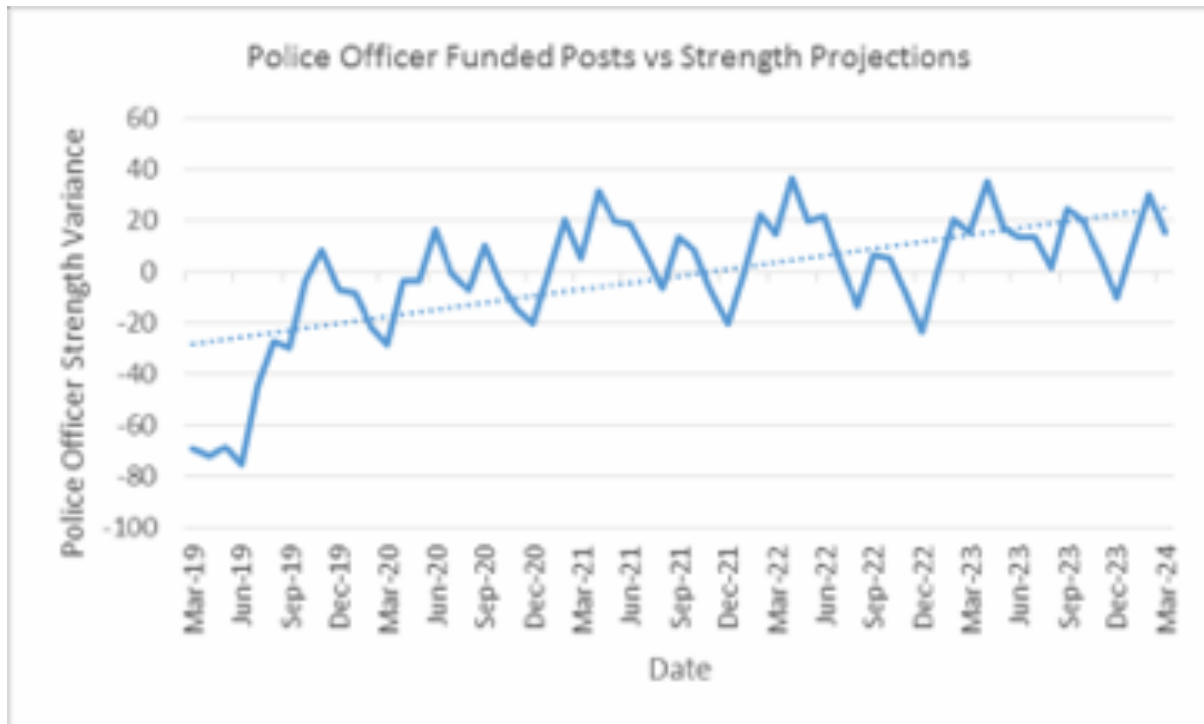
Figure 1.2 – Police Staff (excluding PCSO) Workforce Profile 31 March 2019 – 31 March 2023

Police Staff Strength Projections v Establishment
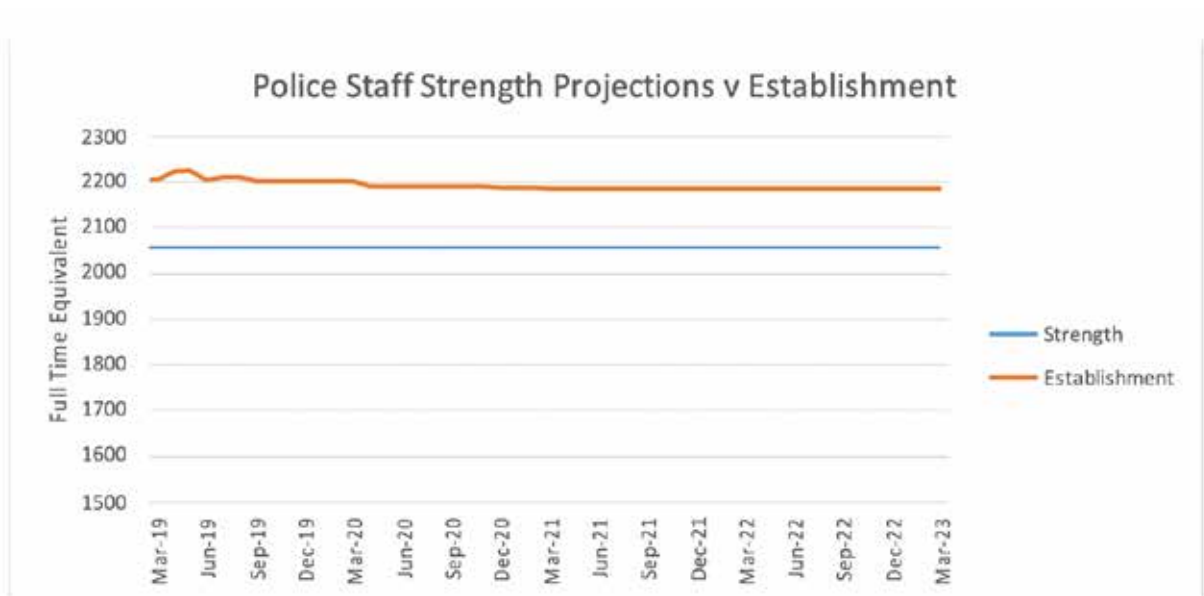
Staff will continue to be recruited in line with establishment. The force uses a vacancy factor to project vacancies occurring as part of staff turnover and to reflect this in the budget, as of October 2018, a vacancy factor was applied of:

- 3.89% for areas outside of collaboration with Humberside Police
- 3.75% for areas within the Humberside Police collaboration
- 0% for Force Communications

The force is currently engaged in an enabling services review to identify efficiencies across police staff functions and roles. The review is considering the activities of the majority of police staff services to identify demand and ensure that structural design is based on need and will consider the capability and skills required to deliver future services. The review is expected to report in 2020.

The force is currently reviewing PCSO roles, responsibilities and requirements with the aim of establishing how the force can best utilise PCSOs to support the delivery of an 'outstanding' neighbourhood policing service in South Yorkshire. It will define the demand and required skills associated with the role to inform future planning and until the review reports, the force will maintain establishment levels and forecasted strength based upon attrition trends. The force has encouraged PCSOs to join as regular police officers through a fast-track process.

BUDGET OVERVIEW – 2019-2020

The 2019-2020 budget formally approved at the PCC's Public Accountability Board on 26 February 2019 includes a council tax increase equivalent to £24 on a Band D property, the maximum allowed by the Council Tax referendum principles for the current year. For South Yorkshire, this represents an increase of 14% and will produce a Band D Council Tax of £194.16 (up from £170.16 in 2018-2019). Only 7% of properties in South Yorkshire are in Band D, with 75% of properties in Bands A and Band B, facing increases of £16.00 and £18.67 respectively. This will generate total Council Tax income of £70.5m for the 12-month period, an increase of approximately £9.4m, with growth in the local Council Tax base and a share of the collection fund surpluses included.

The final Police Finance Settlement for 2019-2020 was confirmed in January 2019. Government grant funding has been increased by £6.3m to £192.7m and the Home Office has provided additional grant funding towards the increased employers' pension contributions payable for police officers' pensions from 2019-2020. The current year's cost of the pensions increase to South Yorkshire has been estimated at £5.8m but there is uncertainty about whether £2.6m of the increased grant is recurrent, which will not be clarified until the Spending Review for 2020-2021.

The MTRS reflects the anticipated effect of inflation, cost pressures (including pensions), growth, savings plans and the continued cost of legacy issues, including the Hillsborough disaster and the Rotherham CSE issues.

- Unavoidable cost pressures include £5.8m in relation to increased police officer pensions and £0.4m on staff pensions.
- The most significant inflationary costs are police and staff pay at £2.5m and £1.3m respectively.
- Growth includes £2.4m of costs in relation to a planned uplift in police officers of 55.

MTRS Assumptions

A number of unavoidable assumptions have been made in compiling the MTRS. Police grant funding is assumed to be flat cash over the period of the MTRS and the £2.6m pension funding in 2019-2020 is assumed to be recurrent. A 2% increase in precept is assumed year on year from 2020-2021 as is a 1.5% increase in the council tax base. Police and Police Staff pay awards have been assumed at 2% across all years of the MTRS.

Savings

The force has a strong track record of delivering savings. The 2019-2020 budget assumes £3.9m of savings and of this, £2.9m is incremental drift already removed from the budget, based on a review of how budgets are calculated for police pay and an additional £0.2m of non-devolved allowances.

Reserves

The Reserves Strategy highlights potential risks that face South Yorkshire Police, including legacy issues. With the current assumptions factored into the MTRS it is possible to sustain a level of general reserve at just over the prudent 5% minimum level required to 2023-2024. However, all earmarked and capital reserves, except the Insurance Reserve, will be consumed in achieving a balanced budget each year. This may constrain potential further growth in police officer numbers and investment into systems and infrastructure to support both operational policing and more proactive 'invest to save' options to manage the impact of rising demand.

During 2018-2019, the force planned to use £7.3m of reserves to balance the budget, largely in relation to anticipated legacy costs. However, the force underspent by £7.5m and the PCC by £1.2m against the budget. In addition, the majority of costs relating to potential civil claims arising from the force's legacy issues are likely to fall into future financial years resulting in a £3.3m underspend in 2018-2019, with a further £1.0m underspend on Operation Stovewood, the National Crime Agency investigation into child sexual abuse in Rotherham. As a result the force made a contribution to general reserves of £5.6m during 2018-2019, rather than the £7.3m planned use of reserves.

Table 1.2 – Reserves Forecast 2019-2024 (per approved MTRS)

	Balance at 31/03/18	Forecast movement	Balance at 31/03/19	Forecast movement	Balance at 31/03/20	Forecast movement	Balance at 31/03/21	Forecast movement	Balance at 31/03/22	Forecast movement	Balance at 31/03/23	Forecast movement	Balance at 31/03/24
General Reserves	12,297	179	12,476	4,445	16,921	2,930	19,851	198	20,049	-5,510	14,539	-498	14,050
Rev Grant	3	0	3	0	3	0	3	0	3	0	3	0	3
PCC Commissioning	847	0	847	0	847	0	847	0	847	0	847	0	847
PCC Innovation	2,000	29	2,029	0	2,029	0	2,029	-1,822	207	0	207	0	207
Insurance	11,422	0	11,422	0	11,422	0	11,422	0	11,422	0	11,422	0	11,422
Legacy Reserve	9,150	1,049	10,199	-7,051	3,148	-3,148	0	0	0	0	0	0	0
Devolved Budget	1,601	0	1,601	0	1,601	0	1,601	-1,601	0	0	0	0	0
Total Earmarked Reserves	23,035	1,078	26,113	-7,051	19,062	-3,148	15,914	-3,423	12,491	0	12,491	0	12,491
Capital Reserves	7,484	0	7,484	0	7,484	0	7,484	0	7,484	0	7,484	-7,484	0
Total	44,816		46,073		43,467		43,249		40,024		34,514		26,541

Note, the reserves forecast do not reflect the final 2018-2019 outturn position.

Table 1.3 - Summary of South Yorkshire Police Capital Programme

	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£
Lands & Buildings	6,494,750	15,551,250	5,875,000	500,000	500,000
Vehicles	3,344,733	1,427,325	2,139,075	2,507,675	2,128,900
Equipment	2,730,418	734,450	678,000	886,000	947,500
ICT	6,743,714	3,777,502	3,297,130	2,011,972	2,766,551
Total	19,313,615	21,490,527	11,989,205	5,905,647	6,342,951

The force has a five-year capital programme to 2023-2024 of £64.9m that will deliver a range of objectives, including:

- new and improved fit for purpose buildings and facilities;
- efficient vehicles appropriate to policing needs;
- improved equipment and technology infrastructure.

Effective use of resources

The improved alignment of HR workforce plans and financial plans has allowed the force to grow officer establishment by 55 posts during 2019-2020 and the force is looking to increase the level of front-line policing resources.

The force change programme continually reviews business areas to understand and match resources to demand, feeding the force workforce and financial plans. The Enabling Services Review will ensure that support services fit the needs of the force operating model. The effectiveness of all collaborations and partnerships are reviewed using the Collaboration Effectiveness Framework, as detailed in Section 12, Collaboration.

Procurement in the force is delivered by a Regional Team supporting all four forces in the Yorkshire and Humber Region. This model ensures that standardisation is promoted and that all opportunities to adopt regional collaborative approaches are exploited in the pursuit of value for money.

Contract management is delivered via a devolved model and dedicated resource is provided centrally for contract management for high value and business critical contracts such as IT and Custody Healthcare, encouraging ongoing monitoring and

supplier development. 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.

Quarterly 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.

The Strategic Resource Board meets monthly and discusses procurement pipeline activity, savings and general performance issues.

Financial implications of future demand

The MTRS aligns to the force-operating model and ongoing budget considerations will be reflected in the rolling 5-year MTRS and medium term workforce plan.

Financial risks and mitigation

The key strategic risks for the force relate to legacy issues and assumptions have been made about the potential scale and timing of expenditure and the potential levels of Special Grant support from Government, which have been shared with the Home Office. The three legacy issues:

- the NCA investigation into non-recent CSE in Rotherham (Operation Stovewood);
- civil claims from Rotherham CSE victims; and
- civil claims arising from the Hillsborough disaster.

The cost of legacy issues between 2019-2020 and 2023-2024 is estimated to be £164.5m and it is assumed that with assistance from a Special Grant, would be left with a funding gap of £26.0m to be met from the force budget. The 2019-2020 legacy funding gap is expected to be £7.1m, requiring the use of reserves to balance the budget.

There are ongoing discussions with the Policing and Fire Minister to demonstrate the affordability impact on South Yorkshire Police and to seek an overarching funding settlement, rather than the force having to make annual grant funding applications, recognising that these are complex issues with a financial impact over the next five years. A formal response from the Home Office is awaited, and thus there is a significant risk associated with legacy issues and the outcome of any current Special Grant Funding. Access to Special Grant funding is not guaranteed and any unsuccessful application will affect the level and adequacy of reserves. This will remain under review during 2019- 2020 as part of medium term planning and the monitoring of risks.

Financial Assessment

The current MTRS (excluding legacy costs) projects that the force will achieve a surplus between 2019/20 and 2021/22 based on current funding, budget assumptions and savings plans. In 2022/23 there is a projected £0.8m shortfall with a further shortfall of £3.2m in 2023/24. All years require a net contribution from reserves caused by the shortfall in Home Office funding of legacy issues.

Any emerging issues and changes in demand that are identified in this FMS 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.

Section 2a

# Responding to the public - requests for Service

Establish the gap between current demand and demand you expect in the next four years.

Calls for service by telephone through the force's contact centre, Atlas Court, remain the main source of incoming demand for the force. Emergency and non-emergency call volumes both saw overall increases in the period 1 January to 31 December 2018 compared to the previous year by 9.8% and 25.3% respectively, from 241,197 to 264,897 and 481,385 to 603,337:

Figure 2a.1 - Monthly Call Volumes 2018

Figure 2a.2 – Average Daily Call Volumes 2018
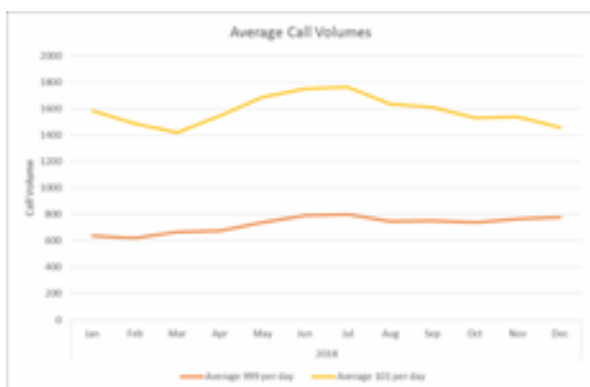
Emergency call volumes (999), in keeping with national trends, have been increasing by around 10% per year since 2015, while non-emergency call volumes (101) have shown annual reductions since 2015 of between 1% and 8%. Current projections, based on historical trends in call data to the end of February 2019, assume that reductions will not be repeated in the medium-term and levels of both 999 and 101 calls will increase.

Call handling effort demand comprises not only the time taken on the call, known as talk time, but also the time taken once the caller has left the call, known as the wrap time, carrying out additional call-related tasks such as interrogation of other systems and related administrative tasks. The current review of the Communications Department includes a range of activities to measure and analyse the wrap times for 999 and 101 calls in detail to establish a deeper understanding of demand, and the effort required to resolve that demand. Early data indicates that, on average, call wrap time is around twice the talk time, however, further analysis is required to establish greater detail and the effect of the call-type on the amount of wrap time required.

In 2018, the average number of 999 calls received on a daily basis was 726, with the average call talk time being 3 minutes and 50 seconds. By 2022, based on current and historical trend data, the number of 999 calls are predicted to rise by 23% to an average of 892 emergency calls each day. This increase in calls equates to an additional 10 hours, 36 minutes and 20 seconds per day being required for 999 talk time alone, in addition to the increased wrap time it creates.

In 2018 the average number of 101 calls received each day was 1,653 and it is anticipated that by 2022 this level will increase by 20.6% to an average of 1,996 non-emergency calls each day. 101 talk time averages at 5 minutes 51 seconds, which translates to a projected overall increase in talk time of 33 hours, 26 minutes and 33 seconds per day.

The rise in demand for calls for service is not unique to South Yorkshire Police and is an issue across England and Wales. Nationally the reasons for the rise in demand are not yet fully understood but one significant contributory factor is believed to be the impact of other support services being reduced due to austerity measures, resulting in decreasing provision from other agencies and as a result, more people finding themselves in crisis and turning to the Police for help.

Accommodating the projected increase in talk time alone will require the establishment of an additional eight full time posts in call handling in order to maintain current performance levels. This demonstrates the need to continue to identify operating and process efficiencies and establish them as practice.

Timely handling of the significant volumes of both emergency and non-emergency calls received is a significant challenge. As part of the current Atlas Court review, all elements of service provision and operational structure are being scrutinised and re-engineered where required, to provide increased efficiencies and improved effectiveness. This scrutiny includes detailed analytics to better understand call demand including call types, any failure demand that is generated, predicted future demand and, significantly, determining the effort required to deal with the different types of volume demand.

The projections for non-emergency calls are dependent upon a number of factors, not least the force's demand reduction work, detailed in Section 3, Prevention and Deterrence. The expected delivery of SmartContact's online portal in autumn 2019 and social media integration in winter 2019 is anticipated to increase levels of demand on the force, with access to crime reporting made easier and more convenient to the public through digital channels. Further analysis is required to understand what additional administrative or process demand this will create internally and for partner organisations and what response the public can expect as a result.

Atlas Court has implemented a number of measures to understand demand and performance, both in the short and long-term, as outlined below.

A detailed performance management framework has now been introduced and, while it is still in the early stages of data collection following a system upgrade in February 2019, it will enable the force to better understand the relationship between volume, effort and performance demand.

The performance framework is supported by a new performance dashboard, which is available at a strategic level and provides transparency about demand and current performance.

The force appreciates that call demand and abandonment rates are complex issues with their causes in a range of areas, such as partner agency demand, incident volumes, officer resourcing and productivity, crime recording, IT system functionality, and business processes.

The changing nature of calls for service presents a further challenge to the force since complex calls, often involving people in crisis, take much longer to deal with in both talk time and wrap time. The force is undertaking analysis to better understand this and the impact it has on operational delivery within both the contact centre environment and response function, including establishing the percentage of types of calls for service that do not result in an incident being created.

In the last 12 months, South Yorkshire Police has made a significant investment in SmartContact, a cutting-edge contact management platform. This is an ambitious transformation programme providing new technology to better support both the public and the staff dealing with their calls for service. The platform includes telephony and dispatch solutions and an online portal is due to be delivered later this year, keeping pace with public demand for alternative access channels.

Incident data from both ProCAD and SmartContact shows Communication Department staff finalise 47.6% of all incidents at the first point of contact, without the need to deploy a resource ('resourced without deployment' or RWD). This figure varies slightly before and after the introduction of SmartContact, with the RWD rate for all incidents prior to November 2018 being 48.1% compared to a rate of 45.2% in the last 2 months of the year.

However, within these headline figures, other changes are apparent, with a higher proportion of crime incidents being graded as RWD after the introduction of SmartContact and a lower proportion of ASB being similarly graded. Indications are that these changes are due to increased confidence in decision-making amongst

Contact Resolution and Dispatch staff as a result of the enhanced training delivered in preparation for the introduction of SmartContact, combined with changes in process necessitated by the new technology.

The Atlas Court review will evaluate the creation of an Incident Support Hub to provide a further level of assessment before incidents are deployed to. This will better manage demand on the front line and provide an improved service to the public. This is currently being scoped as part of the future design of Atlas Court and will form part of a wider business case for service design.

An increasing number of crime incidents recorded as Connect investigations and dealt with by the Crime Support Hub are closed as RWD at the point of recording but the changes also reflect a shift in emphasis for allocation towards viable lines of enquiry and assessment of vulnerability, key themes in the drive for efficiency in the call centre.

The force has set a target service level waiting time for emergency calls of 10 seconds and for non-emergency calls of 30 seconds. Waiting time performance for emergency calls improved for much of 2018 in comparison to figures for January to December 2017 but performance in November and December 2018 was notably lower, as communications staff began to familiarise themselves with the new technology, matching the 2017 figure of 76%. However, careful management has seen performance steadily improve, allowing the force to further realise the benefits that this investment brings.

Figure 2a.3 - Non-Emergency Call Waiting Times 2017 and 2018

101 Waiting Times 2017 and 2018

ProCAD incident data for the period prior to SmartContact's introduction shows that the force responded to 59% of all immediate incidents within the 15 minute target time, with the median time in that period being within the target time at 13 minutes 8 seconds. The achievement rate for priority incidents for the same period was 55.76%, with the median time again being within the 60-minute target time, at 49 minutes.

In the period from 12th November to 31st December 2018, SmartContact data shows immediate incident service levels of 43.85% with median arrival times of 16 minutes 26 seconds and priority service levels of 41.85% and median arrival times of 1 hour 27 minutes.

The force has developed a dashboard to monitor response times and deployment demand, providing an overview of demand across the force and allowing it to be monitored so that resources can be allocated and moved depending on the risks and vulnerability. This dashboard is being further enhanced to provide not only day to day analysis of demand and resource capacity but also a wider view of optimum staffing levels, to predict demand and plan resourcing requirements, both in the medium and longer term. This Capacity and Demand Analytics Project (CaDA) recognises the need to better combine the concepts of demand management and capacity management.

Whilst this was first envisaged as an assessment of the availability of frontline resources at any point during the day, the project has broadened its scope with the aim of forecasting future optimum staffing levels and utilisation, for example the effectiveness of shift patterns and use of re-rostered rest days.

This project is in the initial stages of scoping with key stakeholders, data gathering and understanding how to better visualise this using new technology. Further work is underway to understand the assumptions, patterns and trends in how the force currently uses its frontline resources, taking a more analytical and empirical data-driven approach to resource deployment and productivity.

The force encourages direct contact from the public through neighbourhood team websites and dedicated phone lines, which provides a better service for the public, but such routes-in risk concealing demand not formally captured on force systems or performance products. The PCSO review has identified the volume and effort taken to deal with these types of call for service, and as part of the CaDa project, the work analysis study will be adapted and rolled out to response and neighbourhood teams to help identify such areas of demand across the force. This will thereby enable a better understanding of hidden demand that can be factored into any future workforce planning.

STEP 2

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

The force recognises how pressurised and busy the contact centre environment can be but it faces these challenges from a strong position, with HMICFRS commenting in November 2018 (HMICFRS, Policing and Mental Health - Picking Up the Pieces): "We found some evidence of good supervision of staff who have first contact with callers experiencing mental health problems. South Yorkshire Police's call centre supervisors carry out regular performance meetings with their police officers and staff. Supervisors listen to a selection of calls that call handlers have answered. They listen alongside the call handlers to check that their tone, response and advice are consistent. This helps to identify anyone who needs extra training, which will in turn improve performance." This was not an isolated instance of praise from HMICFRS for the quality of call handling at Atlas Court and the levels of knowledge, warmth and empathy within Contact Resolution are regularly noted.

Wellbeing is a key factor in the review of Atlas Court and to support this the force undertook a cultural audit of all staff to help inform how the review would be developed and any findings acted upon as part of this work. The College of Policing supported this work and the findings were shared with all staff to ensure awareness of the key themes identified and more importantly, how they are being addressed.

Wellbeing of staff is a high priority with considerable investment made during 2018 to provide improvements to the onsite gym facilities, a wellbeing room and break out areas. Staff are regularly canvassed as to their wellbeing and their views form the basis of decisions made about welfare. The Atlas Well Together Meeting is held every quarter and is attended by representatives from all areas of the department. There are 23 identified wellbeing champions working at Atlas Court who have undertaken training courses run by the mental health charity MIND. Colleagues are encouraged to support each other through peer-to-peer support and all contribute positively to the workplace. Long term sickness absence is reducing and there has been an improvement in the number of outstanding Supportive Management Action plans.

The Atlas Court review is taking a holistic view of the service including demand, processes and procedures, resourcing levels and structures. Demand information is informing and feeding into the review and service design, future proofing roles and requirements to better meet both current and future needs. All roles within the contact centre will be reviewed to ensure they are reflective of the nature and requirements of the contact centre and demand information will be used to ensure optimum shift pattern, flexible working opportunities and resource levels are tailored to meet operational needs.

The force acknowledges historic challenges with staff retention, performance management and management structures to both support the service and drive performance forward. The management structure has been temporarily supplemented with a Superintendent and Chief Inspector but the force recognises that a new permanent structure is required. The Communications Department has an

establishment of 407.66 full time equivalent (FTE) staff with 10 Force Incident Managers at Inspector rank, 116.4 Dispatch staff, 151.3 Contact Resolution staff and 96.8 Crime Bureau operators. A Superintendent and Chief Inspector command team, 6.5 Functional Managers and 36.2 Team Leaders currently support these staff.

The force's enquiry desk staff at key police stations also handle incoming demand. The force has an establishment of 30.7 posts, locally managed across the four districts.

Acknowledging that the operating model for the contact centre is expected to change, the senior management structure has been reviewed, addressing some key gaps in capability and capacity and strengthening the management of performance, demand management and staff welfare. A business case has been produced and is awaiting a decision through the force's governance structure. The business case involved understanding current demand, responsibilities, issues and risks. Benchmarking has been carried out with

other forces and their contact centres and previous reviews (Cultural Review, Diamond Review, College of Policing feedback) have influenced the findings, identifying required roles and responsibilities and developing structures.

The options outlined in the business case strengthen the management structure to reflect the requirements of the service. The structure is designed to address both the performance of the service and the support and management of its people. It has a clear focus on maintaining and retaining staff numbers linking to a revised approach to recruitment and staff training. A refreshed focus on understanding the complexities of working in a contact centre and the impact on staff welfare will be a core principle within the management team.

The shift will see a proactive approach to recruitment to address the retention and recruitment challenges that have been faced in the past. Retention of staff will remain a challenge for the service and turnover of staff is inevitable, especially as the force recruits more police officers and staff seek career progression into officer roles. However, having a management focus on supporting staff and recruiting proactively will minimise the risk to resources and provide more security with the supply of staff for the service.

The department will have a revised training programme that not only effectively equips staff to work with the new technology but also embeds the new performance framework and culture.

Alongside changes to the management structure, there will be measures to monitor staffing levels, sickness and performance. A new role has been proposed that will have key responsibility for staffing and people management, not only strengthening the

management team but also recognising the clear focus on people management. Sickness levels will be reviewed as part of performance monitoring with clear management processes.

Training and the quality of the investment made in staff is vital for the success of the service and as mentioned above training for Atlas Court staff is being refreshed, to reflect not only the changing technology but also the reinvigorated performance management culture. This will incorporate both formal and informal training and the support of the tutor unit to guide and nurture staff to provide appropriate training so that staff feel fully equipped to undertake their role. Future enhancements to training will support staff with the implementation of new contact channels for public and partners, such as web-chat.

The training will embed not only the technical and customer service training but also the way the performance management framework will operate and how staff will be supported via monthly reviews to continuously improve on performance.

As demand increases and the nature of that demand has changes, it is imperative that the force designs a service that can exploit the investments made in technology and the changing expectations of the public and partners.

Considerable staff engagement was undertaken at the beginning of the Atlas Court Review, which informed its terms of reference and the areas of focus. Acknowledged and enduring morale issues within the Communications Department, often aggravated by concerns over rising demand, resourcing levels and ageing technology were all identified and addressed by the review. The early stages of the Atlas Court Review also identified that there

were a number of facilities-related issues affecting the wellbeing of staff and quick-time changes were implemented to make immediate improvements to staff welfare.

A further communications staff survey is also under way, including questions around capacity, welfare, support and motivation and the responses will be analysed and used to inform the design stage of the wider review. Flexible working patterns are also being reviewed against the demand profile to understand whether staff are available at the periods of greatest demand.

STEP 3

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

Initial work by the Atlas Court Review included a demand profile of switchboard, which showed 37% failure demand into Atlas Court, due to a combination of staff using switchboard as a reference source and victims calling for updates that should have already been provided to them. As a result, a number of actions were implemented, including a decision to reject internal calls requesting a switchboard service, instead referring colleagues to online resources. Further work is ongoing across the force to improve public and victim satisfaction to ensure that officers use the technology available to them to keep victims informed of the progress of their cases, reducing the need for them to call for updates.

A review of mental health incidents has been undertaken to understand the volume of incidents involving some element of mental ill health. This has provided volume

information, however further analysis will be undertaken to capture qualitative data to help the force understand how best to manage this type of demand at first point. This review has been carried out in conjunction with the hospital and mental health demand reduction work detailed in Section 3, Prevention and Deterrence.

The escalation of incidents to district supervision if there is an expectation that response times will not be met has long been an issue for the force, which it has made numerous efforts to resolve. However, as described earlier in this section, the migration to SmartContact has provided new opportunities to address the issue. To enhance its existing incident escalation process, the force has developed a BI report to alert staff and supervisors to those incidents that are nearing or beyond normal service levels. It helps to prioritise attendance by displaying additional factors such as vulnerabilities, hate elements or links to domestic abuse in an easily understood format. This gives district

supervision and Atlas Court staff a live-time tool to ensure that service levels are met, vulnerable callers are appropriately prioritised and resourcing decisions are better informed. In discussion with district command, performance management and force senior leadership a common approach to monitoring this tool has been agreed to ensure consistency of service provision to the people of the county.

SmartContact is, as detailed above, projected to bring numerous benefits to the force's contact management arena, but delays in implementation have meant that these benefits have not yet been realised. Functionality such as the online portal and web-chat are currently in development to compliment the 999 and 101 channels. These innovations will allow the force to develop different options for managing demand.

Although full integration between SmartContact and Connect is not yet available, there is a limited interface allowing for any nominal created to be searched automatically on Connect, providing the Call Handler with instant access to any information that will assist in identifying vulnerability. SmartContact has a tag function to help identify vulnerability, allowing supervisors to identify any incident that is tagged as such, and a vulnerability question set and risk assessment built into the system for call handlers to refer to.

SmartContact provides enhanced ability to monitor offenders within IOM (Integrated Offender Management) cohorts, using tagging of nominals and locations and, as processes are refined and familiarity with the system increases, the force will be better able to exploit its potential and support teams with instant information thus protecting communities from harm.

With the introduction of SmartContact, the force refreshed its diary appointment process to improve its service to the public by increasing capacity for response officers and communications staff. There is insufficient data available yet to quantify any gains that the new system delivers but initial indications are that the system reduces failure demand.

As detailed above the force is also scoping the introduction of an Incident Support Hub, which will not only improve the service to the public but will reduce demand on deployment and appointments by resolving incidents at the first point of contact.

The force has also invested in a replacement duty management system for communications staff, i360. The system was introduced in the summer of 2018 and offers enhanced resource planning functionality. Work is ongoing to refine its algorithms to improve the accuracy of staffing forecasts to ensure that shifts, skills and resourcing are optimised to demand.

The force fully anticipates that all demands for service by the public will be met; however, the response to that demand may change as more reporting channels become available.

SmartContact will deliver a number of benefits when its full functionality is brought online. How the force can fully exploit these benefits is still being explored.

Integration with Connect, to allow the automated creation of investigations from incident data, often known as 'recording at first point', will result in the early recording of the vast majority of crime records and allow Force Crime Bureau staff to concentrate on effective quality assurance, resulting in improved data integrity. The force is working with a number of suppliers to deliver this full capability at the earliest opportunity and realise the benefits that this will provide.

Increasing call demand and the late delivery of process improvements will be a challenge for the Communications Department but this will, to some extent, be mitigated by increasing familiarity with SmartContact and its functionality and improvements to the system achieved through feedback to the supplier. The ongoing review will be key to supporting demand and capacity management until technological improvements are delivered.

Section 2b
Responding to the public - incident response

Establish the gap between current demand and demand you expect in the next four years.

The force's Response Resource model takes into account four main types of response demand; incidents, crime investigations, missing people, and other policing demand. This combines the 'volume' of demand with the resource 'effort' required to service it, to illustrate the Response Officer FTE requirements and is updated on a monthly basis, showing the trends in FTE numbers from April 2016 to date. HR Workforce Planning data is also fed into the model to show the extent of the force's capacity gap and to inform regular alignment of resources across the force. The response demand resource model is regularly refreshed to capture the effects of demand changes on resource requirements over time. This helps to inform resource allocation decision-making in HR Workforce Planning with work ongoing to continuously refine its accuracy and improve the assumptions on which it calculates overall required resources including use of more sophisticated software and academic support so that the force can have more confidence in longer-term forecasts and predictions to four years and beyond.

Throughout 2018 the Response Resource Model has been refined and reworked and, as described in Section 2b, Responding to the public, projects such as PCSO activity analysis have identified previously unmapped demand, activities carried out on a daily basis by staff that is not accounted for in tasking or demand management. The results of such demand mapping projects will be used to improve the modelling assumptions and therefore the accuracy

of the resource models, in particular the Response Policing Resource Model, to better understand current and predict future operational resource requirements.

The 2017/18 South Yorkshire Police Force Management Statement indicated a capacity gap for response policing of 817 officers but, within a very short period of time, the model was enhanced as a result of other demand work and the accuracy of that figure was improved. The analysis results at that stage indicated a capacity gap of 330. However, the force is continuing to develop its resource analysis products further using new software (Power BI, R, and Simul8) to achieve the force's desired level of confidence in the results and to better forecast future resource requirements. Several new prototype models have been built and development of these continues. Section 3, Prevention and deterrence details the considerable effort put into demand reduction at both strategic and tactical levels throughout 2018, with incident volume demand being actively reduced at many of the force's 40 highest demand organisations, following 12 months of sustained problem solving activity.

Figure 2b.1, from the force's Response Resource Model, illustrates that while incident demand, both in terms of volume and effort (and thus FTE requirements for Response officers) are projected to decrease in the short to medium term, investigation and missing person demand are projected to increase, reflecting the increasing complexity of such investigations and the numbers of missing people. However, where particular individuals or locations (Looked After Children Care Homes for instance) are identified as the source of higher demand, they then form part of the targeted demand reduction strategy, mitigating the predicted increases.

