

Public Document Pack



8 August 2021

To: Members of the Public Accountability Board

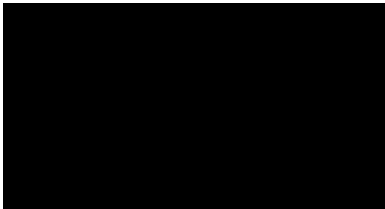
This matter is being dealt with by: [REDACTED] Direct Line: [REDACTED]
email: [REDACTED]

Dear Colleague

Public Accountability Board

Please find enclosed a Supplemental Agenda Pack for the Public Accountability Board on **Friday 13th August 2021** at **10.00 am** at MS Teams.

Yours sincerely



Sophie Abbott
Chief Finance Officer
Office of the Police and Crime Commissioner

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PUBLIC ACCOUNTABILITY BOARD

FRIDAY 13TH AUGUST, 2021, 10.00 AM

MS TEAMS

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PUBLIC ACCOUNTABILITY BOARD

13TH AUGUST 2021

REPORT OF THE CHIEF CONSTABLE

END OF YEAR REPORT: THE POLICE AND CRIME PLAN (APRIL 2020 - MARCH 2021)

1. PURPOSE OF REPORT

To update the Police and Crime Commissioner (PCC) with the progress South Yorkshire Police made, in 2020/21, to meet the outcomes of the PCC's Police and Crime Plan (2017-2021).

2. RECOMMENDATION

The PCC reviews the report and considers whether further assurance is required in relation to progress the force made to deliver the Police and Crime Plan outcomes during the reporting year 2020/21.

3. STRATEGIC PRIORITIES

The PCC's Police and Crime Plan for 2020-21 required the force to account for progress against the three main priority areas:

- Protecting Vulnerable People
- Tackling Crime and Antisocial Behaviour;
- Treating People Fairly

Our Plan on a Page set out how we would deliver the PCC's Police and Crime Plan with activity directed in relation to the force's three key priorities:

- deliver neighbourhood policing and protect the vulnerable;
- proactively understand and prevent crime and harm; and
- tackle crime and ASB (antisocial behaviour)

We have previously assured the PCC of the robust and effective performance and governance arrangements that are in place to deliver the Police and Crime Plan.

This report will cover the following areas:

- CC Poultney 2020/21 Performance Summary Assessment;
- HMICFRS assessments of South Yorkshire Police;
- Police & Crime Plan Outcomes Performance Delivery

4. CC POULTNEY 2020/21 PERFORMANCE SUMMARY ASSESSMENT

- 4.1 The period of time covered by this Public Accountability Board report has been one of considerable challenge for South Yorkshire Police, our communities and indeed the country as a whole. In the first few months of 2020 the possible implications of Brexit gave a backdrop of uncertainty for everybody's plans, however this was overtaken in many ways by the Covid-19 pandemic and the restrictions this has placed on all our lives.
- 4.2 The pandemic gave particular challenge to policing, locally and nationally. This year has seen policing respond to new pieces of legislation and new policing challenges on an almost weekly basis. This has entailed officers asking groups of people to remain indoors, to wear face coverings in shops and to not invite friends and family into their own homes. The officers did their very best to interpret this legislation as sensitively as they could and whilst there are examples of where we didn't get this right I am incredibly proud of the effort and resilience of the officers and staff of South Yorkshire Police. I am also extremely grateful for the support, cooperation and understanding that the vast majority of the residents of this county have shown us.
- 4.3 As a marker of this specific moment in time I include here that the communities of South Yorkshire have just been released from most of the remaining restrictions on their private lives, however the threat of Covid remains real and we are currently dealing internally with the particular challenges of the track and trace 'pandemic' in conjunction with a significant uplift in demand for service.
- 4.4 Over the last year, in addition to dealing with the many and varied Covid issues, the force has also dealt with significant changes in demand. Many crime types initially reduced significantly but, as the pandemic endured and lockdowns were lifted, crime levels have largely returned. In addition, other types of work have added significantly to the demands we have faced.
- 4.5 These additional demands have included calls regarding the welfare of isolated loved ones and contact reporting neighbour disputes, frequently detailing potential breaches of Covid-19 regulations. Changes took place across the spectrum of criminal activity as this also evolved in response to the restrictions in place, for example with some criminal activity moved online. Dealing with vulnerability and issues of 'hidden harm' also required changes in policing and partnership activity.
- 4.6 Protecting our officers and staff from Covid-19 required significant co-ordination across the organisation as we rapidly moved to socially distanced workplaces, facilitated working from home for people where feasible, and ensured we provided protective measures to enable our workforce to keep themselves and others safe from infection.
- 4.7 Despite this pandemic, this force has continued to strive to provide the best possible service to the diverse communities of South Yorkshire and to work

towards the PCC's priorities as set out in his Police and Crime Plan. The force has maximised the capacity at which it can recruit and train new officers, in order to achieve the increase in officers that it has been authorised to make. The new Police Education Qualification Framework will produce a more highly trained recruit, better able to deal with the complexities of modern policing, it is however a longer training course. There is therefore a delay between officers joining the force and them being deployable as an independent resource, this means the benefit of the additional officers will take some time to be felt.

- 4.8 Our officers and staff work often work in pressurised circumstances and many of them are repeatedly exposed to trauma. We continue to work hard to support them and have continued to invest in their health and wellbeing, our people are our most precious asset and we must look after them well. South Yorkshire Police has a professional and dedicated workforce which has risen to the challenges faced over the last year.
- 4.9 Our continued development of neighbourhood policing means we now have a force which is significantly different from just a few years ago, when neighbourhood policing had all but disappeared from the county. All of our neighbourhood staff have received training in the main areas of neighbourhood policing and we have committed to their continued professional development. There are neighbourhood teams across the South Yorkshire area and by working with partners and our communities they are tackling the issues that matter most locally.
- 4.10 Embedding good practice around domestic abuse has been a particular focus for the force this year. Officers and staff from across the force have attended a training course entitled 'DA Matters', which has provided education around the complexities of this type of offending behaviour and reinforced the reasons we should always investigate allegations as thoroughly as possible. Each district now has a domestic abuse investigation team with the skills and expertise to ensure thorough investigations take place and every opportunity to safeguard those at risk is undertaken. There is still work to do in this area but our charging rate for domestic abuse investigations remains significantly above the average rate in the country. In the event of a charge not being possible to achieve, the force has also invested in a dedicated team to seek the imposition of a Domestic Violence Prevention Notice from the local courts.
- 4.11 Our Armed Crime Team, coupled with other specialist assets, has undertaken significant operational and investigative activity against those who engage in firearms enabled criminality. Significant numbers of illegally held firearms have been recovered and we remain committed to continuing to reduce firearms offences by tackling the individuals and groups involved. The additional work of the Serious Violent Crime Task Force and the Violence Reduction Unit forms a considerable resource to tackle violent crime across the county.
- 4.12 Despite the pressures that the force has been under, the satisfaction of victims of crime has remained high. The overall satisfaction level for victims of crime has risen slightly during the year to 84% of people being at least fairly satisfied with their service. This figure relates to incidents where we have deployed

officers or staff in order to carry out an investigation, there are some occasions where it is of no investigative value for us to attend an incident and we are clear with people when this is the case. We work hard to identify those who are vulnerable and ensure they are visited for reassurance when a visit would not otherwise be warranted.

- 4.13 Our staff in our communications centre at Atlas Court have really risen to the challenge over the last year and our call handling standards have improved, the vast majority of people who contact us report being satisfied with their initial contact. There has been significant addition to our contact management offer to the public, we now have an online portal for reporting and advice, I encourage people to set up a portal account so they have it available if needed. The pandemic escalated our agile working schedule and we have recently started a pilot where Atlas Court staff have been enabled to answer 101 calls from home.
- 4.14 Behind the scenes there are many staff in hard-working teams who play a significant part in the delivery of frontline policing, these teams include those who maintain our vehicles and buildings, ensure our information technology is working and being developed, provide our uniforms and pay our bills. The effectiveness of these teams has enabled us to continue to provide a good service throughout the year.
- 4.15 The pandemic has meant that Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service has not carried out any of its usual inspection activity. We have however remained in dialogue with them and anticipate them welcoming them back into the force in the coming year. It remains the case that we are currently graded us as being *Good* across all of the areas that are inspected apart from the grading for whether the force behaves ethically and lawfully, where we are graded as *Outstanding*. I am conscious that the grades available to HMICFRS are being revised and both locally and nationally we will work hard to understand this and ensure it is communicated effectively. We will continue to strive to improve this force yet further, particularly in the areas of standards of investigation and how we recognise and address vulnerability in all its forms.
- 4.16 This last year has been a successful one for the force in challenging times. As your new Chief Constable and with a refreshed chief officer team my commitment is to embed the improvements we have made across our service, develop our relationships with our partners and our communities, and to make the very best use of all of our resources to ensure we keep our communities safe.

5. HMICFRS ASSESSMENTS OF SOUTH YORKSHIRE POLICE

- 5.1 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) last formally inspected this force in 2019. No review has been made since 2019 of our gradings in various areas, which means that the gradings from that time remain.