Figure 2b.1 – FTE requirements for Response Officers

Response FTE requirements - trendlines to March 2020
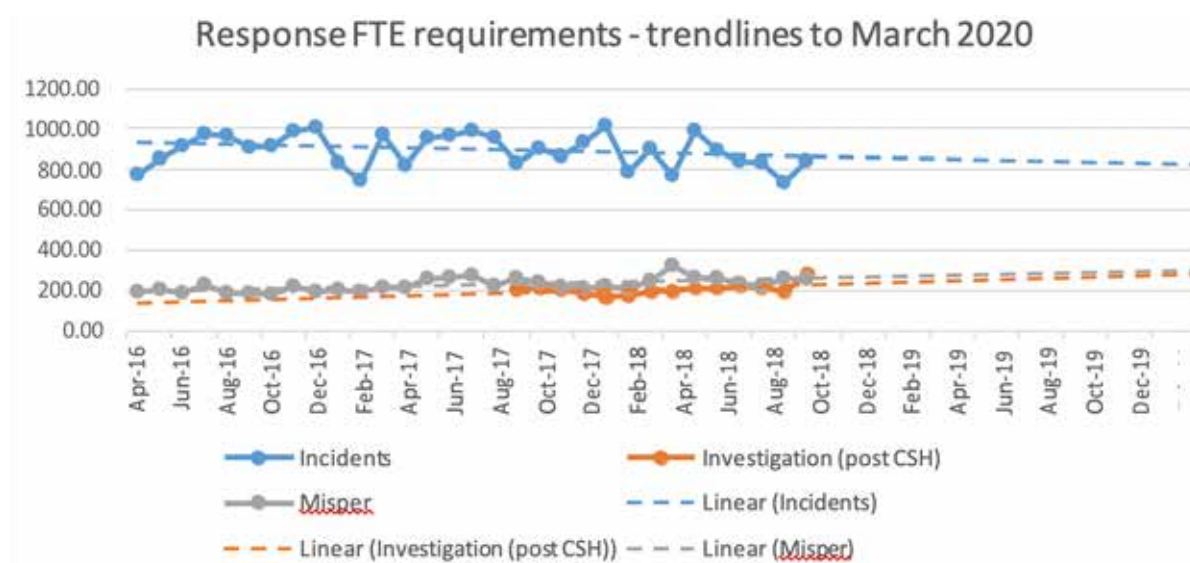
The planning of longer-term officer recruitment is being made more complex due to the introduction of the Police Entry Qualifications Framework. Abstraction-modelling analysis undertaken by the force has identified that the increased requirement for protected learning time for PEQF student officers will reduce their net availability to work alongside qualified officer colleagues, particularly in the first year of their service. HR Workforce Planning is currently assessing the impact of this issue and how to mitigate against its effects.

In the following summary of volume crime offences all data is for the period 1 January to 31 December 2018 unless otherwise stated. The incident demand graphs below all show increases in volumes between April 2015 and October 2016, following a crime data integrity review, during which incidents were highlighted that had been regarded as anti-social behaviour but in fact contained hidden offences.   As a result, during this period, increased numbers of incidents were finalised as the relevant crime type, rather

than ASB. This has caused a fluctuation in the numbers and affected the reliability of the forecasts.

BURGLARY

The force recorded 14,104 burglary offences, a reduction of 11% on the previous year and of these 70% were burglary residential and 30% were burglary business and community.

Table 2b.1 – Recorded burglary offences

Measure	2017	2018	% Change	Trend
Recorded burglary offences	15,895	14,104	-11.3%	Decrease >10%

ROBBERY

The force recorded 1,686 robbery offences during 2018, 87% of which were personal robbery and 13% were business robbery offences. This equates to an overall 1% increase in offences, compared to MSG data for the same period, which suggest an

18% average increase across the MSG. The Office for National Statistics (ONS) released figures for the year ending September 2018 in January 2019 showing a rise in police recorded robbery offences, up 17% to 80,947 offences.

Table 2b.2 – Recorded robbery offences

Measure	2017	2018	% Change	Trend
Robbery offences	1,671	1,686	1%	Increase <10%

ARSON

The force recorded 1,005 arson offences, a 17% decrease compared on the figures for 2017. 75% of arson was recorded in the category of arson not endangering life with 25% in the arson endangering life category. The Crime Survey for England and Wales in its report for the year ending September 2018 (CSEW) noted no meaningful change in overall criminal damage and arson recorded by the police (1% decrease).

Table 2b.3 – Recorded Arson offences

Measure	2017	2018	% Change	Trend
Arson offences	1,217	1,005	-17%	Decrease >10%

This level of recording puts South Yorkshire Police over the MSG average but below the statistical upper bound. It is the fourth highest force in comparison to seven similar forces in a comparison of combined arson and criminal damage offences.

CRIMINAL DAMAGE

Criminal Damage recording shows a 12% decrease in comparison to 2017 at 17,102, returning to the volumes seen in 2016 after the considerable increases seen in 2017 due to the force's crime data integrity work.

The two largest subcategories of criminal damage are damage to vehicles and damage to dwellings at 38% and 35% respectively, although both show a year on year reduction. This reinforces the suggestion of the links between criminal damage, anti-social behaviour and the night-time economy.

Table 2b.4 – Recorded criminal damage offences

Measure	2017	2018	% Change	Trend
Criminal damage	19,369	17,102	-12%	Decrease >10%

Force incident data for criminal damage and arson shows a small but steady decline in reports of such incidents.

VEHICLE CRIME

Vehicle Offences continue to account for 9% of all crime recorded in South Yorkshire, with 12,643 offences recorded in the period, a reduction of 11% compared to 2017. Nationally 2018 saw a 3% increase in vehicle offences, largely due to a 10% increase in the subcategory of 'Theft or unauthorised taking of a motor vehicle'. This increase was mirrored in South Yorkshire, which saw a 9% increase in the same period.

There is still great uncertainty in relation to how vehicle offences will be affected following the UK's exit from the European Union and it is expected that if the economy suffers, or if vehicle parts become expensive

to import, theft from and theft of motor vehicle offences will increase. In addition to high value vehicles, agricultural vehicles may be particularly vulnerable due to their comparatively poor security and lower value vehicles may well be targeted for repairs and spare parts for older vehicles.

South Yorkshire is the third highest force in its MSG, recording higher volumes of vehicle crime than the MSG average with the majority of offences being theft from motor vehicle offences, accounting for 57%, followed by theft of motor vehicle (24%), vehicle interference (18%) and aggravated vehicle taking (1%).

Table 2b.5- Recorded vehicle crime offences

Measure	2017	2018	% Change	Trend
Vehicle crime	14,141	12,643	-11%	Decrease >10%

Incident data for vehicle crime fluctuates considerably during the period from January 2007, with a significant rise in reported offences between April 2015 and October 2016.

MISCELLANEOUS THEFT

Theft offences accounted for 20% of crime in South Yorkshire during the review period, with 28,661 theft offences recorded in the review period, a 9% reduction compared to the previous year. Shoplifting accounts for the majority of theft offences recorded, accounting for 38% of all theft offences at 10,922 offences, a 12% reduction over the previous 12 months. This compares with a 1% reduction nationally.

Table 2b.6 – Miscellaneous theft breakdown

Offence Type	Volume	% Total
Shoplifting	10,922	38%
Other Theft	9,988	35%
Theft from the person	2,105	7%
Theft in a dwelling other auto mach	1,939	7%
Making off without payment	1,814	6%
Theft or unauth taking of pedal cycle	1,168	4%
Theft by an employee	278	1%
Blackmail	259	1%
Theft from an machine or meter	129	0%
Dishonest use of electricity	37	0%
Theft of mail	22	0%
Total	**28,661**	**100%**

Table 2b.7 – Recorded theft offences

Measure	2017	2018	% Change	Trend
Theft offences	31,722	28,661	-9%	Decrease <10%

RURAL CRIME

The force has a strategy and Plan on a Page for rural and wildlife crime (rural crime hereafter), which is managed by neighbourhood policing teams locally (NPT). Officers from NPTs are trained to deal with the issues and regularly partake in regional and national operations with partners to tackle rural crime.

The National Rural Crime Network (NCRN) found, in its 2018 survey, that the perception of police in rural areas nationally is poor and victims participating in the survey were largely dissatisfied with how the police dealt with their case. In order to encourage community confidence, South Yorkshire Police has encompassed confidence in the Plan on a Page and continues to encourage community engagement as a force priority through the use of social media, People and Communities Together (PACT) meetings and online forum events. The NRCN survey also showed that many crimes in rural communities go unreported, particularly by business owners, who lack confidence in forces to deal with reported issues, but the force is keen to encourage communities to report issues to develop a stronger picture of the issue of rural crime.

South Yorkshire Police's efforts to counter this lack of confidence are detailed in Section 3, Prevention and deterrence but the focusing of some of the force's Operation Duxford days of action on rural communities is of particular note.

Nationally, rural and wildlife crime is an emerging issue, with particular concerns about offences such as plant theft, theft of shotguns and vehicle theft in rural areas. Badger and raptor persecution is also a national concern.

ROAD TRAFFIC COLLISIONS

Road safety is a significant draw on the force's response function, with numbers of reported RTCs increasing year on year between 2007 and 2017. Wider performance in this area is reported on in Section 7, Major Events, however, incident forecasting shows a steady increase in demand from 2007 levels of on average 718 reported RTCs per month to 2017 when an average of 1,374 were reported monthly, although there is considerable seasonal fluctuation within any 12 month period, largely dictated by weather conditions. Projections for the period to March 2023 show incident demand remaining in the region of an average 1,250 incidents per month, much of which demand being catered for by response teams in the first instance.

VULNERABILITY

While volume of incidents is the primary demand for response policing, dealing with vulnerability in its many guises is a significant source of demand, affecting both victims and offenders. Tables 2b.3 and 2b.4 show the volumes and proportions of repeat crime, repeat domestic abuse and repeat ASB incidents prior to and post-implementation of SmartContact and how those incidents were graded.

Section 3, Prevention and Deterrence details the efforts by neighbourhood teams and other departments across the force to reduce demand and safeguard vulnerable people within the community but where the most vulnerable in society do call on the police for service, it creates additional demand for response teams.

Across the two incident recording systems in the 12-month period, the force recorded 10,358 such incidents in crime, DA and ASB, of which 14.17% were graded as immediate incidents and 22.58% priority.

Figure 2b.1 – FTE requirements for Response Officers

Repeat/Vulnerable Data 1st January - 12th November 2018 (ProCAD)

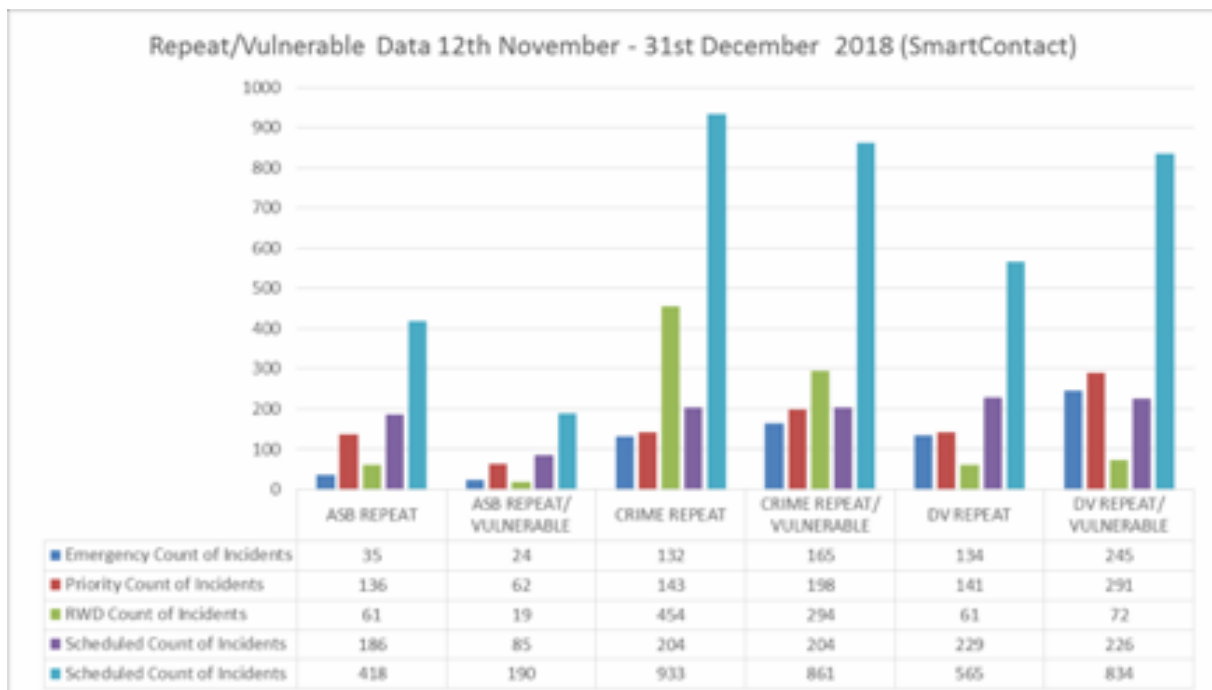|	APPOINTMT	CRIME ALLOC	FAILED-APPT	IMMEDIATE	PRIORITY	RWD	TASK	SCHEDULED
ASB REPEAT	16	101	1	26	306	374	614	1
ASB REPEAT/VULNERABLE	26	72	1	24	152	115	218	
CRIME REPEAT	141	541	6	143	271	347	18	
CRIME REPEAT/VULNERABLE	130	208	3	70	221	164	10	
DV REPEAT	534	61	15	320	426	148	4	
DV REPEAT/VULNERABLE	196	24	8	150	266	74	10	1
Grand Total	1043	1007	34	733	1642	1222	874	2

Figure 2b.3 – Repeat/Vulnerable victim data (SmartContact)

Repeat/Vulnerable Data 12th November - 31st December 2018 (SmartContact)

	ASB REPEAT	ASB REPEAT/ VULNERABLE	CRIME REPEAT	CRIME REPEAT/ VULNERABLE	DV REPEAT	DV REPEAT/ VULNERABLE
Emergency Count of Incidents	35	24	132	165	134	245
Priority Count of Incidents	136	62	143	198	141	291
RWD Count of Incidents	61	19	454	294	61	72
Scheduled Count of Incidents	186	85	204	204	229	226
Scheduled Count of Incidents	418	190	933	861	565	834

The force's analysis tools are giving increasingly accurate indications of resourcing requirements and, as more officers are moved from response to neighbourhood functions to increase the demand reduction capacity of the neighbourhood teams, this model will reflect any resultant changes. Equally, as other influences on incident demand take effect, such as the UK's exit from the European Union and environmental protest, the response capacity gap may grow and an increase in police officer establishment is underway to mitigate such risks.

In recognising the force's least understood area of response demand, hidden demand not recorded in sufficient detail on force systems, the force has piloted activity analysis techniques as detailed in Section 3, Prevention and deterrence.

This is now being applied further across response and neighbourhood policing to help achieve the desired level of accuracy and response resource forecasting as described above.

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 982 officer posts across the force dedicated to response policing, predominantly working the force Standard Duty Rota in a 5-shift pattern.

Table 2b.8 – Response posts breakdown by rank and district

	Team	Police Officers
Insp	SY1-Doncaster Local Policing Team	1
	SY1-Rotherham Local Policing Team	1
	SY1-Sheffield Local Policing Team	2
Sergeant	SY1-Barnsley Local Policing Team	5
	SY1-Doncaster Local Policing Team	5
	SY1-Rotherham Local Policing Team	5
	SY1-Sheffield Local Policing Team	10
Constable	SY1-Barnsley Local Policing Team	165.05
	SY1-Doncaster Local Policing Team	214.52
	SY1-Rotherham Local Policing Team	172.43
	SY1-Sheffield Local Policing Team	401.44
	TOTAL	**982.44**

The force analyses demand to inform the workforce plan and Table 2b.9 shows the current and required alignment of resources across the four districts, informing resource allocation decision making across districts.

Table 2b.9 – FTE requirement for response by district

District	Current Response AFP FTE Percentage Split	Required Response AFP FTE Percentage Split
Barnsley	16.30%	16.30%
Doncaster	22.50%	25.10%
Rotherham	18%	17.40%
Sheffield	43.30%	41.30%
Total	**100%**	**100%**

Typically response teams carry between 75% and 85% of all allocated crime, with officers on response teams filing on average in excess of 100 investigations per year. Arrest rates in domestic investigations across response teams for the final three months of 2018 were between 42% and 49%, and Table 2b.10 shows the volume and proportion of stop searches carried out by response officers across the force in the 12 months to December 2018, approximately two thirds of the force total.

Table 2b.10 – Volume and proportion of stop search carried out by response officers

	2018			
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
Response Teams	219	320	446	1013
Total	342	532	700	1619
% Carried out by Response	64%	60%	64%	63%

Response officers receive regular 10-weekly StreetSkills updates, tailored full-day training sessions targeting areas of specific interest to response officers. This adds to their continuous professional development (CPD) and ensures that response officers are kept up to date with legislation and force processes pertinent to their role. Topics covered in 2018 include:

- Mental health and the police response to it;
- Fracking and policing protests;
- Investigation and file quality;
- Stop and search;
- Problem solving;
- Health and wellbeing;
- Satisfaction and community resolution and;
- Stalking and harassment.

Results from the force 2018 Staff Survey show significant improvements since the 2016 survey in three of the four key measures but perceptions of access to resources remains low, despite a small improvement since the last survey. Forcewide response rate for the 2018 survey was 44% and, following analysis of the results, four key areas were identified: vision clarity; access to resources; fairness; and organisational support.

Emotional energy, strongly linked to wellbeing, has reduced significantly for both officers and staff, mirroring similar results across the country and Section 9, Wellbeing describes the considerable effort being put into improving wellbeing across the force. Barriers and blockages (or 'Hindrance stressors'), challenge stressors and authoritarian leadership are all new measures in the 2018 survey so there is no point of comparison, but all show notable

room for improvement, with work ongoing through the force's Welltogether programme.

Across the force, officers' responses in relation to public service motivation, engagement in role and supportive leadership were reassuringly high and levels of organisational pride have risen encouragingly.

Table 2b.11 – Staff Survey results (officers).

	2016	2018	Highest Possible Score
Vision clarity	3.10	4.46	7
Access to resources	2.70	2.92	7
Fairness	2.73	3.21	7
Organisational support	2.87	3.23	7
Public service motivation	5.73	5.65	7
Ethical voice behaviour	5.97	5.95	7
Organisational pride	2.86	3.43	7
Engagement in role	5.31	5.59	7
Supportive leadership	*	5.08	7
Uncertainty	5.77	5.22	7
Emotional energy	4.04	3.11	7
Challenge stressors	*	4.33	5
Barriers and blockages	*	3.32	1
Authoritarian leadership	*	3.56	7

(Where * is shown, this category was not measured in that year)

Results of the Staff Survey and Pulse Surveys form part of district Quarterly Performance reviews to enable scrutiny and performance management.

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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; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

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The force's Crime Support Hub was created in 2017 and performs a vital role in the management of volume crime. The Hub has continued to support front-line officers and has processed over 30,000 investigations in the period from 1 January to 31 December 2018, investigating between 70 and 90 crimes per day, at an average filing rate of 62%.

Recent developments to the Crime Support Hub have allowed for internal training opportunities, where Hub staff have delivered enhanced training in investigation management, VAF and THRIVE to all supervisors across the force. Student officers continue to receive training in this area and newly promoted sergeants now complete the training within 12 months of promotion.

Sheffield has put considerable effort into making the city a welcoming and safe city to visit, earning 'Purple flag' status every year since the inception of the scheme in 2012, an ongoing partnership effort with Sheffield City Council's crime reduction partnership. The importance of the night-time economy to Sheffield is partly due to its large and growing student population.

'Purple Flags' are awarded to towns and cities 'that are safe, diverse, vibrant, appealing, well–managed and offer a positive experience to consumers' (National Business Crime Centre). The scheme sets out a comprehensive set of standards, management processes and good practice examples designed to improve a town or city's night-time economy (NTE). South Yorkshire Police is developing plans to achieve 'Purple flag' status for Barnsley and Doncaster's night-time economies.

Across the force, Street Safe operations on weekends and critical dates help to manage incident demand in town and city centres and ensure the safety of visitors to the town and city centres.

With the introduction of SmartContact, the force refreshed its diary appointment process to improve the service to the public by increasing capacity for response officers and communications staff. The new process uses a default 'police station appointment' as opposed to planned visits to victims' homes, removing travelling time

and reducing the time wasted where officers attend an address for an appointment but find that the complainant is not available, thus increasing officer productivity.

With the forcewide demand reduction and hospital demand work detailed in Section 3, Prevention and deterrence and other work being carried out across the force, response teams are seeing a genuine shift in their workload to allow a better quality of service.

Operation Shield, funded by the Community Safety Partnerships and the OPCC, is a highly targeted initiative which focuses on the areas most affected by serious acquisitive crime, those crimes committed to fund the use of drugs. It uses innovative diversionary tactics and a process of engagement with offenders to make crime less attractive and fear of capture greater.

As part of this operation, officers from South Yorkshire Police, South Yorkshire Fire and Rescue Service, Doncaster Metropolitan Borough Council and Sheffield City Council have visited residents in specific pilot areas providing free Smartwater forensic marking kits, encouraging registration of the unique marking of the kit onto the central database.

During the pilot project, officers delivered 8,000 kits to households in the pilot areas and significant reductions in numbers of offences were realised: in Doncaster pilot areas there was a 21% reduction in offences (33 offences) and in the Sheffield areas Sheffield a 42% reduction (33 offences).

With its wider roll-out, Operation Shield will encompass offender management, target hardening, community engagement and an aggressive media strategy and work is ongoing to further develop its operational reach.

In order to reduce the levels of demand in the night-time economy, a number of

schemes to increase public safety are ongoing and the force is encouraging the use of smartphone apps, such as 'Best Bar None' which informs the public about licensed premises that collaborate with the scheme, to help keep the public safe. Members of the public can access a free app and find advice about how to enjoy the city safely. Over 40 licensed premises currently engage with the scheme in Sheffield.

The force Licensing Team works alongside neighbourhood teams, the force legal department and Local Authority Licensing Authorities to ensure the highest standards amongst the county's licensed premises and that, where those premises attract higher levels of public disorder or criminality, appropriate action is taken, thus helping to stem controllable demand. This includes a vetting process for all new liquor licensing applications.

South Yorkshire is home to four prison establishments, spread over five sites, all located within Doncaster district and historically they have been a source of demand for both a specialist Prison Investigation Team and response teams. Considerable work to reinforce partnership working between the prisons and the force has been carried out during 2018, which is documented in Section 6, Managing Offenders. However, it is worthy of note that the creation of a partner-funded Investigations Officer at HMP Marshgate and other demand management work has reduced incident demand on response teams by better triaging of incidents combined with improved recording and reporting methods. Work is ongoing to embed further Investigating Officers within the four establishments.

STEP 4

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

The volume and complexity of incident demand is a challenge to all forces but, as described here and elsewhere in this statement, South Yorkshire Police is embarked upon a comprehensive process of demand mapping and reduction coupled with a programme of recruitment to increase the force's police officer establishment. The force has proven processes to triage demand, providing proportionate investigations to reports of volume crime thereby only deploying investigative resources where lines of enquiry or risk factors exist. Where demand threatens to outweigh capacity, the force seeks innovative solutions, as with residential burglary where Operation Shield is helping reduce the threat to communities.

The force has foreseen particular challenges regarding the prediction and management of demand in relation to developing and previously under-reported areas such as cyber-crime, vulnerable people and mental health. The force's Business Change and Innovation department is undertaking a significant process of demand review to map this demand and is working with HR Resource Planning to support force strategic and tactical leads to manage and reduce it.

Section 3
Prevention and Deterrence (Neighbourhood Policing)

Establish the gap between current demand and demand you expect in the next four years.

During the 12-months to December 2018, South Yorkshire Police has worked to develop and embed its Neighbourhood Policing Model. South Yorkshire is a disparate area, with one city, three major towns and large swathes of countryside, ranging from farmland to parts of the Peak District National Park. While the force's neighbourhood model provides a framework and guidance around working practices, neighbourhood teams across the force are structured to take account of the communities they serve and, as a result, their make-up and workloads vary, to ensure that they can respond to the needs of those communities and reduce crime and anti-social behaviour.

The force's neighbourhoods teams are dedicated to problem solving, demand reduction and creating safer communities. Analysis is carried out to identify those locations that attract the highest demand in terms of numbers of incidents, with additional prioritisation based upon vulnerability, complexity and officer effort needed to service the demand. Each district neighbourhood team works with partners and, where appropriate, creates POP (problem oriented policing) plans as a vehicle to reduce the demand in those 'hotspots'. These POP plans can be directed towards the most frequent callers for police service and the highest consumers of officer capacity, the locations which have highest incidents, the individuals who go missing most frequently or more specific localised problems such as drug and gang activity; fly-tipping; off-road motorcycles; and vandalism. This is done with the goal of

breaking the cycle of demand in respect of people, locations and issues, thus releasing capacity to further reduce levels of harm to communities. A snapshot from July to September 2018 that demonstrates the force's understanding of demand in terms of volume and officer effort, is shown below in Figure 3.1 and 3.2 for Sheffield district's top 20 repeat high demand locations. The first shows the volume of incidents and the second the number of officer hours spent dealing with those incidents. Similar information is provided to all four districts and progress overseen by ACC Hartley through quarterly performance reviews.

Through understanding different dimensions of demand, the force is confident that sustained demand reductions can be achieved over the next four years.

Between January and December 2018 across its 4 districts the force recorded 41,145 incidents as relating to antisocial behaviour (ASB), a rate of 29 incidents per 1,000 population and a 31% decrease compared to 2017.

Figure 3.1 – Force Level ASB Incidents

ASB Incidents in South Yorkshire.
January 2018 to December 2018.
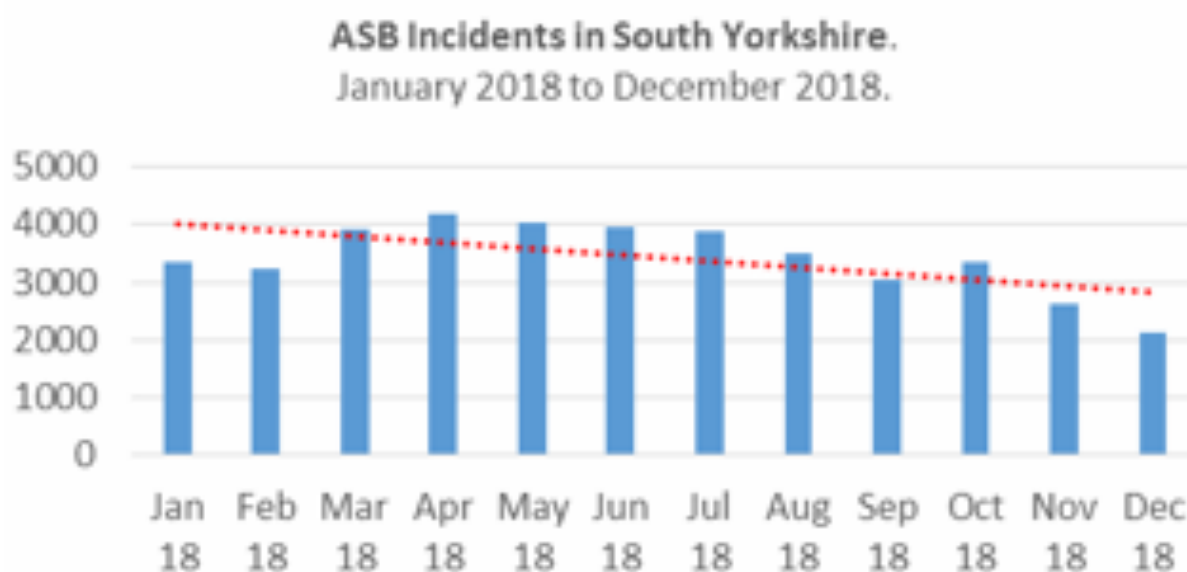
ASB was marginally higher between March and July in 2018, those being the only months where monthly totals rose above 3,500, the peak being April where the total rose to 4,180. This rise is partly due to warmer weather experienced in spring and summer 2018. October and November showed slightly lower ASB incidents than other months and than might be expected, at 3,342 and 2,612, showing the effectiveness of dedicated operations such as Operation Dark Nights and Operation Duxford that take place during these months across the force.

Increases in antisocial behaviour are evident during weekends with an average 5,519 ASB incidents on weekdays, compared with 6,773 at weekends, a 19% increase.

Peak times during the week for all ASB across the force are between 1700-2100 hours, although in Doncaster and Rotherham the peak hours are more often between 1800-2100 hours.

Table 3.1 – ASB volume by district Based on ASB mapped data to ensure accuracy.

District	Volume	% of all ASB	ASB rate per 1000 population
Barnsley	17,852	44%	31 per 1000 population
Doncaster	9,564	23%	31 per 1000 population
Rotherham	7,347	18%	28 per 1000 population
Sheffield	6,108	15%	25 per 1000 population
Unmapped	247	<1%	
Total	**41,145**	**100%**	**29 per 1000 population**

The reduction in volumes in the 12 months to December 2018 is the result of a combination of demand reduction work, problem solving and improvements in crime data integrity, where a proportion of the incidents previously recorded as being ASB are more now correctly identified as crimes. The reductions should be seen in the light of

Crime Survey of England and Wales (CSEW) figures for the year ending September 2018, which show a reduction nationwide of 11% in police recorded ASB.

The large decrease seen in 2017-2018 having been partly due to improved data integrity and initial gains in targeting high demand 'hotspots', these gains will be sustained but not replicated in the current year.

Table 3.2 – Recorded ASB incidents

Measure	2017	2018	% Change	Trend
ASB incidents	59,330	41,145	-31%	Decrease >10%

Despite these decreases and projected further gains, both nationally (as recorded by the CSEW) and locally, perceptions of ASB are rising. The force's Your Voice Counts survey (YVC) indicates that ASB perceptions are increasing despite there only being a minor increase in the number of respondents that had actually experienced anti-social behaviour in the last 12 months. This suggests that previous ASB incidents are having an ongoing impact on communities and that anti-social behaviour directly affecting one person or group can often affect others who become aware of them. The same YVC survey records a decrease in the numbers of people who were satisfied with their last police contact when reporting ASB, from 74% to 66%. The force's Neighbourhood Policing Review 'The Journey to Outstanding' seeks to address this by sharing good practice and ensuring consistency across the county.

The force is balancing its focus on the top 10 highest repeat demand locations with local problem solving for community priorities reported by the public, in the Your

Voice Counts public surveys. The force has a mature understanding of demand reported via telephone and online methods, however it recognises that local issues identified in the YVC surveys inform a wider understanding of demand. The previous top 10 highest repeat demand locations have largely focused on the additional demand created and it is important that the force continues to demonstrate its commitment with enforcement visibility in tackling 'what matters most', namely local community priorities. The main community priorities reported between April 2018 and December 2018 from YVC surveys are shown in Figure 3.2.

**Figure 3.2 – Community Priorities
reported April 2018 – December 2018.
(Data from YVC Surveys)**
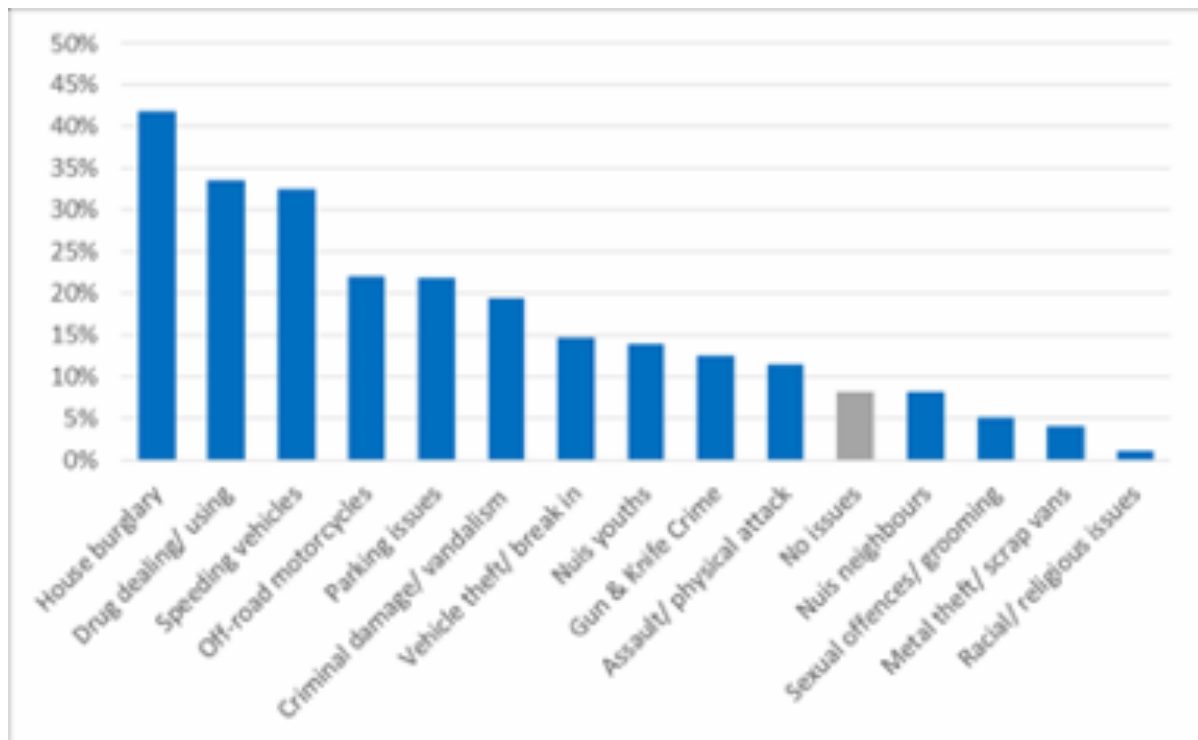
The force has an evolving community engagement model with an increased focus on publicising visible enforcement through SYP Alerts, neighbourhood policing teams and social media. The force has over 21,300 members of the public signed up to its community SYP Alerts system with alerts messages and media interactions based around locally identified issues, ensuring people are kept informed and actively demonstrate the force is dealing with things that matter to the community. The force has plans to survey its communities through the SYP Alerts system to understand more about local community priorities and in turn the demand for further problem solving around 'what matters most' to the community. This will ensure wider demographic views on local priorities than the YVC survey returns.

In terms of social media, the force has:-

- Over 208,500 Facebook followers
- Over 171,000 Twitter followers
- Over 930 YouTube subscribers
- Over 30,400 Instagram followers

South Yorkshire Police social media accounts are excellent sources of crime reduction information, appeals for information and keeping people informed of the work staff are taking across the county, supported by the South Yorkshire Police, which from 1 January – 31 December 2018, had 2,078,933 hits on it. Local neighbourhood profiles use MOSAIC data to tailor engagement to the needs of the community.

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

The force's re-established neighbourhood policing model shows significant improvements in partnership working, monitoring vulnerabilities within communities and problem solving. Complex-needs areas were identified through detailed analysis of crime and anti-social behaviour and policing teams were established to either address the needs of those specific communities, where the analysis supported it, or the wider community where more appropriate.

These Neighbourhood Policing Teams, often co-located with partners, comprise sergeants, constables, PCSOs led by an inspector and supported by a district Safer Neighbourhood Service (SNS) Hub. This structure provides a skills mix designed to address crime, ASB and vulnerability, to reduce demand and to create safer communities. The SNS hubs have Designing Out Crime Officers (DOCOs), missing persons officers and licensing officers all working together to solve local problems with effective working arrangement with a range of partner agencies. The force Legal Services team are proactive in their approach to supporting problem solving through applications for civil orders to address crime and ASB problems e.g. antisocial behaviour injunctions, closure orders, orders dealing with sex offenders, cash detention and forfeiture orders, public order, domestic violence protection orders and dangerous dogs. The team have recently begun local surgeries to help operational officers with tactical options as part of their local problem solving.

A force PCSO review is underway at the time of writing, with findings due in Summer 2019, which aims to ensure that districts build on the successes of neighbourhood teams by conducting a fundamental review of the requirements for the role of PCSO. It will take cognisance of the Neighbourhood Policing Principles, an aspiration to deliver an outstanding neighbourhood policing service and the need to provide services that are cost effective and efficient. As part of the Neighbourhood Policing Review, shift patterns are being evaluated, drawing on demand analysis to ensure that PCSOs, PCs and supervisors are able to deliver an outstanding service and are available at key times. District SNS hubs will support this, developing tactical and strategic partnerships and providing assistance and guidance.

South Yorkshire Police has an establishment of 481 posts dedicated to the Safer Neighbourhood Service, headed at each district by a Neighbourhoods and Partnership chief inspector and, where

possible SNS hubs and neighbourhood teams are co-located with partners, increasing their effectiveness and enabling the interchange of information and ideas.

Many of the force's neighbourhoods staff are cycle trained, giving them increased mobility while maintaining visibility in their communities and enhancing their ability to deal with crime and anti-social behaviour.

Problem solving training has been provided to all neighbourhoods staff and is ongoing, broadening the skill to other teams and departments and this enhanced capability has been further improved by crime reduction training for PCSOs. This additional training was delivered in April 2018 by the force's Designing Out Crime Officers (DOCOs) to all PCSOs and equipped them with the fundamentals of crime reduction, increasing the availability of help and advice to local communities without decreasing the specialist capability offered by DOCOs. Combining crime reduction with problem solving at a local level gives neighbourhood teams the ability to drive down demand and reduce the harmful effect of crime on their communities.

Neighbourhoods teams employ their knowledge of local communities to monitor and manage community tensions, writing and maintaining Community Tension Impact Assessments (CTIA), feeding into daily management meetings (DMM), THRIVE meetings (threat, harm and risk) and district-based partner meetings and community groups.

The force's 2018 staff survey showed that neighbourhoods staff across the force feel valued by the communities they serve and understand the value of the role they play, both in problem solving within the community and in reducing demand on other areas of policing. They are, however, aware that at a time of reduced funding that is a challenge to all forces, there is increasing demand on their services and they are, at times, asked to carry out other tasks, abstracted from their core role. As above, work is ongoing to measure these abstractions and, in order to ensure effective analysis of the data, the force abstraction policy was refreshed in April 2019 to clarify those tasks that are legitimate abstractions from the neighbourhoods core role and those that are not.

Clear links have been identified between antisocial behaviour, arson and criminal damage, a fact that is recognised in the force wide 'ASB and Criminal Damage Strategy 2017-19', which is accessible via the force intranet. The strategy focuses on reducing the impact of ASB, supporting victims and targeting offenders in an efficient, effective and legitimate manner.

Partners work together with the communities of South Yorkshire to help them feel and be safe by:-

- Prioritising joint-problem solving to find sustainable and fair solutions to community issues;
- Identifying and protecting vulnerable people through early intervention and prevention;
- Proactively understanding current and emerging trends to prevent individuals from becoming victims of anti- social behaviour, crime and harm;
- Delivering victim-led services designed with service users;
- Addressing causes and reducing frequency of offending; and
- Sharing data and identifying and evaluating good practice.

Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

The most recent PEEL effectiveness HMICFRS report for the force in 2017 stated that 'South Yorkshire Police is good at tackling crime and anti-social behaviour and understands that this is gradually making its local communities safer. South Yorkshire Police makes effective use of the powers and tactics available to help tackle crime and antisocial behaviour'.

All districts have a key focus on reducing the volume of incidents reported at the locations and organisations that attract the highest demand. Dedicated partnership-focused POP plans have been created to address the causes of problems to prevent them from reoccurring and improve community or individual safety. The Prevention and Demand Reduction Group continues to oversee local focus to reduce these areas of highest and repeat demand with performance managed locally by district commanders and by ACC Hartley in Quarterly Performance Reviews (QPR).

POP plans and details of repeat vulnerable victims (RVVs) are held on Connect, a process of migration from the force's 'What Works Portal' to ensure better information sharing, safeguarding and enforcement across operational teams.

All four districts also focus on their top 10 repeat high demand missing person locations, a source of significant demand across the force. Demand reduction work in this area not only increases capacity for other policing activities but also protects vulnerable children because those who go missing most frequently are often children in looked after care homes, with hospitals, mental health facilities and residencies comprising the remainder of the high demand locations. Dedicated missing from home officers, using the partnerships fostered in the SNS hubs and neighbourhood teams, work with local authorities and other agencies to carry out this vital work.

This problem-solving approach to demand reduction has begun to show positive results with figures for July to October 2018 showing promising reductions in demand and, whilst further ongoing analysis will be required to confirm these gains, they are an indication that the force has an effective approach to demand reduction and problem solving.

In 2019 South Yorkshire Police will build on its partnership sharing capability with the roll-out of Connect Partner, the joint case-management module of Connect, created in an innovative joint venture between South Yorkshire Police and Northgate Public Services. The module will draw information from the main Connect system and allow police and partners to securely share and update records without the need for e-mails, messages or logging into multiple systems, a genuinely collaborative approach to case management, presenting police and partners with a 'rich picture' of the issues affecting them and their communities.

The force's FMS 2017-2018 recognised the challenges inherent in mapping demand in the context of a changing landscape: changes in offending profiles, pressures from the economy and improvements in recording data quality all have an impact on demand profiling and the force faces a

further challenge created by changes to its technological platforms. This is particularly true of the recording of ASB where the Office for National Statistics (ONS) in its publication ONS20173 stated that, due to "a wide variation in the quality of decision-making associated with the recording of ASB… ASB incident data should be interpreted with caution". In November 2017, the force moved to its new crime recording and criminal justice platform, Connect, and as use of its functionality matures the data produced will inform increasingly accurate demand profiles. In November 2018 the force also adopted a new incident recording system, SmartContact, replacing its ageing ProCAD system and while this change offers increased opportunities to record and report on areas of force performance, there is a break in continuity between the two systems and exact parallels between incident types and other data cannot always be drawn. The effect of this is that, while broad categories remain the same (Crime, ASB for instance), month on month comparisons and forecasts at more granular levels become less reliable. This, however, should be seen in the context of the improved functionality available and, as SmartContact datasets increase and the force's use of the system develops, performance reporting and demand profiling will be increasingly accurate and will allow the force to both forecast and reduce demand more effectively.

The force's Business Change and Innovation department (BC&I) are building and maintaining resource models across operational areas, with the Response Resource Model being the best developed. In conjunction with the Neighbourhood Policing Review, a Neighbourhoods Resourcing Model will follow to inform forcewide and local resourcing decisions. The force has subsequently established a programme of updating its resource models and demand profiles to ensure that it understands how demand changes over time. This programme is developing to suit the requirements of the force's financial planning cycle and the medium and longer-term needs of HR Workforce Planning. The force has combined this understanding of resource requirements across functional areas to report on police officer 'resilience' level across the whole organisation. This acts as a point of reference and guide for senior leaders to help them assess the force's position when considering the implications of recommendations for change.

This work is maintained and improved as more detail is added and results are updated from the latest resource model findings so that it is based upon the most up to date understanding of demand. Analysis from the latest Response model indicates that the volume of incident demand on the force is currently reducing, however it appears this is being offset by several

other factors including an increasing crime complexity. The force also recognises that whilst it has developed and maintains a comprehensive understanding of demand, further continuous developments are necessary and are underway to deliver deeper insights into how and why this demand appears to be changing.

The force has commenced a Resource Activity and Productivity work stream to understand how its resources are deployed and outcomes are delivered. This is being progressed initially through an activity analysis pilot study involving PCSOs as a proof of concept, following which the methodology will be rolled out across other operational areas, particularly response and neighbourhood policing, applying any lessons learned. All operational officers have access to the Pronto mobile and windows based app, which has an electronic pocket notebook function, allowing the recording of digitised notes that can then be analysed, not only informing the PCSO Review but also the Resource Activity and Productivity work stream as it rolls out across the force.

Initial work on this analysis has involved 23 PCSOs across the force working 266 shifts since the beginning of January and has identified 14 sources of previously unidentified demand, ranging from businesses reporting intelligence and incidents direct to PCSOs to the use of bespoke shoplifting systems between stores in city and town centres. Further analysis then allows an understanding of the amount of previously unrecorded time consumed by these sources of demand, a minimum of 17 hours during the course of the study so far.

Although patrol and engagement are the two greatest individual items so far identified, the study has enabled the force, for the first time, to measure different activities within

the broader categories and, for instance, 'patrol' activities can be broken down into foot patrol, mobile patrol and targeted patrol. This then allows time spent in communities to be quantified with greater accuracy than has been possible previously.

This provides a complementary side to previous demand statistics that have previously only been able to provide volume information, whereas this study provides a more accurate picture of not only what activities are undertaken by PCSOs in neighbourhoods but also what effort is required as part of this activity. This should provide further scope to more accurately model neighbourhood policing demand in South Yorkshire and identify the correct workforce mix.

This pilot of 23 PCSOs will not only inform a wider neighbourhoods study but provides a basis for studies of other areas of policing, allowing the force to map activity and demand far more accurately.

In Jan 2019 the force appointed over 40 POP champions, delivering a three-day course including presentations on the discipline of problem solving from Sylvia Chenery and on practical problem solving skills delivered by local experts. In addition to this Neighbourhoods-specific input, all response officers received a bespoke StreetSkills presentation from the force lead for problem solving, further cementing the principle that 'problem solving is everybody's business'. This will be further supported by two 2-day presentations by Silvia Chenery in June and July 2019, each for 40 staff, an open invitation across the force.

A key factor in addressing causes and reducing frequency of offending is managed through the force's offender management arrangements that engage offenders in domestic abuse, CSE (child sexual exploitation), serious acquisitive crime and organised crime groups (OCGs). Neighbourhood staff work closely with the force's ViSOR (violent and sex offender),

PVP (protecting vulnerable people), Intelligence and IOM teams to engage and disrupt those members of their communities likely to cause the greatest harm to society. PCs and PCSOs carry out OCG disruption activities and gather vital community-fed and police intelligence and enhanced training has been delivered to NPT PCs to enable them to carry out annual interviews with low-level ViSOR nominals within their communities.

Neighbourhood teams compile details of times and dates when they are abstracted from their core duties to support other policing areas, whether for planned activities or spontaneous events. Analysis of this data will form part of the ongoing Neighbourhood Policing Review and inform the future operating model.

South Yorkshire Police has a history of adopting and leading on good practice, including developing its own intranet-based What Works Portal to record neighbourhood problem solving activity. Through its leadership of the national Problem Solving and Demand Reduction Programme, the force is now leading on the use of the national Police Knowledge Hub to record good practice and is also funding its further development to provide officers and staff across the country with a one-stop shop for problem solving tactics and good practice. The Knowledge Hub will include a forum and a comments feature and become a site for collaboration and active information sharing.

Due to the demand generated by four hospitals across the county, the force has implemented a dedicated Strategic Hospital Demand Reduction Meeting, chaired by the force lead for mental health, with bespoke POP plans for each hospital. The effort involved in dealing with hospital incidents is often far higher than incidents at other

locations because a high number of them are resource intensive public safety matters involving vulnerable people. The Strategic Hospital Demand Reduction Meeting is overseeing the process of managing this demand.

As part of the force's commitment to problem solving and reducing harm, crime and demand, consultants from Police Crime Prevention Initiatives (CPI) provided a masterclass for the force's DOCOs and their managers. The masterclass marked the beginning of the DOCO team starting a new Level 5 Diploma, offered by the CPI, a new advanced accreditation in crime prevention. This will place the force's Designing Out Crime Officers at the vanguard of their industry, being some of the first in the country to start this accreditation process. The role of the DOCO, created this year, will yield long-term results, designing out the potential for crime to be committed and bringing this specialist skill into the partnership-working and problem-solving SNS hubs.

In September 2018, the Problem Solving and Demand Reduction Programme held a partnership event to consult with local and regional agencies on the problem solving approaches and best practice methods used in their organisations. The event saw representatives from different public sector organisations come together and participate in open discussions to share knowledge, gain an insight into the key issues affecting police, partners and communities, and explore problem solving partnership opportunities. Throughout the day, attendees took part in open discussions, heard from speakers leading on problem solving partnership initiatives and participated in workshops. The workshops sought to identify how police and partners can work more collectively together to address issues affecting local communities, for instance the wide reaching effects caused by the abuse of psychoactive substances. This engagement with partners to increase understanding and share information allowed attendees to recognise current processes that work effectively, consider potential improvements and identify partner organisations who can help to create collaborative solutions. The information gathered from the discussions, workshops and feedback has been fed back into the programme to inform future demand reduction opportunities.

The National Rural Crime Network (NCRN) found, in its 2018 National Rural Crime Survey, that the perception of police in rural areas was poor and victims participating in the survey were largely dissatisfied with how the police dealt with their case. In order to encourage community confidence the force has encompassed confidence in the Plan on a Page and continues to encourage community engagement as a force priority through the use of social media, PACT

meetings and online forum events. The NCRN also found that many crimes in rural communities go unreported, especially by business owners because they do not feel that the offence will be taken seriously or that anything will be done. The force is keen to encourage communities to report issues to develop a stronger picture of the issue of rural/wildlife crime and to this end committed to the national, Rural Crime Day of Action with its Operation Dunlin, a Barnsley district-based operation to target rural crime with proactive operations. This was followed up in November 2018 with Operation Reach, further supporting the county's rural and farming communities with targeting hardening advice and the provision of forensic marking crime prevention kits while engaging with communities and updating them with the results of the earlier Operation Dunlin. The force also has a dedicated Rural Facebook page, www.facebook.com/SYPRural/, again building stronger bonds with its rural communities.

Easter 2018 saw Operation Equinox, a multi-agency approach to targeting crime and ASB in Barnsley involving targeted enforcement including test purchase operations. This operation resulted in the issuing of dispersal and banning notices and vehicle and property seizures. Engagement around priority locations resulted in increased visibility, joint agency support referrals and public re-assurance. The officer co-ordinating the operation used SYP Alerts to keep the local community informed. Operation Equinox produced impressive results - a comparison with the same period last year showed that ASB/criminal damage incidents and crimes fell from 1,020 to 781, a reduction of 239 or 26.5%. The operation led to the re-invigoration of the local Neighbourhood Watch and increased its profile.

Regular public safety armed police patrols continue at public events across the county throughout the year offering not only reassurance to people enjoying these events but providing a deterrent presence and an ability to respond to spontaneous incidents should they occur.

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.
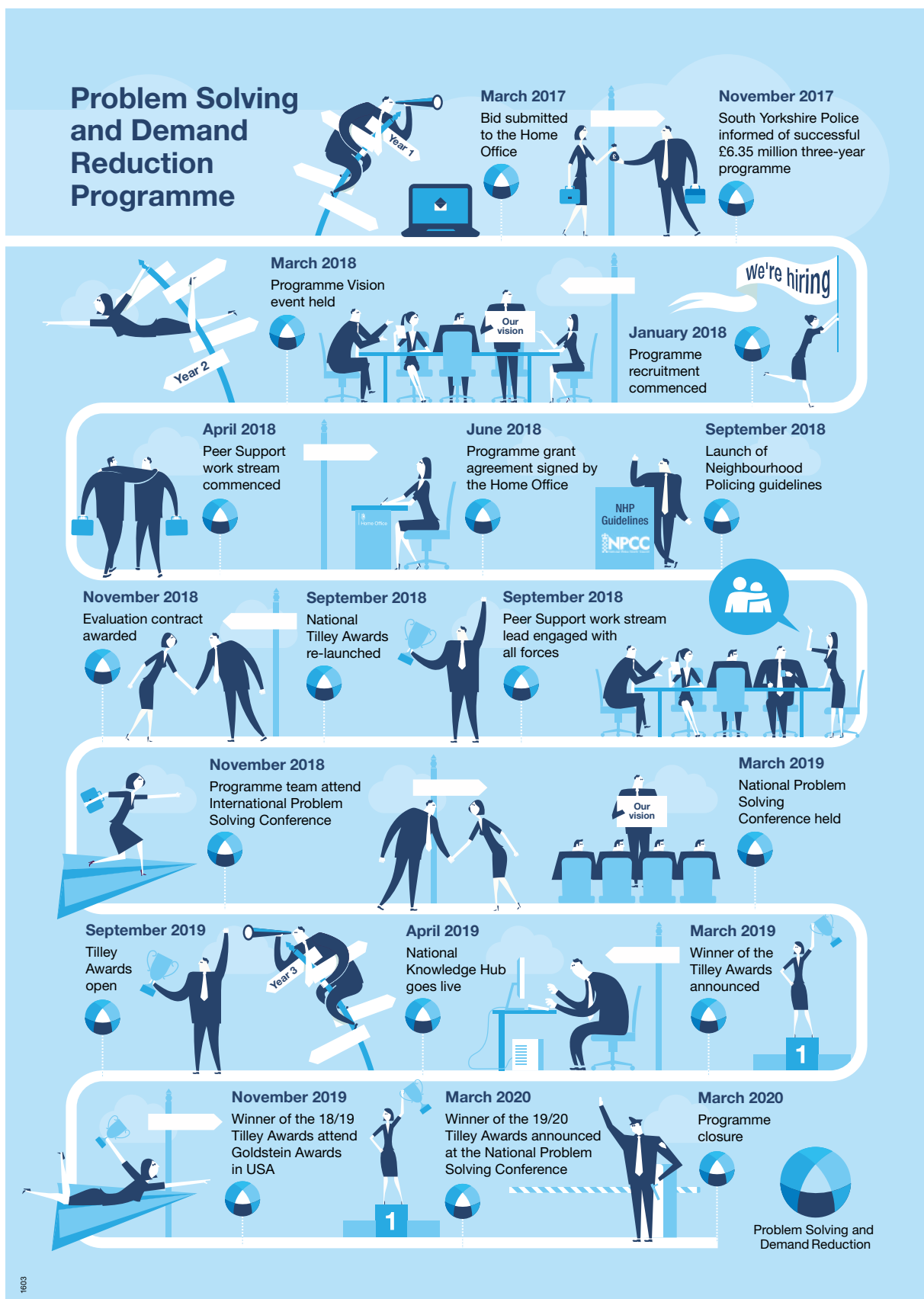
The PCSO review runs alongside the force Neighbourhood Strategy and the Neighbourhood 30 project, working with partner forces to implement the nationwide Modernising Neighbourhood Policing Guidelines. As part of this continuous process of improvement the force will conduct reviews to ensure that delivery is timely and on course to deliver an outstanding neighbourhood service. To enable this a baseline study is underway to assess the state of current neighbourhood provision and the capacity and capability of neighbourhood teams, their facilities and assets. This study will inform the review's analysis of best practice and any gaps in provision, allowing an established description of an outstanding Safer Neighbourhoods Service. Phase one of this review, the 'Snapshot of Today' takes place in quarter four of 2018-2019. Phase two, 'Planning for Tomorrow', including the analysis of the baseline studies, will take place in quarter one of 2019-2020 and phase three, the 'Journey to Outstanding' is expected to deliver long term changes to the SNS structures and identify further outputs and areas for improvement.
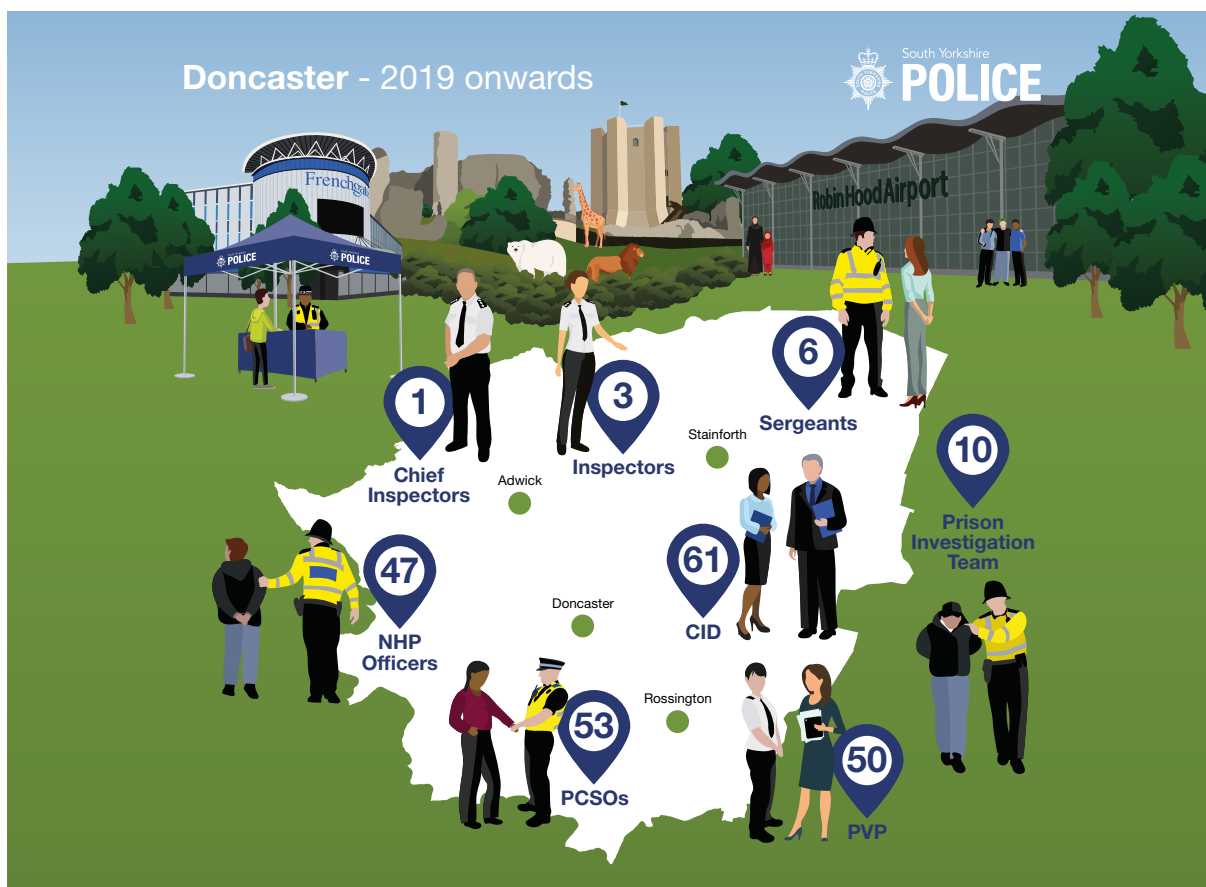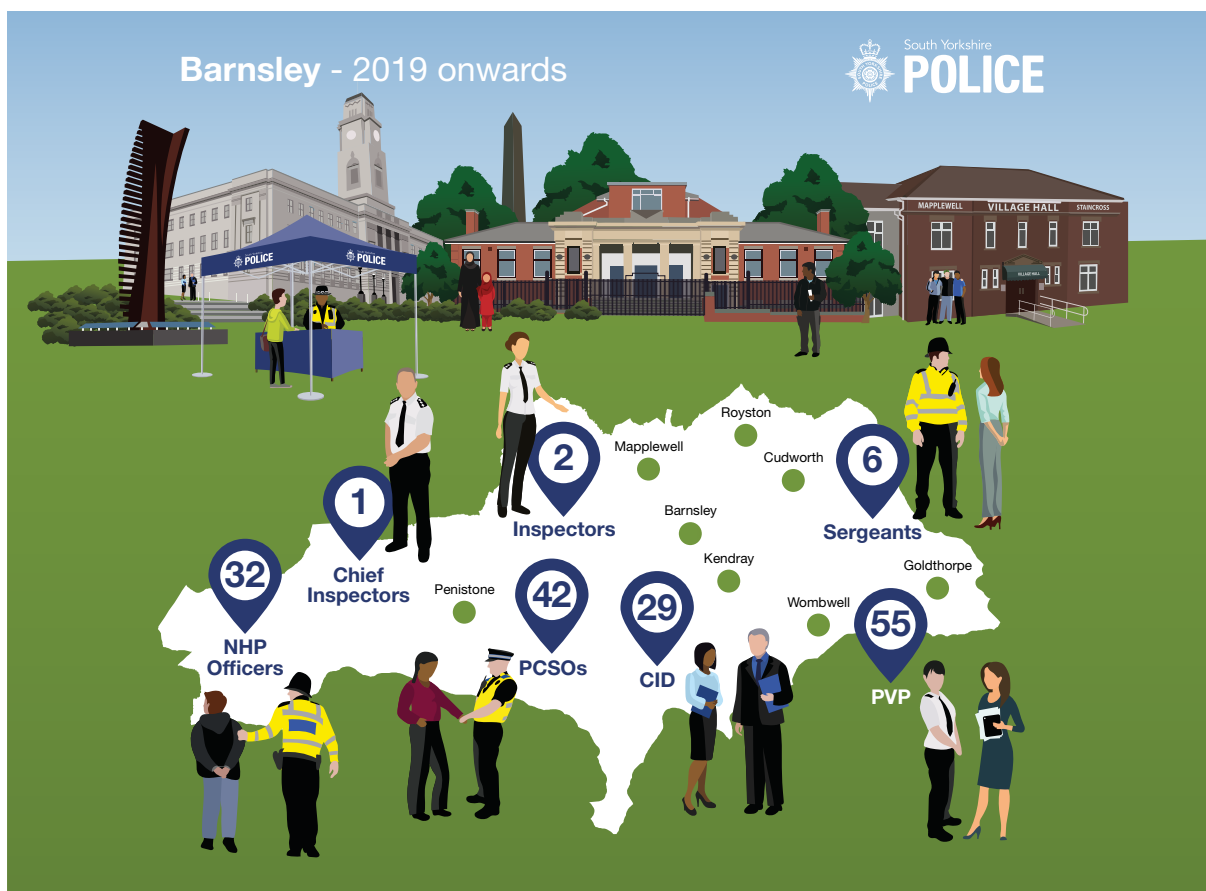
Reducing demand in repeat locations and tackling local issues that matter to communities, using a highly effective partnership problem solving approach is a continual focus. Reducing the volume and effort demand at identified demand hotspots, particularly hospitals, is key to this aim.

Connect Partner will enable agencies to share information digitally, providing a richer picture for prioritisation, tasking and assessment of threat, harm and risk. This system will improve the sharing of information with partner agencies to jointly manage high demand localities, offenders and repeat vulnerable victims through early intervention.

Problem Solving and Demand Reduction Programme

Year 1

March 2017
Bid submitted to the Home Office

November 2017
South Yorkshire Police informed of successful £6.35 million three-year programme

Year 2

March 2018
Programme Vision event held

we're hiring

January 2018
Programme recruitment commenced

April 2018
Peer Support work stream commenced

June 2018
Programme grant agreement signed by the Home Office

September 2018
Launch of Neighbourhood Policing guidelines

NHP Guidelines NPCC

November 2018
Evaluation contract awarded

September 2018
National Tilley Awards re-launched

September 2018
Peer Support work stream lead engaged with all forces

November 2018
Programme team attend International Problem Solving Conference

Our vision

March 2019
National Problem Solving Conference held

September 2019
Tilley Awards open

Year 3

April 2019
National Knowledge Hub goes live

March 2019
Winner of the Tilley Awards announced

November 2019
Winner of the 18/19 Tilley Awards attend Goldstein Awards in USA

March 2020
Winner of the 19/20 Tilley Awards announced at the National Problem Solving Conference

March 2020
Programme closure

Problem Solving and Demand Reduction

Barnsley - 2019 onwards

South Yorkshire POLICE

1 — Chief Inspectors
2 — Inspectors
6 — Sergeants
32 — NHP Officers
42 — PCSOs
29 — CID
55 — PVP

Royston
Mapplewell
Cudworth
Barnsley
Kendray
Penistone
Goldthorpe
Wombwell

Doncaster - 2019 onwards

South Yorkshire POLICE

1 — Chief Inspectors
3 — Inspectors
6 — Sergeants
47 — NHP Officers
53 — PCSOs
61 — CID
10 — Prison Investigation Team
50 — PVP

Stainforth
Adwick
Doncaster
Rossington

Robin Hood Airport

Rotherham - 2019 onwards

South Yorkshire
POLICE

5 Inspectors
3 Chief Inspectors
6 Sergeants
57 CID
27 NHP Officers
35 PCSOs
50 PVP

Wath
Rawmarsh
Rotherham
Maltby
Brinsworth

Sheffield - 2019 onwards

South Yorkshire
POLICE

1 Chief Inspectors
5 Inspectors
16 Sergeants
71 CID
70 NHP Officers
90 PCSOs
65 PVP

Deepcar
Ecclesfield
Meadowhall
Ops Complex
Attercliffe
Snig Hill
Elm Tree
Moorfoot
Woodseats
Moss Way

Section 4
Investigations

Establish the gap between current demand and demand you expect in the next four years.

South Yorkshire Police recognises the importance of accurately recording and effectively investigating crime, whilst at the same time providing victims with a high standard of support. The governance of investigations is managed through the force strategic lead, ACC Forber, who chairs the Investigations Governance Group. This group monitors performance and operational delivery to ensure that investigations are conducted effectively and consistently across the force.

Overall, recorded crime in South Yorkshire remained largely static in 2018 compared to 2017, experiencing a decrease in recorded volume crime and an increase in recorded serious crime.

The total number of recorded crimes for South Yorkshire Police during 2018 was 143,777, consisting of volume 95,592, serious 48,167 and major 18.

Volume crime

South Yorkshire Police recorded 95,592 offences traditionally classed as volume crime, a reduction of 7% on the previous year, 7,259 offences.

Table 4.1 – Volume crime by crime type (2017 and 2018)

Volume crime	2017		2018	
Crime type	Number	%	Number	%
Possession of weapons	1,231	1.2%	1,395	1.5%
Bicycle theft	1,460	1.4%	1,168	1.2%
Robbery	1,693	1.6%	1.684	1.8%
Theft from person	1,968	1.9%	2,107	2.2%
Drug offences	2,165	2.1%	2,510	2.2%
Misc. crimes against society	3,255	3.2%	3,862	4%
Public order	11,493	11.2%	12,684	13.3%
Shoplifting	12,661	12.3%	10,908	11.4%
Vehicle	14,210	13.8%	12,637	13.2%
All other theft	15,893	15.5%	14,449	15.1%
Burglary	16,254	15.8%	14,096	14.7%
Criminal damage and arson	20,568	20.0%	18,092	18.9%
Total	**102,851**	**100%**	**95,592**	**100%**

In FMS 2017-2018, the force predicted recording over 103,000 volume crime offences by the end of 2017 and by the close of the year had recorded volume crime of 102,851. The force then identified that to reduce crime it must focus its activities on making efficiencies to existing resources, increasing training for staff and using evidence based policing to support policing activity. The reduction over the past year may be attributable to this activity.

The outcome rate for action taken is measured as outcomes 1-4 and 6-8 combined. The outcome rate for action taken was 11% of all volume crime.

Serious crime

Stalking and harassment offences accounted for 34% of all recorded serious crime in 2018, some of which involved no other substantive offence. These crimes will have been recorded in the new category of stalking and harassment in 2018 where, in previous years, they would have been counted within violence against the person, partly explaining the decrease of 27% in violence without injury offences in 2018.

Table 4.2 – Serious crime by crime type (2017 and 2018)

Serious Crime	2017		2018		
Crime Type	Number	%	Number	%	% Change
Rape	1,361	3.3%	1,508	3%	-3%
Other sexual offences	2,696	6.6%	2,633	5%	-1.5%
Violence with injury	14,080	34.5%	14,407	30%	-4.5%
Violence without injury	22,630	55.5%	13,257	28%	-27.5%
Stalking and harassment	.	.	16,331	34%	.
Death/serious injury by driving	.	.	31	0%	.
Total	40,767	100%	48,167	100%	

The force continues to drive improvements in Crime Data Integrity (CDI) by reinforcing the importance of the Home Office Crime Recording Standards and through internal campaigns and training packages. ACC Forber provides strategic oversight of CDI supported by a tactical lead to deliver the recommendations from the force's HIMCFRS CDI inspection carried out in 2018. Consequently, the recording of serious crimes has increased and is expected to contribute to increases into 2019.

The outcome rate for action taken was 12% of all serious crime.

Major crime

In 2018, South Yorkshire Police recorded 18 homicide offences (15 murder offences, 2 corporate manslaughter and 1 manslaughter) with 61% of these offences resulting in outcome 1 and 3 still being under investigation at the time of writing. Homicide offences across the force had a variety of modus operandi. Since 2017, homicide volumes have increased by 64% with recorded murder offences the most significant increase from 10 to 15.

Nationally, the Yorkshire and the Humber region returned the third highest volumes of knife crime in the year ending September 2018, based on returns to the Home Office. South Yorkshire Police are one of the six metropolitan forces in the UK and were ranked seventh highest of the 43 forces, based on volume. In terms of percentage change, however, the force is 27th, recording a 12% decrease in the year ending September 2018. This is in contrast to trends over the last 5 years, where South Yorkshire has recorded increasing volumes, with a number of drivers behind this increase such as improved crime data integrity, changes to Home Office Recording Rules and the introduction of Connect, which

have all affected volumes of police recorded crime.

However, when comparing calendar year 2018 to calendar year 2017, the force has recorded an overall reduction of 4%. This appears to be driven by a reduction in non-domestic offending, whilst the volume of domestic knife crimes have remained static.

Despite a 4% decrease in knife crime overall, the proportion of homicides involving a knife has increased from 40% in 2017 to 73% in 2018, suggesting a worsening in the severity of knife crime rather than an increase in overall knife crime.

The force has seen an increase in cyber enabled and cyber dependent crime owing to the explosion in technology capability and affordability and is discussed in more detail in Section 7, Managing Serious and Organised Crime.

The Outcome rate for Action Taken was 61% of all major crime and 33% are ongoing investigations. These outcomes were achieved in a period of significant transition.

Crime Scene Investigation (CSI)

Yorkshire and Humber Regional Scientific Support Services (RSSS) delivers forensic services and current capabilities include:

- Forensic services;
- Crime Scene Investigation;
- Identification services;
- Imaging services; and
- Accreditation and performance

Regional CSI attended 14,283 crime scenes in 2017. The total number of crime scenes attended in South Yorkshire reduced to 12,516 in 2018, with residential burglary accounting for 45.5% of the total crime scenes attended. Of the 12,516 crime scenes attended, RSSS received submissions of 53,353 exhibits relating to 11,680 scenes.

As a reactive service, the demand on RSSS is expected to remain proportionate to the predicted force demand and cold case review is an integral part of RSSS and now forms part of 'business as usual'.

Fingerprint searching comparison is anticipated to benefit from new technologies that will improve the accuracy of automated searching which should present opportunities to compensate for the reduced productivity associated with accreditation.

The increased use of digital devices across society is resulting in more opportunities to use imagery as evidence, this in turn is affecting the demand for services in digital editing functions. In addition, the increased usage of Body Worn Video (BWV) across the regional forces will further affect the requirements for an editing service. As a result, RSSS anticipate that growth in this business area will exceed growth in more traditional forensic types.

Custody

In 2018, 20,043 people were detained in police custody in South Yorkshire, an average of 1,670 per month. The current capacity of the custody suites across the force can meet normal daily business demands.

Table 4.3 – Custody volumes

Custody facility name	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Volume
Barnsley Custody	279	277	277	297	340	336	346	343	383	393	307	402	3,980
Doncaster custody	436	406	401	410	447	449	444	500	522	553	539	523	5,630
Shepcote Lane	746	714	765	844	862	790	858	945	926	975	989	1049	10,433
Grand total	**1,461**	**1,397**	**1,443**	**1,551**	**1,649**	**1,575**	**1,618**	**1,788**	**1,831**	**1,921**	**1,835**	**1,974**	**20,043**

The increase in police detentions is relative to the decrease in those recorded as being voluntary attenders for interview, which has decreased from 6,897 in 2017 to 4,592 in 2018. The increase in police detentions is linked to the force's more proactive policing approach, robust offender management and increased numbers of arrests for domestic abuse offenders.

Table 4.4 – Voluntary attendees volumes

	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Total
Voluntary attendees	379	342	361	381	346	381	380	409	378	472	428	335	4,592

Juvenile detentions have seen a slight decrease from 1,408 to 1,243 and the force will continue to reduce this in line with the requirements of the National Child Centred Policing Strategy.

Table 4.5 – Juvenile detention volumes

	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Total
All detainees	1,461	1,397	1,443	1,551	1,649	1,575	1,618	1,788	1,831	1,921	1,835	1,974	20,043
Juvenile detainees	90	76	104	110	106	126	100	99	95	123	128	86	1,243
Proportion juvenile	6%	5%	7%	7%	6%	8%	6%	6%	5%	6%	7%	4%	6%

Since recent changes in legislation, South Yorkshire Police has not used any of its custody facilities as a place of safety for those detained under S.136 of the Mental Health Act.

The force has recorded a steady increase in the numbers of detainees disclosing a mental health issue when responding to self-assessment questions posed during the booking in process. Should this continue to increase, this may increase demand on mental health practitioners within the custody suite and contribute to increases in time detainees may spend in custody.