5.2 Due to the impact of Covid-19, the inspectorate ceased any in-force inspection activity during the financial year 2020/21. The current gradings are as follows:

<u>IPA areas</u>	<u>Inspected in 2019</u>	<u>Grading</u>
Preventing crime and anti-social behaviour	No	Good - 2017
Investigating crime	Yes	Good
Protecting vulnerable people	Yes	Good
Tackling serious and organised crime	No	Good - 2016
Firearms capability	Yes	Ungraded
Meeting current demands	Yes	Good
Planning for the future	Yes	Good
Treating the public fairly	No	Good - 2017
Ethical and lawful workforce behaviour	Yes	Outstanding
Treating the workforce fairly	Yes	Good

5.3 Armed policing is not graded by HMIC due to the need to not comment publicly on the capabilities and effectiveness of various forces' assets. However, the force has responded to some recommendations that the inspectorate had made regarding armed policing. The force now better understands what areas of the force are most likely to require the response of armed officers and our armed assets now default to those areas in order to provide shorter response times. The force also now produces its own Armed Policing Strategic Threat and Risk Assessment (APSTRA), rather than using the more generic regional document.

5.4 During 2020/21, we successfully addressed two areas for improvement that HMICFRS had raised about our force. One related to the force's monitoring of internal grievance and local resolution matters. The other area for improvement was to improve its provision for physical and mental health referrals to our Occupational Health Unit. The inspectorate also makes national recommendations which should be addressed by all Home Office police forces. South Yorkshire Police addressed three of these areas for improvement during the year. All three related to our response to allegations of fraud. There were a further 22 local or national recommendations of a more minor nature which the force addressed during the year. Governance of HMICFRS delivery areas is embedded throughout our business, strategic oversight across all portfolio areas was delivered during the period in question by DCC Roberts.

5.5 In addition to the main inspections that HMICFRS carries out, it also conducts smaller inspections that reviews a particular area of work in a force or undergoes thematic inspections that reviews an area of work across several forces. During 2020/21, our force participated in the following:

Police Response to the Covid-19 Pandemic

5.6 In order to assist all forces with their approach to this pandemic, the inspectorate carried out an inspection of areas of good practice, so that the ideas being used could be shared. The force volunteered to be inspected on its strategic leadership, planning and effectiveness. The inspectors found the officers and staff to be enthusiastic and helpful and were impressed by the plans that were in

place. They also noted the use of the Pandemic Multi-agency Response Team (PMART) which consisted of specialist officers who attended reports of deaths in the community. This team was able to provide a sensitive, consistent and safe attendance at these sad events.

Fraud: Time to Choose re-inspection

- 5.7 This inspection assessed our response to how the force deals with allegations of fraud. This crime type has a devoted team in South Yorkshire, which reflects the fact that on the majority of occasions the perpetrator resides elsewhere in country and has no direct contact with the victim. The report for this inspection has not yet been published but informal feedback immediately after the inspection was positive.

Neurodiversity in the Criminal Justice System

- 5.8 South Yorkshire Police volunteered at short notice when approached to be part of this thematic inspection. The inspectorate interviewed key members of the South Yorkshire Police Autism Association and reviewed some of our processes which are in place to help support victims who suffer from neurodiverse conditions. The report from this inspection has not yet been published.

6. THE IMPACT ON POLICING DUE TO COVID-19

- 6.1 The time period of the last annual Public Accountability Board ended just as the United Kingdom was entering its first lockdown in order to suppress levels of the Covid-19 virus. The force needed to plan for its response to this pandemic, which affected many areas of its work.
- 6.2 The force announced a series of generous policies in order to support its workforce through the pandemic. These policies allowed an increase in the length of un-planned leave which an officer or staff member may need to take in order to care for a family member who was sick or a young child who was away from school. The workforce was also reassured that any sickness absence due to Covid-19 would not be counted as part of any absence management procedures. The Chief Constable made it clear that all officers and staff across the organisation should be regarded as being key workers, so that they were able ensure that their children were educated within school so that our force was able to continue to support the residents of the county.
- 6.3 The use and distribution of laptops was used to allow as many staff as possible to work from home and the Information Systems department obtained a large number of remote desktop licences, so that other officers and staff could continue with police work using their own devices.
- 6.4 The force put contingency plans in place in order to prepare for an abstraction rate of up to 40% of its workforce. This entailed deciding in advance which services would be the most critical to continue with and which departments were the most important to maintain. All members of the force were also asked to

register their skills which they possessed, so that they could be moved around the organisation into departments which needed to be sustained.

- 6.5 For those officers and staff who remained in the workplace, rigorous social distancing measures needed to be implemented. Officers were briefed in staggered briefings and where it was unavoidable for them to travel in vehicles together, they were crewed together on a permanent basis, rather than travelling with several people over the course of a set of shifts. A number of handwashing and cleaning products were sourced in order to cut down on transmissions from touching infected surfaces.
- 6.6 The force initially needed to source its own supplies of personal protective equipment (PPE). Very little central guidance was initially given on this subject but sufficient supplies were obtained until a national supply operation became established. The use of the cleaning products and PPE has continued and is now regarded as business as usual.
- 6.7 Normal policing duties needed to be continued and new procedures were developed, in order to minimise human contact as much as possible. When it was necessary however to arrest or restrain an individual who was symptomatic with the virus, this did still happen.
- 6.8 As mentioned earlier in the document, the topic of dealing with a sudden surge of unexpected deaths in the community was dealt with by the formation of a PMART team, who were already trained in disaster victim identification and recovery. They were provided with an enhanced level of PPE and no officer from this team contracted Covid-19, despite dealing every day with environments which were contaminated with the virus.
- 6.9 Dealing with the varying legislation and guidance was a challenge for the force, due to the need to keep constantly abreast of new changes. During the first phase of the pandemic, all officers were strongly encouraged to follow the 'Four Es' approach, of Engage, Explain, Encourage and Enforce in order to ensure that the residents observed the lockdown rules. As the pandemic evolved, the officers moved more quickly to an enforcement approach and issued fines to people who disregarded the law. A dedicated team was set up in order to apply consistent decision making to allegations of breaching lockdown rules.
- 6.10 Crime levels were affected in various ways during the pandemic. Many crime types, such as serious violent crime and acquisitive crime saw a drop in reports. However, most of those then rebounded by the summer of 2020 and have remained at roughly normal levels since.

7. POLICE AND CRIME PLAN OUTCOMES PERFORMANCE DELIVERY

PRIORITY 1: PROTECTING VULNERABLE PEOPLE

- 7.1 *"In the coming year I shall be looking for a continued focus by the police on helping: victims of serious violence, domestic abuse and sexual offences,*

including children; those who are victims of child sexual and child criminal exploitation, human trafficking and slavery; and those subject to cyber and internet fraud. I shall be looking at how South Yorkshire Police work with the NHS, Clinical Commissioning Groups, Social Care partnerships and the voluntary and community sector on their developing work plans, which will better enable people in mental health crisis to obtain the right help from the right service at the right time. I also want to see improved services for those who call 101 and better feedback by the police to victims and witnesses about the progress of their case”

7.2 South Yorkshire Police carries out an annual assessment of the main criminal risks that the residents of South Yorkshire face. This is done through the Strategic Intelligence Assessment, which, through objective analysis allows the force to then draw up a control strategy. The control strategy gives the main areas of threat where the force must devote its efforts and resources in order to keep the public as safe as possible. The priorities for the year of 2020/21 were as follows:-

- Counter Terrorism
- Modern Slavery and Human Trafficking
- Child Sexual Exploitation and Child Abuse
- Child Criminal Exploitation and County Lines
- Domestic Abuse
- Honour Based Abuse, Forced Marriage and FGM
- Rape and Sexual Offences
- Drugs Markets
- Economic Crime Including Fraud
- Organised Acquisitive Crime, Burglary and Robbery
- Organised Crime Groups
- Most Serious Violence

7.3 There are also a number of cross-cutting themes which are part of the control strategy, where work in these areas affect all of the above priorities.

- Cyber Crime
- Offender Management
- Vulnerability including Mental Health
- Neighbourhood Policing and Community Cohesion

7.4 The force also refers back to its Plan on a Page, which lists three main objectives which the force will seek to deliver in order to address the Police and Crime Commissioner’s objectives of tackling crime and antisocial behaviour; protecting vulnerable people; treating people fairly. The three objectives that the force has set itself to deliver are:-

- Deliver Outstanding Neighbourhood Policing and Protect the Vulnerable.
- Proactively Understand and Prevent Crime and Harm.
- Tackle Crime and Antisocial Behaviour.

- 7.5 The Force Performance Framework, which considers the wider force delivery against the Plan on a Page objectives. It also incorporates scrutiny of the Control Strategy Delivery. Each control strategy priority is overseen by a lead officer who will work to deliver against the risks identified by the Strategic Intelligence Assessment which accompanies the Control Strategy.
- 7.6 One of the most important areas of work during the last financial year has been the force's response to Domestic Abuse (DA). Experience from around the world indicated that there was likely to be an increase in DA during the pandemic lockdowns. This increase was likely to be accompanied by a situation where the victims were less able to report the abuse, due to being forced to spend their time in close proximity to the abuser. This did indeed prove to be the case in South Yorkshire, which recorded a 15% increase in reports of domestic related criminal allegations during the first four months of the 2020/21 financial year, compared to the same period in the year before. Prior to the pandemic, the force was improving its response to DA in a number of ways, which are listed below.
- 7.7 The force has continued its focus on attending immediate incidents within 15 minutes and priority incidents within one hour. This ensured that officers were able to intervene promptly in incidents in order to protect the victim, secure evidence and commence an investigation. A crucial part of this early investigation was to arrest the suspects whenever the officer's powers of arrest could be justified. This practice is an important part of evidence gathering and ensuring that the victim is free to engage with the police, without the fear of coercion or interference. This arrest policy means that an arrest is made in over 50% of all allegations of criminal behaviour which arise from domestic abuse. It continues to take place when the victim does not wish to provide any evidence to an investigation, so that the victim is still safeguarded as far as possible and other opportunities are explored to gather evidence.
- 7.8 During Lockdown the force also introduced an online tool to allow victims of domestic abuse to report the abuse, which could be done unobtrusively and without alerting an abuser. The app could be closed quickly and without leaving an internet search history. This has been maintained since the initial lockdown and is now a permanent way to contact the police in such matters. During the period covered by this report, the app was used to report 729 domestic incidents and over 150 other incidents.
- 7.9 A very important aspect to the force's response to domestic abuse has been the training of all its operational staff through a one-day training course called DA Matters. This was an externally provided course who have also trained a number of trainers within the force. This was initially delayed at the start of the pandemic but then went on to take place.
- 7.10 The force has also set up DA investigation teams in the four territorial districts of the force. Each one is led by a detective inspector and has a number of PIP 2 trained sergeants who lead a mixed team of detectives, police constables and Investigation officers. These teams build up experience and expertise in investigating these sometimes complex crimes.

- 7.11 These actions have helped to ensure that the South Yorkshire Police charging rate for the year stood at 12.3%, which is significantly in excess of the national rate. The overall rate of action taken (which includes charges and other out of court disposals based on admissions by the suspect) stood at over 20% for the year.
- 7.12 In cases where a charge or other disposal is not available, the force has continued to make good use of its Domestic Violence Protection Order (DVPO) team, who arrange for all DVPO applications to take place. They have become familiar with the online application process which the pandemic has required and have successfully applied for 605 notices during the year.
- 7.13 In order to protect victims after an incident, the force has made good use of technology through a forensic marking system in order to ensure that if an offender returns to a victim's location, whether in breach of bail conditions or a court order, there will be forensic evidence which will prove that they have been there.
- 7.14 The force has made good progress in its efforts to tackle child neglect during the year. It has improved its crime recording standards within the local referral units and has retained more investigations, rather than allow social care departments to continue with them.
- 7.15 The force is ensuring that it has sufficient specialist officers who have completed their Specialist Child Abuse Investigation Development Programme to continue with this work.
- 7.16 After the success of the DA matters training, the force is now in the process of developing its own Child Abuse Matters training, which will feature expertise in a wide range of types of child neglect and will be delivered as a one day course to all operational officers, who will be better prepared to look for the signs of abuse and better able to carry out initial investigations.
- 7.17 Incidents of Childhood Sexual Exploitation and Childhood Criminal Exploitation remain as a key focus for the force. The safeguarding of the children at risk is managed at Multi-Agency Child Exploitation (MACE) meetings where different partners can take the necessary steps to protect the children. During the financial year, the force has issued 101 abduction notices to individuals who appeared to be harbouring and attracting missing children. This number is a steady increase on previous years.
- 7.18 When officers find children who are in immediate peril or at risk of harm from neglect, they can take the children to a place of safety, under the power of a Police Protection Order (PPO). The force has reviewed its use of these powers and has provided all inspectors with training, so that they can better oversee the initial investigation and safeguarding of the children. The territorial districts are improving their accommodation so that when children are taken to a police station under this power, they are able to wait in comfortable circumstances with toys and food whilst officers liaise with the local authority to find suitable accommodation.

- 7.19 An important part of safeguarding victims of CSE and CCE is the adequate management of missing people. As part of this the force has now introduced the Philomena Protocol across the county, which encourages families, carers and staff who are responsible for young people to compile an up to date document with relevant information so that any police enquiry can start promptly and effectively.
- 7.20 The force is concerned that a proportion of the population is vulnerable to cyber-enabled fraud, which comes in many forms. Older populations are, generally speaking, less 'internet savvy' and can become victim to this type of crime. It has been notable that over recent years, offences involving deception have almost entirely become dependent upon technology in some way. In order to deal with this, the force has a Fraud Coordination Team who are able to assess whether the victims of the crime are vulnerable. When a vulnerable victim is identified they are visited in person (when the Covid-19 risk allows) so that they can be assessed and supported in the most appropriate way. This scheme has been implemented as part of Operation Signature.
- 7.21 The investigation of Rape and other Serious Sexual Offences (RASSO) will always need to be prioritised by the force. In order to provide consistent improvements in these investigations, the force has formed the role of a RASSO Gatekeeper in order to ensure that the submission of evidence to the Crown Prosecution Service is of a consistent standard, so as to maximise the potential for charging decisions. The force recognises that it needs to maintain and increase the staffing levels in its PVP departments, where the majority of rapes are investigated. This is a challenge as many staff are reaching the end of their service and wish to retire.
- 7.22 The force has taken part in a publicity campaign via online videos in order to encourage victims to come forward, as it recognises that victims of rape and sexual offences can be reluctant to report the matter.
- 7.23 There has also been a publicity campaign to encourage people to be aware of the dangers of online dating apps and websites and to take measures to ensure their safety when meeting people. Within the night-time economy, many premises have been trained in the 'Ask for Angela' protocol, where individuals can come to the bar and ask the staff for 'Angela', meaning that they are uneasy about the situation they find themselves in and need some assistance.
- 7.24 Modern Slavery and Human Trafficking (MSHT) has been recognised as a growing problem for the force and for society in general. The force has had a modern slavery team for a number of years, who have been able to give tactical and investigative advice to officers. It has now set up a team (called the Serious Organised Crime Vulnerability or SOCV department) to deal with the most complex modern slavery investigations, where organised crime groups are likely to be responsible. This department has been liaising with law enforcement agencies in a number of countries in order to carry out its investigations.

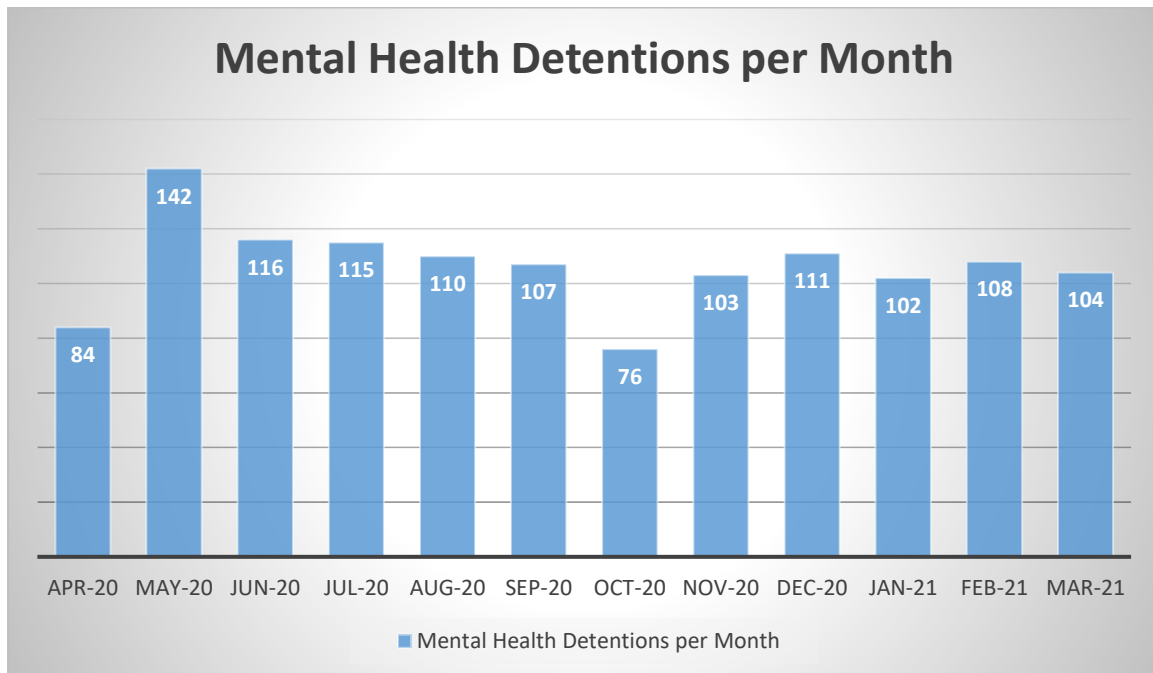
- 7.25 The SOC-V department has also been working with an academic from the University of Sheffield to develop a scoring matrix which they use to bring objective analysis to the task of identifying potential victims of trafficking on websites which are used by sex workers to advertise adult services. This matrix allows the quick triage and identification of potential victims, so that they can be traced and safeguarded before they are moved to a new location.
- 7.26 There are also now a number of modern slavery SPOCs at the territorial districts who are on hand to provide investigative advice and to raise awareness of this problem amongst non-specialist staff.
- 7.27 DCI Nicola Leach has also finished an MA into the use of the 'S45' defence in criminal prosecutions. Section 45 of the Modern Slavery Act provides a defence to alleged perpetrators of crime, if they have committed these crimes whilst being trafficked. This defence is not always universally applied by the police, prosecutors or the courts. The reason for this is that victims of trafficking will frequently not disclose that they have been trafficked, due to the fear of repercussions for them or their families. It is therefore left to investigators to assess the surrounding circumstances of an individual's arrest and to make a decision on that basis. DCI Leach is now working to promote national understanding of this legislation.
- 7.28 This force is also a partner in a relatively new partnership, called the South Yorkshire Modern Slavery Partnership (SYMSP). This relationship seeks to bring together governmental and non-governmental agencies in order to make the county a safe place for survivors and a hostile region for those who exploit others. It also seeks to influence national priorities which relate to MSHT.
- 7.29 The pandemic has seen a deterioration in the mental wellbeing of the nation, which has had a consequential impact on the police service. In order to monitor this, the force now has a method of flagging all incidents with a choice of three mental health flags, in order to better understand our demand from this area. Use of these flags shows that between 5 and 6% of all calls are mental health related incidents. This is however likely to be a significant underestimate as sometimes the impact of mental health on the call is not obvious to the dispatcher if not remarked upon by the officer.
- 7.30 The force has a telephone-based triage service where a mental health professional can be spoken to in order to seek advice and support for the officer and person who is in poor health. This system is unique in England and Wales, where the norm is to have a number of mobile mental health professionals who can deploy to an incident in a dedicated vehicle with a police officer. The South Yorkshire model is sufficient for our needs and considerably less resource intensive. The force is currently seeking to undergo an academic assessment of the process though, in order to provide reassurance that this system should continue.
- 7.31 Work has commenced with our partners in order to make certain sites such as bridges safer and less accessible for people in mental health crisis who may seek to take their own lives. The force also maintains a cadre of negotiators who are