Table 4.6 – Volume of detainees with mental health issues

	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Total
Count of detainees with mental health issues	486	435	503	549	588	535	556	639	695	698	644	702	7,030

Criminal Justice Unit

The Criminal Justice Unit (CJU) processed 5,188 remand files in 2018. This is nearly half of all case files and relates to around 25% of all custody detainees.

Table 4.7 – Number of CJU files completed by type (2018)

Number of files completed by type	
Remand	5,188
GAP C&B	2,241
GAP PR	1,498
NGAP C&B	1,152
NGAP PR	1,134
Youth remand	22
Youth GAP/NGAP C&B and PR	307
Total	**11,542**

The force processed 71,133 traffic offences and issued 3,619 penalty notices.

The force is now piloting a central case-file build project to improve file quality and reduce demand on frontline staff. Whilst it is accepted that this will increase the demand and workload of CJU staff, this investment will significantly improve the effectiveness and efficiency of case files and will deliver significant efficiency savings estimated to be in excess of £2 million.

Staff, training and continuous professional development – volume, serious and major crime

South Yorkshire Police undertook a significant review of its investigative functions and processes during 2016 – 2017 to improve understanding of demand on the force and match resources to demand. Phase one of the review led to a restructure of the investigative functions across the force and saw the previously centralised Criminal Investigation Department (CID) and Protecting Vulnerable People (PVP) units return to local district management. The Major Crime Unit (MCU) returned to being a stand-alone unit and a cold-case Major Incident Review Team (MIRT) was created in May 2018.

The review also implemented the formation of specialist investigation teams carrying out reactive investigation into modern slavery and human trafficking offences (MSHT).

Phase one of the crime review, implemented in May 2018, merged the responsibility for the investigation of serious crime with some volume crime offences such as burglary and robbery, which had previously been managed by 'priority crime' teams who were generally made up of PIP1 and PIP2 trained officers. This has provided the four districts with greater capacity to flex resources to meet local demand.

In 2017, the force recognised that frontline response officers did not have sufficient

capacity to effectively manage and investigate volume crime and this led to the implementation of the Crime Support Hub in September 2017 with responsibility for conducting desktop investigations of volume PIP1 crime types, dealing with 11% of all crime for the force. The desktop investigation consists of early victim contact, assessing victim vulnerability, identifying lines of enquiry and providing crime reduction advice. Where lines of enquiry exist, or the victim requires a visit based on their vulnerability, a secondary investigation plan is set and is allocated to a district officer. The success of this unit is measured by victim satisfaction, early identification of vulnerability through desktop investigation and secondary investigation rate by reducing demand on front line officers. The force has expanded the resourcing of its Crime Support Hub to 4 Detective/Police Sergeants and 29 Constables and the output of the unit is equivalent to that of officers. The CSH currently deal with 62% of investigations without recourse to secondary allocation to frontline officers.

In the last two years, the force has invested in the recruitment of Investigation Officers (IO) to provide investigative resilience predominantly to district PVP units and has expanded upon this with the recruitment of Financial Investigators (FI) and Digital Media Investigators (DMI) to provide expertise on financial and digital investigations. IO recruitment is ongoing to fill the current cohort of IO vacancies. Following an initial training course, newly recruited IOs complete a period of tutored learning and development within the dedicated Investigation Development Unit (IDU) prior to predominant deployment to the four district PVP units. Of the IOs recruited to date, a proportion are already PIP2 qualified from previous policing experience and have been placed into specialist roles. The force is encouraging experienced IOs to train to the PIP2 standard as a career pathway, to expand the capacity and capability of the IO cohort to support PIP2 investigations in a variety of departments.

Crime training – volume and serious crime

The force currently has 425 staff trained to conduct Achieving Best Evidence (ABE) interviews at Tier 2 level and 237 staff at Tier 1 level. The 2019 StreetSkills programme is focused on improving investigation quality for PIP1 trained staff and is being expanded to incorporate PIP2 staff on a more regular basis.

The force has invested heavily in a programme of vulnerability training for all public engaging staff and all staff now use the Vulnerability Assessment Framework (VAF) to accurately and consistently assess the vulnerability of all individuals following calls for service.

Call handlers have been trained to provide advice to the public around securing and

preserving evidence at crime scenes to increase the likelihood of identifying offenders, they also give crime prevention information to prevent future offences and take a more proactive approach when dealing with victims of crime. This training is being complemented by a training package aimed at supervisors and managers to recognise vulnerability, both members of the public and within the force workplace.

Specialist investigative departments receive ongoing training and CPD within their areas of specialism.

Crime management policy and processes

The force has an effective crime management policy that determines the most appropriate unit to manage an investigation, based upon the offence type, severity of the crime, victim vulnerability and complexity. Other factors such as offence and offender characteristics are considered to identify the most suitable investigative resource.

The suspect management policy has recently been reviewed to reflect changes to force recording systems and improved practices. In 2018, Sheffield district piloted a suspect prioritisation tool that applies a consistent risk assessment to assist officers and managers in the prioritisation of suspects and the risk they pose to victims and the wider community. The suspect prioritisation tool has been built into Oracle BI performance dashboards as an accessible reporting tool to support the professional judgement of officers and supervisors.

The overall responsibility for suspect management lies with the investigating officer and their supervisor, unless the risk posed by the suspect is heightened by other factors and other resources are utilised to

help locate the suspect. Specialist teams such as IOM and ViSOR also provide support to locate and manage suspects.

The force works closely with immigration Enforcement (IE). Partnership working with IE is two-fold, first upon arrest of every non-UK national to undertake a status check and secondly each district IOM unit has a Foreign National Offender SPOC who monitors ACRO Criminal Records Office returns and failures. The force has removed 250 people over the last 3 years and has an intranet portal to provide officers with operational guidance about IE and foreign national offenders.

The force understands the use of pre-charge bail at a strategic and operational level with processes to support officers and investigators in managing the custody process and the usage of pre-charge bail (PCB) monitored through a bespoke IT solution. This allows for the recording of applications and authorisations of pre-charge bail, ensuring that the custody officer, authorising Inspector and authorising

Superintendent can review bail applications and record rationale for authorising the use of bail and the refusal of bail applications.

The force monitors the numbers of suspects released under investigation (RUI) and bail to RUI conversions and has mandated that conversions must be authorised by a Superintendent to ensure that both bail and RUI are used appropriately.

Forensics

All Regional Scientific Support Services, CSI and DFU staff are trained to agreed standards and relevant services are accredited in accordance with the FSR requirements. Shift patterns of operational resources are aligned wherever possible to demand profiles and all critical business areas are covered either by shift arrangements or when routine shift working is prohibitively expensive, standby arrangements have been implemented to ensure 24-hour service delivery.

The delivery of additional capabilities without reducing service has been addressed through creative and innovative management of business processes, such as mobile working for CSIs and the creation of a RSSU (regional scientific support unit) control room and RSSS have successfully attracted additional funding streams, primarily from Home Office grants.

Technology

The force has made significant investments in key IT systems to increase the efficiency of its incident handling and investigation management functions.

Smart Contact launched in June 2018 and replaced ProCad as the incident handling system. Increased functionality now allows keywords and flagging (e.g. vulnerability, mental health) not previously possible.

Connect launched in December 2017 and replaced several legacy systems. This system has enhanced functionality within all its operations and incorporates information into one system rather than the previous four.

The force has invested in technology to support front line officers and investigators with maximising evidence recovery and processes to increase the timeliness of investigations by reducing bail/RUI of suspects and charging/processing case files more efficiently. Mobile kiosks enable trained users to download phones and devices without the assistance of the Digital Forensics Unit, with trained users in all areas of the force, encompassing both PIP1 and PIP2 trained officers and investigators. The kiosks are located at seven key sites across the force and all trained users can access sites and kiosks across the force.

In addition to the mobile kiosks, the force invested in Kinesense, an intelligent CCTV processing system that reduces the time

and resources required to analyse CCTV products. The system is available to the Major Crime Unit with consideration being given to further rollout.

The force embedded its usage of personal issue mobile devices to all frontline officers, expanding the use of the Pronto mobile application. This application links directly to Connect and officers can now create and update investigations, complete DASH risk assessments, record stop searches, complete witness statements and record road traffic collisions, enabling the completion of more tasks away from stations. The force has provided 307 Toughbooks for all patrol cars to enable officers to use 'desktop' functions not available via Pronto whilst away from the station.

The AGILE working pilot has provided personal issue laptops to 65 officers in a CID/PVP function across the force and following positive feedback it is proposed to expand this to 606 personal issue laptops for frontline staff by the end of 2019.

The increased functionality of Connect allows for improved performance reporting regarding the volume and quality of investigation plans and supervisory reviews.

The force has significantly improved its response to tackling fraud through Operation Signature, identifying and assessing the most vulnerable victims of fraud and providing an ongoing level of support and prevention activity, as described in Section 7 – Managing Serious and Organised Crime. This work has improved the service to the public by reducing response times to Action Fraud recorded referrals and by providing an enhanced service to those deemed at risk of becoming repeat victims.

The force has a Complete Victim Care strategy, ensuring victim contact and compliance with the Victim's Code of Practice (VCOP) and it also monitors victim satisfaction at several points in the contact journey for residential burglary, vehicle crime, hate crime and across the spectrum of vulnerable victims. Current victim satisfaction levels are (Apr 2018 – Mar 2019):

- 84% burglary (residential);
- 73% vulnerable;
- 69% hate crime; and
- 71% vehicle crime.

Overall satisfaction is 75% and each district has a 'Satisfaction 90' action plan designed to improve victim satisfaction to at least 90%.

Whilst recognising that the shortage of trained detectives is a national, as well as a local, issue, South Yorkshire Police has an investigator resilience plan to address the force shortage of detectives. The force previously explored the option of lateral development of PS to DS, with candidates progressing through NIE and ICIDP onwards to promotion. Three candidates who were progressed through this process in the last three years have since been successful in promotion to Detective Inspector. This process has been re-introduced to incorporate alternative pathways such as direct entry DC and IO to DC conversion career pathways, in addition to the traditional PC to DC pathway.

The force is encouraging experienced IOs trained to PIP1 to train to the PIP2 standard as part of a career pathway. Success will then expand the capacity and capability of the IO cohort to support PIP2 investigations in a variety of departments and provide the force with additional flexibility in aligning resources to areas of peak demand.

The force has recently appointed an Action Fraud Single Point Of Contact (SPOC) within the Crime Support Hub in order to ensure a consistent standard of investigation. The SPOC ensures NCRS compliance, assesses victim vulnerability, sets investigation plans, identifies emerging trends, acts as a conduit for the National Fraud Intelligence Bureau and benchmarks the force against other

forces. This enables pro-active development opportunities to improve the force response to fraud.

Areas of investigation previously regarded as 'specialist' are now becoming common features in volume investigation enquiries and evidence gathering, such as digital and financial enquiries. The force has invested in recruitment of additional Digital Media Investigators (DMIs) and Financial Investigators (FIs) to support officers based at district with digital and financial enquiries and is delivering key messages in training packages such as StreetSkills in order to ensure that officers and investigators are aware of evidential opportunities and how they can impact evidence gathering and disclosure obligations.

Forensics

In a technology dependent field, such as RSSS, it is important that continued investment is secured and the 2018-2019 police settlement alludes specifically to the requirement to invest in forensic services. In order to maintain effective service delivery, RSSS will coordinate IT developments and working processes which align with new capabilities, such as those associated with the Home Office Biometric System and national landscape mapping groups, including Transforming Forensics. This is achieved by active engagement and staff secondments into relevant programmes to ensure that the force is sighted on all activities and arising opportunities. Yorkshire and the Humber (YatH) RSSS is a stakeholder force in the Transforming Forensics programme, which will deliver transformational working practices to the forensic community nationally and has three senior staff members on secondment to the programme, to ensure that YatH interests are effectively served. Regional engagement

structures will ensure that RSSS is sighted on respective stakeholder requirements and that demands are met. Regular meetings take place between members of RSSS Senior Leadership Team and Chief Officer stakeholders to ensure appropriate responsiveness.

Technology and cyber crime

The reliance on technology and its increased accessibility means that the police service is struggling to keep abreast of online and technological risks until criminals expose them.

The explosion in technology and proliferation of internet-enabled devices has significantly contributed to cyber-dependent and cyber-enabled crimes, online fraud, youth produced sexual imagery online, the distribution of indecent images of children, cyber bullying and harassment. This is compounded by the need to navigate international jurisdictions when investigating online crimes or crimes facilitated by technology, when the tools to hide one's identity and evidence are easy to access and use online. This will remain a significant issue for years to come until law enforcement, communications data suppliers and large social media companies agree a joint approach. The police service currently lacks the tools and capacity to police cyberspace alone.

Requiring technology companies to make reporting easier will lead to increased demand on law enforcement but technology companies taking a more preventative approach and assisting in the removal of content will lead to a decrease in demand on law enforcement.

Section 5
Protecting Vulnerable People

Establish the gap between current demand and demand you expect in the next four years.

ACC Forber provides strategic governance for PVP through the Vulnerability Governance Group supported by the Vulnerability Theme Leads meeting and the force's PVP Performance and Governance Unit. The force has a Vulnerability Strategy.

Domestic Abuse

Domestic abuse reported to South Yorkshire Police continued to increase in 2018 and the force recorded 19,948 incidents of domestic abuse related crimes, an increase of 20% from 2017. Conversely, non-crime incidents of domestic abuse have been on a gradual decline since the beginning of 2017 with 14,647 recorded in 2018, a reduction of 23% from 2017. The force has significantly improved its conversion of domestic abuse reports into crimes, which the force sees as a positive step in the protection of vulnerable people. The identification of more victims correlates with the reduction in non-crime incidents and the incident to crime conversion rate has increased steadily from around 40% in 2017 to around 60% in 2018. The improved focus on domestic abuse will result in increased demand for the Domestic Abuse Risk Assessment (DARA) team as well as an increase in Domestic Violence Protection Notices (DVPN) and subsequent court applications for Domestic Violence Protection Orders (DVPO).

Due to the hidden nature of domestic abuse, the number of offences and incidents reported to police are still not likely to represent the true extent of domestic abuse offending in South Yorkshire. Each district has development plans to address incident response time, particularly in respect of DA incidents; DASH risk assessment submission; and the incident attendance escalation process to manage DA demand.

Domestic Abuse Stalking and Harassment (DASH) risk assessments

The Domestic Abuse Risk Assessment (DARA) team provide a secondary risk assessment to all DASH risk assessment submissions, overseen by the PVP Performance and Governance Unit to ensure compliance. The DARA team then offers a consistent and professional approach to domestic abuse risk assessment across the force and enables quality assurance for learning and development.

Domestic Violence Protection Notices and Domestic Violence Protection Orders

In comparison to 2017, the use of DVPNs has increased by 143%, DVPOs by 148% and breaches by 80%. In 2018 across South Yorkshire, there were:

- 353 DVPNs authorised;
- 300 DVPOs granted by the courts; and
- 79 breaches enforced.

Figure 5.1- DVPN authorised and DVPO granted 2017-2018
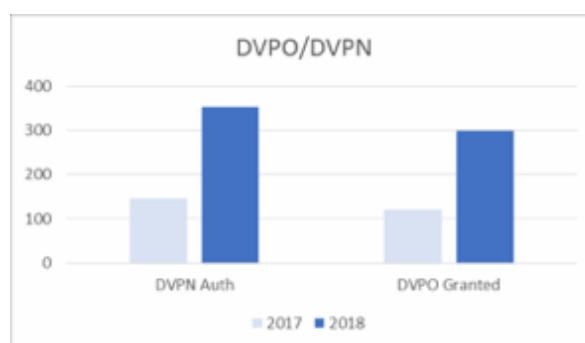
The force has improved its use of 'Clare's Law', the number of 'right to ask' requests in 2018 has increased by 144% from 65 to 161 and 'right to know' disclosures has increased by 239% from 33 to 112, as shown in Figures 5.2 and 5.3.

Figure 5.2 – Clare's Law Requests

Figure 5.3 – Clare's Law Disclosures

Domestic abuse victim arrest rates and victim satisfaction

The force has worked hard to increase its domestic abuse arrest rates to help safeguard victims and bring offenders to justice. In the final three months of 2018, these figures have risen significantly with arrest rates of 37% in October, 42.4% in November and 40.7% in December. When broken down by risk level, from June 2018 the force consistently arrested over 80% of suspects in high-risk cases, increased its arrest rate in medium risk cases from the low 40%s to 60%.

Between January and December 2018, 95% of suspect outcomes fell into one of three categories:

- Charged/summons – outcome 01
- Named suspect – evidential difficulties – outcome 15
- Named suspect – victim does not support – outcome 16

Throughout 2018 for all domestic abuse recorded crime, whether by arrest or voluntary attendance, the force recorded an increase in charge/summons rates, rising from 12.2% in January 2018 to 15.2% in December 2018 and where an arrest is made, the proportion of suspects charged or summonsed rises to 33%.

In 2018, victim satisfaction was 80% for domestic abuse victims, with aspects of first response and treatment both achieving the highest satisfaction levels at 88%, followed by initial actions at 84% and investigation and follow-up at 70% and 67% respectively.

Child Abuse (CA), Child Sexual Exploitation (CSE)

Child abuse and Child Sexual Exploitation remains a key concern for South Yorkshire Police. The demand in this area is expected to rise as the force drives to identify and protect the vulnerable people. There is an increased willingness amongst victims to come forward, particularly following high profile investigations such as Operation Yewtree and more locally Operation Stovewood.

Child abuse

The number of recorded child abuse offences recorded reduced in 2018, with 17% fewer offences identified compared to 2017. Performance forecasting, however, estimates that there will be a 15% increase in offences throughout 2019. In 2018:

- child abuse accounted for 5% of all crime recorded in South Yorkshire;
- child sexual abuse accounted for 43% of all sexual offences;
- child physical violence accounted for 11% of violence against the person (VAP) offences;
- 22% of child abuse was familial (16% physical abuse and 6% CSA);
- Non-familial VAP accounted for over half of child abuse.

Historic offending (reported more than seven days after being committed) accounted for almost a quarter of all child abuse offences (24%). There were 802 offences recorded which were committed online, accounting for 11% of all child abuse offences.

Child Sexual Exploitation and Abuse

Reported CSE offences increased in 2018 by 26% from 465 to 587 compared with 2017 including historic Operation Stovewood offences. Volumes are likely to continue to increase, particularly in Rotherham as investigations into historic offences continue to uncover previously unreported crimes.

Force demand around offences against victims under the age of 18 is expected to continue to rise, although not at the rate previously experienced. South Yorkshire Police has maintained the increased communications campaigns around child abuse in order to encourage victims to come forward and report crime, which has resulted in an increase in the reporting of historic offences as anticipated.

The force has seen an increase in the recording of the possession and distribution of indecent images of children, with the majority being sexual imagery that is produced and shared out of adolescent curiosity.

Online abuse and youth produced sexual imagery that is then shared between peers is an emerging issue amongst people under 18. Work is ongoing within schools and through education initiatives delivered by the Community Safety Department to educate young people about the consequences of youth produced sexual imagery and 'sexting'. 1% of recorded offences were instigated by 'paedophile hunter' activity.

The force is developing its understanding of child criminal exploitation (CCE) as an emerging trend and commonality with young people who are reported missing from home, as discussed in Section 7 – Managing Serious and Organised Crime.

Sexual offences (excluding under 18s and CSE)

Overall, the reporting of rape and sexual offences has gradually increased over the last three years with a 2% increase seen locally in offences recorded. However, the number of offences committed during 2018 saw a 1% reduction (19 fewer offences).

The Voyeurism (offences) Act 2019 adds two new offences to the Sexual Offences Act 2003 and will cover the practice known colloquially as 'upskirting'. It is therefore likely to create additional demand on the force through increased volumes of sexual offences.

Missing Persons

In 2018, there were 8,919 missing persons recorded, a reduction of 5% compared with 2017. Missing persons accounted for 2% of all incidents recorded in 2018 however, they are resource intensive in terms of management and investigation. Medium risk (69% of reports) and high risk (16% of reports) are the highest categories of risk recorded. The largest increase was seen in reports of high-risk missing persons, an increase of 25% compared to 2017.

When missing people have been safely located, officers will look to identify any actual or hidden vulnerability that may have been the reason for them going missing. This information feeds into modern slavery and human trafficking and child and adult exploitation intelligence. Family conflict and mental health are two of the main factors behind a person going missing.

The force identified that children in looked after care homes and absconders from hospitals create repeat high demand. Local partnership problem solving plans have been developed, monitored through Quarterly Performance Reviews and Force Performance Day.

Adult Safeguarding and Vulnerability

There were 4,263 incidents (across both ProCAD and Smart Contact) where a vulnerable adult was identified accounting for around 1% of overall incidents recorded.

There were 20,478 incidents involving individuals identified as vulnerable in 2018, with 21% having multiple vulnerabilities e.g. repeat victims, domestic abuse and mental health, highlighting the demand associated with vulnerable victims across multiple areas of business.

There were 24,971 crimes where the victim was identified as vulnerable, accounting for 17% of all crimes in 2018 and due to changes in recording practices and systems, it is not possible to provide a comparison to the last 12- month period.

Operation Signature launched in September 2017 to identify the most vulnerable victims of fraud and cybercrime within communities and around 146 referrals per month are received from Action Fraud. Vulnerable victims who meet the criteria for a follow up visit are allocated to a PCSO for a home visit, when a questionnaire is completed by the PCSO generating further actions, depending upon the level of risk identified.

Honour Based Abuse (HBA), Female Genital Mutilation (FGM) and Forced Marriage (FM)

The force has improved its practices around recording and investigating suspected cases of honour based abuse, female genital mutilation and forced marriage. All information is recorded now on CONNECT allowing for improved protection of sensitive information.

There are still significant intelligence gaps in this arena with pressure now placed on health care and education providers to remain professionally curious and report their suspicions. The force has introduced a media campaign around FGM to raise awareness amongst its own staff and members of the public.

Numbers of Forced Marriage Protection Orders have increased from 2 in 2017 to 17 in 2018. There were 17 Female Genital Mutilation Protection Orders applied for and granted in 2018, an increase of 11 from 2017. Honour based abuse offences remain static with an increase of only three offences observed in comparison to 2017. This vast improvement in the number of protection orders obtained is primarily due to the increased expertise through training provided by the Sheffield-based charity, Karma Nirvana.

Honour based abuse, female genital mutilation and forced marriage are very much underreported crimes due to the shame felt by victims when reporting to the police and due to pressure from within the family unit or community. It was projected that neighbourhood policing would assist in bridging this gap and whilst intelligence remains limited, it is not always appropriate to expect officers to engage with communities surrounding these issues. However, with continuous specialist training

and media campaigns it is expected that the rise in reporting of HBA and FM and an increase in identifying individuals at risk of FGM will continue. It will then be reliant upon PVP resources to manage increased reporting and safeguard victims.

The force expects the number of protection orders it will obtain to rise in the next 12 months, due to the capability of officers dealing with these types of cases and awareness of this type of offending through targeted campaigns. The Department for Education has announced that secondary school pupils will be taught about honour based abuse, female genital mutilation and forced marriage as part of a strengthened curriculum.

Hate Crime

In 2018, there were 2,761 hate crime investigations (2,667 crimes and 94 non-crime incidents), equating to 2% of total crime (this is the same as 2016-2017 England and Wales averages), with verbal abuse, threats and intimidation accounting for 72% of all investigations. There were 351 offences involving harassment via social media, phone or email (cyber) a reduction of 1% compared to 2017.

The force experienced sharp increases in hate crime demand after national and international terrorist attacks. Locally, the impact of incidents occurring nationally will need to be monitored and the impact of the UK's exit from the European Union on individuals and communities must be considered over the forthcoming year as formal negotiations to leave the EU come into fruition.

Despite the decrease in reported hate crime incidents, the force believes that underreporting is largely the reason why the force has lower than expected volumes

of hate crime. Language barriers, fear of repercussions and negative experiences with police in other countries all contribute to a reluctance to report, alongside personal perception of the impact of the incident.

Mental Health

The police are regularly becoming the first point of contact for a person in mental health crisis. It is important that the force is able to understand and measure demand where mental health is a factor with a number of considerations necessary:

- According to NHS England, an estimated 7% of South Yorkshire's population are believed to suffer a common mental health condition (depression, anxiety or PTSD). With population growth estimated at 3% between 2018 and 2025, 7% of the population equates to 96,614 individuals within South Yorkshire.

- Individuals with mental health problems are three times more likely to become a victim of crime, five times more likely to be a victim of assault, more likely to be a repeat victim and less likely to be satisfied with the support and services they receive than the general population (MIND 2013 – At Risk Yet Dismissed).

- According to the College of Policing (2016), it is believed that nationally around 20-40% of police time is spent dealing with people with mental health issues and is believed to be on the rise in line with cuts to health care provisions.

The force is increasing its use of mental health incident flags following the implementation of Smart Contact in 2018, with around 5 incidents per 1,000 currently having a mental health factor. As the force understands mental health demand and is able to quantify it more effectively, future forecasting may be achievable.

There has been no use of police custody as a place of safety for S.136 detentions since 2017.

The force recorded 12,942 crimes where the victim or offender had been identified as vulnerable due to their mental health, accounting for 9% of all crimes.

Stalking and harassment

In 2018, the force recorded 16,390 stalking and harassment offences, accounting for 11% of all offences and 37% of all violence against the person (VAP) and 33% of all recorded stalking and harassment offences have a domestic flag. Compared to 2017 there has been an overall 39% increase (4,623 offences). The largest volume increase was in relation to malicious communications (63%) with the largest percentage increase observed in stalking which rose by 183% (or 561 offences).

It is likely that recording improvements are an important factor in this rise along with changes in recording practices and the discontinuing of 'first course of conduct notices' (PINS – Police Information Notices).

Despite the upturn in volumes, the force suspects that the number of stalking and harassment offences reported does not represent the true scale and threat of the issues, with research suggesting that victims do not tend to report incidents to the police until the 100th incident (Sheridan, 2005).

Figure 5.4– Stalking and harassment offences 2018

Stalking and Harrassment Offences 2018

STEP 2

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

Staffing and training

As part of phase one of the force crime review, the Safeguarding Adults Teams and Child Abuse Teams were dissolved and new Protecting Vulnerable People teams introduced, returning under local management to the four districts. This amalgamation provides districts with greater flexibility to align resources with demand. The PVP units are primarily responsible for offences involving children, high-risk domestic violence, honour based abuse, female genital mutilation and forced marriages.

The restructure retained the dedicated CSE investigation teams at Sheffield and Rotherham. Both Barnsley and Doncaster were subject to review and it was deemed that the demand profile of CSE did not support the need for dedicated team. However, specialist investigative capability and early intervention functions remain within the PVP teams. The crime review also saw the introduction of a specialist team to consider cases relating to vulnerability, such as CSE and MSHT where organised criminality or cross border activity is evident.

This restructure of investigative capacity within PVP has been supported by the recruitment of Investigating Officers designated to the four PVP units following a period of training and tutorship within the Investigator Development Unit. In FMS 2017-2018, the force projected that within 18 months the PVP departments would have equal numbers of DCs and IOs. Whilst this ratio has not yet been achieved, the force is on course to improve the ratio through the ongoing recruitment of IOs.

As is the case nationally, increasing the resilience of the force detective cohort is a key ongoing piece of work for the force. PVP resilience, in particular, remains on the force's Risk Register and the issue is still at the forefront of workforce plans. The force is continuing the rollout of the training of IOs and looking at opportunities to encourage both police officers and support staff into crime investigation.

By July 2019, all PVP IOs will have reached PIP 1 capability and will be progressing to PIP 2 capability. The training of new and existing staff remains of significant importance in respect of the investigation of RASSO offences.

The Investigator Development Unit is fundamental to the development of new staff and supports investigators through the postgraduate certificate course 'Investigation of Vulnerabilities Crime'. To ensure accreditation of existing investigators, a series of Investigation Officer Training Programmes PIP level 1 have commenced within the force.

To support existing and newly posted

detectives and IOs in PVP roles, three PVP development days were held in 2018 attended by 107 members of staff. The course included inputs on areas for improvement highlighted by HMICFRS and the Crown Prosecution Service Inspectorate and included the support provided by the Independent Domestic Violence Advisors (IDVA) and Independent Sexual Violence Advisors (ISVA) services. A series of PVP masterclasses will be delivered in 2019 to ensure the continuous professional development of all PVP staff and those investigating RASSO offences. The first three of these, which will be held in April 2019, will focus on responsibilities surrounding disclosure under CPIA and challenges dealing with third party material and will include inputs from CPS and subject matter experts as part of the organisational commitments under the National Disclosure Improvement Plan (NDIP). This masterclass will also deliver inputs on vulnerability training focusing on mental health and Section 28 of the Youth Justice and Criminal Evidence Act, the pre-recorded cross-examination of juvenile victims/witnesses.

Further projects, led by the force Head of Crime, will identify opportunities to increase force capacity in relation to PIP2 trained staff outside the traditional entry routes. The force is seeking to support IOs attaining PIP2 status and looking at alternatives such as direct entry and fast track detectives.

The full benefits realisation assessment of the crime review is not complete. The changes implemented are likely to lead to benefits in the medium to long-term. In the short-term, there is ongoing scrutiny of both staffing levels and workloads within the PVP teams by the Senior Command Team.

There has been a longer period of settlement at district PVP departments following the dissolution of the Safeguarding Adult and Child Abuse Teams. This is in part due to training concerns for staff members to ensure those who have previously moved from one specialism are appropriately trained and supported in investigating both types of crime. This is also in part due to the increased recruitment of IOs within a short time period, meaning that when they are posted to district there is a period of transition while they adjust to their new work environment and learn the role. This has inadvertently placed additional pressures on DCs within the team by increasing their PIP2 workload but equally by supporting the IOs with their PIP 1 workload where training gaps exist. However, this short-term issue was anticipated and it is expected these issues will be outweighed by the long-term benefits.

Over the past 12 months, there has been huge investment on training PVP staff across the force using expertise from the leading national charity for HBA and FM, Karma Nirvana and PVP masterclasses. There are now 80 HBA and FM specialist officers within PVP across the force and the force has plans to roll this training out to response officers. Ongoing coordination and management of HBA, FGM and FM is maintained by a force lead who works with regional and national partners to share best practice. In addition, there is widespread use of the Karma Nirvana risk assessment, which assists officers in identifying risk in cases of FM and HBA and ensures that appropriate safeguarding measures are identified to protect and support victims.

Other specialist roles that support vulnerable people are:

- Safeguarding officers. All PVP teams now have embedded safeguarding officers supporting statutory information sharing with partners whether this be for children or adults and provide a single point of contact for partners ensuring consistency and availability.
- RASSO gatekeeper role. The role of RASSO Gatekeeper is performed by a Detective Inspector in PVP Performance and Governance to offer early investigative advice in relation to RASSO cases including providing action plans where required. They have a role in managing timeliness of cases and resolving case specific issues. The DI supports the force RASSO lead resolving issues with partners around subjects such as ABE interviews, disclosure and data management and the development of policy and strategy in relation to RASSO activities.
- Partnership working has increased at all districts with key roles within the Safer Neighbourhood Services structure being co-located at premises with Local Authority services to allow greater sharing of information and more timely action from both.

South Yorkshire Police are in partnership with South Yorkshire Community Rehabilitation Company (CRC) to deliver educational programmes to tackle the behaviour of DA perpetrators such as the voluntary Inspire to Change programme. Individuals can self-refer or be referred by any professional working with that individual, partner or family. The uptake and success of the Inspire to Change programme is monitored by the PCC's office. There is room for further development of the force use of this programme and opportunities are being explored to increase voluntary referrals. CRC also deliver court-mandated programmes such as Respectful Relationships and Building Better Relationships

Child abuse including Child Sexual Exploitation (CSE)

Each district has a Local CSE Strategic Sub Group, chaired by the police and is attended by multi-agency partners that sits every 4 - 6 weeks, prior to a Children's Board; and a practitioners/intelligence CSE information sharing meeting chaired by the police.

The force has produced an online crime sexual abuse profile that identifies technology as influencing demand as an issue. Due to the technological advancements and affordability, more households have digital devices, which has resulted in more devices being recovered by officers for evidential purposes.

Sexual offences (excluding under 18s and CSE)

Monthly meetings are held with CPS and quarterly meetings are held with force leads and gatekeepers for all the Yorkshire and Humber Forces. The RASSO Steering Group meets quarterly, attended by representatives from the OPCC, CPS, Children and Adults Sexual Assault Referral Centres (SARCs) Sheffield Children's Hospital, the Independent Sexual Violence Advisers Service (ISVA), Rape Crisis and the Local Authority.

Responsibilities in respect of disclosure are a key area of focus across all investigations in line with the National Disclosure Improvement Plan and represent an

organisational risk moving forward. Rape investigations were highlighted specifically in the national media as an area where improvement was required. A three-month pilot is currently underway, which aims to tackle key challenges such as the disclosure of third party material held by partner agencies and the effective management of communications data and other digital evidence.

Other force concerns are the effective management of demand within current staffing levels across CID departments and the force improving the standard of investigations and associated file quality.

Missing Persons

Missing person incidents are a daily occurrence that intersect with many other areas of police business. In 2017, there was a force missing persons review completed by the BCI department, which identified that in just over 10 months there had been £11.6M spent on missing person incidents, surpassing the total spend in 2016 by over

£1M. The average cost of a missing person incident was calculated at just under £1,600, with high-risk incidents costing more than low-risk investigations. The demand team identified a gap between resourcing and demand, little standardisation between districts and poor coordination between the force and local authorities. These factors were considered in the creation of the force missing person strategy.

The force has district based missing from home coordinators supporting district missing person investigations and these sit within the Safer Neighbourhood Services function. They are co-located with partner services and attend strategy meetings in order to progress multi-agency prevention activities and seek to identify causation of regular missing episodes to enable police and partners to reduce. Generally, district based officers (response) investigate initial missing person reports, drawing in other specialist resources where required.

STEP 2 (WELLBEING)

Distinguish the wellbeing of the workforce from other assets.

The force recognises the importance of all staff wellbeing and psychological health screening is available to all members of staff. However, officers working in highly pressurised and difficult areas of policing who deal with sensitive issues on a regular basis, such as family liaison officers, PVP officers, ViSOR and safeguarding staff, are prioritised for screening every 12 months by the occupational health unit.

Explain what you will do to make sure your workforce and other assets will be able to meet the demand you are anticipating; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

Vulnerability Assessment Framework (VAF)

The force vulnerability strategy (launched in 2017) focuses on the force's ability to recognise and respond to vulnerability. The force has worked hard over the last 12 months to improve how officers and staff identify vulnerability in those who come into contact with the police.

The force recognised in 2017 that officers and staff may be over recording vulnerability, relying on vulnerability indicators such as being elderly in isolation without considering the individual's specific circumstances.

The force has introduced the Vulnerability Assessment Framework (VAF) to provide officers and staff with a structured approach to identifying signs of vulnerability to provide a more consistent approach. The use of the VAF is widely used by call handlers, Force Crime Bureau (FCB) and Crime Support Hub (CSH) when assessing incoming calls for service and crime investigations.

Domestic Abuse

A draft Domestic Abuse Bill has been published and the proposed changes appear to be confined to interventions, however until it is published it is difficult to fully anticipate their impact.

Changes to Domestic Abuse Protection Notices (DAPNs) may impact upon demand relating to such orders. South Yorkshire

Police is involved in a national working group to consider the implementation of such changes. The proposed changes include:

- a statutory definition of domestic abuse;
- new DAPN and DAPO (Domestic Abuse Prevention Notices and Orders);
- polygraph testing of persons released on licence; and
- place Clare's Law on a statutory footing.

There are proposals to introduce mandatory reporting of forced marriage by regulated professionals. The force has already had significant success in the investigation of Forced Marriage and Female Genital Mutilation. However, increased training and awareness is likely to lead to continued increased reporting.

Domestic abuse reports are likely to increase in line with increasing awareness from victims identified from recent legislation changes such as coercive and controlling behaviour and through increased confidence in the police service. Offences related to cyber enabled domestic abuse such as 'cyber stalking and harassment' are expected to increase more dramatically. This is due to the increased affordability and capacity of mobile devices and society's reliance on digital devices. The force is aware of its need to improve its response and evidence collection in relation to the 'digital crime scene' and officer training is incorporating digital enquiries as part of all crime scene evidential collection opportunities.