regularly deployed to speak to people in crisis and in dangerous situation, in order to encourage them to seek support and assistance.

7.32 As part of this suicide prevention work, the force now also has a dedicated Suicide Prevention Officer, whose post has been funded for three years by the Integrated Care System. The officer is a subject matter expert in on vulnerable adults and he intervenes with people who have made what appears to be an unsuccessful suicide attempt. He also provides support for the bereaved families who are left behind after the suspected suicide of a loved one.

7.33 The suicide prevention officer has also filmed a short video in order for non-specialist officers to be informed about how to refer someone who is unwell or provide support for a family.

7.34 Officers have a power under S 136 of the Mental Health Act to detain people who are in immediate need of care and control and to take them to a place of safety. The use of this power increased at the start of the pandemic and has remained at a high level, as the following chart demonstrates:



7.35 Overall, the use of this power during the last financial year was 21% higher, compared to the year before.

7.36 The Mental Health Act requires that whenever possible, a person detained under the act is conveyed to a place of safety in an ambulance rather than a police vehicle, as befits their condition as a patient rather than a victim or suspect of crime. Reasons why a patient may still be conveyed in a police vehicle include if they are being difficult to restrain or if an ambulance is unavailable in a suitable length of time. The percentage carried in a police vehicle has decreased from over 70% in April 2020 to around 50% in March 2021. This trajectory has continued.

- 7.37 All the NHS trusts in South Yorkshire continue to provide suitable accommodation for people who have been detained under S 136. As a result of this, there has been no use of police cells in order to detain someone for S 136 alone during the financial year.
- 7.38 A number of partnerships with our partners in the health service have evolved in order to ensure good partnership working and a good level of provision for people who require support. From this, a Children and Young People's Mental Health Steering Group has been developed, in order to support access to services, the services that should be offered and any pressure points within the service offered.
- 7.39 Serious violent offences continue to be a concern in South Yorkshire and in order to tackle this, the force has a three significant tactics. These are:-
- The newly formed Armed Crime Team (ACT), which was developed in order to provide an enhanced investigative, disruption and intelligence gathering capability which can focus on investigating and preventing gun crime.
 - The Serious Violent Crime Task Force (SVCTF), which the force has again successfully applied for Home Office funding to maintain.
 - The Violence Reduction Unit (VRU), which is commissioned by the PCC in order to provide a public health approach to reducing violent crime.
- 7.40 These three teams report to a Serious Violent Crime Board which is chaired by an Assistant Chief Constable and considers the work that they are carrying out.
- 7.41 The ACT is led by a superintendent who is also a Tactical Firearms Commander and is able to coordinate activity with the SVCTF, Organised Crime Group (OCG) disruption teams and other specialist assets. It has also developed strong links with external partners such as National Ballistic Intelligence Service (NaBIS), regional forensic providers, CPS and the NCA.
- 7.42 The coordinated work by the ACT saw a 27% decrease in the number of firearm discharges in Sheffield during the second half of 2020 compared to the first six months of that year. The downward trend is also illustrated by a force-wide comparison of the first 3 months of 2020 against the first 3 months of 2021, with discharges down by 36%, and seizures of unlawfully held firearms up by 22%
- 7.43 There have been a number of notable investigations by the ACT since its inception and have included the following:-
- Four people charged with conspiracy to murder following a number of firearm discharges in Arbourthorne, Sheffield in June 2020. The trial will take place in November 2021.
 - A large-scale investigation into a series of shootings in the Abbeydale area of Sheffield during the late summer of 2020. During this investigation 11 search warrants were executed, 19 arrests were made and 12 firearms were recovered by police. The CPS are currently considering charges.

- Three men have been charged in connection with a burglary at Hardy's Gunsmiths in Sheffield last year. They are due to appear at court in October 2021.
- Four people have been charged in connection with a shooting in the Manor Estate, Sheffield in early January 2021 and are awaiting trial in August 2021.
- Five people have been arrested and four search warrants executed following a report of an injury shooting on Queens Road, Sheffield on 18 March 2021. Two of those arrested are currently in prison while the investigation continues.

7.44 The SVCTF has continued with its work to disrupt and prevent serious acts of violence by patrolling key locations. These locations have been identified by long-term analysis. The team use GPS trackers in order to record the amount of time spent in the areas, so that future funding bids can be successful. As mentioned later in this document, the team have also received training in problem solving policing.

7.45 The VRU has recently appointed a new head, in Graham Jones, who will continue Rachel Staniforth's work. The unit carries out a number of long-term projects which are aimed at drawing perpetrators and potential perpetrators of serious violence away from their current lifestyle. These initiatives include:-

- The commencement of A&E Navigators, who can intervene with victims of serious violence who are brought to hospital for treatment. Many such victims have a lifestyle which involves them in such incidents and the navigators can encourage them to move away from the people and activities which have caused this.
- Plan B Custody Navigators, who can intervene with suspects who are in police detention on suspicion of causing serious acts of violence. Again, the navigators provide the individuals with a route away from their current activities.
- A Mentors in Violence Reduction webinar, which explained how teachers and pupils can do more to prevent acts of violence when they occur in schools.
- Increasing awareness and knowledge of how psychological trauma and Adverse Childhood Experiences affect people and how they behave.

7.46 The force's call handling and deployment department at Atlas Court has seen an improvement in performance over the financial year. This is despite the building being well-populated, which has meant that social distancing and the control of Covid-19 infections has been a challenge. A survey carried out towards the end of 2020 revealed the following responses to questions:-

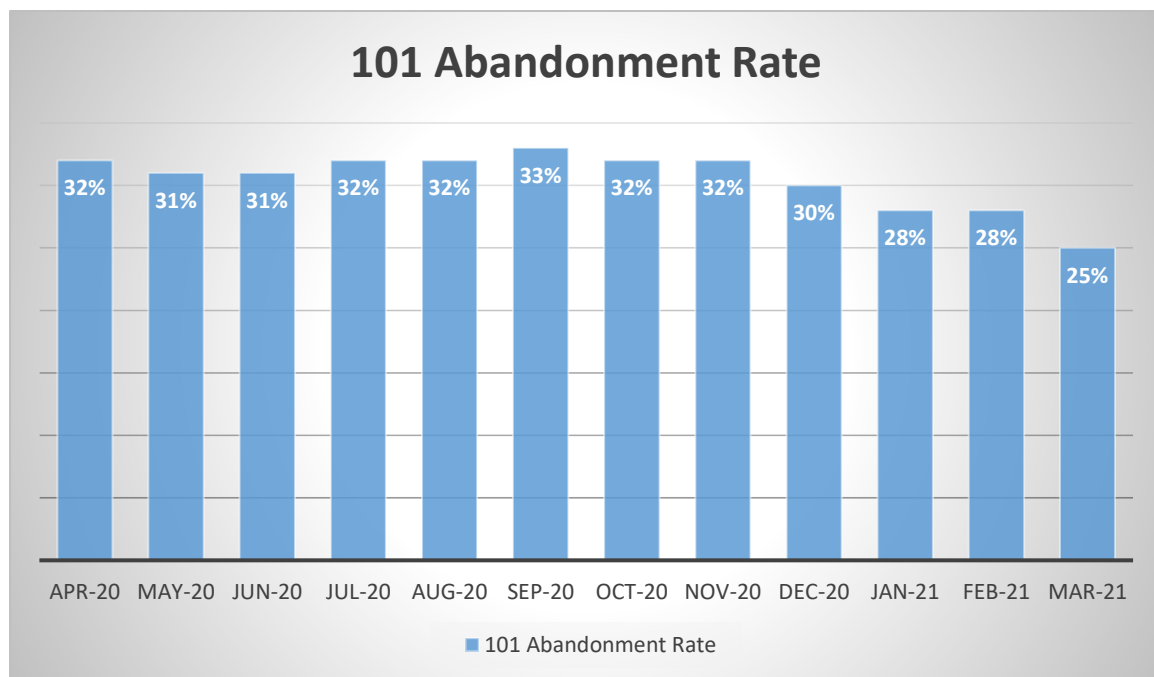
- *'Got to speak to someone quickly'* has seen an increase from 68% in 2019/20 to 85% in the first six months of the 2020/21 period.
- *'Person you spoke to was reassuring'* has seen an increase from 93% to 96% over the same two time periods.
- *'Satisfied with the time taken to arrive / contact you'* has seen an increase from 77% to 87% over the same time period.