Child Abuse including CSE

Now that PVP has returned to district management, there are ongoing reviews of practice in each area.

The force has produced an online crime sexual abuse profile, which identifies technology as influencing demand as an issue. Due to the technological advancements and affordability, more households have digital devices with estimates that each household owns about 10 internet enabled devices and has resulted in more devices being recovered by officers as potential evidence.

The force has appointed a force lead at DCI level to better understand the demand in this area, which includes developing a vulnerability strategic profile.

Rape and Serious Sexual Offences (RASSO)

Activity planned for the next 12 months includes revised protocols and processes in light of the introduction of the RASSO gatekeeper role and a series of PVP Masterclasses to ensure the continuous professional development of staff dealing with RASSO cases. Continued joint working with CPS and all the Yorkshire and Humber Forces will ensure effective dialogue between partners. Improved performance and audits will review file quality and ensure effective performance and consistency achieved across the force.

Honour Based Abuse, Female Genital Mutilation and Forced Marriage

The force has been involved in training the NHS midwifery, gynecological and GPs' departments in recognising warning signs of FGM. Despite the importance of working collaboratively, the force has faced challenges whilst working with Local Authority Social Care departments who often have differing views on the application of protection orders. There are plans over the next 12 months for the Countywide Safeguarding Board to address these issues. PVP are currently looking at charities (Karma Nirvana) to assist with raising awareness in school assemblies across the county regarding forced marriage and following delivery of this, there is likely to be an increase in referrals.

Missing Persons

As previously identified in FMS 2017-2018, a review of the current IT system used to record missing person investigation is ongoing with plans to replace the system, which will improve data analysis and demand identification.

South Yorkshire Police and the National Independent Children's Home Association (ICHA) have agreed a Children's Concordat for the whole of South Yorkshire. This will set high standards to which all homes registered with this national association will be required

to subscribe. It will include an escalation element, meaning that if any police force encounters a private children's home which appears not to be adhering to the standards of the new concordat, it will invoke ICHA interventions and Ofsted notification.

The ICHA stated that the Concordat would include all four Districts in South Yorkshire. The Association will design and introduce training for all private children's home staff to ensure they have the knowledge and skillset to adhere to what will be required of them. The Concordat will be a national first, to be trialled in South Yorkshire and then launched at a National Conference in 2020. When introduced, this will not only set the benchmark it will raise the standards of all private children's homes and will introduce clear escalation pathways. The ICHA predicts it will not only improve the quality of care of children, it will dramatically reduce the current levels of demands placed on the police with regard to missing persons.

The missing persons plan on a page strategy focuses on partnership working to reduce volume of missing episodes, time spent missing and harm whilst missing. There is also focus on identifying the drivers of missing episodes, which involves the prevention of repeat missing incidents, offers early intervention opportunities and emphasises the identification of offenders. These strategic aims are being formulated into an action plan, which will be monitored and progressed through a quarterly tactical group. The development and implementation of this action plan is a major focus for 2019.

Operation MUSCARI is a review process within Sheffield in regard to missing people which seeks to identify areas for improvement in relation to both South Yorkshire Police and partners. The findings from this, and a recommendation from the demand review, highlighted consideration of a missing persons' bureau similar to the Crime Support Hub as best practice.

The current missing from home IT system requires updating and work is underway for the implementation of 'Compact', a missing person IT system currently used by 20 forces. The introduction of this new system should improve South Yorkshire Police's capability in dealing with missing people incidents and implementation and training is a focus for 2019.

Mental Health

Mental health is a complex multi-agency issue, which often falls to police as the first port of call due to funding cuts across partners. This demand is likely to rise without substantial increases in Mental Health and Social Care funding and service provision, which is included within the NHS Ten Year Plan. The force is aware of the review of the Mental Health Act and recommendations made which include

increasing the threshold for detaining someone under the Mental Health Act. This will likely place more emphasis on community care and rehabilitation. This increases the number of individuals under care in the community, which may translate into increased demand for South Yorkshire Police.

South Yorkshire Police is therefore working with partners to ensure that improved internal capacity and capability do not lead partners to reduce resourcing in other areas. One way this is being achieved is through ensuring all health trusts share their commissioning intentions with South Yorkshire Police. This transparency will allow South Yorkshire Police to understand where partners are investing; not only to prevent duplication of efforts, but to hold partners accountable in areas where they are not funding appropriately.

StreetSkills training packages were delivered to 1,138 officers and 149 representatives from partner agencies in 2018. There has been work completed with Atlas Court

to align with the introduction of Smart Contact. This process was two-fold, first to facilitate upskilling of Atlas staff in relation to operational mental health and awareness of the mental health portal and toolkit and secondly, for mental health coordinators to gain an insight into working practices at Atlas Court and identify, through observation and consultation, key training needs. These have been fed into the development of the programme at the training sub-group and work is underway to develop and deliver bespoke training packages to specialist teams and departments throughout the upcoming year.

Acute Behavioural Disorder (ABD) including issues in response from partners, an identified risk to the force. The mortality rate for untreated ABD is around 15-30% and, whilst there have been no recorded deaths in South Yorkshire, there have been numerous near misses in relation to ABD. South Yorkshire Police recently hosted a national conference on ABD, which was attended by partner agencies such as Independent Office for Police Complaints (IOPC), NHS England, and Royal College of Psychiatry amongst others. This conference focused on ensuring that understanding and recognition of ABD was widespread across all partners and as a result ABD has now been added onto the National Health Agenda. Whilst work is ongoing and progress is being made, ABD cannot be overlooked as a significant risk for the force. In cases where ABD has led to mortality around the country there has been a lengthy IOPC investigation, a coroner's inquest and significant media attention, which could impact on the force's organisational reputation and individual officers involved.

A Community Multi Agency Risk Assessment Conference (CMARAC) was introduced in Doncaster in November

2018 and has already heard a number of high risk cases and developed partnership plans to reduce risk / demand. Key partner organisations are very supportive of the CMARAC process as it is finding solutions to often complex problems that require a partnership response. It promotes early intervention, greater partnership collaboration and information exchange. The CMARAC accepts referrals from all members and allows referrals to be submitted by other individuals, such as police officers, through these members. The CMARAC sits underneath MAPPA and captures individuals who do not necessarily meet the threshold of MAPPA but would have otherwise fallen through the cracks. This is likely to be recommended to be implemented in all districts following proof of concept.

South Yorkshire Police is the only police force to have representation at the Integrated Care System Framework (ICS) board. The ICS meets monthly and is made up of 18 NHS organisations, six local authorities and key voluntary sector and independent partners to support real and long-lasting improvements to the health of local people.

Through the ICS there has been funding secured for a suicide prevention officer (SPO) in Doncaster, due to be recruited this year. Working together, ICS and the force have developed a work-plan, over three phases to support suicide prevention across the force area, focused on developing an early alert system.

There is a 'high intensity user' officer in Doncaster who works closely with NHS mental health professionals. This officer has identified people who are repeatedly detained under s136 of the Mental Health Act 1983 and there are considerations to expand this remit to cover A&E demand.

There are plans to introduce a mental health professional within the control room, which would aid in the assessment of mental health related incidents at first contact. There is currently a funding bid with the Home Office, however, the PCC has also demonstrated willingness to fund such a project. If this comes into force, there will be a tight strategy around the use of triage.

Hate Crime

The force's RVV process is being reviewed to ensure consistency of support and outcomes to reported crimes and incidents across the force.

Dedicated Hate Crime Coordinators work within communities to improve confidence in the force, providing drop in sessions, talks and presentations in addition to trialing ways to engage with hard to reach communities such as Operation Solar, which provided an innovative approach to issues in Rotherham (at the time).

The Hate Hurts Campaign aims to raise awareness, encourage reporting

and reassure the public of the force's commitment to tackling hate crime and was introduced in response to feedback from communities and staff that many people are unaware of what constitutes a hate crime.

South Yorkshire Police and Partners have developed a Hate Crime Scrutiny panel, ensuring community representatives have the opportunity to review investigations, identify good practice and raise matters where there are concerns regarding the way in which investigations were conducted. This enables the force to improve the manner in which they deal with hate crime, leading to an improved service for local communities.

The force has introduced third-party reporting centres, 17 in Rotherham, 11 in Doncaster and seven each in Barnsley and Sheffield. The third-party reporting centres are set up through umbrella organisations who look after their own service users depending on their particular protected characteristics. In many cases, service users are unable to report for themselves through vulnerability, language barriers, confidence or cultural barriers and therefore need third parties to help them. A third-party reporting centre operative will take the details and discuss expectations with the victim. The matter will always be reported to the police with Rotherham district using Operation Solar as the reporting mechanism.

Stalking and Harassment

The Stalking Protection Act 2019 will see the introduction of new Stalking Protection Orders which police can apply for to tackle 'stranger stalking'. This will assist in cases where victims do not support police action and ensure that further risk in non-domestic stalking can be addressed.

Over the last 18 months, capability to deal with stalking and harassment offences has

improved with 52 SPOCs trained force-wide by the national charity Paladin to give expert advice and guidance in stalking investigations. The force created a Stalking and Harassment intranet portal so that guidance is readily available to assist officers to give the best possible support to victims.

The force has ceased using PIN (Police Information Notices) to deal with harassment, instead appropriate investigations and victim safeguarding are carried out.

The force has trained its call handlers to correctly identify stalking and harassment and reviews all filed stalking and harassment offences in the Crime Support Hub to ensure they have been suitably resolved.

The force will protect and safeguard all victims and investigate all reports relating to vulnerability, however there are a number of challenges ahead that may lead to increased demand:

Vulnerable Adults and Mental Health

Changes in demand are anticipated around an increase in numbers of elderly members of the community. Due to advances in medical treatment, people are living longer and although being elderly is not a vulnerability in itself, being within that demographic may mean an increased likelihood in having a reduced support network, and therefore may lead to an increased reliance on public services. As a result, if partner services cannot grow and accommodate this demand it may place additional pressures on the police.

Increased awareness and reduced stigma around mental health conditions has increased the demand upon mental health services in recent years. Whilst a large amount of work has been done by law enforcement to redirect the mental health demand away from police to a more appropriate service, if partner services cannot increase their capacity this may also create additional demand on police services.

Hate Crime

The force alone cannot resolve hate crime and therefore it is not possible to accurately calculate the organisational cost to resolve the issue. The force will respond appropriately to incidents of hate but societal changes to the attitudes that lead to offending behaviour would be required to 'resolve' hate crime (cross-governmental action plan for Hate Crime launched in 2016).

When reviewing hate crime data, it is noted that the most common age for offenders of hate crime was 12-15 years old, indicating a need for early help intervention. The police in general have very few capabilities with regard to children and therefore prevention and intervention through education and social services are crucial to deter the next generation of offenders.

Current uncertainty around the UK leaving the EU is likely to lead to an increase in community tension and the reported number of hate crimes. The force has seen a significant increase in reported hate crime throughout 2017 and 2018 as uncertainty about the country's membership of the EU has increased. Despite these increases there is still under reporting, particularly in respect of online crime offending.

Timeliness of response and prompt investigation are key to effective hate crime management and achieving appropriate outcomes. Strong partnership work in the field of incident reporting is key to this and the force is working with partners to better support victims and prevent and detect hate crimes.

Section 6
Managing Offenders

STEP 1

Establish the gap between current demand and demand you expect in the next four years.

South Yorkshire Police manages registered sex offenders within four separate district ViSOR units situated across the force. Each sex offender is categorised and visited depending upon their risk level. Risk levels are determined by the nominal's offending history, which is usually driven by an ARMS (active risk management system) assessment, polygraph testing and a number of other factors. The MOSOVO (management of sexual offenders and violent offenders) officers and supervisors now base the risk-management plan, including the visits regime, on a subjective assessment. All offenders are managed in line with national guidance.

Following the UK's exit from the European Union, it is not anticipated that this will cause any increased risk or demand but steps must be taken to ensure that appropriate circulations previously held on Schengen remain. Depending on the progress of the UK's exit from the European Union, this may require investment to update records via Interpol. The force has other systems to inform the force of the movements of registered sex offenders.

There has been a noted increase in Sexual Harm Prevention Orders (SHPO) which in most cases place individuals on the register for a minimum of five years. This places additional demand on staff as a significant number of the orders require the checking of internet usage and personal devices. As a result of this increase in court orders, staff visit addresses, undertake SHPO condition checks and thus identify potential breaches which require further investigation.

STEP 2

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

There are four ViSOR teams across the force, which work independently in each district to manage registered sex offenders. Each team comprises a detective sergeant, with two of the busier districts being supported by a staff member equivalent and all teams have an appropriate number of MOSOVO officers mapped against demand.

The ViSOR administration team supports ViSOR teams across the force and this reduces administrative demand on the MOSOVO officers. All ViSOR staff undergo a mandatory MOSOVO training course and there is an ongoing skills audit across the whole of the department to identify and address any gaps.

STEP 2 (WELLBEING)

Distinguish the wellbeing of the workforce from other assets.

All ViSOR teams receive annual support from the force's Occupation Health Unit 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 sometimes difficult area of work and understand the appropriate support networks available to staff.

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; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

Since the reintroduction of neighbourhood policing in South Yorkshire, neighbourhood teams now have specific responsibility for disrupting organised criminality throughout their areas, as described in Section 3, Prevention and Deterrence. The teams also create effective problem solving plans in key identified locations in order to reduce demand.

STEP 4

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

The force now has an operating model designed to deal with increased demand. It is anticipated demand will increase based upon previous years' data and the force has recognised this. Changing the shape of the teams across the force, providing training to frontline officers early to ensure that processes are embedded, will make the force more resilient when responding to increased demand.

Managing Offenders
Integrated Offender Management (IOM)

STEP 1

Establish the gap between current demand and demand you expect in the next four years.

South Yorkshire Police has four Integrated Offender Management teams, working independently across the force, concentrating on IOM nominals in each district.

Each district has a Local Offender Management Panel (LOMP) to manage the IOM process. Each LOMP holds a monthly meeting attended by key stakeholders involved in the IOM process. These meetings are hosted by the Community Rehabilitation Company (CRC) which assists in managing the IOM process throughout South Yorkshire. The overarching aim of this group is to reduce reoffending through partnership working with emphasis being placed on offenders who want to engage and change their behaviour. The LOMP now has terms of reference, providing a more structured framework to work towards. Because the IOM teams across the force work independently from each other, a new quarterly meeting has been set up for all district IOM supervisors to ensure consistency of approach.

It is difficult to ascertain the future demand created by IOM, however with the introduction of new legislation such as serious crime prevention orders, it is anticipated demand on the IOM teams will increase.

STEP 2

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

There are currently four hubs dedicated to IOM management across the force. The teams use the ONS (Office for National Statistics) harm index coupled with local intelligence to identify individuals suitable for management and to monitor the effectiveness of interventions, working alongside the CRC and NPS (National Probation Service)

The four teams across the force attend a monthly LOMP where individual offenders are discussed and agreements made around the management of individuals.

The Domestic Abuse Perpetrators Programme in South Yorkshire is designed to help those offenders causing harm to learn new skills and find ways to manage and control their abusive behaviour. Individuals can be referred to this scheme by other agencies which are working with them or there is an option to self-refer to this scheme. CRC currently works with men and women aged 16 or over who have been abusive, controlling or violent to their partner or spouse. To date a total of 367 referrals have been received across the force:

Table 6.1 – Referrals to the Domestic Violence Perpetrator Scheme (force figures to date)

Domestic Violence Perpetrator Programme Referrals	
Barnsley	92
Rotherham	101
Sheffield	68
Doncaster	106

Each IOM team engages with partners via the "Through the Gate Programme". This programme is designed to be an early indicator of potential needs for an offender prior to them being released from prison, addressing housing, employment and drug treatment needs, amongst others. This process avoids the offender turning up to CRC or NPS without the necessary referrals, meaning that the relevant agencies are aware of the individual. In addition to this work, each IOM team throughout the force has a bespoke list of additional responsibilities tailored to the needs of the district. These responsibilities include arresting prison recalls, management and arrest of people wanted on Category A warrants.

South Yorkshire Police has a CRC analyst who is co-located and works alongside IOM officers. This post has been in operation since August 2018 and, while fully funded by the CRC, they now have access to both CRC and force systems and the analyst is now alerted to a nominal at the stage of being recorded as a suspect on Connect. This enables the CRC to identify and implement early intervention.

The use of voluntary tagging has recently been implemented as a proof of concept within Sheffield with six tags purchased. This scheme involves offenders being offered a voluntary GPS tag to help them cut ties with criminal associates and avoid being persuaded back into committing crime. The issue of offenders being unable to break patterns of criminal behaviour or feeling pressured back into a life of crime by associates is one of the key issues in offender management that the use of voluntary tags is an innovative approach to addressing.

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; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

There are four separate IOM teams across the force, with a monthly IOM managers' meeting to share information and good practice to streamline the force's approach to offender management.

CONNECT Partner will allow police and partners to work collaboratively, enhancing current ways of working through the effective use of technology. The key benefits of the system are:

- a single audit trail for both police and partners;
- the ability for police and partners to update tasks and actions live time;
- the ability for police and partners to task each other directly through the CONNECT interface; and
- the ability for live intelligence to be shared between police and partners.

The system is designed around the problem solving principles of managing victims, locations and offenders and as such offers unique opportunities in the management of complex individuals where both police and partners are required to actively engage to case manage and achieve positive outcomes.

The force is currently working on a Lifetime Offender Management Strategy with the National Probation Service and other Criminal Justice Partners.

STEP 4

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

South Yorkshire Police have an effective partner centred operating model. As the process for allocating a nominal to the IOM cohort and the high frequency cohort is selective in nature, there are currently no capacity issues within the force but if selection criteria or the offending profile were to change, it would adversely affect workloads within the teams, which would require careful management.

Managing Offenders
Multi-Agency Public Protection Arrangements (MAPPA)

STEP 1

Establish the gap between current demand and demand you expect in the next four years.

There has been a steady increase over the past few years in the numbers of Multi-Agency Public Protection Arrangements (MAPPA) nominals managed throughout the force.

Each referral received into MAPPA will have been fully risk assessed by the lead agency, and each agency will have followed their own risk management plan prior to the case being heard at a MAPPA meeting. During each meeting, each agency shares all updated information regarding the offender and the MAPPA panel discusses the risk level and risk management plan to assist the lead agency in making any necessary adjustments.

There are currently no backlogs and the current resource levels are fully capable of meeting demand.

STEP 2

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

The MAPPA unit monitors any further serious offending by MAPPA nominals and NPS prompt a review of cases where this has occurred to identify any learning. The more serious cases trigger a Serious Case Review.

A total of four serious further offences were committed in the period 2017-2018 by three violent offenders. All four cases involved MAPPA Level 1 nominals.

Since 2014, South Yorkshire Police has used polygraph testing to assist in the management of dangerous offenders and protection of vulnerable people. Testing, conducted on category 1 MAPPA and category 2 MAPPA offenders and Registered Sex Offenders, is used as a risk assessment tool and assists effective management of these individuals.

The force has conducted 298 voluntary polygraph tests to date with an additional two mandatory tests stemming from Sexual Harm Prevention Orders. Of these tests:

- 57% passed;
- 19% failed;
- 18% were inconclusive or used countermeasures; and
- 6% of tests were stopped, resulting in the subjects being arrested or interviewed under caution due to new offences being disclosed.

STEP 2 (WELLBEING)

Distinguish the wellbeing of the workforce from other assets.

All staff within the MAPPA team receive annual support from the force's Occupation Health Unit in the form of a mandatory psychological screening test to identify any welfare needs and ensure wellbeing of the staff. All supervisors recognise that this is a highly pressurised and sometimes difficult area of work and understand the support networks that are available.

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; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

In FMS 2017-2018, South Yorkshire Police recognised that there was a gap in effectively managing all violent offenders. A project is currently ongoing to develop a process for jointly managing Level 2 and 3 violent MAPPA nominals. It is anticipated that the process will direct such persons to be managed via the LOMP and the IOM process, however the finer details need to be established. Whilst possibly reducing demand in the MAPPA unit, the effect of the shift in this demand is being monitored to ensure that it is well managed.

STEP 4

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

There are no foreseen issues in relation to being unable to meet the demand placed upon the MAPPA team. Careful consideration is required around the management of violent offenders and how this will affect other teams work is ongoing in this area.

South Yorkshire POLICE

Section 7
Managing serious and organised crime (SOC)

Drugs

Drugs offences recorded by South Yorkshire Police increased by 16%, from 2,122 to 2,513, with supply offences increasing by 22% and possession offences increasing by 14%. The increase correlates with increases in stop and searches, up 78% in 2018, with increased capacity and focus within neighbourhood and local tasking teams. Drugs offences are largely detected and discovered proactively and any increases are a reflection of increased disruptive activity.

There has been little change in the nature of the drugs market in terms of drug-type seizures recorded over the last few years with the exception of Synthetic Cannabinoid Receptor Agonists (SCRAs) referred to locally as Spice. SCRA offences increased from 20 in 2017 to 136 in 2018. This increase is likely to be due to increased awareness of SCRAs amongst officers and an acknowledged increase in this type of offending across the country. The most prevalent drug types are cannabis, cocaine, heroin and crack cocaine with SCRAs now the fifth most common drug in terms of offences.

There were 3,270 arrests for drugs offences and seizures to the value of £7,591,822.01 in 2018, equating to an increase of 10% in the number of arrests and 36% in the value of seizures. The most commonly seized drugs remained herbal cannabis (169.89kg), cannabis plants (19,693 plants), synthetic cannabinoids (11.98kg) and crack (9.4kg).

Prisons

The South Yorkshire policing region is unique in that Doncaster district is responsible for policing four separate prison sites. Drugs offending and other criminality within these prisons continue to present challenges for the force.

The Secretary of State has identified 10 prisons within the UK as having the most significant issues concerning demand for, and the supply of, controlled drugs with related concerns around assaults on staff. HMP Lindholme and HMP Moorlands are two of these prisons.

Working within the framework of the Crime in Prison Referral Agreement 2019 between HMPPS, the NPCC and the CPS, the force has fully reviewed its service level agreement with the four prisons to ensure appropriate and robust reporting routes. This delivers a number of benefits to the force, to the prisons and to the wider community and recognises that improved partnership working in this area sustains better public safety outside the prison arena.

In 2018 the force recorded 234 incidents relating to prisons, a 42% year-on-year reduction, although this figure belies the true volume of work reported to and dealt with by the force's Prison Investigation Team (PIT) rather than reflecting a genuine reduction in demand generated from the prisons. In 2018 the PIT was reviewed and reformed with additional resources as the Prison Crime Unit (PCU) and during the year 1,034 investigations were referred directly to it by the prison establishments. The majority of these offences related to violence and contraband offences (including drugs) and conveyance of contraband offences continue to occur. Whilst there is no measure of comparison to previous years, because there is insufficient historic data, it is clear that the current and projected demand on this team is increasing.

Firearms discharges

There has been a 4.8% decrease in recorded firearm discharges from 1 January – 31 December 2018 to the same period in 2017, a reduction of 230 offences.

45 viable firearms were recovered during the 2018 calendar year, compared to 37 in 2017, a 22% increase and a 94% increase in the criminal use of firearms[1] (as per CUF bulletin December 2018), in 2018, with 64 incidents in 2018 to date[2].

There are differences between statistics recovered from crime recording systems and figures identified in the Criminal Use of Firearms (CUF) bulletins. For identification of risk from viable firearms, the CUF figures provide a clearer identification of threat as they relate to offences where physical ballistic evidence has been recovered.

Knife Crime

Knife crime in South Yorkshire reduced in 2018, with 4% fewer offences recorded than in 2017. The decrease in 2018 related to a reduction in non-domestic offending.

Most knife crimes in 2018 were violence offences, overtaking possession as the most common crime type. This is a concern for the force and 'violence without injury' reduced whilst 'with injury' type offences continue to increase.
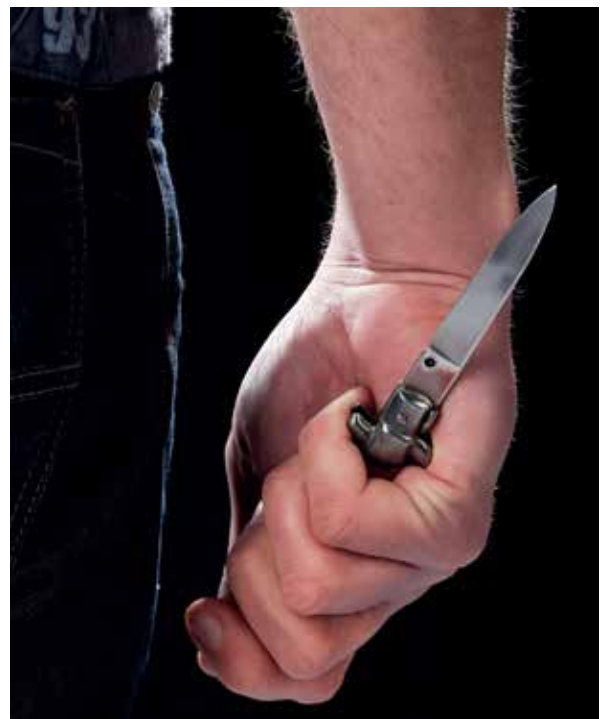
The proportion of homicides involving a knife has increased from 40% (4) in 2017, to 73% (11) in 2018, showing a worsening in the severity of knife crime within the force, rather than an increase in overall knife crime.

Serious violence (GBH, attempted murder and murder) accounted for 18% of total knife crime in 2018, an increase of 2% from 2017. This equates to 435 offences compared to 386 in 2017.

South Yorkshire is one of eight forces which sits on the national knife enabled crime

working group and the force wrote the national research strategy for this area 2018-2019.

Cyber and economic crime including fraud

Regionally, reports of cyber-crime increased steadily in 2017 and was forecast to continue to increase in 2018, albeit at a slightly decreased rate. Cyber related fraud was specifically forecast to increase by approximately 23% in Yorkshire and the Humber Region.

In South Yorkshire, there were 4,903 cyber offences and 336 cyber non-crime investigations recorded in 2018. Action Fraud recorded 2,282 reports relating to victims in the force area. This equates to an increase of 21% in crimes and reduction of 42% in non-crimes, although this reduction is likely to be related to changes to the way that fraud investigations are recorded on Connect in comparison to how they were recorded on CMS, rather than a reduction in actual incidents. Where the 'online crime indicator' was used, the key offence types for cyber enabled crime include causing or inciting sexual offences, indecent/prohibited images of children, harassment including disclosing private sexual photographs and films with intent to cause distress and fraud.

Common types of cyber related Action Fraud reports were advance fee frauds, online shopping and auctions and computer software service fraud, online banking transfers and hacking of social media or email accounts. Computer hacking and malware type reports have reduced, in line with national trends (CSEW).

As cyber-crime cuts across regional and national borders and increased technological capability is now available at a decreased price, the international scale of cyber offending remains a significant threat to the people of South Yorkshire from criminal groups operating out of the area.

Cyber-crimes are committed more than 10 times a day and this is expected to continue to grow as cyber criminals increase in number and MOs simplify. A large proportion of cybercriminals are committing cyber enabled or internet facilitated offences, highlighting the fact that there is no longer a requirement to be a sophisticated hacker to commit cyber-crimes.

A large proportion of cyber-enabled crimes committed in South Yorkshire are domestic in nature, with harassment, distributing private sexual images and malicious communications all featuring as common offence types in 2018.

Stalking and harassment offences account for the largest proportion of cyber-flagged crime (68%), the majority of which are malicious communications offences (41%), which highlights the new use of Home Office sub group "stalking and harassment" to better group VAP offences.

Cyber dependent crime is a notable intelligence gap within force, with limited recording around this type of offending, other than that provided by Action Fraud. Offences recorded by Action Fraud are commonly computer software service fraud and malware or ransomware.

Economic crime, in particular fraud and money laundering, will continue to facilitate most types of criminality as covered in more detail under economic crime below.

Whilst offences have been noted to increase, actual levels of offending are difficult to quantify due to victims often being either unaware that they have been a victim, or being reluctant to report the offence. Education and engagement is crucial to address this, as highlighted within the Protect arm of the South Yorkshire Digital Intelligence and Investigations Strategy. This not only includes communities and businesses, but the ongoing education of South Yorkshire Police staff and officers to identify offences.

The ongoing difficulty with cyber dependent crime that affects business is under reporting or late reporting. This can be for a number of reasons including businesses not wishing to publicise a failing in their own security or suffering reputational damage.

Economic crime (including fraud)

In 2018, the force recorded 274 offences relating to economic crime, the majority of which was the passing of counterfeit currency (46%), with 82% of these offences being reported by businesses, notably restaurants and supermarkets. A further 93 offences were recorded via Action Fraud and of these, the most common type was 'NFIB other fraud' (30 offences); all other Action Fraud recorded offences were in single figures.

There were 4,518 reports recorded by Action Fraud for offences committed against South Yorkshire based victims in 2018, a 5% increase from the previous year and slightly lower than the national average. There were 2,618 Action Fraud reports with a cyber element relating to victims living in South Yorkshire in 2018, an increase of 7% (164) from 2017. Since the force switched from CMS to Connect in December 2017, the force is unable to compare figures between the two systems.

Vulnerability

Modern slavery and human trafficking

Previously, victims of MSHT were difficult to identify and engage with owing to the hidden nature of the crime and the national referral mechanism (NRM) requiring adult consent before any referral could be made. Since 2016 a national 'duty to notify' process has been implemented providing increased numbers of referrals that better reflect the scale of offending, although these are still unlikely to be a true reflection of the issue.

Although the number of NRM referrals continues to increase, it is difficult to identify whether this represents an increase in offences or improved reporting. The national increase in NRM referrals is reflected in South Yorkshire with:

- 93 MSHT offences recorded in 2018, an increase of 39% on 2017;
- 92 NRM referrals, an increase of 16% from 76 in 2017; and
- 188 intelligence submissions, an increase of 21% from 156 in 2017.

Trafficking for sexual exploitation has previously been identified as an emerging issue in the area and this has continued over the last 12 months. Advertising through online forums such as 'adult web services' is becoming more common and it is anticipated that the exploitation of victims enabled by online advertising is likely to become the most significant method sexual exploitation over the next three to four years.

South Yorkshire has Doncaster Sheffield Airport (DSA) as a port of entry to the area, with several low-budget airlines operating routes to and from Eastern European countries, which have been identified as being vulnerable to MSHT. Offences committed in South Yorkshire relate to:

- sexual exploitation – brothels, adult web services;
- labour exploitation – car washes, nail bars, takeaways, drug cultivation; and
- benefit fraud – identified as a crosscutting theme.

County lines/child criminal exploitation

In 2018, the force produced a county lines strategic profile to assess the current picture within South Yorkshire:

- 128 offences committed met the county lines criteria (drugs, possession of weapons, serious violence);and
- 12 victims of serious violence had county lines indicators.

There were four South Yorkshire nominals referred to the NRM in 2018 who had been identified as being exploited.

It is difficult to ascertain the true scale and extent of child criminal exploitation in South Yorkshire due to the recording of this type of offending within force systems.

STEP 2

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

Relationships with other agencies

There is a clearly mapped process of how the force uses intelligence at a strategic and tactical level for local, regional and national delivery.

At an national and international level, the force engages with National Crime Agency, the Government Agency Intelligence Network (GAIN), Interpol, Europol and Eurojust, the latter of which has increased due to the creation of the SOC Vulnerability Unit which investigates organised crime related modern slavery and human trafficking.

At a regional level, the force has strong and established processes to share intelligence and operational resources with the Regional Organised Crime Unit (ROCU) and Regional Intelligence Unit (RIU) such as the Confidential Unit, GAIN, Undercover Online and Prison Service.

At a force level, the organisation has well-established overt and covert processes, including a Development and Targeting Team (DAT) supporting SOC operations. Local Responsible Officers drive activity and provide intelligence tasking to local officers through clear intelligence requirements to enable the force to understand the SOC threat.

These processes ensure that all intelligence data sources are used to understand the threat from SOC. This includes covert and overt sources, results from police activity, partnership data, feedback from external communications campaigns and engagement with the communities of South Yorkshire.

Information sharing and joint investigative processes, such those outlined above, are likely to be affected by the UK's exit from the European Union however at this time it is unknown what impact this may have.

Partnerships

South Yorkshire Police has been instrumental in leading partner agencies to develop their own understanding of how SOC is effecting the local communities and how they can be influential and successful in tackling the threat. SOC now features as a key priority within local authority and other partners' strategies. An example is that following engagement through the Local Organised Partnership Board, the Safer Rotherham Partnership have included SOC as a priority.

South Yorkshire Police is one of eight forces sitting on the national working group that looks to develop and disseminate national knife crime actions plans over the coming year.

Performance, technology, capacity and capability

Monthly and bi-annual reports and dashboards are produced to review the 'big picture' of intelligence submissions, what works at force and district level and where improvements can be made. These reports are discussed at the force wide SOC Threat Reduction Groups (SOC TRG), countywide and local Organised Crime Partnership Boards.

The force and local intelligence cells co-ordinate intelligence tasking to all staff through CONNECT briefing sites in response to identified intelligence collection plans.

Prisons and drugs

The South Yorkshire Police force lead for prisons has actively engaged with prison governors to fully review the service level agreement and reduce failure demand through effective partnership working. This has subsequently led to the review of the Prison Investigation Team and its reformation as the Prison Crime Unit, with an increase in staffing, changes to its working hours and the recruitment and training of police staff Investigating Officers.

As part of the force's crime review, management of the PCU moved from the centralised SCS portfolio to Doncaster local CID. The force has also led on the formation of a new Prison Partnership Board, which meets bi-monthly and is jointly chaired by the Governor of HMP Lindholme and a member of the Command Team at Doncaster. The board is a productive forum that allows all partners to hold each other to account and identify better ways of working, reflecting the force's vision that effective partnerships are essential if it is to combat the vast criminal opportunities available to the prison population.

Changes to the unit's working hours have allowed staff to be on duty within the prisons throughout visiting hours, enabling them to deal with contraband and other issues at source, rather than relying on retrospective reporting by the prison authorities. This not only reduces demand on the PCU investigating and dealing with reports but also reduces the commission of offences further upstream by limiting the quantities of contraband entering the establishments.

The Prison Crime Unit works closely with the Prison Partnership Board, which includes representation from the local authority, OPCC, the Crown Prosecution Service (CPS), local, national and regional prison service representatives, the Probation Service, the Regional Prison Intelligence Unit and RSSS.

In 2018, South Yorkshire Police crime trainers delivered a two-week course at HMP Lindholme, which focused upon improving investigative skills amongst prison officers. The course covered writing statements, handling of exhibits and continuity, achieving best evidence and the importance of forensic awareness. The feedback from the prison has been very positive and the force is now looking at how other courses can be utilised in the future.

The prison governor, joint chair of the board noted the excellent partnership working: "I have worked for the prison service for nearly 29 years and often worked with partner agencies, however the direct support and learning South Yorkshire Police and South Yorkshire Prisons offer each other surpasses anything I have previously been involved in. This has, I believe made for a safer community in prisons and also in the local community."

The Prison Drugs Taskforce recognised that South Yorkshire Police is making real improvements in its joint problem solving and recognised the Prison Partnership Board as good practice.

Sheffield and Doncaster tasking teams are now co-located with partners to increase information sharing and take a multi-agency problem solving approach. Neighbourhood teams are also involved with the disruption activity within their respective communities and report their policing activity on a monthly basis.

Cyber

The force has recognised the need to improve in its capability both to respond to and prevent cyber dependent and cyber enabled crime.

In January 2019, the force's first Cyber Protect Officer joined the digital investigations team. The officer will be responsible for developing and delivering cyber-crime awareness across the force, working closely with colleagues, partner agencies and the local community to reduce the vulnerabilities that cyber criminals will try to exploit. The post-holder will also provide expert guidance and share knowledge and information with those who may be vulnerable to potential cyber attacks, offering advice and information around the preventative measures available. The Protect function is supported through a planned timetable of media campaigns, together with a dedicated Protect social media account, which promotes public awareness.