- ‘Satisfied with the explanation given’ has seen an increase from 83% to 91% over the same time period.
- ‘Explained why no-one would attend’ has seen an increase from 36% to 91% over the same time period.

7.47 In order to maintain the same service, despite members of staff being required to self-isolate or shield, the force sought to introduce agile working for call handlers. Calls to the police can now be answered by staff who are working remotely, with no detriment to the caller and no loss of functionality for the force.

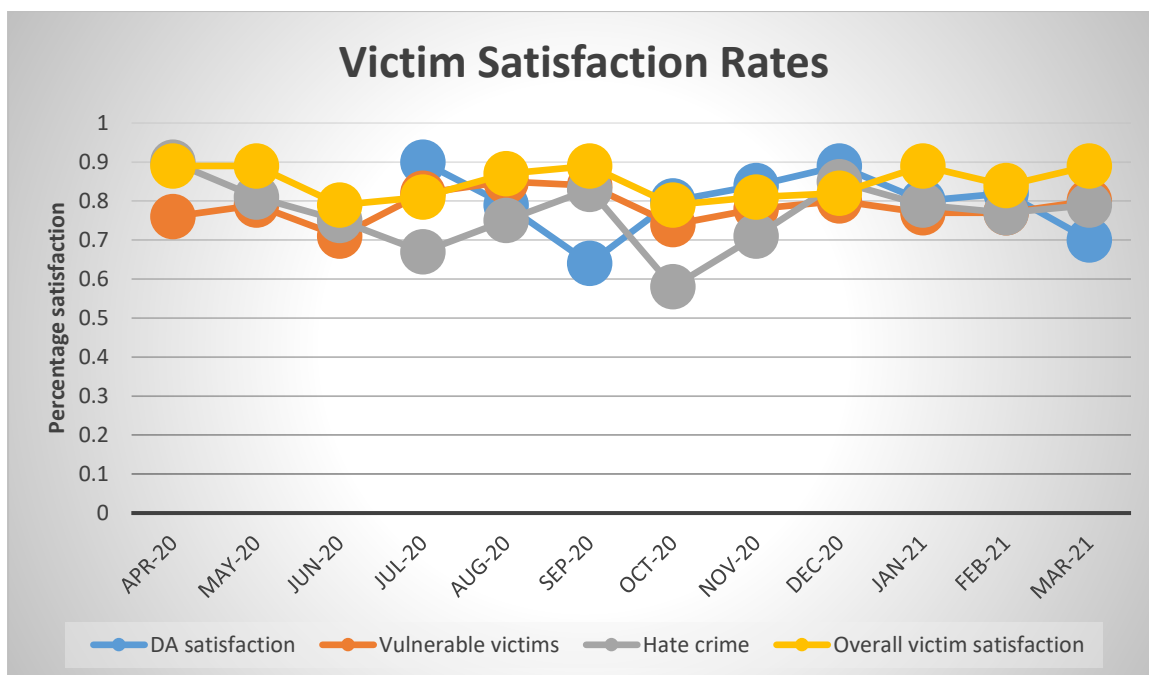
7.48 The force has also now introduced an online reporting tool which can be used if required. It also now has a web-chat function, so that members of the public can report less urgent matters to the force. This initiative is preferred by some people and is a more efficient use of a call resolution officer’s time.

7.49 Overall, the abandonment rate for 101 calls has gradually decreased over the year, as shown in the following chart:-



7.50 Of these abandonments, a significant proportion are abandoned within the first 30 seconds of the call being made.

7.51 Overall satisfaction rates amongst victims have remained steady over the last 12 months, as shown on the below graph, which shows the overall victim satisfaction rate; the satisfaction rate amongst victims of DA; the satisfaction rate for victims who are regarded as vulnerable, the satisfaction rate for victims of hate crime. The rates of satisfaction were between 58% and 90%, depending upon the group that the victim was part of. Please note that due to the pandemic, no data was collected for the satisfaction levels for victims of domestic abuse in May to June of 2020.

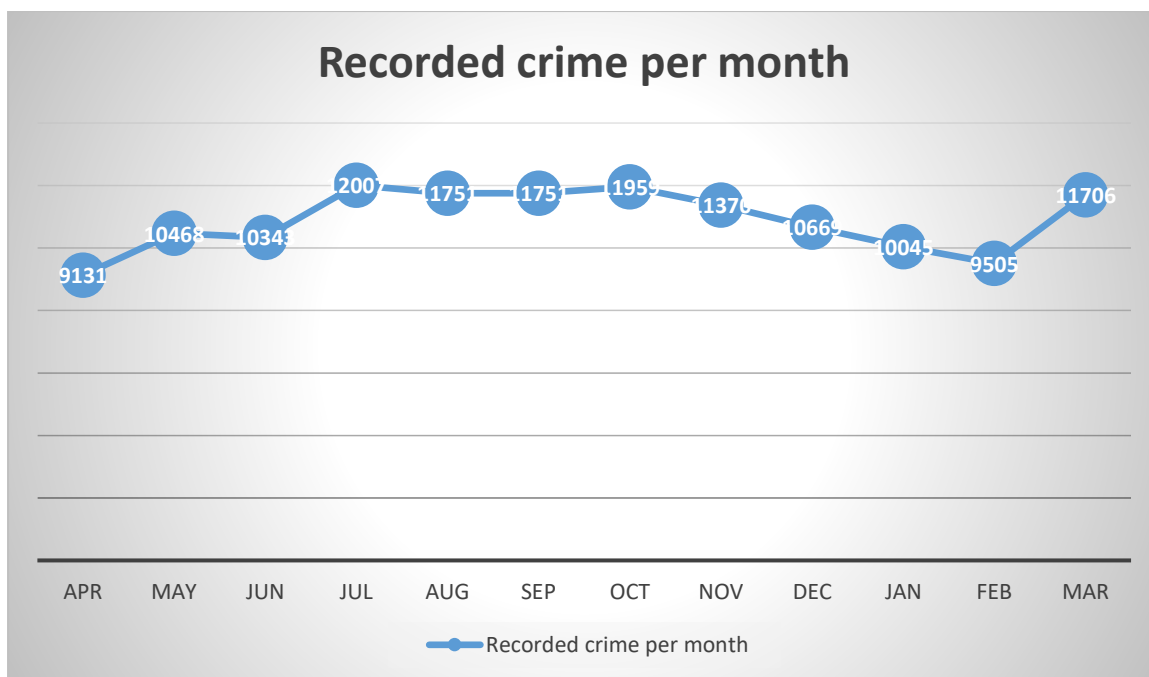


7.52 The Victim’s Code of Practice has been amended in order to include a wider group of people who are entitled to an enhanced level of service and support. This includes all victims of serious crime, which the code has defined as including victims of domestic abuse. The force has amended its literature, IT systems and procedures to include these changes. This work is overseen by the Complete Victim Care Strategic Meetings. The force will continue to monitor this work and ensure that the changes have been recognised and acted upon by front line officers.

8. PRIORITY 2: TACKLING CRIME AND ANTISOCIAL BEHAVIOUR

8.1 *“In the coming year, therefore, I will be asking about how well the police understand the demand on their services – both present and future – and how well they use what they know. I will be asking about the effectiveness of neighbourhood teams in working with partners, in listening to the public and in helping to prevent crime and ASB. I will be asking how well crime is understood, how far it is being brought down, and whether there is the right workforce mix to deal with crimes such as serious and violent crime, cyber-crime and terrorism”*

8.2 The Crime Survey for England and Wales (data up to December 2020) was released by the Office for National Statistics (ONS) in May 2021. This indicated that overall crime levels have fallen by 8% across the two nations. This has largely been due to a decrease in acquisitive offences during the pandemic lockdowns. In terms of what the force has recorded, the crime levels have fluctuated as can be seen in the following chart.



8.3 Overall, the force recorded 130,705 investigations. This compares with a figure of 148,851 in the previous 12 month period.