The cadre of DMIs is overseen by a digital media coordinator. Consideration is currently being given to purchasing a licence to train DMIs in-house, allowing the force to increase the number of DMIs and the capability of the cadre.

A training programme to raise awareness in digital media and subsequent handling of generated material is being delivered to all PIP1 staff through the 2019 StreetSkills programme to improve digital evidence gathering opportunities at crime scenes.

Economic crime including fraud

The force has significantly improved its response to tackling fraud reporting by adopting and amending Operation Signature to fit the force's vision of providing a consistent force wide response to identifying the most vulnerable victims of fraud offences and providing an ongoing level of support and prevention activity. The most vulnerable fraud victims are identified following assessment through a risk matrix and provided with enhanced prevention activities and support from both Neighbourhood PCSOs and Protect Officers.

Despite intelligence gaps from previous years still existing, increased FCIU staffing will now allow for tasked intelligence requirements and for fraud to be

investigated more thoroughly, including making asset confiscation a key part of all relevant investigations.

To enhance its capability to tackle economic crime, the force continuously assesses market solutions and the use of technology to improve efficiency and effectiveness. The force recognises the need to measure the effectiveness of its response through sustained service delivery.

Phase one of the crime review also supported an increase of staff within the financial crime investigation unit with confiscation officers being recruited in order to support district staff with confiscations and asset recovery.

Modern slavery/human trafficking

To increase understanding of emerging threats posed by SOC, the force has an Anti-Slavery Unit (ASU) which primarily acts as a bespoke intelligence function for the force. Its specific areas of responsibility are to:

- increase the amount of intelligence around MSHT;
- lead on intelligence development operations to tackle and disrupt criminal activity associated with MSHT;
- improve services provided to victims of Modern Slavery offences and
- create and maintain effective partnership networks across the region to develop intelligence, tackle crime and support victims.

The work of the ASU identified a gap in the force's ability to reactively investigate MSHT offences and this, supported by the Crime Demand Review 2017, resulted in the implementation of the SOC – Vulnerability team in May 2018.

The force has been pro-active in its approach to intelligence gathering and local training in the areas of MSHT. Prior to the implementation of modern slavery legislation, the force worked with the NCA to deliver training to all supervisors and crime trainers, which increased the force's capacity to deliver MSHT training to all police officers, initially on StreetSkills training days and masterclass events for CID officers and staff.

The force works closely with other specialists and 'critical friends', such as the modern slavery regional co-ordinator who provides specialist investigative advice and support, providing a quality assessment and debrief of in-force investigations and supporting efforts to deliver against the national modern slavery action plan.

County lines/child criminal exploitation

The force produced a vulnerability led county lines profile with demographics of those individuals most likely to be vulnerable to exploitation, warning signs,

and recommendations to enable the force and partners to better understand and tackle county lines OCGs.

The newly appointed Detective Chief Inspector force lead reports progress to the local and county-wide Safeguarding Partnership Boards and has created a CCE working group with nominated representatives from SOC vulnerability, SOC commodities, intelligence, analysis, crime training, corporate communications and local authority partnership representatives. The processes of this working group will ensure that intelligence assessments, investigations plans and safeguarding measures are aligned to the countywide CCE profile so that the threat can be accurately considered.

The county lines strategic profile document identified a number of opportunities to gather information in relation to SOC and these are being addressed through specific communication strategies, including one aimed at communities at risk, and a crime training programme aimed at police staff and partners.

Internet sex offences and CSE

At a tactical level, the force has specialists who investigate CEOP referrals and identify sexual offending online. The force works closely with the regional team to proactively tackle internet sex offenders with a focus on online CSE and provides an enhanced service and safeguarding to identified victims.

The SOC investigation teams collaborate with national and international partners, obtaining Joint Investigation Team (JIT) agreement protocols, where necessary to ensure international cooperation and information sharing.

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; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

SOC is complex, constantly evolving and moving across different areas of criminality. It is regularly reviewed through the local and countywide Organised Crime Partnership Boards to understand the threat and risk posed and prioritise resources accordingly.

The force completed phase one of a restructure process in May 2018. This review process included comprehensive demand analysis to inform future operating structures and broaden the force's ability to tackle serious and organised crime.

This restructure has incorporated the SOC threats identified within the region, resulting in the formation and expansion of specialist SOC investigation capabilities under the three pillars of vulnerability, prosperity and commodities.

The force is now reaping the benefit of the implementation of phase one of the crime review that realigned the organised crime capability at force level to enhance the response around emerging threats such as modern slavery, human trafficking, child sexual exploitation, cyber-crime and fraud. This realignment complemented the previous return to neighbourhood policing in 2016 and focus on tackling criminality as part of the approach to problem orientated policing.

Phase two of this review is now looking at mapping the functionality of intelligence

processes against demand and the force is awaiting any recommendations from this. The findings of this review will not be known until late 2019.

Technology and training

The 2019 programme of StreetSkills includes the importance of identifying and securing digital evidence.

The force has raised awareness and developed capability around digital investigation and intelligence functions such as increasing the number of individuals trained to use the seven mobile phone kiosks placed in key areas around the force and the purchase of an open source resource tool to support police in conducting research and producing digital evidence.

The implementation of the mobile kiosk alone has increased the ability of staff members based at district to conduct timely device examinations and increased capacity by reducing the workload of the DFU. The introduction of the digital investigations and intelligence team under the SOC portfolio provides a dedicated response to cyber dependent investigations and can support cyber-enabled investigations.

Despite some improvements in capability as outlined above, the risks facing the force remain in line with those previously reported with organisational awareness, investigation, planning and resourcing presenting issues in terms of considering the digital crime scene throughout all investigations. The force is continuing its emphasis on improving investigation quality and this encompasses the digital aspect of every crime scene.

Prisons

The Prison Partnership Board reports into the Safe and Sustainable Doncaster Partnership through the Serious and Organised Crime Local Partnership Board, recognising that prison establishments in Doncaster are a countywide threat. This group is seen nationally as good practice and following a visit from the HMPPS prisons drugs taskforce, it was recognised that the force is making improvements in its approach to joint problem solving in prisons. The board has secured funding from the prisons for investigation posts, with discussions ongoing regarding future opportunities. One partner-funded investigating officer is in post at HMP Marshgate at the time of writing, having been trained in the force's investigator development unit. Training initiatives have been introduced for prison officers modelled on the force's Streetskills, which focus on the golden hour principles and key elements of prison investigations. This bespoke training package has been seen as good practice nationally and is likely to be adopted and maintained by the National Prisons Training Unit. This collaborative training regime is indicative of the improved partnerships between South Yorkshire Police and the county's prison establishments.

The partnership board has developed the 2019-2020 joint prisons strategy. The strategy is set by the prison partnership board with updates from the 2018-2019 period and proposed priorities for 2019-2020. These priorities identify action owners and include progression measures and risk assessments. This strategy is currently under development awaiting input from partners.

The current demand on the prison crime unit is substantial with each staff member having on average double the number of active cases compared to a typical detective or investigator. Whilst the crime review recommended increasing the number of investigating officers and a reduction in detective constables, it has subsequently been identified that the proposed structure would not provide sufficient resilience for current workloads and organisational need. The original PCU model was predominantly a reactive one but, as detailed above, recent changes to their working practices has created a more proactive model, with the

unit assisting in the disruption of organised criminality within prisons operating ahead of the crime demand curve. This approach reduces risk to the county's communities because successful prosecutions in prisons ensure that offenders remain under supervision for longer. This is particularly pertinent in relation to organised criminals and high-profile offenders, where effective partnership working within the prison estate can lead to reduced demand in the community through the application of extended sentences.

In order to further triage demand, the PCU detective sergeant bases himself in one of the prisons each week running a 'crime clinic' to work with prison staff, passing on learning and good practice.

In 2019-2020 the force will continue to work to fulfil actions raised by the prison partnership board including continued joint operations at the prison estates. Further funding opportunities will be explored to recruit additional prison investigation officers and training for prison officer colleagues will continue in 2019 with two more courses currently scheduled. Delivery will then be handed to the prisons for ongoing training and development with continued support from the force.

Knives/firearms

Data sharing between A&E departments and the force is currently under review, with the intention to share information from all of the A&E departments in South Yorkshire. This will allow the force to better understand the impact of knife crime in the force area, as well as the demand this places upon partners. Data is currently received from Sheffield's Northern General Hospital (NGH) and is incorporated into quarterly reports. NGH data allows the force to compare victim profiles in order to gain another layer

of understanding of those involved in knife crime, as well as providing an insight into the true volume of knife related offences. Correlations have been identified between the NGH and force data.

Youth offending is a key risk for the force, and the possession of weapons is often indicative of other criminality such as drug dealing. Consideration should be given to all youths believed to be in possession of knives in view of early intervention, and disruption of potential county lines groups. Please see the child criminal exploitation section of this report for further information around county lines offending.

Cyber

Digital investigation capability has been increased by the investment in mobile kiosks to enable trained district based staff to conduct examinations of seized devices whilst reducing the volume of work that would previously have been sent to the digital forensics unit.

Partnerships are being developed within the digital intelligence and investigation unit, particularly around the PROTECT function. The force has close links with the regional cyber team which provides assistance both with investigations and the skills that can be drawn upon from the regional team, as well as the PROTECT function. The force has engaged with a number of local businesses and commercial groups in order to raise awareness of digital hygiene and staying safe online. Yorkshire Bank and Barclays Bank have engaged and are working with the force to allow the Cyber PROTECT Officer to present to their staff.

The force is currently awaiting results of the digital assessment toolkit (DAT), which is expected in the summer of 2019. This review will allow South Yorkshire Police to identify where it sits nationally and regionally in relation to capability and capacity, highlighting intelligence and resourcing gaps. The current cyber crime strategy, action plan and plan on a page will be updated following the findings of the DAT.

Economic crime including fraud

The past year has seen an uplift in staffing for the financial crime investigation unit (FCIU) as a result of the findings of the crime review allowing the unit to be more proactive and it also allows for increases in asset recovery which can generate income for the force.

In early 2019, a fraud working group (FWG) was created which aims to promote local delivery of the fraud and economic crime strategy.

Early engagement with victims reporting this type of crime is crucial to reduce repeat victimisation. Changes to the Terms of Reference for Victim Support are pending and should incorporate this, and the force

is seeking to become part of the Economic Crime Victim Care Unit (ECVCU), already implemented by the Metropolitan Police, Greater Manchester Police and West Midlands police.

Vulnerability (MSHT, CL and CCE)

The force has established intelligence threat desks for serious and organised crime in order to develop the intelligence picture around known and emerging threats such as county lines and other areas identified as having intelligence gaps.

Modern Slavery and Human Trafficking (MSHT)

Intelligence surrounding benefit fraud is limited within force systems and collaboration with partners, such as the council's benefit department and the DWP (Department for Work and Pensions), is essential for raising awareness, identifying potential victims of MSHT who are exploited for the purpose of benefit fraud and prosecuting offenders. The force recognises that its own analysis of the issues as well as NCA and Home Office reports indicate that partnership information is vital in building an intelligence picture. Agencies including social care, YOT, health and probation may have information that in isolation does not seem important but might be the missing piece in the wider picture to help identify a current or potential victim. The force lead is currently working to improve data sharing with partners around this emerging issue.

Prevention

The force has a clear understanding of the numerous pathways along which people, often the young and vulnerable, are drawn into crime and uses its powers to disrupt those on the periphery of criminal activity through youth offending service referrals, criminal behaviour orders and threat to life

(TTL) warnings. Sheffield district is trialling an innovative 'notice of concern' process, engaging with families to try to divert young people from the criminal justice system at an early stage.

The force has invested in educational communications initiatives, such as Drop the Knife and is currently running 'Trapped', a child criminal exploitation campaign aimed primarily at an audience of young people to help them recognise the signs of criminal exploitation. This campaign is designed to complement the county lines and child criminal exploitation intensification work conducted in October 2018, the OPCC's You are Only Young Once (YOYO) campaign and the 'Crucial Crew' sessions for young people delivered by the force at its Lifewise centre. This project has delivered key educational and preventative messages, including:

- Guns and Knives Take Lives;
- social media/internet safety;
- events for older people about staying safe online, fraud, scams, rogue traders and doorstep crime; and
- events for asylum seekers and refugees covering the internet, staying safe online, healthy relationships and other crime prevention.

The force has a well-established cadet programme for young people aged 15-18 years old. Currently the force has 48 cadets, 32 senior cadets and 13 cadet leaders. Cadets receive inputs in relation to key messages, such as modern slavery, gun and knife crime, prevent and radicalisation and are involved in test purchase operations for the force. The force is seeking funds to provide resources and training to allow cadets to deliver peer-to-peer training about knife crime and CSE to other young people.

Force activity is evaluated on a monthly basis to identify and promote good practice.

STEP 4

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

Drugs

Proactive capability in relation to online drugs markets is an area still relatively unexplored by the police service. There is an intelligence gap in this area nationally and the ease with which crime can be committed online anywhere in the world presents significant challenges.

Cyber

Assessing the true nature and scale of cyber attacks on businesses is difficult owing to under-reporting and therefore the police understanding of the scale of the issue is likely to be inaccurate. Whilst this may be in small part due to a lack of understanding of business or confidence in the response from the police service, this is in the main part down to businesses being unwilling to publicise a security breach because of the subsequent reputational harm.

The force recognises that like many other police forces, it is often late to recognise, train and utilise technological advancements to disrupt and investigate criminality online, such as illegal commodity and vulnerability markets held within the dark web. Criminals are utilising methods afforded by new technologies and the dark web to conduct illicit and organised criminality. Cloud based data storage is a largely undiscovered area of investigation.

The challenge for the force in this area is in line with the national challenges, in that a digital footprint is now likely to be present at the majority of crime scenes, whether digitally enabled or digitally enhanced. Nationally forces need the support of social media platforms and communications data services in order to break into this area and effectively manage the cyber threat.

Vulnerability
ISOT and online CSE

Affordable technology now allows young people to communicate with anyone around the world, leading to an increase in the numbers of youth produced sexual imagery (commonly known as 'sexting') that is being placed online and is irrecoverable without support from communications data providers and social media platforms.

Section 8
Major Events

Operational Support Unit

The Operational Support Unit (OSU) is the collective term for a number of highly specialist and trained police officers and units. They support the policing family by providing direct or planned responses in support of the force and districts and also provide support nationally in certain specialisms. The unit provides advice, training and guidance towards force and national policing objectives and plays a key role in support of the force in delivering its strategic priorities, such as counter terrorism.

OSU consists of dedicated resources for armed policing, roads policing, dogs and mounted support, tactical support group, airport policing group and operational and contingency planning including public order and firearms planning. The role of the Airport policing group includes:

- development, provision and review of emergency plans (includes all requirements under Civil Contingencies Act 2004); and
- development, provision and review of plans concerning the nationally managed plan for diversion receipt (Operation Nimrod as a ground response to Operation Whittle).

Counter Terrorism functions are managed within Specialist Crime Services and have strong links into armed policing and civil emergencies.

Operational Support Unit
Firearms Support Group

The Firearms Support Group (FSG) provides 24 hour armed policing patrols in South Yorkshire. When not responding to firearms incidents or engaged in specific firearms related tasks, the team supports district policing where threat to life incidents occur.

The criminal use of firearms has doubled in the past 12 months with demand for an armed police response affected by a number of issues, largely attributable to an identifiable increase in the number of shotgun discharges throughout the force area, with a higher volume of these offences resulting in serious injury to the victim.

The force has five football league clubs with both Sheffield clubs and Barnsley regularly having home attendances in excess of 10,000, at each of their 23 home matches per season. In terms of other public events, at arenas, racecourses or town and city centres there are approximately 120 such events with attendances of over 10,000 per year. All public safety events and other public places are included in the dedicated public safety reassurance event overlay patrols for armed police officers or as part of a dedicated operation. In partnership with Meadowhall shopping centre, the force continues to deploy armed officers into the centre each day during opening times for public safety reassurance patrols.

The force has policed a number of high profile, pre-planned visits involving dignitaries and such visits will continue to require resourcing, occasionally involving joint working across the YatH region.

Should the national security threat level be raised to critical again; it would create significant demand in providing armed policing resources, in addition to maintaining normal daily, armed policing cover for spontaneous and other pre-planned firearms incidents.

Since 2013, the workload of the regional firearms training collaboration has increased by over 25% with further planned growth increasing that to in excess of 30% whilst the capacity remained constant.

South Yorkshire Police produces an armed policing strategic threat and risk assessment (APSTRA) which recognises the importance of risk and threat assessment and the ability to demonstrate capacity and capability to mitigate any risk. The APSTRA enables the force to assess resources required, planning, policies and procedures and training requirements. Armed policing is one of the strategic policing requirements (SPR) and the force must have the resources to fulfil its contribution to this national capacity.

The force has an effective governance framework, with the YatH Armed Policing Strategic Steering Group (APSSG) to oversee all aspects of armed policing. The firearms chief inspector regularly reviews the armed policing policies, standard operating procedures and operational and training risk assessments to ensure compliance.

Authorised Firearms Officers

South Yorkshire has an armed officer establishment of 122 armed response vehicle officers (ARVO) supported by the firearms training and development unit (11 ARVO officers) and the firearms planning and intelligence unit (6 ARVO officers).

All ARVOs are trained to the minimum standard of the ARV skill set with other specialist roles appropriately trained and distributed across the force's total firearms strength. ARVO officers are trained in tactical pursuit and containment (TPAC) tactics for police pursuits of vehicles. Armed police officers must maintain a higher level of fitness than other operational staff and all wear body worn video cameras.

Firearms Command

The force provides a robust daily 24-hour command structure to manage firearms incidents effectively:

- Strategic Firearms Commander (SFC);
- Tactical Firearms Commanders cadre (TFC) for pre-planned and spontaneous incidents (FIM);
- Operational Firearms Commanders (OFC); and
- Tactical Advisors (TA) for pre-planned and spontaneous incidents

All firearms commanders (operational, tactical and strategic) and tactical advisors must attend mandatory annual continuous professional development training in addition to commanding and involvement in a number of operational deployments to retain professional accreditation to perform such roles.

The force has three specialist SFCs and two specialist TFCs as an enhanced cadre for complex armed operations along with one counter terrorism commander.

Post Incident

Should there be a post incident procedure (PIP) the force has specially trained post incident managers (PIM) and two PIM suites. The welfare of officers subject to post incident procedures is a key priority.

Firearms Planning Unit (FPU)

The firearms planning unit assists TFCs with pre-planned operations, tactical advice and managing the existing firearms contingency plans and associated reviews.

Training

The firearms training and development unit (FTDU) provides training and development, enabling the force to safely and successfully resolve any incident involving the potential use of firearms. A number of national courses are delivered to external forces including tactical and command courses. The FTDU is responsible for delivering centrally written training packages to the armed officers and 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.

Vehicles

South Yorkshire armed response vehicles are equipped to the national standards.

Taser

The force has 506 Taser-trained officers including all ARV officers and Taser is one of the less lethal tactical options that forms part of armed deployments. A proportion of response team and roads policing officers are trained in Taser and form part of local operational deployment plans on a 24/7 basis. The authority to deploy with Taser, is given by a Taser-trained supervisor (TTS) or the Force Incident Manager (FIM) for spontaneous incidents.

The force has the necessary arrangements to meet the strategic policing requirements (SPR) and manage its armed policing demands, adapting resource levels as dictated by threat and risk.

In order to meet local, regional and national requirements the force is increasing its capacity of armed officers to support event security, any future increase in the national threat level to critical and the deployment of the strategic armed policing reserve. The force is doing this as part of the five year national armed policing uplift programme. The force is looking to increase capability to support MAST operations within existing resources. There is a requirement to train six officers in armed response to public disorder tactics and the number of general purpose dogs (GPD) will increase from 12 to 16. The force is re-organising the close protection and VIP armed officer roles.

As part of the national armed uplift programme, the number of immediately deployable ARVs has been increased by two and to achieve this, 28 additional officers will be provided to the Operational Support Unit. The force plans to train 20 AFOs from districts trained only in foot tactics (Op Temperer support in the event of any military deployment).

The force will continue to test its plans and validate its ability to respond to firearms based and other terror related attacks, including the use of different types of

vehicles. This will include training for staff on tactical options and types of equipment needed to be effective in dealing with such incidents.

The force is introducing new technology including the MOSAIC mapping system, to enhance situational awareness to increase effective command of multi-agency resources.

The force has adopted its obligations under the Operation Plato national mobilisation plan and has contingency plans to support:

- an increase in national threat level to critical;
- the deployment of strategic armed policing reserve (SAPR); and
- Operation Temperer.

While the force still works closely with NPAS (National Police Air Service) on a range of operations, it has expanded its fleet of small unmanned aircraft from two to eight which will bolster the response to emerging Article 2 threats. This flexible and highly adaptable resource will help in a range of spontaneous and pre-planned operations with the ability to live-stream footage captured by the aircraft directly to an incident commander allowing for an improved perspective on an operation that can be produced as evidence. As part of the development programme, 20 officers from across the force (OSU and districts) will be trained and, once operational, the force will have 24-hour drone capability.

STEP 4

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

The force can meet all of its current and predicted demand and has implemented plans to achieve this. However, the requirement to deliver the national uplift of ARVO officers has placed significant revenue pressures on force budgets and a medium term financial plan is required to sustain the additional posts once the national armed policing uplift programme funding ends in 2021.

Operational Support Unit
Civil Emergencies

STEP 1

Establish the gap between current demand and demand you expect in the next four years.

Demand and expected demand for civil emergencies cannot be predicted or measured using data. The key is to identify local risks and the likelihood that they might occur and to mitigate against them through contingency planning and preparedness. The force has detailed multi-agency arrangements so that it is fully prepared for major incidents and civil contingencies.

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 would have on people, their homes, the environment and local businesses. The highest risks in South Yorkshire are assessed as:

- pandemic influenza;
- national electricity failure; and
- flooding (fluvial and pluvial, and impact of receiving East Coast residents in the event of East Coast flooding)

Additional risks focused on within South Yorkshire, like all areas of the UK, are the UK's exit from the European Union and terrorism.

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 six operational contingency planning staff dedicated to civil contingency planning. The Local Resilience Forum (LRF) coordinator's role will become full-time to March 2020 to support planning for the UK's exit from the European Union. Operation GreyTrack is the force's contingency for matters arising from the UK's exit from the European Union. Mutual aid agreements will ensure that if the UK leaves the European Union, resources are not strained and these arrangements are regularly reviewed.

The force has a dedicated 24-hour command structure consisting of an accredited cadre and call-out rota to manage the initial operational response to a civil emergency in line with JESIP. The force has on-going training requirements to ensure resilience and succession planning of these command roles. There is a Multi-Agency Gold Incident Command (MAGIC) structure as part of the LRF. All the force's Senior Command Team are MAGIC trained.

The force and South Yorkshire Fire and Rescue Service jointly fund two command vehicles and one welfare vehicle for deployment at major incidents and the force has a memorandum of understanding with South Yorkshire Fire and Rescue Service for access to additional 4x4 vehicles.

A number of locations have been nominated as strategic co-ordination centres, covering training and development, counter terrorism

and multi-agencies. The force has fall-back processes to provide contingency capability.

The LRF Secretariat completed the South Yorkshire Police Collaboration Effectiveness Framework this year.

The LRF is a multi-agency partnership across the county that brings together representatives from any local organisation needed to plan and prepare for major emergencies in the county. Training and effective exercising of plans are key aspects.

The business management group (BMG) that sits below the LRF oversees six sub-groups that are critical to civil contingency planning and management:

- risk management & planning group;
- training & exercising group;
- warning and informing group;
- human aspects group;
- interoperability group; and
- business continuity group.

The LRF has developed contingency plans to address all current priority risks, and many other potential hazards that could occur in South Yorkshire. These multi-agency plans have been developed following detailed research by responder agencies and they set out the approach that will be taken by the agencies involved to ensure that their work is consistent and co-ordinated.

Individual member organisations of the LRF - including 999 emergency services, local authorities and NHS organisations – have also developed their own organisational plans and arrangements, within the LRF framework, to help co-ordinate response to emergencies.

Collectively, the LRF has produced and tested through training exercises, plans which cater for many different eventualities, not just the hazards identified as those most likely to occur in South Yorkshire.

The training & exercising group plans, organises and coordinates training and exercising needs, aligned to the LRF strategic priorities, the community risk register, current plans, and any new and emerging risks.

- In the past year, a new framework has been developed for multi-agency terrorism response, the multiagency CBRN framework has been refreshed, a new multiagency utility failure plan has been developed and the multiagency fuel plan has been refreshed.
- The strategic leader guide multiagency emergency response framework has been updated.
- Multiagency C3 arrangements to plan and respond to the local impact of the UK exiting the EU have been set up and the response tested through exercise.
- Multiagency exercises have taken place including Exercise Crystal Blaze (tactical exercise – high-rise fire and long-term evacuation, including voluntary sector involvement), Exercise Metus (strategic exercise – terrorism incident in South Yorkshire), Trent Ex (multi-LRF strategic and tactical exercises – flooding of the River Trent) and a regional EU Exit exercise.
- A full self-assessment against the new resilience standards for LRFs was completed. Areas for further development will be included in the LRF Business Plan 2019-2020.
- LRF Partners have reassured the LRF of their compliance with the Civil Contingencies Act 2004.
- The Kerslake report recommendations, emerging from the Manchester Arena terror attack review, have been considered and have identified areas for further local work.

The joint emergency services interoperability principles (JESIP) are incorporated into all exercises to build on joint and collaborative working between partners. JESIP refresher training is delivered across the Yorkshire and the Humber region in collaboration with the other emergency services.

The JESIP group ensures that the South Yorkshire LRF is able to respond to a terrorist incident at all levels of command, with a specific focus on tactical response, including MTFA, CBRN or other major incident.

A gold symposium meets regularly to discuss preparedness and the response to a utility failure caused by flooding, two of the main civil contingency risks for South Yorkshire.

Whilst demand for civil emergencies cannot be forecast, contingency plans based upon identified risks provide an informed plan for those most likely to occur. This then informs preparations for command and response options should they occur.

By having effective arrangements and a wide

STEP 4

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

range of contingency plans that are regularly tested, the force is prepared to respond to civil contingencies. The challenge is to be able to respond to emerging issues such as crowded places, terror attacks and other civil contingencies, when location, time and scale are unpredictable.

STEP 1

Establish the gap between current demand and demand you expect in the next four years.

The force produces an annual public order strategic threat and risk assessment (POSTRA) document to identify and assess events requiring a public order response, the impact of those events, required resources, policies, procedures, training and any gaps in shortfall.

The most recent POSTRA document has highlighted that disorder has increased at football events and recent terrorist activity has placed further emphasis on security and counter terrorist assessments being required for events where large crowds are expected.

Although previous force demands for public order have decreased in respect of extreme right-wing activity, animal rights vigils, HS2 and Sheffield's tree felling programme; they will continue to be monitored.

Two sites in South Yorkshire are subject to exploration work for shale gas extraction (fracking) due to commence in 2019.

South Yorkshire has five football clubs and stadiums in its area. The risk of football related violence between opposing fans is aggravated by the rivalry that exists between a significant number of clubs both within the South Yorkshire and Yorkshire region as a whole and risk groups from other teams. There are numerous derby fixtures between the clubs, which are traditionally problematic and resource intensive. South Yorkshire consistently entertains some 140 home fixtures every season, which includes friendlies, cup runs and where applicable, play offs. The resourcing of these football fixtures is a significant issue around public

order resourcing and silver commanders risk assessing each fixture. This is a consistent level of demand. Only the Metropolitan Police and West Midlands have more football league clubs than South Yorkshire.

The force has recently dedicated a business analyst to develop a 'pre-planned event spreadsheet', which helps us fully understand the cost of policing football locally. This has also been rolled out nationally to all forces to allow accurate profiling of staff and demand associated to football policing at the start of the season. This predictive analysis assists, by profiling demand for the season ahead and allowing for planning to be fully informed to minimise abstractions from other key areas of business, such as neighbourhood policing. Another feature of this tool is to accurately calculate the special police services charges, reducing the current process significantly in relation to this area of business.

It was not previously possible to map this demand in such detail and on the next page is an extract from a dashboard that shows the officer hours and abstractions from specific departments/roles. This will prove value moving forward as we seek to measure and review the impact of alternative approaches to policing football.

Total Staffing	433	88.2%
DUTY TIME	116	26.8%
CWL / RRD	119	27.5%
MUTUAL AID	147	33.9%
OVERTIME	0	0.0%

DUTY CATEGORY NOT COMPLETED	51	11.8%

FORCE DISTRICT BREAKDOWN		HRS	%
RESPONSE / OFFICERS	210	1802	80%
SHEFFIELD RESPONSE	101	854	39%
ROTHERHAM RESPONSE	29	262	11%
BARNSLEY RESPONSE	26	222	10%
DONCASTER RESPONSE	54	464	21%
NEIGHBOURHOODS	25	244	10%
TSG	8	80	3%
TASKING	4	40	2%
RPG	4	40	2%
SCS	1	10	0%
POT	2	20	1%
OPS			
MUTUAL AID	147	1764	
TOTAL	261	2296	97%

Pre Planned Event Staffing Method

- DUTY TIME
- CWL / RRD
- MUTUAL AID
- OVERTIME

Event Staffing Source (Resource District)

- SHEFFIELD RESPONSE
- ROTHERHAM RESPONSE
- BARNSLEY RESPONSE
- DONCASTER RESPONSE
- NEIGHBOURHOODS
- TSG
- TASKING
- RPG
- SCS
- POT

The force has introduced its first football Independent Advisory Group (IAG). The IAG is attended by supporters from the five football clubs, safety officers from the clubs, operational planning unit officers, and dedicated football officers from the force football unit. The aim of the group is to provide advice to the South Yorkshire Police football unit in the role of a 'critical friend' to support tactical policing delivery at the county's football clubs and feedback any observations from fan bases on policing tactics. The objectives of the group are, where appropriate, to act as links between the club fan base and the police service to maintain and enhance good relationships and effective service delivery. Over time, this engagement may lead to a reduced policing commitment to football in South Yorkshire. As the group develops, it is hoped that members will also be able to observe planning meetings and silver and bronze commanders on the day of football matches, to gain a greater understanding of police tactics, fan behaviour and why certain decisions are made.

The South Yorkshire Police area is in a region with other forces with significant public order threat and demands and is a significant factor in determining the appropriate level of trained staff. The number and training of those staff must ensure a capability to respond to public order and public safety events both within the force area and in respect of mutual aid.

In 2018, the force brought in mutual aid PSU resources on 12 occasions to support policing of football matches adjudged to be at high risk of disorder. The force provided PSU mutual aid resources to other forces on seven occasions for demonstrations, fracking protests and the visit of the President of the USA. In 2018, 142 football fixtures in South Yorkshire required some level of police resources to manage the assessed threat and risk. Additional events not football related that required public order resources included:

- Operation Quito – Sheffield tree-felling programme for an eight-week period;
- Operation Dark Nights – annual force response to ASB each Halloween and Bonfire Night period;
- St Ledger Festival – classic horse racing festival held each September at Doncaster racecourse;
- Tramlines music festival in Sheffield held each July;
- Tour de Yorkshire cycle race in May; and
- various local events including concerts and boxing matches.

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 public order strategic risk assessment and last year's FMS identified the need to increase capability and capacity of PSU trained staff in order to meet the strategic policing requirement (SPR). The force has taken clear steps to address this.

Public order command and officer number increases must continue to meet operational requirements. The force continues to be reliant on mutual aid for larger events and multiple events on the same day and the period immediately before and after the UK's exit from the European Union may lead to staffing issues if protests / incidents occur in force and force resources are required for mutual aid in Ireland and other force areas.

Public order resources are multi-skilled drawn from all departments across the force. Where PSU officers are abstracted from their normal operational roles, suitable backfill is provided to ensure that daily business can be maintained without affecting the service delivered to the public.

The force is compliant with the ten capabilities of the National Police Chief's Council public order capability framework.

- Governance and command structures for public order and public safety: Effective arrangements have been implemented.

- Resources (sufficient skills, knowledge and training): The force has a clear training plan and has widened the eligibility criteria for PSU officers to increase capacity. By March 2020 it will have over 1,090 trained staff (over 400 more than required by the SPR). The force currently meets its strategic policing requirement of 27 fully accredited PSUs. There is a requirement for officers to be PSNI trained in 2019, so numbers will increase as officers complete training.

- Knowledge management: Officers are trained in line with the national curriculum. The force has a dedicated public order training unit supported by other suitably trained instructors across the force who commit a number of days per year to assist with PSU training.

- Communications (internally, to partners and media): The force has established command structures for operational deployments including working with partners, the community and the media.

- Assets (sufficient for an effective response to public order and public safety): The force has sufficient resources ensures close contact with its Occupational Health Unit for officers who may not be operationally fit for public order duties.

- Collaboration (other forces, national agencies, partners): There are regional agreements for occasions when additional resources are required to support public order deployments.

- Intelligence use: Intelligence is managed through force intelligence structures, but an increased proactive capability is required.

- Management of public order risks: the force uses its public order strategic threat and risk assessment (POSTRA) to identify threat and risks likely to impact upon South Yorkshire.

- Structured approach to public order and public safety: The force's operational planning unit manages the planning of public order and public safety operations working closely with public order commanders.

- Review and evaluation processes (response to public order and public safety): This is facilitated by the contingency planning unit via the structured debrief process.

The force has a cadre of accredited gold, silver and bronze public order commanders and is in the process of increasing the number of silver commanders from nine to 12. Other resources that deliver public order policing are:

Table 8. – Public order resource

Public order resource	Total
Public order tactical advisor (POTAC)	20 (+2 training)
Evidence Gathering (EG) Officer	14
Field intelligence officer (FIO)	6
Protest removal officer	24 (+10 training 2019)
PSU medic	10
Mounted officer	Increase to 1 PS + 8
Public order trained dog	12
PSU personnel carrier (Vehicles)	41

The force identified an early requirement for additional protest removal officers to be trained in advance of fracking protest activity.

The current criteria for PSU officers to be level two trained has been widened since the last FMS in order to meet the strategic policing requirement, reduce the costs and need for mutual aid and reduce the number of cancelled weekly leave dates that the same pool of officers was experiencing. On key dates, the centralised operational planning team manages authorised leave restrictions to ensure adequate staffing for events and minimise the recourse to cancelling weekly leave that was affecting the well-being of its officers. In 2017-2018, 11 weekly leave days were cancelled compared with only 3 so far in 2018-2019. The force is expecting its football overtime expenditure to be around £50,000 under budget.

From 2019 to 2020, there will be eight additional level two PSU courses which will see the numbers of PSU trained staff reach around 1,090, an uplift in excess of 400 above the SPR. All uniformed constables and sergeants with 20 years' service or less and inspectors with less than 30 years' service will be PSU level two trained. PSU training is a requirement of the promotion process for uniformed ranks. The force normally has between 80-100 officers 'off-line' (deployable on a PSU) due to injuries or OHU requirements and this is accounted for by training additional officers to ensure resilience.

Body worn video cameras will be issued to officers attending environmental protests to reduce the number of complaints, assist with evidence gathering and improve the transparency of police actions. This is part of the overall body worn video roll out programme across the force.

"Event security overlay" has been implemented to provide a consistent and proportionate armed support to public events, by means of integrated public order and armed capability and has provided event organisers (including sporting events) with CT public safety recommendations.

Continuity 2 is a communication system that allows South Yorkshire Police to contact staff in an exceptional or emergency situation such as terrorist incident or circumstance requiring emergency resourcing arrangements. It sends out a text message with detail and can be targeted to the specialisms required (e.g. PSU officers) and is already successfully used in the firearms portfolio.

The force is home to several diverse communities and tensions arising in response to national and international events can lead to public order issues. However, such issues are well-managed through effective local community safety and cohesion arrangements.

The force is drafting contingency plans for the UK's exit from the European Union and public order is part of those plans.

To understand current and future pre-planned event demand, the force has developed a 'pre-planned event spreadsheet' incorporating all football fixture dates for the five South Yorkshire teams and other key events such as Tramlines music festival over 12 months. Once each event has been risk assessed and resourcing

requirements determined, the force demand for that day is known and appropriate minimum resource levels set. This detailed information includes the location and team officers abstracted from and whether their duty time on a planned event is overtime, cancelled rest day, duty time or mutual aid. This allows the force to identify the difference between the financial costs of overtime versus the cost of officer hours in their primary role. The 'pre-planned event spreadsheet' enables the force to identify whether it needs to implement a leave embargo or seek mutual aid for example, according to the thresholds for staffing requirements for both the event and for delivery of daily operational business.

Other benefits enable the force to understand how often each officer, team or district is deployed, to assist with monitoring the wellbeing of officers. This approach has been shared with other forces and South Yorkshire have collated range of information from other forces including charging rates for mutual aid to bring about improvements.

All areas of public order policing can be managed with in-force resources with the exception of large-scale events relating to extreme left and right wing protests and high-risk category football matches particularly if they occur on the same day.

In such cases, the force is reliant upon mutual aid resources despite police officer leave restrictions and a reduction in cancelled weekly leave. Mutual aid is a recognised and regular agreement between forces. The South Yorkshire Police model is in line with other forces' tactical plans for resourcing major public order events where event threat and risk assessments suggest the need for enhanced staffing levels.

In the coming year, the force expects that there will be a reduction in the reliance upon mutual aid and associated financial costs because of the duty time forward planning of local resources, increase in PSU officer establishment and reductions in threat and risk assessments for some football matches.

Major events
Road Policing

STEP 1

Establish the gap between current demand and demand you expect in the next four years.

The roads policing group (RPG) investigates fatal and serious injury road traffic collisions; provides tactical pursuit capability; patrols and responds to incidents on the strategic road network including motorways; and supports force tactical tasking processes. Road safety is a key priority for the force.

Overall, there were 2,456 road traffic collisions in 2018 compared to 2,794 in 2017, a reduction of 12%. Pedestrians have seen the largest reduction in casualty numbers, 600 in 2017 to 481 in 2018, a reduction of 20% however, pedestrians remained the most likely casualty group to be fatally injured across both years. A higher proportion of motorbike riders were involved in RTCs involving serious injury than victims in other transport categories, with 42% of total motorbike rider injuries falling into this category.

Figure 8.1 – Number of fatal casualties

Number of Fatal Casualties in South Yorkshire
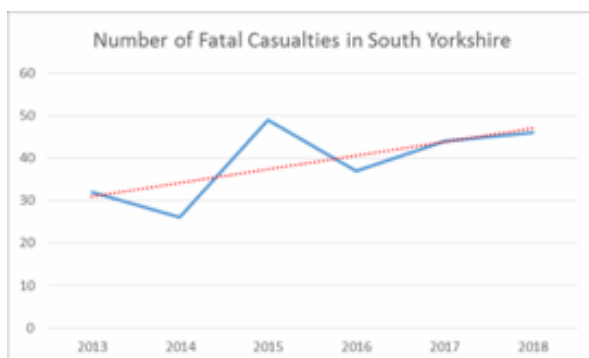
The force recorded 46 fatal casualties in 2018, a 5% increase from 2017 and a 27% increase over the past five-year average (2013-2017).

Figure 8.2 – Number of serious injury casualties

Number of Serious Injury Casualties in South Yorkshire
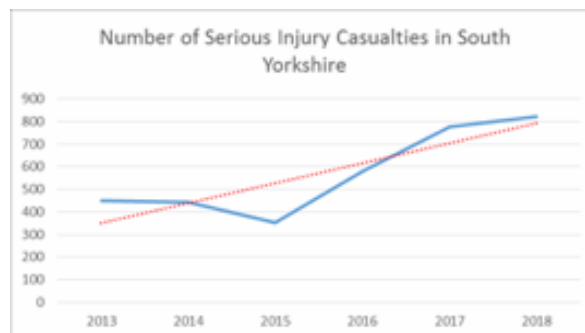
The force recorded 822 serious casualties in 2018, a 6% increase from 2017 and a 76% increase over the past five-year average (2013-2017).

Figure 8.3 – Number of slight injury casualties

Number of Slight Injury Casualties in South Yorkshire
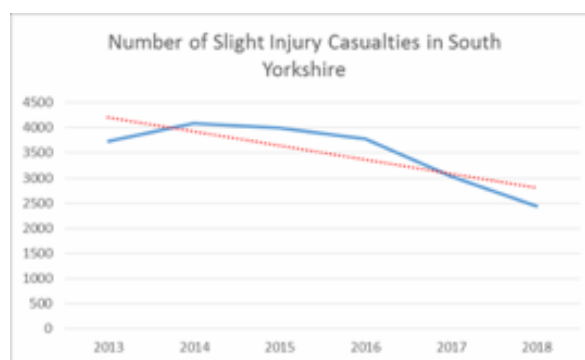
The force recorded 2,443 slight casualties in 2018, a 20% decrease since 2017 and a 34% decrease over the past five-year average (2013-2017).

It is difficult to predict the occurrence of road traffic collisions, although reasonable assumptions can be made based on previous data and hotspots. The trend for slight injury casualties is decreasing and the trends for fatal or serious injuries casualties are increasing. The force uses the national CRASH (collision reporting and sharing) IT system to record collision investigations, allocate investigations to officers, coordinate finalisations, record collision statistics and share the data with other agencies.

There have been some changes in the classification of collision related injury levels that may account for the decrease in the numbers of slight injuries and the increase in the numbers of serious injuries, although it is difficult to account for exactly.

The investigation of fatal and serious injury collisions is a detailed process often requiring deployment of most of the roads policing available resources to secure the scene, preserve evidence and ensure public safety. Follow up enquiries and investigative processes can then take many months to finalise due to the detailed nature of such investigations.

In 2018, there were 1,097 people arrested for drink drive related offences, 215 for driving under the influence of drugs and 143 arrests for dangerous driving related offences. District response officers also contribute to these arrest statistics as well as OSU based officers.

The roads policing group conducts high visibility patrols of KSI (killed and seriously injured) hotspots to reduce the risk of fatal and serious injury collisions occurring. The force works closely with Highways England to police the main motorway network consisting of the M1, M18 and A18 in South Yorkshire. Roads policing resources attend incidents on the motorway network including where vehicles have broken down in live lanes, where they are often the closest resource to ensure the safety of the public. The introduction of the new smart motorway system often sees vehicles stranded in live lanes because there is no hard shoulder. This creates additional demand and South Yorkshire Police works with Highways England playing a vital role in ensuring that the public are kept safe when cars are stranded in live motorway lanes and there is a risk of a serious collision occurring.

South Yorkshire Police recorded 638 police pursuits in 2018, a 5% reduction from 2017 and all police pursuits are scrutinised at the force's police driving standards improvement group. The challenge is to ensure all pursuits are recorded to inform the national picture and identify areas to improve police driving standards. Most pursuits occur between 11pm and midnight as a result of criminal activity or stolen vehicles. Some 44% of pursuits concluded due to the subject vehicle being abandoned and 22% as a result of successful police tactics. In 92% of pursuits, no injury occurred. Pursuit data is analysed to produce key geographic areas and times to assist NPAS in deploying more effectively within the force area. The introduction of fixed wing aircraft into the NPAS fleet may assist the force in future pursuit management.

Road safety, particularly speeding vehicles and off-road bikes, is a key community concern and has featured in the 'top five' community concerns in public surveys.

The roads policing group has a calendar of operations throughout the year, focusing on different aspects of road safety and offending behaviour. These operations, whilst targeting specific issues, such as speed, seatbelts, alcohol and drugs, or mobile phone usage, lead to increased activity in other areas, with further offences discovered whilst interacting with drivers and examining vehicles. Operation Illuminate will support all national road safety initiatives and resources ring-fenced to do so.

The total numbers of RPG officers reduced in 2018 as part of the OSU restructure and the shift pattern changed to a four-team pattern to maximise the number of officers on duty at any given time. The RPG structure ensures that a mix of officers with appropriate skills are on duty to be able to deal with any incident that occurs. In total, there are 57 RPG officers and each team's skill set comprises:

- road death SIO (senior investigating officer);
- FLO (family liaison officers);
- pursuit tactical advisor (TA);
- motorcycle trained; and
- HAZMAT trained roles.

All roads policing officers are advanced level police drivers, trained in approved police pursuit tactics and safe deployment on fast roads.

The force has 12 police dog handlers within the roads policing team structure, working as a force-wide resource and will be increasing establishment to 16, with plans to eventually reach an establishment of 24 to include firearms trained dogs.

The force has nine officers in its serious collisions unit who support the roads policing senior investigating officers with the investigation of road traffic collisions in accordance with the road death investigation

manual. Collision investigation staff operate an overnight call-out system to ensure 24-hour availability. This unit provides specialist advice and guidance for all aspects of serious road traffic investigations.

The safety camera partnership is responsible primarily for speed and red light camera enforcement within the county and comprises an enforcement team supported by an offence-processing unit. The core deployment sites and routes are at known injury collision hotspots.

Competing demands for roads policing resources due to force tasking to high crime areas and other crime reduction initiatives restrict the capacity and capability to focus purely on road safety. The force is looking to promote road safety through education and engagement e.g. Bike Safe, the involvement of neighbourhood teams and Special Constables.

All roads policing officers undertake regular advanced driver and TPAC refresher courses.

Serious collisions unit officers are required to achieve accreditation and maintain portfolios in the fields of road death investigation and witness and suspect interviewing.

The force invested in an off-road bike team in August 2017, part-funded by local authorities, in response to community

concerns about off-road and nuisance motor cycle problems. The off-road bike team has deployed over 225 times seizing over 120 stolen bikes. The dedicated off-road bike team is supported by district based riders to increase resilience. The force is piloting a 'green lanes warden scheme' to support local and national park authorities in reducing illegal and anti-social use of motorcycles. This will assist with gathering information that will inform off-road bike team deployments.

In April 2019 the force relaunched Operation Illuminate, its roads policing and casualty reduction operation for road safety. In addition, RPG, TSG and the Special Constabulary will support all national road safety campaigns. In advance of a national campaign, RPG trainers will upskill officers to ensure that everyone involved has the knowledge and skills to take an active part in the campaign.

Operation Slowdown is a community initiative to address local concerns of speeding vehicles at a neighbourhood policing level. Each neighbourhood police team has an RPG officer as a single point of contact to enhance the local problem solving for these community concerns.

OSU relaunched its social media engagement platforms and has one of the largest followings in the force, providing operational activity and enforcement visibility results addressing community concerns the public have reported via the OSU social media sites. Facebook feeds from OSU regularly report and update on traffic flow incidents, stolen vehicles and road safety matters to members of the public. Media appeals are also given for witnesses to fatal or life threatening collisions. A seven-day sample of activity on the OSU account has shown that 756,000 people were reached

and 400,000 people engaged with the force.

The force aims to ensure that structures and processes are capable of reducing the increasing trends in fatal and serious road casualties.

STEP 4

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.
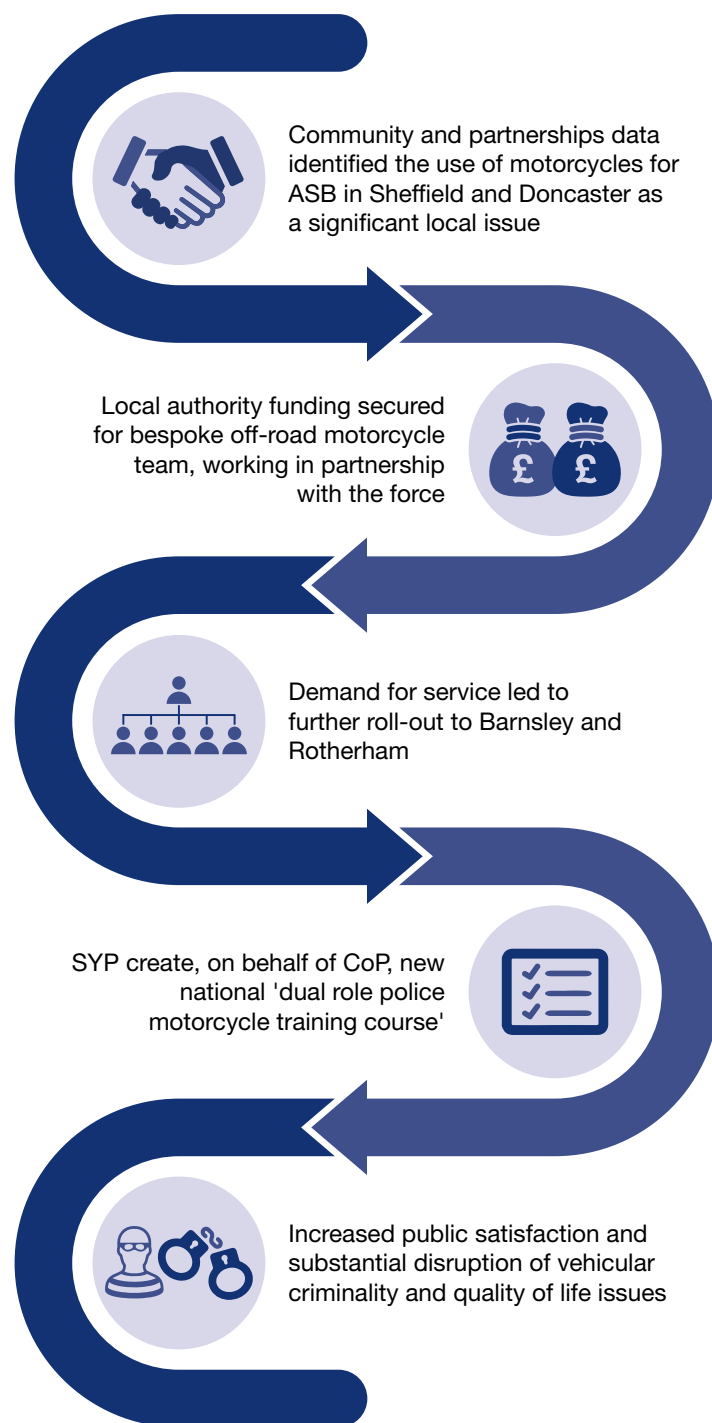
Recent increases in the numbers of fatal and serious injury collisions have increased the workload of RPG officers, at a time when their numbers have fallen and the force uses high visibility patrols, supported by the work of the safety camera partnership to effect prevention and deterrence, designed to reduce demand. This represents a challenge to the department.

There are many competing pressures for roads policing deployments: supporting district policing, force tasking processes, risk to life incidents and other incidents not related to roads policing. Robust management and prioritisation of their deployments is necessary to ensure they can be as effective and efficient as possible, using their current skills to best effect and to ensure public safety.

Off-road motorcycle team
Bridging a gap in local demand

South Yorkshire POLICE

Community and partnerships data identified the use of motorcycles for ASB in Sheffield and Doncaster as a significant local issue

Local authority funding secured for bespoke off-road motorcycle team, working in partnership with the force

Demand for service led to further roll-out to Barnsley and Rotherham

SYP create, on behalf of CoP, new national 'dual role police motorcycle training course'

Increased public satisfaction and substantial disruption of vehicular criminality and quality of life issues

Section 10
ICT and information management

Information Services (IS) provides a joint Information and Communications Technology (ICT) service to South Yorkshire Police and Humberside Police forces, using an IT industry standard methodology called ITIL (Information Technology Infrastructure Library). IS is transitioning to a new four-year plan designed to maximise the investment made in new core systems and key to this is the ability for true agile working to provide an enhanced service to the public and to maximise the value from the large volumes of data collected to provide real-time reporting and predictive analytics using artificial intelligence.

In the last year, IS supported the implementation of SmartContact in South Yorkshire Police, which encompasses new telephony, call handling, command and control and dispatch functions. This was a significant piece of transformational work that consumed a significant amount of IS effort and capacity. At peak times incident and service requests increased from 7,000 to 9,000 per month. IS supported the consolidation of the CONNECT Criminal Justice platform and delivered a major enhancement in February 2019 to introduce new functionality.

In FMS 2017-2018, the force reported that demand outstripped analytical capacity particularly a lack of resources to match the demand of intelligence submission and analytical capability. The force has plans as part of the next phase of the force crime review to address this.

STEP 1

Establish the gap between current demand and demand you expect in the next four years.

Current demand

The current demand for IS services and support is varied and includes the design and implementation of approximately 150 new systems or upgrades per year and managing 450 major requests, of which around 50% are delivered. IS services processes commissioned from the following sources:

- IS strategy;
- current five programmes (Infrastructure, Mobile, Enterprise Resource Planning (ERP), CONNECT, Smart Contact);
- PCC's Police and Crime Plan;
- Business Change and Innovation (Humberside and South Yorkshire);
- Regional and national programmes;
- Police ICT;
- Home Office;
- individual requests from force thematic leads;
- upgrades of individual systems; and
- response to security issues.

IS supports the two data centres in South Yorkshire and Humberside, including additional legacy or resilience services at key force locations, providing the overarching infrastructure for all IT. They monitor and maintain over 1,800 servers supporting approximately 300 systems with 1,400 terabytes of storage and maintain the force's networking and communication links

between sites, encompassing over 125 sites and over 700 network switches and routers.

IS supports both forces' communications centres and over 6,000 telephone extensions. It manages over 30,000 IT assets, protects both forces from cyber-attacks and leads on security considerations, with additional responsibility to maintain the infrastructure, carry out routine updates and apply security patches on a regular basis.

IS provides support for over 1,500 databases ensuring they are available for use and manages the storage and integrity of data. IS provides data from systems for reporting and is responsible for a number of national data submissions.

IS manages all the contracts for each IT system, ensuring compliance with procurement rules and consolidating contracts between the two forces. The current total value of 180 contracts is around £8.7m per year.

IS operates a 24 hour service desk for both forces that supports officers and staff in relation to IT and telephony issues. Each month, an average of 7,000 incidents comprising faults (65%) and service requests (35%) are dealt with. The online help service, HelpMe, is the main source of incidents reporting (85%) and telephone calls (15%) are reserved to prioritise business critical and serious faults.

Wider technical support is provided to some systems that IS hosts on behalf of the Yorkshire and the Humber region, specifically Chronicle, Socrates and Tranman.

Second line specialist support is provided to South Yorkshire Police and Humberside Police for:

- 6,000 handheld mobiles;
- 600 tough-books;
- Over 7,500 desktops and laptops;
- 7,300 handheld overt and covert Airwave radios and vehicle mobile data terminals (MDT); and
- 2,000 Body Worn Video (BWV) devices.

Future demand

Demand for on-going support and calls for service for IT systems are expected to remain at current levels in the coming four years. IS is involved in a number of national programmes and some of the key changes for 2019 onwards are:

- data centre – phase 3 migration of systems;
- cyber security protection enhancement;
- upgrade to Windows 10 operating system;
- annual replacements of network/ server/storage;
- Smart Contact implementation into Humberside Police;
- customer contact portal;
- duty management system upgrades;
- ESN (Emergency Services Network), the replacement of airwave network and airwave devices, to be confirmed nationally;
- unified communications;
- Data Lab; and
- expanded use of Office 365 for productivity (NEP).

The overall leadership of IS for both forces sits with the South Yorkshire director of resources and governance, overseen by both deputy chief constables through the joint governance board.

South Yorkshire Police and Humberside Police have the third lowest workstation costs of all forces. In the 2016 CIPFA police back-office benchmarking club, ICT costs showed below average across all areas. Due to previous experience and current expertise in the department, IS is leading the technical strand for the region on the airwave replacement project and is supporting forces in the national digital programme.

IS was recognised by Deloitte as the most prepared forces to take Microsoft cloud services with a score of 98% by the consultants who were working to the national enablement programme (NEP).

The College of Policing recognised the work done on the digital use of Sharepoint, where IS is seen as the most advanced in its use nationally and Enterprise Resource Planning (ERP). IS was asked to be a critical friend on their ERP procurement.

IS shared an innovative tool, created to deal with the new bail management regulations, with Lancashire Police and shared work on Home Office Data Hub statistical returns with Bedfordshire Police.

IS actively supports local authority IT meetings sharing knowledge and talent.

IS is structured into three main business areas with approximately 125 members of staff working in a variety of specialist teams:

- infrastructure;
- service delivery; and
- programmes and projects.

Infrastructure

- The technical architect team ensures that IT systems are designed well and assesses their impact. The team reviews requests for service (RFS) alongside the programmes and projects team and is the technical link with the sponsor or national programme.
- The server team provides support to the entire physical and virtualised server estate and infrastructure services within the two main data centres and to balance demand this team splits its workload between maintenance and projects (local or national).
- The network team maintains all networking and communication links between sites, national systems and critical infrastructure suppliers, protection from cyber-attacks and is the national lead for NEP security preparedness.
- The data services team supports over 1,500 databases ensuring data integrity.
- The commercial and asset team manages all the contracts for each system, ensuring compliance with procurement rules. The team manages the maintenance renewals and billing for force mobile, airwave and license usage, works closely with regional procurement and manages over 30,000 IT assets.
- The digital and innovation team delivers monthly productivity-based solutions and approximately 25% of all RFS.

Service delivery

- The service desk provides 24 hour support for IT and telephony technical problems. Out of hours staff support and coordinate any business critical or major incidents and support the introduction of new major systems.

- The desktop and airwave team provides second line support and is responsible for the maintenance and repair of computers, peripherals, mobile technology, telephony and airwave services.

- application support is responsible for the support, maintenance, implementation of approximately 300 operational and non-operational applications accessible throughout both organisations across a wide ranging set of devices. The team performs essential application upgrades to offer improved performance, new features and functionality, whilst remaining compliant to security standards protecting both organisations from potential cyber-attacks and exposing vulnerabilities and risk.

- system administration was created by consolidating various system administration functions into a single place to increase the resilience of day-to-day functions required to maintain the routine running of business critical systems. They attend user groups with business users and are involved in the future development of systems.

Programmes and projects

- The programme, projects and project management office provide business analysis and technical management services and the RFS process. At any one time, the team will be managing 25-35 projects with some of the team dedicated to the major programmes.

Effectiveness and efficiency

Managers and team leaders provide services to both forces and have the resources for agile working. All staff members are encouraged to gain professional accreditation. Project managers align to portfolio leads.

IS provides 24 hour support but between 1800-0700 hrs the service is provided by service desk staff on a rota basis supported by specialist staff who are on-call for critical services. IS has the capability and capacity to handle major incidents or business critical issues, with processes and practices ITIL based.

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; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

Both South Yorkshire and Humberside have saved £6m by this financial year, set to rise to £6.5m by 2020 through the sharing of infrastructure, consolidation of contracts and the implementation of the CONNECT and SmartContact systems.

The introduction of online incident reporting using the HelpMe service has reduced

telephone call wait times to the helpdesk from six minutes in 2014 to below 40 seconds in 2019 with the same volume of incidents handled and with a customer satisfaction level of 92%.

Forward planning

The five-year capital IT programme is based on the 2018-2022 IT strategy and the asset refresh plan. The 2018-2022 IT strategy will focus on improved customer support, business benefits and continuous improvement alongside a continuation of the digital strategy.

IS is revising its current structure and operating model to anticipate future demand and improve customer focus. It aims to align to ITIL v4 in the future and increase the use of metrics to determine where resources are best required.

Reducing future demand

IS expects to be able to stabilise and build on the significant level of IT changes that has occurred in the last few years. The RFS process will be revised, however IS anticipates delivery of all authorised requests. The adoption and implementation of new technology, such as thin client and new mobile devices should reduce costs, increase availability and improve service.

IS has a limited budget for technical training and to take advantage of new technology fully qualified experts will be brought in to share knowledge and expertise. IS aim to deliver the national programmes, which may require additional support and investment, however are estimated to be within current capital plans. IS are looking to reduce service requests and potentially incidents with the introduction of self-help and self-service features.

STEP 1

Establish the gap between current demand and demand you expect in the next four years.

The demand for workforce planning (WFP) functions is expected to increase in the next four years. The force is developing increasingly sophisticated forecasting tools to assist in the appropriate deployment of staff by analysing and predicting demand. The force is in the process of significant change internally and externally as it shapes its business, which creates demand on WFP encompassing all facets of the workforce planning process, aiding short- to medium-termed plans, ensuring alignment with the medium term resourcing strategy.

WFP works in partnership with the College of Policing to ensure that the force meets the key priorities of the national workforce transformation agenda. Key work streams that are predicted to increase the demand and affect working practices within WFP include implementation of the PEQF and national reforms relating to reward and recognition. There has been a reduction of staff and budget in real terms, which has increased demand on WFP to identify new skills to the service and plan for having the right people, in the right place with the right skills at the right time at the right cost.

The force has made a decision to proactively recruit in order to reduce the gap between strength and establishment, closely monitoring WFP data in order to plan effectively. Currently, the force is growing the frontline, has increased recruitment plans for 2019-2020 and is scenario planning for future increases over the next two to three years. This is a consequence of tighter budget monitoring, better financial

settlement, workforce reform and the concomitant expectation that the enabling services review will realise efficiencies to support police officer growth.

The current workforce strategy needs review in 2020 and will be refreshed in line with the strategic ambitions as outlined in the force management statement. This will encompass the force's ambitions and plans for the next five years.

STEP 2

Establish the gap between current demand and demand you expect in the next four years.

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

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; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

The force's HR function is currently under review and will be retitled the 'People & Organisational Development' (P&OD) department, aiming to ensure that the force develops structures to meet the current needs of the organisation and allow flexibility to meet future demands on the force. The team will provide the link to ensure that business change, finance, recruitment and training are all aligned to deliver a highly skilled workforce, developing the employee

value proposition (EVP) to attract the best talent and support the force's aspiration to become an employer of choice. The team will support the ongoing recruitment of a wide variety of roles, including promotion activity. HR will also provide professional advice regarding job design, labour market conditions, pay rates and local and national recruitment pressures. Reward and benefits will form part of this area, with the ambition to form a clear total reward package to enhance attraction. The team will help to shape career pathways and optimise job evaluation, developing bespoke attraction packages for hard to fill roles, underpinned by data and evaluation. This team will also host a new data/analytics function to drive the extraction and interpretation of all data held within its systems, providing meaningful analysis across the future P&OD service to underpin activity.

IT capabilities are also being reviewed, with a proposal to move to an Oracle Cloud product that will align HR and Payroll, enhance self-service and reporting, therefore making efficiencies and aligning processes.

STEP 1

Establish the gap between current demand and demand you expect in the next four years.

Learning and development is commissioned and governed via the skills and capability board chaired by the deputy chief constable. Key areas of current demand include:

- student officer training - delivering the force's strategic plan to increase police officer establishment;
- supporting the crime review and investigator resilience programme via investigation officer and detective training, fast track detective programme and implementation of the new PIP standards;
- rollout of body worn video;
- continuous professional development for vulnerability – force-wide, role-relevant delivery to officers and staff; and
- digital media investigation.

Expected future demand includes:

- continued focus on student officer L&D to maximise police officer numbers and includes the introduction of PEQF in April 2020, where entry routes change from IPLDP to PCDA and DHEP, working in collaboration with Sheffield Hallam University;
- delivery of investigation-related CPD and supporting new and diverse investigation entry routes driven by the investigator resilience plan as well as embedding updates to national PIP standards;

- CPD linked to delivery of the plan on a page including problem solving/evidence based practice, victim care and satisfaction and personal leadership skills;
- a greater focus on diversity, inclusion and engagement to support wellbeing and retention;
- CPD linked to targeted talent management streams including tutor/assessors, SIOs and leaders;
- a focus on cyber-crime training for frontline officers to meet increasing demand in this area of crime;
- the introduction of the national law enforcement data programme to replace PNC/PND and the replacement of airwave by the emergency services network will see the need to retrain officers and staff interacting with this systems; and
- Special Constabulary initial training in support of plans to increase Specials recruitment.

STEP 2

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

Learning and development has been part of a collaborative service with Humberside Police but following the decision to dissolve this relationship, will now operate independently. This presents an opportunity to the department and to the force and will involve the L&D function being redesigned to create an organisational development and learning team that will bring together

workforce transformation, employee engagement and culture, diversity and inclusion, talent and leadership, alongside core L&D.

L&D volunteered to take part in a collaborative deep dive to assess the force's readiness for delivering national police L&D transformation. This was part of a two-year research project sponsored by MOPAC, funded via the police transformation fund and undertaken by the Open University. Initial findings highlighted the L&D team's positivity and enthusiasm for change and that the department's infrastructure and teaching environment were comparatively well equipped to deal with the anticipated demands of future transformation.

STEP 2 (WELLBEING)

Distinguish the wellbeing of the workforce from other assets.

The MOPAC research highlighted that there was considerable demand on L&D, alongside high levels of change. The increase in frontline officer recruitment has put more pressure on operational police trainers and workloads and delivery will be high in 2019-2020, alongside preparation for the PEQF and the wider HR review. Additional resource has been created to support workloads and the move towards different models of learning via a blended approach will reduce face-to-face delivery pressures.

HR have a quarterly meeting dedicated to health and safety, wellbeing and engagement with a group of staff dedicated to driving improvements from pulse surveys and staff feedback. As expected, the HR department reported higher levels of uncertainty than the rest of the force

in the 2018 staff survey, however general outcomes were far more positive in terms of access to resources, fairness and organisational support.

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; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

The people development strategy clearly sets out the force's learning philosophy and the need to adopt an approach focused on practical, core skills for roles as well as support for CPD that will drive continuous improvement. The skills project drives this work by ensuring that up-to-date skills and qualifications are attached to roles and that the force's IT development programmes will provide a fit for purpose solution to tracking, recording and forecasting skills requirements.

South Yorkshire Police recognises the need to ensure that its delivery is accessible, engaging and flexible and to achieve this the force is investing in the development of a bespoke learning management system. The force has already invested in upgrading and maintaining its Hydra immersive learning suite to maximise the blended learning offer. The use of the new development portal, launched in November 2018, offers a one-stop-shop for all professional development related activity including PDR, CPD and career development.

In order to deliver the new PEQF policing entry routes South Yorkshire Police has appointed Sheffield Hallam University as its HEI (Higher Education Institution) partner.

This will strengthen existing relationships with the local universities and the force will continue to build on the wider opportunities that this will offer, particularly in support of upskilling L&D staff and inclusion of evidence-based practice across the L&D portfolio.

The force will also continue to seek external investment to improve the quality and breadth of L&D delivery. There are currently two police transformation fund bids in train, one to resource development of the virtual reality capability and one to upskill L&D staff in digital learning design.

STEP 4

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

The legislation setting out the current apprenticeship levy arrangement is only valid until 2021. This presents some uncertainty in the force's approach to delivering the police constable degree apprenticeship. However, the decision to operate a mixed economy in respect of the entry routes and upskilling of L&D staff to deliver at higher education level should mitigate some of this risk.

Forcewide functions
Professional standards

STEP 1

Establish the gap between current demand and demand you expect in the next four years.

In a previous PEEL inspection report, HMICFRS expressed some reservation about the unit's capability should its workload increase. This resulted in an uplift of resources that has resolved any potential concerns.

The Policing and Crime Bill changes will be introduced as part of the phase three police integrity reforms. Implementation will mean that all public complaints, such as expressions of dissatisfaction by someone who has appropriate standing to complain, will need to be recorded, where currently there is the option of 'non- recording' certain matters. In light of this, the PSD management team has re-structured staffing to cater with additional recording demand.

The expectation is that following the introduction of the new regulations, less serious matters will be dealt with by way of `performance requiring improvement` with the onus being on local managers as opposed to PSD to create a culture of learning and development, rather than dealing with matters punitively.

In addition, the phase three reforms will bring about changes to the appeals process, which will necessitate oversight and ownership by the OPCC. PSD management is already looking at plans to manage demand and is in discussions with OPCC.

The legacy vetting burden has reduced from 2,554 existing personnel in January 2017 to 140 and will therefore not substantially contribute to future demand.

STEP 2

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

All vacancies are filled in a timely manner.

Over the last 12 months, the department has been restructured so the resources match demand (as detailed in step 1). Workloads will continue to be monitored and addressed as necessary.

STEP 2 (WELLBEING)

Distinguish the wellbeing of the workforce from other assets.

Concerning the bigger picture of wellbeing, PSD operates forcewide and with this comes the responsibility of welfare and wellbeing of officers and staff across the force with whom this department engages. To meet this obligation PSD operates a forcewide welfare system for all suspended officers and staff. This has been seen as good practice regionally and adopted by other forces.

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; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

Units within the department have been restructured and all staff are aware of their priorities to ensure that the force remains

compliant and deals with all complaints and investigations in a timely and efficient manner. The head of professional standards is reviewing potential tenures in certain roles to ensure that there is staff rotation, allowing for fresh perspectives and skill sets within the teams. PSD have been proactive in recruiting people with a PVP and a missing from home background and this point has been favourably noted by HMICFRS.

The department has capacity and capability to manage its workload and it performs well when measured against it most similar force bracket. There are no concerns in working practices and both internal and external audits reflect this.

PSD has focused on preventative measures throughout the force, including working in conjunction with an external company to produce a series of short videos called 'Sixty Second Standards'. Each video summarises the PSD's key priorities, including abuse of position, and sets out the expectations of staff in a quick and easy to understand format.

PSD actively reports on individual and organisation lessons learnt to all employees through a variety of methods, including PSD champions meetings, personal interaction and the force intranet, which has achieved measurable results.

STEP 4

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

The increase in analytical work is closely monitored and will be fully assessed during the latter stages of 2019, once the aforementioned plan can be assessed against volume of work.

As stated previously, it is hard to quantify future demand following the implementation of phase three but force envisages significant changes in legislation and regulations, along with a substantial overhaul and upgrade to the Centurion database to reflect these changes. The structural changes to the department are anticipate this demand. All PSD staff will require training and seminars are planned.

STEP 1

Establish the gap between current demand and demand you expect in the next four years.

Special Constables

Demand from within the force for Special Constables to support community events and policing operations across the force has increased over the last five years and those requests are prioritised in line with resource availability. This invariably means that not all requests for Special Officer support can be accommodated.

Volunteers

The current cadre of police volunteers is based throughout the force and is primarily utilised to support the Cadet Programme and Community Safety projects by supporting districts at community events.

There are key areas of business such as serious organised crime (SOC) and protecting vulnerable people (PVP) within the force that have identified where volunteers could be utilised to support ongoing project work and enquiries such as CCTV review. Consideration has also been given to recruiting volunteers with key skills in the areas of ICT and experience of supporting vulnerable people to support work in these areas. Work is ongoing to consider the feasibility of this and potential recruitment.

Expected increased demand for volunteer roles within the following areas:

- Immediate focus: vulnerability, ASB, customer care programme
- Longer term: vulnerability, cyber-crime, crimes against older people, ASB, customer care programme.

STEP 2

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

Special Constables

South Yorkshire Police's Special Constables are trained to 'fit for independent patrol' status and are generally aligned to district response shifts however they are engaged with Neighbourhood Policing by regular deployment to community events and operations. The force has recently aligned some Special Constables with specialist departments such as roads policing. Special Sergeants and Inspectors are all trained to the same standard and the force is considering increasing capability within PSU by training a cohort of Special Constables to PSU level 2. Additional training courses such as additional basic response courses, and the level 3 award in education and training are also being considered.

The force currently has 153 Specials and whilst there are recruitment plans to maintain the current establishment in the short term, an agreed plan for future recruitment is required. Projections of Special Constable numbers are based on continuing to recruit at the same levels and the force has an ambition to increase the establishment of Specials to 300 by March 2021. There is an opportunity to support this increase in numbers via the pre-join degree entry route for police officers. The force could include an expectation that those on the course will become a Special Constable for a minimum of two years in South Yorkshire. Furthermore, working in partnership with Sheffield Hallam University will support better engagement with the wider student population to encourage a career in policing and interest in voluntary roles. This opportunity is currently being explored.

Increasing the number of Special Constables is a challenge because many Special Constables seek to become regular full time police officers. This creates an increased demand on training as new intakes of student officers impacts on the recruitment and training of new Special Constables by delaying their training courses.

Volunteers

Currently there are 125 volunteers working throughout the force.

Although recruiting volunteers is an issue, equipping and resourcing them is not, and vetting has been well-managed. There are quarterly meetings with partners at Lifewise to discuss and manage volunteer issues. The force has a partnership with the IT firm AmcoGiffen, who send volunteers to Lifewise to provide cyber-safety and online crime safety awareness sessions.