8.4 The most commonly recorded groups of crimes in the period under review were:-

- Stalking and harassment, 19,385
- Violence without injury, 15,443
- Criminal damage, 14,482
- Violence with injury, 12,319
- Minor public order, 12,206

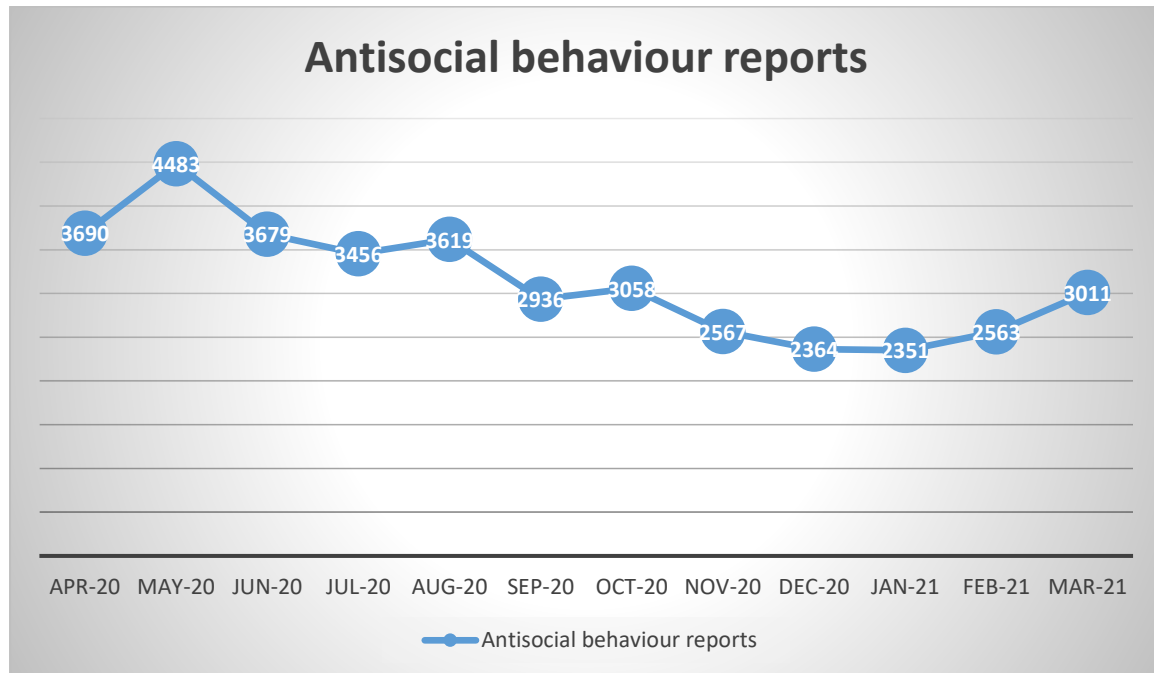
8.5 The areas with the highest levels of recorded crime in the period under review were:-

- Doncaster Town Centre, with 5834 investigations recorded
- Sheffield City Centre, with 4504 investigations recorded
- Burngreave, Sheffield, with 3990 investigations recorded
- Darnall, Sheffield, with 3138 investigations recorded
- Boston Castle in Rotherham, with 2697 investigations recorded.

8.6 It should be noted that the above figures are absolute crime levels and take no account of the population or size of the areas. Additionally, town centre locations tend to have disproportionately higher levels of crime, due to the effect of the night-time economy and theft from shops. They can also have high transitory populations due to people coming into the areas for employment.

8.7 The force is aware that in comparison to its peers, the county suffers from relatively high levels of recorded crime, particularly in the areas of domestic burglaries and offences of serious violence.

8.8 Levels of antisocial behaviour (ASB) have been significantly affected by the effects of the Covid-19 pandemic, as reports of possible lockdown breaches were recorded as antisocial behaviour. Underlying this, the force believes that levels of ASB have gradually decreased. This has in part been due to better crime recording practices, where officers have recognised that in some cases, what was previously regarded as and treated as ASB, can actually constitute criminal behaviour.



8.9 The force has assessed its resources and the demand that it must face through a Strategic Intelligence Assessment (SIA), Organisational Risk Assessment (ORA) and Management of Risk in Law Enforcement assessment (MoRiLE). These documents, in conjunction with insight from the force thematic leads, has enabled the force to write its annual Force Management Statement (FMS). This document, which runs to over 300 pages, allows the force to reflect upon the pressures it faces and the resources that it must use to tackle them. The FMS is a requirement which is set by HMICFRS but for the year in question, this requirement was rescinded, so that forces could focus on their response to the pandemic. Our force was however in a position to complete and submit it, so did so.

8.10 The assessment process outlined above revealed that there is generally a good understanding of current demands that the force faces. The force is conscious however that there remain areas of hidden demand and under reporting, particularly in areas which relate to vulnerability. There are also some areas, such as public order policing where demand is difficult to predict and it is necessary to carry out a risk-based approach on the likelihood of high-impact events taking place in the foreseeable future.

8.11 This assessment process is also augmented on a regular basis by information contained within the force performance framework, which provides an immediate oversight of key indicators. The Force Performance Day is also a monthly event,

which examines the force's performance against the three priorities which the PCC has set for us. These events allow the senior officer teams to scrutinise force performance and request updates on a number of key areas for the force.

- 8.12 As a result of this continuous process, the force has identified a number of areas where it wishes to focus its resources, either by expanding current departments or by forming new ones. For example, the force is in the process of diverting more resources into its PVP departments. It has also set up an Armed Crime Team to deal with firearm discharges and has also increased its armed policing capability.
- 8.13 Areas of expansion have been monitored by a benefits realisation officer within the Business Change and Innovation department, in order to ensure that value for money is achieved.
- 8.14 The key resource to tackle high levels of crime remains the force's Neighbourhood Policing (NHP) structures.
- 8.15 Over 450 officers and Police Community Support Officers (PCSOs) are now part of the NHP teams, which ensures that every ward in the county is now covered by NHP officers. The force has changed the balance of its teams in order to include fewer PCSOs and more police officers. This has been in response to the wishes of the public and the force's view that the type of NHP work needed is best addressed by officers with their full range of powers.
- 8.16 Despite of the difficulties caused by the pandemic restrictions, the force has carried out a training course for all of the NHP staff during the last year. This has entailed training its own trainers and seeking accreditation from the Skills For Justice organisation. This course covers the key strands of NHP, including engagement and problem solving. It is then followed up by the completion of a work-based portfolio before the qualification is earned.
- 8.17 The force has also sought to ensure that it has sufficient data to be able to drive the performance of the teams. It is now able to retrieve information on the numbers of officers who are on duty and to establish whether they have been moved from their allocated shift to cover another eventuality. Our Information Systems department has also developed an app which allows officers to quickly record the main type of activity that they are carrying out at any one time. This information, taken together, allows activity against the main strands of neighbourhood activity to be measured. This can be compared against crime or survey data from a particular ward in order to identify any correlations between activity and what is experienced by the residents. This technology is at the forefront of what is available across the country and has attracted the interest of a number of forces.
- 8.18 This app also allows officers to record when they have been drawn away from core neighbourhood policing activities, in order to support more immediate demands. This is sometimes necessary, but it is important that the force monitors it. In order to do so, the force has established a deployment protocol,

so that there is a clearer distinction regarding what sort of work constitutes neighbourhood policing.

- 8.19 South and West Yorkshire Police Forces have commenced a peer review of each other's NHP activity, in order to ensure that any innovation or good practice can be introduced. The force is also engaged with a PhD student from the University of Leeds who is working on a long-term project to assess how the vulnerable are protected by neighbourhood policing.
- 8.20 A key tactic to reduce crime and also ASB is the formation of a Problem Oriented Policing (POP) plan. The force has a large number of these which are currently active and has ensured that they are reviewed by a governance team to ensure that they are effective and achievable.
- 8.21 Some neighbourhood policing teams have also moved to locations where they can work better with local authority partners and be more accessible to the communities that they serve.
- 8.22 Key to neighbourhood policing is a Safer Neighbourhood Services (SNS) Hub in each district. These teams manage problems or individuals who pose the most risk to themselves or are at the most risk of persistent victimisation. The SNS Hub officers are able to work closely with colleagues from the local authority or NHS Trusts, in order to provide the support that is needed.
- 8.23 The force's problem solving has been enhanced by the Problem Solving What Works Portal. This intranet based facility allows officers to quickly identify problems or areas of high demand within their ward area, carry out some early analysis and then decide upon a potential solution. This process is carried out using the established Scanning – Analysis – Response – Assess (SARA) process. This portal is once again industry leading and has attracted the interest of a number of forces.
- 8.24 Problem solving is not only the job of NHP officers. It needs to be considered by every department. As a result of this, many detectives have received problem solving training from leading academics on the subject, in order to tackle crimes such as burglaries. Other staff have also received training from another academic on how to reduce violent crime through problem solving.
- 8.25 Certain activities benefit from being tackled by specialist teams. The force has a number of officers who have been trained in dealing with wildlife crime. A coordinator is now used to ensure that wildlife crimes are dealt with appropriately and that the right resource is used. This is the first step in the force's ambition to form a Rural Crime Team at the force's stables at Barnsley. This team will be able to build up trust and confidence amongst the rural communities of the county and liaise with partners such as the National Park Rangers.
- 8.26 As already mentioned in this section, the force has a level of domestic burglaries which is higher per household than its peers. We recognise the effect that domestic burglaries have on the victims and are determined to reduce the levels.