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; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

Special Constables

Additional training that has been identified as being beneficial to Special officers includes:

- event management training for supervisors
- CONNECT and PRONTO and access to a force smartphone in order to use these systems operationally
- PSU Level 3 and opportunities for Level 2; and
- skills in other non-OSU style policing e.g. missing persons, public protection

There are plans to review the methods of training Specials to support a more blended approach to learning. This will better enable Specials with primary employment, to balance their existing work demands with the training required to undertake the role. Furthermore, the force intends to introduce a bespoke career pathway to attract and retain longer-serving Specials.

Volunteers

The force has secured funding for a pilot project with Neighbourhood Watch. This is an opportunity to find and engage volunteers in a more structured way by linking up with their partnership networks. The National Crime Agency (NCA) has involved university students to undertake volunteer project work and doing something similar is a possibility here as the force expands partnerships with the local universities.

From other partnership work with West Yorkshire Police the force has identified how WYP are using volunteers in role- specific situations and often for short-term projects such as in property stores or dashcam downloads. This peer review of how WYP utilise volunteers has informed the force as to the roles that could be performed by volunteers and growing demands that are likely to be placed upon them when in post.

The force policy on consulting the staff associations before recruiting a volunteer post is being re-written to allow South Yorkshire Police to develop a volunteer force in a manner similar to West Yorkshire Police.

STEP 4

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

Special Constables

As outlined in step 1, the current number of Special officers cannot service all requests to support events and deployments across the force without expanding its current cohort.

Volunteers

It remains difficult to recruit volunteers. There is poor response to role advertisements, and most responses are only from Sheffield. Vetting is a potential barrier, with more regular police officers and special officers being recruited, these roles are naturally prioritised and delays in vetting mean that people initially interested are more likely not to follow up their interest into a volunteer role.

Forcewide Functions
Estates and Fleet Management

Estates

The estates plan sets out the direction of the force's estate for the period to 2025. It confirms that South Yorkshire Police owns property assets to support operational policing and that decisions are made in respect of the management of the portfolio with that in mind. It also explains the need for rigorous asset challenge on a structured basis so that rationalisation leads to a leaner, fitter estate but one which also meets the requirements of modern policing.

The new facilities management (FM) contract will require different ways of working and there will naturally be a closer relationship with regional procurement. A programme of condition surveys will likely reveal under-investment in the portfolio to at least some extent over previous years, in part due to austerity and in part due to the realignment of priorities currently. Delivery of the required works in tranches to the rationalised estate will demand focus and hard work but that, coupled with joined-up thinking on the asset challenge process, will provide the reinvigorated team with a strong direction for the future.

Fleet

The current position with fleet management is static in terms of fleet size and staffing numbers in the department. There is no spare capacity within the existing team to increase fleet size, as staffing levels are below average for the fleet size. The average ratio of vehicles to technicians in South Yorkshire Police is 78, with the national average being 67.

The force has plans to increase officer numbers but not the size of the fleet. However, it is anticipated that the fleet size will be reviewed as part of the implementation of the new vehicle telematics system and this will give an accurate picture of vehicle utilisation and fleet requirements.

The implementation of vehicle telematics and work on the joint collaborative function with South Yorkshire Fire and Rescue Service's fleet is creating increased demand on staff currently and will continue as the force looks to align its processes and systems in the coming years. The joint fleet strategy outlines how this will be achieved.

Estates

The estates and facilities department currently consists of 108 full time equivalent staff, 54 of which are cleaners and led by a head of joint estates and facilities who reports to the director of resources (DoR) with portfolio responsibility for the support services for the force. The head of service is supported by a core management team consisting of a head of joint facilities management, a property services manager, contracts manager, performance officer and business manager. FM staff are primarily based at force headquarters and in the case of engineers and cleaners, based out at the various districts they serve.

The department has a revenue budget of £9,673,124 of which £2,618,886 relates to staffing and a capital budget of £3,938,225

for the financial year 2018-2019. The Estates Plan supports long-term planning in respect of the force's assets.

The estates and facilities department has responsibility for the effective management of the force's property assets, making sure they are maintained to the appropriate standard and meet operational requirements. The department manages a planned maintenance programme and delivers reactive maintenance as required via a 24/7 service. The team also leads on a range of estates and facilities-focused projects.

In addition, the team delivers 'soft' FM services including cleaning and catering force-wide and includes the provision of the force vehicle recovery, dangerous dogs and boarding up services.

Fleet

The majority of the fleet workforce is experienced in the fleet environment, all with specialist knowledge of emergency services equipment. Recruitment of skilled technicians can be challenging; although staff terms and conditions are generous and accommodate wellbeing, salaries are slipping behind market value and current grades need reviewing. The department needs to develop a more robust apprenticeship programme to ensure that the force is succession planning appropriately.

Performance remains high, with the vehicle availability target set at 98% and achieving on average 93% and above. A new joint performance framework has been developed and work is underway to create a dashboard with this data to enable more performance management.

The joint vehicle fleet management department for South Yorkshire Police and South Yorkshire Fire and Rescue recently

won the Fleet News 2019 'Fleet of the Year – up to 1,000 vehicles' award. This shows national recognition of the force's achievements in creating a high performing, affordable and sustainable service.

Estates

The existing team is focused largely upon planned and reactive maintenance, soft FM and the delivery of the capital programme however does not currently have all the skills required to deliver all required changes through asset challenge and the delivery of an effective and timely disposal programme to support ambitions. The estates plan has purposely changed the focus of the service through its emphasis on rationalisation but changing demand continues at an ever-increasing pace. There is an increasing requirement for a higher standard of customer service from its customers, be they internal or external.

In addition to the need to introduce strategic asset management and disposal focused skills, there is also a clear need to introduce project management skills into the team to ensure timely completion of projects of any size. Relationship and partnership management will be increasingly crucial in the coming years as the estates and facilities collaboration develops and comes to fruition. Flexibility and a willingness to change and work differently will be key to success.

The training plan for the coming year will concentrate on the delivery of such new skills through existing staff but also an interim restructure will deliver the appropriate people and skills to plug the identified gaps. This is expected to increase pace of delivery, improve efficiency in processes and ensure an excellent service is provided to the force. Customer satisfaction will be measured via surveys on project completion.

Following an interim restructure required to provide capacity while the business case for the wider joint police and fire collaboration is produced, it is expected that a wider review of the skills and capacity of the two teams will be undertaken with a view to releasing the benefits of them working together, and possibly becoming one team. It is hoped that the staff and skills in the teams will become interchangeable so that best use of skills can be made depending on the project at hand and so that professionals can be developed in a way which enables them to contribute to the force overall through innovative practices and a can do attitude.

Property-focused recruitment is a challenging market and discussions have taken place with human resources to ensure a programme of targeted recruitment for existing vacancies is planned. This is expected to greatly support the planned interim and collaborative restructures as they take place.

This programme is also supported through a process of developing new recruits at both organisations by supporting them on a route to achieving professional status with Royal Institute of Chartered Surveyors (RICS).

With a rationalised estate, there will be less to manage and it is proposed that the capacity release can then be redirected into other areas.

Fleet

The implementation of the new vehicle telematics system will provide utilisation data which will enable the force to identify areas where there are vehicles not being utilised and reallocate to areas with high demand.

It will also help to improve driving standards by identifying poor drivers by offering training to improve their skills, reducing damage to vehicles and subsequent repair costs.

Collaboration with fire and police fleets will bring economies of scale and reduce estate costs by combining workshops to provide an improved fleet service for both organisations. The collaboration will add resilience and sharing of a wider pool of skills and knowledge.

STEP 1

Establish the gap between current demand and demand you expect in the next four years.

The demand for service from Business Change and Innovation (BC&I) is expected to continue to be higher than the resource to meet this demand over the next four years. A number of major changes have been delivered by BC&I since its inception in January 2017. These include the implementation of neighbourhood policing, restructure of the crime portfolio and review of force communications (Atlas Court) and corporate communications structures and processes. This has been delivered as part of the Safer South Yorkshire Programme which outlined the first phase of the force's change process.

A key focus has been understanding, measuring and predicting demand to help inform change and support decision making. Although significant progress on this has been achieved, as recognised by the HMICFRS in the removal of the force Cause for Concern, this work continues.

The force has a robust and transparent prioritisation process which is overseen by the governance structures of strategic change board and tactical change board. This process sets out the prioritisation for change projects and assesses the availability of resources available to achieve this.

Delivering the Enabling Services programme of change (currently consisting reviews of information services, performance and governance, criminal justice, finance and human resources) is a long term programme of work over the next two years. This programme requires multiple project managers, business analysts, project support officers as well as benefits professionals in order to deliver the change and benefits to the organisation.

The ongoing wider Safer South Yorkshire Change Programme includes Phase Three Crime Review, the Neighbourhood Journey to Outstanding review and the continued review of force communications (Atlas Court). These are all wide ranging reviews of service impacting both inside and outside of the organisation and will last well into 2020 and beyond.

Improving understanding of 'failure demand' as a force is a key requirement and work on understanding this has already been completed and presented through the governance structure. Further work on this is required and will be factored in to future prioritisation discussions.

Alongside understanding demand for service to inform individual changes, BC&I continues to develop, understand and predict demand at force level to inform the workforce plan. BC&I works closely with workforce planning and finance to inform both the future workforce planning and the MTRS. BC&I works in collaboration and understanding demands across partners continues. This work is supported by a collaboration effectiveness framework.

The BC&I department's main areas of responsibility are programme and project management, business and data analysis, demand, programme management office (PMO) and benefits realisation with some specialist capabilities in human resources and communication and collaboration.

BC&I currently has a number of staff vacancies which has been exasperated by a number of team members supporting the national problem solving and demand reduction programme. This has meant that there are a number of temporary arrangements in place while staff are seconded to support this work.

The department works with both Sheffield University and Sheffield Hallam University to host analytical interns. These have been initially been short term placements, however from summer 2019 an intern will be taken on for a 12 month period from the University of Sheffield's methods institute. The benefit of working alongside academic institutions is that it provides the student 'on the job' learning in a professional organisation, bringing fresh skills and insights and supports knowledge transfer between the two organisations.

Informal and formal training plans are developed throughout the department and the department is confident that it has the skills and capability required to service expected demand. There are currently no members of staff on capability related management action plans.

BC&I has a clear plan to continue to improve and develop as a service. This is supported by training plans and working with other organisations to learn new techniques and methods to improve the sophistication around understanding demand. BC&I participates in and leads at a regional and national level in terms of sharing good practice and learning from others. In addition to formal sharing of good practice through organisations such as the College of Policing and central government, the department has hosted a

number of visits from other police forces to share learning around demand techniques, the force approach and roadmap for future developments.

Training and technology products are invested in line with each individual's requirements relating to their role. Over the past year BC&I has invested in formal training including but not limited to Prince2, MSP, Lean 6sigma, N8 CPD on data analytics, statistical analysis training and specific software training (Simul8). Alongside formal training, training is cascaded and shared as good practice throughout the department. Newly purchased software to analyse data includes but is not limited to Simul8, Power BI and Rstudio. This enables the force not just to meet current demand better through working more efficiently (for example Rstudio can analyse data in a fraction of the time of traditional excel based techniques) but has enabled the force to improve analytical capabilities specifically around data analysis and future prediction of demand for the force.

STEP 4

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

BC&I will continue to service the Safer South Yorkshire Programme of work including all its constituent parts in line with prioritisation from the strategic change board and at a pace that is determined by resource availability.

Work that should ideally be supported by BC&I that is not being serviced by the department at the moment includes National Enabling Programme (NEP), body worn video implementation and implementation of the police dog review however these projects may be considered as part of future prioritisation by the governance structure.

Forcewide functions
Finance

The corporate finance department currently consists of four teams; exchequer services, which includes pensions and payroll units, management accounts, financial accounts and insurance & risk.

> **STEP 1**
>
> **Establish the gap between current demand and demand you expect in the next four years.**

The department has faced increasing demand from transformational change projects and programmes and collaboration with Humberside Police and South Yorkshire Fire and Rescue and this has become increasingly challenging to meet.

In 2017, the department undertook a review of its financial management arrangements across both the force and the OPCC by completing the CIPFA financial management model exercise, a self-assessment tool that identifies strengths, weaknesses and areas for improvement.

The CIPFA FM model exercise concluded that the function has the skills, capabilities and leadership, ensuring that key financial frameworks exist. The force is excellent at delivering accountability and although strong on supporting performance and enabling transformation, there is room for improvement by placing a renewed emphasis on assisting decision-making and the delivery of organisational objectives and by fully aligning its work in support of the change and innovation agenda.

Increased demands placed on the force by the compliance requirements of the police and, particularly, the staff pension schemes has resulted in temporary additional resources being required within the payroll team.

The new 2015 police pension scheme introduced significant additional demands on the administration of the function since its inception in 2015, and will continue to increase until 2022, as the 'tapering' arrangements end and significant 'dual administration' requirements continue ad infinitum. Temporary resources are currently being recruited to manage this demand.

The system solution covered in step 3 will require a project team to ensure successful implementation.

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

The department has a current permanent establishment of 47 FTE and three FTE temporary staff. As the CIPFA FM model exercise concludes, the department has the required skills. There are 13.6 FTE CCAB, 13.9 FTE AAT, 4 FTE payroll and pensions (CIPP) and 1 FTE insurance qualified staff (CII) - approximately 70% of staff. The department is also supporting a CIPFA apprentice.

The department recently won the Yorkshire Accountancy Awards – Public Services Finance Team of the Year award.

There are technology gaps. The Oracle ERP system is not being used to full capacity and the organisation is not using full functionality / automation. Data extraction and reporting also requires improvement.

The department is restructuring the accounting function to better meet the future needs of the force and to put finance at the heart of decision making, driving the agenda and not just keeping score. It is introducing a finance business partner model and separating the supporting from the reporting. The aim is to achieve a consistent approach to reporting, to build resilience and capacity and to identify good practice. The supporting team will have a holistic and commercial approach to supporting the organisation.

The restructure will also create a better career structure and will provide improved career opportunities. There will be a review of skills gaps and a training plan will be planned to address this. Processes will also be reviewed and documented.

The non-accounting side of the department i.e. exchequer, payroll, pensions insurance & risk, is currently under the enabling services business support and transactional services review which is currently in the scoping stage.

The department requires a system and reporting solution to support these changes to deliver efficiency savings to free up time to meet future demand. A business case to move to cloud services has been prepared and the department is awaiting a decision on the timing of this. It is anticipated that this will provide increased automation and self service, which will lead to efficiencies. It is also anticipated that reporting tools will improve data extraction and reporting.

Following the restructure and delivery of the system solution, it is anticipated that corporate finance will be able to meet future demand.

STEP 1

Establish the gap between current demand and demand you expect in the next four years.

In support of the Policing Vision 2025 and ministerial expectations which aim to deliver greater standardisation and interoperability across the police service, the procurement team has been exploring a number of opportunities to refine and improve on the procurement collaboration that has been achieved across the four Yorkshire and Humber forces in recent years.

Advances in both policing techniques and new technology will inevitably lead to an increased need for commercial support. In a bid to manage future demand, the chief finance and procurement leads from the large metropolitan forces are working together to explore the potential for greater coordination of commercial activity. The group represents approximately 60% of UK policing and therefore provides a solid base from which to promote further collaboration and savings. Key work streams have been identified and will complement and accelerate recommendations from the national commercial review that has been commissioned by the national collaboration board.

In line with the police and fire minister's expectation forces have committed to deliver £100m of additional procurement savings over the next three years. Based on wide consultation it has been agreed that there is a case for delivering greater value and benefits through police commercial services.

The director of procurement has formed part of a senior user group advising the project. The outline business case was approved by both the APCC and NPCC. Following consultation, the final business case, including employment model, will be presented to these groups in June of this year. If approved it is anticipated that recruitment would commence imminently and the PCO launched in January 2020.

STEP 2

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

Procurement has a key role to play in ensuring that capital and revenue expenditure delivers maximum benefit both in terms of commercial and sustainable service delivery. The team consists of procurement professionals who are category focused and therefore best placed to support the force on commercial matters.

In order to demonstrate leadership of key spend categories to address financial pressures, drive market management and to develop new models of service delivery through procurement, a 'category management' approach has been adopted.

By grouping together products and services according to their function (e.g. IT, construction, transport, professional services etc) the force can better manage, the overall spend, whilst maximising buying power and achieving economies of scale. A 'category' is an area of spend determined by known market boundaries separating different products or services. Category management recognises that suppliers within a certain market are likely to have similarities, which enable a tailored approach to procurement.

The procurement team has taken on the role of national commercial leads for the fleet category. An overarching procurement strategy and governance model has been developed to ensure that NAPFM (National Association of Police Fleet Managers) are supported to maximise market leverage. The director of procurement is now a member of the NAPFM executive board and chairs the NAPFM commercial working group.

This model is being replicated against other national categories and will form the foundation of the new police commercial organisation. This approach will ensure that policing is supported in achieving the aim of best value, fit for purpose goods and services.

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; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

An overarching procurement strategy has been developed and a category structure implemented within the team to complement and support the force Police and Crime Plan and Plan on a Page.

A continued collaborative approach to procurement and commercial services will be key to ensure that current resource levels can match anticipated demand. Investment in training and development has been an essential to build capacity and ensure that category leads are equipped with appropriate commercial skills, confidence and market knowledge to advise and support the force.

Central to successful commercial activity is the need to take into account the Social Value Act and the objective of delivering wider social, economic and environmental benefits through procurement. This work extends beyond the social value delivered as part of the contract activity and aims to create additional value to the wider community.

Community engagement is key to this approach and plans have been created to work closely with local policing leads to ensure that social value is coordinated to support the wider aims of local neighbourhood policing.

The progress in sustainable procurement will be measured against the government's flexible framework. This is a widely used self-assessment mechanism developed by the business-led sustainable procurement task force, which allows organisations to measure their progress over time. The team is aiming to reach level 4 – enhanced level by the end of this year.

In support of the Code of Ethics, the team has successfully received the Chartered Institute of Procurement and Supply corporate code of ethics standard for the last two consecutive years. This voluntary code demonstrates the force commitment to reinforcing ethical values across all procurement and supply practices. The accreditation process involves all procurement staff receiving training and successfully passing an annual assessment.

STEP 4

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

The embedded category approach, increased collaboration and development of the new police commercial organisation will mitigate the risks of unmanageable future demand. Categories such as fleet, IT, forensics and uniform will be managed on a national basis and will enable regionally based resource to focus on force specific priorities. Further targeted work within the tail spend and focused training and support for locally based staff will also ensure that transactional procurement will be better managed and will drive greater efficiencies.

Humberside and South Yorkshire Police have a collaborative legal service providing legal advice on all subject matters affecting police forces across both geographical areas. The staff collectively cater for the full range of legal services to be provided to the chief officer teams and all police officer and staff as well as the OPCC's. 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.

The legal services team is working towards accreditation of the Law Society's gold standard for excellence in legal practice management and client care in 2019. This will enhance a flexible and supportive framework, effectively manages risk and enhance client care. This directly links to South Yorkshire Police's Plan on a Page.
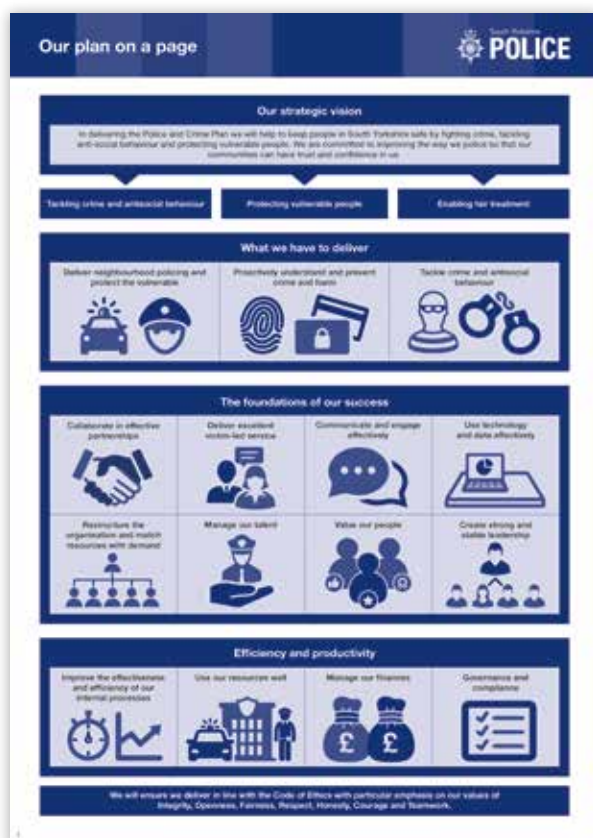
Since the last FMS, new staff have been appointed to fulfil vacancies including legal officers, an employment lawyer and a practice manager. The case management system, IKEN, continues to be deployed allowing the team to monitor workloads, demand and output and more generally allows staff to work more flexibly and efficiently. Agreement has also been reached with West Yorkshire Police legal services to recruit a collaborative commercial lawyer into their commercial hub who will provide legal advice to all three forces and thereby increasing the force's capacity and capability.

Over the past 12 months, the department has adopted a more pro-active approach to try and ensure a high-level effective service is being provided to officers and staff ranging from front-line staff to senior officers requiring advice on strategy and policy. Significant work has been undertaken in relation to trying to increase the knowledge and awareness of officers to enable them to utilise their powers more effectively.

Particular focus has been on key force priority areas such as sex offenders, honour based abuse, anti-social behaviour and domestic violence. Factsheets, protocols and training packages targeting these areas have been introduced and widely publicised to ensure effective awareness. These have then been followed up by targeted training sessions and more recently the introduction of legal surgeries across all districts. Meetings and communication with district command teams has increased enabling the legal services team to focus training and legal support in varying high-demand areas across the districts.

Legal Services are 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 a costs savings for South Yorkshire Police of £615,391 from June 2017 to date. These efficiencies have occurred as a result of continuous improvement and strong active management of all fees and claims settlements and wider contributions to the force.

The legal services team is able to effectively monitor and manage the quantity of work using the new case management system, IKEN. South Yorkshire demand during 2018 has increased by circa 30% based on the linear trend and it is expected that this will continue. The department receives on average 58 new cases per week from South Yorkshire and 100 across both forces. To date within 2019, this average has increased slightly to 61 cases per week and is communicated to the force via the legal services intranet pages. This extra work puts pressure on the staff however this is being monitored and managed to ensure that this is manageable. The senior command team continually assesses whether systems and procedures can be changed to make the team as streamlined as possible, to cope with the increase in demand.

STEP 1

Establish the gap between current demand and demand you expect in the next four years.

Current demand

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 allows general trends to be identified and how previous trends may be increasing or decreasing. The current demand across the board is increasing. Time recording of staff is actively monitored at monthly meetings to determine realistic costs per matters and for external charging purposes as and when needs arise.

Future demand

It is anticipated that demand will continue to increase evidenced by the increase in daily enquiries and the range of legal work now undertaken by legal services. As the team has stabilised and become more visible to the client and positive relationships have been formed, officers are more inclined to come for advice, thus increasing the capacity need and is as a result of proactive legal surgeries and communication with district commanders. Demand over the next four years will be dependent on changes in legislation, case law, the court consultation which is currently ongoing and how the force prioritises their operational capabilities.

STEP 2

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

Performance

Weekly statistics of incoming/closed matters and workloads are undertaken and the majority of the work is now handled in-house which has provided significant costs savings and is being measured for reporting purposes (as shown above). Formal complaints are relatively rare and performance is monitored by the joint force governance board and force performance meetings.

Effectiveness and efficiency

The increase in demand has meant that some outsourcing has been necessary and continues to be the case. More efficient ways of working are constantly being reviewed and considered to improve the team's effectiveness throughout. Benchmarking is undertaken against peer forces and wider public sector/private industry, where the functions and processes compare favourably in terms of effectiveness and efficiency of service. IKEN is assisting the fee earners in working more efficiently.

At present, there is no demand requiring a formal on call rota as the team actively engages and co-operates to ensure that any out of hours work is completed. However, should the demand increase for out of hours work this may need to be reviewed.

The introduction of a new legal services intranet, enabling clients to enter their own requests, ask for advice, review guidance and protocols, see performance and provide feedback to the team has been launched within the first quarter of 2019. The internal development by the team of a SharePoint TeamSite to share information on procedures, case law and general advice has been implemented removing the boundaries imposed by the IT infrastructure. The team has developed a more pro-active strategy to ASB and other areas of operational policing, which is the basis of legal assistance to the force.

Condition, capacity, capability and serviceability

The increase in demand has been managed by the holistic approach that the department takes to matter allocations and additional training is required for staff in differing specialism areas. The legal SLT continually provide external training for staff, with a considerable amount being undertaken by external bodies free of charge.

Recruiting to any vacancies is challenging due to external market forces and is being mitigated with the production of a proposed grading structure to be considered by the senior command team. To provide resilience, many of the staff develop skills across multiple disciplines.

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; this may be by changing the skills of your workforce, investing in new ICT and making efficiencies.

The team utilises a specialism matrix for allocation of new matters to provide more resilience, both new staff and current staff will need to be trained in other areas. The practice manager is undertaking a 'lean' process approach to work streams, and provides workload monitoring. Where it is identified that staff are not working to their optimum capacity, training and support is given, utilising HR policies. Using IKEN to its full potential will provide efficiencies but will continue to require investment in training and development.

Legal Services continue to run surgeries in operational bases to provide a better service to operational staff and take a proactive approach preventing legal cases. The benefits will be seen in the medium to longer term, with the bulge in demand initially. This activity may account for some of the increase in workload. The intention is that frequently occurring issues can be addressed corporately and operational

issues triaged out. Investment in agile technologies to allow staff to maximise their efficiency whilst attending court and hearings will be required.

STEP 4

State how much and what types of future demand you don't expect to be able to meet, having made the changes and efficiencies in step 3.

Further demand is dependent on the development of new legislation, case law, the court consultation which is currently ongoing and how the force prioritises its operational capabilities. If efficiency savings can be met at step three, the legal services team will be in a position to meet the demand, provided that it does not continue to increase significantly. If a surge in unforeseen or complex demand cannot be met, legal services revert to the option of outsourcing through the national framework; which provides competitive rates.

Section 12
Collaboration

The policing landscape is becoming increasingly complex, necessitating a more sophisticated response to the challenges the force faces both now and in the future. In many cases, the most effective way of meeting these challenges is by working with partners. Effective and efficient partnership working is a cornerstone of the force and forms a key foundation of the Plan on a Page.

Over the past 12 months, the force has introduced a collaboration effectiveness framework (CEF) to help better understand the performance, strategic value, benefits, financial management, governance and leadership arrangements of its existing collaboration portfolio. The deputy chief constable is the executive lead for all collaboration with the innovation and collaboration manager acting as force lead to drive the review programme and exploration of new opportunities. The framework is risk and significance based and has a series of seven key performance questions (KPQ), each with a number of indicators, which vary depending on the level of risk/significance. These are accompanied by the current position and any evidence provided to support this. From this, the innovation and collaboration manager independently reviews the collaboration and provides a 'RAG rated' level of assurance for each KPQ along with recommendations of what is required to improve. Each collaboration has a nominated lead at an executive, strategic and tactical level who are collectively responsible for ensuring the activity meets the needs of the organisation. An element of the framework is also focused around future opportunities and risks and works to ensure these collaborations have robust plans for the future and the expected challenges.

The framework establishes processes to ensure the effective capture and use of demand data. This includes the tools, policies and procedures used to measure and predict demand and how this information is used to inform workforce and financial planning, feeding into the planning cycle. A key part of this is seeking to improve the means by which force collaborative and partner data is used to gain a better understanding of the demands the force faces now and in the future. The force expects its approach to become more sophisticated in this area and allow better understanding of how changes in how partners operate can affect the force's demand.

A collaboration review board (CRB) has been established, chaired by the deputy chief constable and managed by the innovation and collaboration manager. The board approved an 18-month collaboration review programme that will see the force review each of its collaborations. The CRB is attended by senior officers and staff from across the organisation who are able to provide the executive with assurance that collaborative activity involving the force provides an effective and efficient service in line with the organisation's objectives and priorities. At each CRB, a number of collaborations are presented for scrutiny using the CEF. This allows key personnel to scrutinise collaborative arrangements and ensure that they deliver effective and efficient services for the force. The board also considers any recommendations made as part of the CEF process and monitors and drives progress and implementation of any previously agreed recommendations.

A specific example of this is the regional forensic collision investigation unit (RFCIU). By subjecting the RFCIU to the review process, the force was able to identify a number of weaknesses in the existing service: a lack of adequate performance information; the lack of a forward looking plan; and weak governance arrangements. The robust and objective nature of the framework meant that the force was able to present these findings to regional colleagues and agree an improvement plan. The board has then been able to track progress and ensure that the necessary changes implemented.

Table 12.1 – Collaboration review board – core attendees

Collaboration review board core attendees Others invited as appropriate		
Post	**Role**	**Delegation**
Deputy Chief Constable	Strategic direction & accountability	Any SLG member
Assistant Chief Constable - Change	Strategic direction & accountability	Not required
Director of Business Change & Innovation	Strategic assurance - benefit, value & governance	BC&I programme manager
Innovation & Collaboration Manager	Strategic assurance - benefit, value & governance	BC&I programme manager
Head of Legal Services	Strategic assurance - legal	Senior legal representative
Head of Finance	Strategic assurance - finance	Management Accountant
Head of HR	Strategic assurance - people	Deputy Head of HR
Head of Internal Audit	Strategic assurance - governance & process	Audit representative
Performance & Governance C/Supt	Strategic assurance - performance	P&G Chief Inspector
Collaboration Specific Strategic Lead	Departmental assurance	Tactical lead

The collaboration review board also oversees the collaboration organisational infrastructure, which seeks to address six collaborative thematic areas at a force level. Collaborative activity is reported on at both an individual collaboration level and across the force. This gives a force-level collaboration 'RAG rating' in the following areas; performance, strategic alignment, benefits, financial management, governance and people, each with a force-wide owner. Owners report to the CRB and are responsible for working with the innovation & collaboration manager to implement the necessary support and infrastructure for their thematic area. For example, the head of finance owns the thematic area of financial management and works with the innovation & collaboration manager to implement necessary policies, guidance and procedures to support collaborative working from a finance perspective.

The force can therefore identify what percentage of the collaboration portfolio is achieving what level of assurance. This is accompanied by narrative and identified actions to improve along with an overall level of force confidence in that thematic area. Presenting the data this way allows the force to track the health of the collaborative portfolio over a period of time and identify issues that need to be addressed at a force level. This approach also helps ensure the force has the necessary infrastructure and support to successfully implement new collaborative opportunities.

South Yorkshire Police works in collaboration with a wide range of partners across the public, private and voluntary sector in delivering both statutory and non-statutory services. Collaborations exist at local, district, countywide, regional and national levels covering both operational and support services.

The force remains open regarding collaborative options and continues to seek to develop relationships with partners. The force uses its Plan on a Page to guide its approach to collaboration, seeking to develop new and review existing collaborations when they represent the best method of delivering the plan. By taking this approach, the force expects to withdraw from some existing collaborations while entering into different arrangements in other areas. During 2019, the force plans to formally review its collaboration strategy to better align with this approach. Collaboration is considered during all change projects so it can be robustly assessed as to the level of benefit that could be derived from a collaborative approach compared to other methods of delivery.

Wellbeing is part of the collaboration review process and seeks to identify what policies, processes and mechanisms are available 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.

Current major collaborative programmes Local authorities

The force has four local authorities within its boundaries and has a mix of different arrangements with each. Work is underway to develop and, wherever possible, standardise Safer Neighbourhood Service teams based on good practice and a problem solving oriented approach. In addition to this, the force is exploring opportunities around increasing data sharing arrangements with authorities and other parties. It is felt that by collecting bringing together data and analysis service delivery can be improved along with the understanding of demand.

South Yorkshire Fire & Rescue

The force is currently engaged in an ambitious and wide-ranging collaboration programme with South Yorkshire Fire and Rescue. The programme began in early 2016 and has already made substantial progress in delivering benefits across both services and the communities that South Yorkshire Police serves.

Joint governance arrangements exist to cover individual projects with a delivery board, chaired jointly by the deputy chief constable and the deputy chief fire officer, overseeing strategic delivery with a collaboration board, chaired by the PCC and attended by the chief constable and chief fire officer, providing strategic direction and decision making. A joint strategic intent has been produced which outlines South Yorkshire Police's intentions around this programme.

Joint community safety department

In June 2018, the force and South Yorkshire Fire and Rescue Service embarked upon a joint community safety department (JCSD). The function operates under a joint community safety strategy as is focused on targeting preventative resources to support the most vulnerable, reduce demand across both services and deliver a service, which supports improved trust and confidence within local communities.

This collaboration has also seen the embedding of four fire community safety officers into each of the force's safer neighbourhood hubs to deliver preventative messages to the most vulnerable in communities. The JCSD operates under a joint management structure led by an area manager who reports into an assurance board, chaired by the assistant chief fire officer and the assistant chief constable. In

addition to cashable savings, the creation of the function has allowed South Yorkshire Police to increase the quantity and breadth of preventative activity in order to reduce demand while also helping to increase the data shared between the two services.

Joint vehicle fleet management

In December 2017, both services approved the creation of a joint vehicle fleet management department. In June 2018, a head of joint vehicle fleet management was appointed to lead the team and the creation of a joint service operating under a single management and support structure. This will see the alignment of policies and procedures along with the sharing of specialist resources and skills to drive improvements to service deliver. Work is also underway to consolidate collective fleet workshops from three sites down to two; this will deliver ongoing cashable savings and cost avoidance due to not needing significant investment in one of the forces existing workshops. This work has also been recognised within the industry with the collaboration being awarded as Fleet News 'Fleet of the Year'.

Joint estates and facilities management

In May 2018, a head of joint estates and facilities management was appointed to drive collaboration and work with the programme team to develop proposals for a collaborative function. Following this, in September 2018, a head of joint facilities management was appointed to work with the department head to develop opportunities. This collaboration builds on existing estates work such as the joint police and fire station at Maltby in Rotherham and the Lifewise community safety centre, also in Rotherham.

Other

In addition to these projects the services continue to collaborate in other areas such as: wellbeing, training, co-location, promotion processes and driver services. This is in addition to numerous operational joint working ranging from counter terrorism exercises to burglary reduction initiatives.

NETIC - The seven forces in the North East region collaborate on a range of matters run through the North East Transformation, Innovation and Collaboration (NETIC) programme. Seven force governance arrangements are embedded at various levels including; change leads, IT leads, HR leads and meetings between regional chief officers and PCCs. The current and future programme has two main strands, operational and infrastructure, with a range of specific collaborative activity under each strand.

Ongoing major projects cover:

- Cybercrime: The region was an early adopter for the national model for cyber dependent crime which has now been implemented. Future work seeks to implement common training and awareness of investigative opportunities for frontline staff, related to all types of cybercrime; increase resilience across the seven forces and two ROCUs through interoperability; develop a streamlined online reporting and management tool (Taurus) for public and call centre and investigative staff; and continue the service improvements that have already been seen with regards to the victims of cybercrime.

- Digital forensics: The region is developing a model of implementation for digital forensics working in partnership with the national programme. An initial approach and outline case has been drafted, and will be progressed for approval and implementation in 2019-2020. This will reduce the duplication of expensive specialist skills in each force through a hub/spoke approach, whilst allowing forces to retain volume and straightforward capacity locally, with demand surges managed through the regional network.

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 improving the way we police so that our communities can have trust and confidence in us.

- Tackling crime and antisocial behaviour
- Protecting vulnerable people
- Enabling fair treatment

What we have to deliver

- Deliver neighbourhood policing and protect the vulnerable
- Proactively understand and prevent crime and harm
- Tackle crime and antisocial behaviour

The foundations of our success

- Collaborate in effective partnerships
- Deliver excellent victim-led service
- Communicate and engage effectively
- Use technology and data effectively
- Restructure the organisation and match resources with demand
- Manage our talent
- Value our people
- Create strong and stable leadership

Efficiency and productivity

- Improve the effectiveness and efficiency of our internal processes
- Use our resources well
- Manage our finances
- Governance and compliance

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