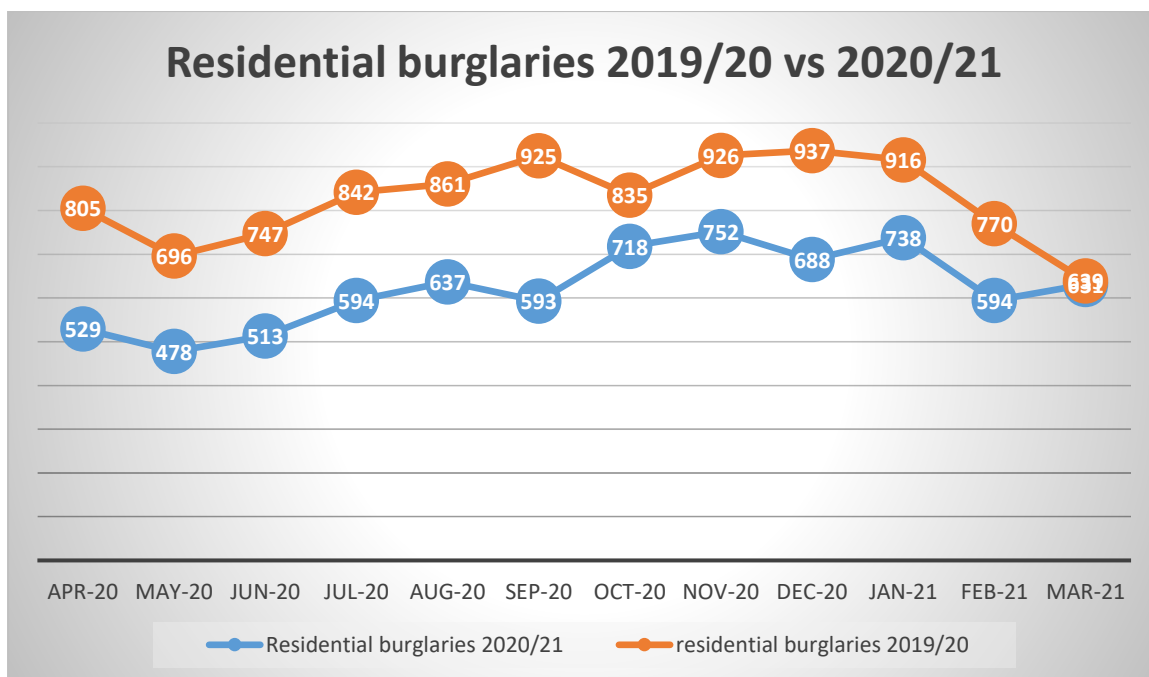
8.27 In addition to detectives being provided with training on problem solving, the force has sought academic support in order to ensure we explore all opportunities to reduce the levels. The topic is regularly reviewed at Force Performance Days to ensure that the matter is being addressed.

8.28 Each district has developed POP plans for the neighbourhoods which have suffered the highest rates of burglaries. The POP plans have featured interventions such as the following:-

- Social media engagement to advise communities to secure their properties
- Extended door to door enquiries after every burglary, to seek evidence and alert neighbours.
- Operation Shield – the use of forensic marking products to ensure traceability of stolen items.
- Working with landlords to improve security of rented accommodation.
- Improving the local environment and community pride.
- Working with second hand shops so that they can be aware of the potential for stolen property to be brought to their shops.
- Robust and sustained interventions with known burglars to encourage them to remain law-abiding.

8.29 Burglary levels can fluctuate with the seasons and the force has held a media campaign to coincide with the return of students to the universities and colleges in October 2020. This period brings with it a group of people who are unaware of the potential risks, the ready access of high-value electrical goods and sometimes poor levels of security in rented accommodation.

8.30 As can be seen from the following graph, our levels of residential burglaries have dropped over the last financial year. However, it should be noted that this will in part be accounted for by the more widespread occupation of homes during the day, due to the lockdown. It is not yet clear what levels they will change to if there is a widespread return to the workplace.



8.31 The victims of burglaries are surveyed to find out how well the force treats them and the results are as shown below:-



8.32 These figures represent an improvement on the satisfaction levels in the previous 12 months, where Initial contact was 91%, actions taken was 82%, follow-up was 73%, treatment by officers and staff was 93% and the overall level stood at 84%.

8.33 In order to ensure that we maximise the opportunities to gather evidence and intelligence, the force's forensics lead is in regular dialogue with the regional forensic science service to ensure that crime scene examiners provide a suitable service to our victims. The force has also installed an electronic device to obtain images of the tread pattern of detainees who are brought into our custody suites and are suspected of acquisitive crime. This device has been introduced in our largest custody suite and will be placed in our other suites as well.

8.34 The management of known offenders is also an important aspect to reducing crime levels. The majority of this work is carried out by two main departments with the force:-

- Integrated Offender Management (IOM) teams, which largely work with people who have committed acquisitive crime or are linked to an Organised Crime Group.
- Management of Sexual or Violent Offender (MOSOVO) teams, who largely work with people who have committed sexual offences.

8.35 Due to the nature of the different offending patterns, the interventions which are required can differ between the two groups. However, both teams work through a range of tactics which may include curfew checks; voluntary tagging (to ensure that the individual stays out of a certain area); helping to ensure that they have a stable address; civil orders or interventions.

8.36 Another aspect to the management of offenders is the disruption work of Operation Fortify officers, who seek to tackle Organised Crime Groups (OCGs). Each territorial district has a team, whose task it is to tackle these groups and hinder their activities and bring them to justice. This is frequently through proactive tactics such as the execution of search warrants and the use of stop and search powers if appropriate. The teams are also able to liaise with local authorities and the neighbourhood policing teams in order to ensure that any powers that our partners may have are also brought to bear on these individuals.

8.37 The force continues to assess whether it has the right resources with the right skills in the right teams. Through this, a number of departments have been authorised to increase their capacity. Most notably amongst this has been the PVP department, which is set to expand in Sheffield and Doncaster. Any growth though needs to be balanced against the need for officers elsewhere. The force's capacity is expected to expand overall but specialist departments can only expand once fresh officers have entered the organisation and gained sufficient experience. Elsewhere in this document it has been described how the force has formed a dedicated team to deal with the serious acts of violence which feature firearm discharges. Areas such as cyber-crime, digital forensics and armed policing have also all seen additional resources allocated.

8.38 There is a nationally recognised shortage of detectives across the country. This force is no different, in that experienced detectives are continuing to retire and need to be replaced by new officers. D / Supt Scott has overseen a development programme which has sought to improve the quality of investigations across the force. This has included steps such as the following:-

- Improved training in disclosure.
- Improving the standards of interviewing.
- The production of a series of short videos from subject matter experts which explain key pieces of information or important skills.

9. PRIORITY 3: TREATING PEOPLE FAIRLY

9.1 *"In the coming year I will continue to ask the police and the various panels to give reassurance about [these] different aspects of fairness"*

9.2 The way in which the officers of South Yorkshire Police use their powers when investigating crime is crucial for the trust and confidence of the public. In order to monitor this, the force has improved the accuracy of when it records the ethnicity of all detainees who are brought to a custody suite.

9.3 During the 2020/21 financial year, the breakdown of ethnicity of the detainees within South Yorkshire is as follows:-

Other than White British: 19.1%

Not stated or recorded: 3.1%

White British: 77.8%

9.4 The 2011 census information shows that South Yorkshire has a population that is comprised of 9.3% of people who would describe themselves as from a visible minority ethnic group and 11.9% as other than White British. The above figures show an apparent disproportionality, although it should be borne in mind that the census figures are now a decade out of date and South Yorkshire is likely to have become more diverse during that time.

9.5 The force has taken steps to improve its provision for members of various groups who are kept in police detention. For juveniles, a discrete, private booking in desk is used and there is age-appropriate reading material for the detainee to read whilst in custody. The reasons to detain a juvenile are also reviewed by an inspector every four hours, instead of the more usual six or nine hours required by legislation. Juvenile detainees are also provided with a simplified and more easily understood version of the notice which sets out their rights and entitlements when they enter the suite.

9.6 For female detainees, they are allocated a specific female member of staff that they can speak to in private, if there are any confidential issues that they wish to disclose.

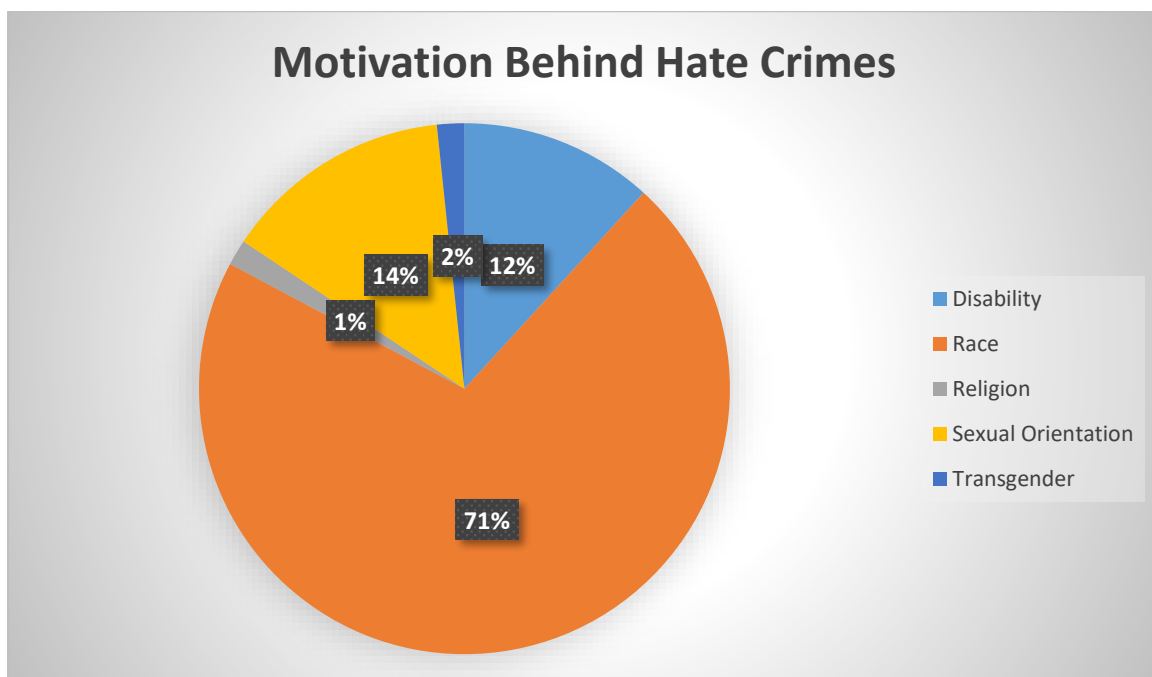
9.7 Reading materials are now provided in languages other than English. Notices regarding rights and entitlements are also available in braille, if that is required.

9.8 The force regards the use of stop and search as an effective tactic in the right circumstances to reduce crime and protect people from harm. However, this can also appear to be applied disproportionately. Overall, stop and search subjects who define their ethnicity as other than White British are 2.2 times more likely to be stopped and searched during the financial year. Once again, this is compared to the 2011 census figures for South Yorkshire, which are now a decade old.

9.9 In order to scrutinise these stop-searches, every record must be read and approved by a supervisor and the officer who conducts the search should use their body worn video when carrying it out. The searches are dip-sampled by

district-based SPOCs on a regular basis and scrutinised by Independent Advisory Groups, although the IAGs have struggled to function normally during the pandemic.

9.10 Hate crimes are an area of criminality that of course strikes disproportionately at some sections of society. They are now fully investigated by neighbourhood teams, who will be able to devote sufficient resources to investigating the offence and supporting the victim. They are also sensitive to any building tensions within the community. A planned event for community leaders could not take place this year, due to Covid-19 restrictions but the force hopes to hold the event in the next financial year. There have been 3,368 hate crimes and hate incidents (An incident motivated by hatred of a group but where the incident falls short of being a criminal offence) reported to the police during this year. The motivation behind the offence breaks down as follows:-



9.11 Numbers of reports of hate crime to the force continue to increase. The Crime Survey for England and Wales however has recorded a fall in hate crimes in recent years, but our force has recorded a 15% increase between the financial year of 2019/20 and 2020/21. The force regards this increase in reports as being good news as given the backdrop of falling rates of hate crime, the increase is likely to represent an increase in a belief that it is worthwhile to report these matters to the police.

9.12 The force volunteered to be part of the National Police Chief's Council's (NPCC) review of hate crime investigation. They reviewed 100 hate crime investigations and were complimentary about the standard of investigation. We have not yet received the full written report. This force was only the second force in the country to step forward for this scrutiny. Nationally, the satisfaction levels amongst victims of hate crime tends to be lower than that of other types of crime. This is still the case in South Yorkshire but whereas the average disparity is 15%,

the disparity in South Yorkshire has narrowed to 6%. Clearly, the force would like to eliminate this completely and continues to work towards this.

9.13 The force is mindful of the imminent Law Commission report which is likely to add further protected characteristics to the ones which are currently treated as a hate crime. This is likely to include the characteristics of age and gender, which will then include offences which are motivated by misogyny.

9.14 The force is conscious that its own staff are all to regularly subjected to abuse which constitutes hate crimes. The officers who suffer this can sometimes disregard it as being 'part of the job'. The force however supports these officers and believes that they should be fully supported and treated as the victims that they clearly are.

9.15 The force continues to seek to improve the diversity of its workforce, so that it better reflects the diversity of the local population. Currently, the most recent breakdown of the force is as follows:

Section	Headcount	% Female	%Other than white	% Visible Minority Ethnic group	% identify as LGBT+	% Disclosed disability
Police officers	2679	35.4%	4.9%	3.8%	2.6%	2.3%
Police Staff	2593	64.9%	4.5%	3.4%	1.9%	3.1%
Specials	124	26.6%	9.7%	6.5%	7.3%	1.6%
Volunteers	122	53.3%	4.9%	3.3%	2.5%	2.5%
Total	5518	2730 (49.5%)	265 (4.8%)	200 (3.6%)	131 (2.4%)	147 (2.7%)

9.16 The force therefore needs to seize every opportunity to improve its representation. In order to seek to maximise any opportunity to increase its diversity, the force has formed a working group in order to improve the diversity of its recruits. This is likely to include steps such as the following:-

- Long-term liaison between neighbourhood policing teams and local community organisations which represent ethnic minority groups.
- Focused publicity during recruitment activity.
- A shortened process between application and confirmation, in order to decrease any attrition during this process.
- A mentoring scheme so that recruits from families with no other police contacts can access advice and reassurance during the recruitment process.

9.17 Regarding the religion or belief of the organisation, when surveyed, the force has 1878 members who profess to have a Christian faith. The next most common faith is Islam, which has 43 members. Of the officers and staff who have

responded, 1387 state that they have no religious beliefs and 1914 did not respond to the survey.

9.18 The rank structure shows some disparities amongst various groups, which are shown in the following table:-

Rank	Head count	% female	% BME	%VME	% disclosing disability
Chief officers	5	20%	0%	0%	0%
Ch Supt	10	40%	0%	0%	0%
Supt	18	27.8%	5.6%	5.6%	0%
Ch Insp	40	30%	0%	0%	0%
Insp	129	32.6%	6.2%	5.4%	1.6%
Sergeant	368	25.5%	2.7%	2.2%	1.1%
Constable	2109	37.5%	4.0%	4.0%	2.6%
Total	2679	949 (35.4%)	131 (4.9%)	101 (3.8%)	61 (2.3%)

9.19 There is a notable absence of minority ethnic officers in the highest echelons of the service and their presence appears to be concentrated in the ranks of constable and inspector.

9.20 Amongst police staff, the picture is different, with no discernible pattern amongst the gender distribution of the various grades. Regarding the representation of ethnic groups amongst the various grades, the highest levels of diversity are amongst the grades G and H, where 6.8% of the staff identify as being from an ethnic group other than White British. The lowest level of diversity is amongst the Executive grades, where 3.7% of staff identify as being from an ethnic group other than White British.

9.21 The force is keen to look after the wellbeing of its officers and staff, so that they are happy, motivated, less likely to leave the organisation and less likely to be absent from work. The wellbeing strategy continues to be led by ACC Hartley, who has ensured that there is a structure of leaders within the organisation to deliver what is needed. To meet the force's objectives, it has carried out a number of initiatives during the last year.

9.22 At the start of the pandemic, the force gymnasiums had to close, in accordance with perceived national guidance. The force explored the legislation and was able to open them again at the first opportunity. They remain sources of infection but social distancing guidelines and a team of volunteers to monitor the hygiene of the gyms have enabled them to stay open.

9.23 The force has regularly published an internal magazine, entitled Spume. This publication contains articles about various colleagues, along with advice on healthy eating and sleeping; managing stress; balancing home life with work life; healthy eating.

- 9.24 A number of automated health kiosks have been installed across the force, which allow officers to monitor various indicators, such as weight, blood pressure and heart rate.
- 9.25 Once lockdown restrictions allowed, a series of 'Mind over Mountain' walks have been organised in the local countryside, which allow officers and staff to walk with colleagues and offload regarding any pressures they may be feeling.
- 9.26 Training sessions have been developed where needed. For instance, police officers have had sessions on spinal health as they need to wear protective equipment. Atlas Court staff have had sessions on stress management.
- 9.27 The force has also had a wellbeing app for some time, called Back-up Buddy. This has been adapted to cater for the additional pressures caused by the Covid-19 pandemic.
- 9.28 The force also celebrated 'Wellbeing Month' in January 2021 by highlighting an important aspect of wellbeing each week.
- 9.29 An important part of fairness within the workplace has been the work of the South Yorkshire Police Equality Hub. This is a forum which is attended by all of the staff associations and local networks which operate in the force. It is attended by Chief Constable Poultney, in order to endorse its importance to the force. It is not part of the force's HR structure though and is not obliged to endorse decisions or policies that the force makes. Despite the need to conduct its business remotely, the hub has grown over the year and in addition to four staff associations, it includes the following active networks:-
- Disability Support Group
 - Race Inclusion and Equity Association
 - LGBT+ Network
 - Association of Muslim Police
 - SYP 4D (dyslexia, dysgraphia, dyscalculia and dyspraxia)
 - Menopause Action Group
 - Christian Police Association
 - Women's Network
 - Police Liaison Officers for the Deaf
 - Autism Association
- 9.30 The hub has a budget with which it can support activities that the individual networks wish to carry out. As a result of the work of the Association of Muslim Police, a wudu (ablution) facility has been installed in Doncaster police station, which will allow Muslim officers and staff to perform wudu before offering their prayers. The force is now seeking suitable locations for the installation of the facilities at other locations in the force.

All data in this report comes from South Yorkshire Police systems and may be subject to minor revisions as information is updated over time.

10. FUTURE DIRECTION FOR THE FORCE

10.1 In the next 12 months, the force will focus on continued innovation and developments in:-

- Understanding and preparing the force for the changes to policing which the Covid-19 pandemic has left.
- Investigation quality and improved results for victims through the criminal justice process.
- The continued implementation of the officer uplift and training recruitment programmes whilst minimising the impact on our frontline services.
- The continued delivery of an outstanding neighbourhood policing service.
- Continued focus on value for money through our intensive change programmes.

Chief Officer Lead: Deputy Chief Constable Tim Forber

Report Author: Strategic Delivery Unit Inspector John Crapper