

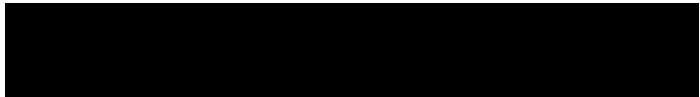
Public Document Pack



05 May 2022

To: Members of the Public Accountability Board

This matter is being dealt with by:
email:

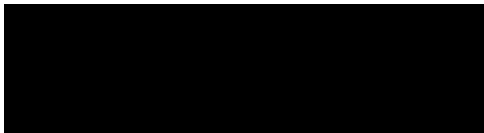


Dear Colleague

Public Accountability Board

You are invited to the next Public Accountability Board which will be held on **Thursday 12th May 2022** at **1.00 pm** and will be held at the Office of the Police and Crime Commissioner, Carbrook House, 5 Carbrook Hall Road, Sheffield, S9 2EH.

The agenda and supporting papers are attached.



Fiona Topliss
Community Engagement and Communications Manager

Enc.

PUBLIC ACCOUNTABILITY BOARD

THURSDAY 12TH MAY 2022

AGENDA

	Item		Page
1	Welcome and Apologies	Dr A Billings	Verbal Report
2	Filming Notification		
	<p>This meeting is being filmed as part of our commitment to make Public Accountability Board meetings more accessible to the public and our other stakeholders. The meeting will be streamed live on our You Tube channel (SYPCC Media) and will be recorded and uploaded via You Tube to our website (https://southyorkshire-pcc.gov.uk/) where it can be viewed at a later date.</p> <p>The OPCC operates in accordance with the Data Protection Act. Data collected during the filming will be retained in accordance with the OPCC's published policy.</p> <p>Therefore by entering the meeting room, you are consenting to being filmed and to the possible use of those images and sound recordings for publication on our website and/or training purposes.</p>		
3	Announcements	Dr A Billings	Verbal Report
4	Public Questions	Dr A Billings	Verbal Report
5	Urgent Items	Dr A Billings	
6	Items to be considered in the absence of the public and press - There are no items		
	THAT, using the principles identified under section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business, on the grounds that they involve the likely disclosure of exempt information as specified in the relevant paragraphs of Part 1 of Schedule 12A to the Act, as amended, or that they are otherwise operationally sensitive or would attract		

	Item		Page
	an exemption under the Freedom of Information Act 2000.		
7	Declarations of Interest	Dr A Billings	Verbal Report
8	Minutes of the meeting of the Public Accountability Board held on 11 April 2022	Dr A Billings	5 - 18
9	Matters Arising/Actions	M Buttery	19 - 20
	FORCE PERFORMANCE		
10	Sheffield District Summary Update	S Hemsley	21 - 40
11	Force Performance Against the Police and Crime Plan 2022 - 2025 -Protecting Vulnerable People	S Poolman	41 - 54
12	Force Delivery Plan 2022/2023 (To reflect the new Police and Crime Plan)	L Poultney/ T Forber	55 - 90
	CHIEF EXECUTIVE REPORTING		
13	OPCC Delivery Plan 2022/2023 (To reflect the new Police and Crime Plan)	M Buttery	91 - 120
14	PCC Decisions	M Buttery	Verbal Report
	ASSURANCE PANEL REPORTING		
15	JAC Exception Report	S Wragg	121 - 126
16	Work Programme	M Buttery	127 - 130
17	Any Other Business To be notified at the beginning of the meeting		
18	Date and Time of Next Meeting		
	13 June 2022 at 2pm and will be held at Doncaster Council, Civic Office, Waterdale, Doncaster, DN1 3BU.		

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SOUTH YORKSHIRE POLICE AND CRIME COMMISSIONER'S

PUBLIC ACCOUNTABILITY BOARD

MONDAY 11 APRIL 2022

PRESENT: Dr A Billings (Chair)
M Buttery (Chief Executive & Solicitor, OPCC)
S Abbott (Chief Finance Officer, OPCC)
K Wright (Evaluation and Scrutiny Officer, OPCC)
S Parkin (Governance and Compliance Manager, OPCC)
E Parkinson (Performance and Assurance Officer, OPCC)
L Poultney (Chief Constable)
J Bland (Director of Resourcing, SYP)
S Poolman (T/Assistant Chief Constable, SYP)
A Fletcher (Office Manager, SYP)
J Abdy (Chief Superintendent, Barnsley, SYP)
S Hemsley (Chief Superintendent, Sheffield, SYP)
L Murray (Head of Facilities Management, SYP)
A Boucher (PC, SYP)
S Wragg (Chair of the Joint Independent Audit Committee)
G Jones (Head of VRU)
I Bailey (Violence Reduction Unit)

APOLOGIES: C Goodwin, E Redfearn, F Topliss, T Forber, D Thorpe and D Carrington.

1 WELCOME AND APOLOGIES

The Commissioner welcomed those who had joined the meeting.

2 FILMING NOTIFICATION

The Commissioner confirmed that the meeting was being streamed live on You Tube (SYPCC Media) and was being recorded and uploaded via You Tube to the website (www.southyorkshire-pcc.gov.uk/) where it can be viewed at a later date.

3 ANNOUNCEMENTS

There were no announcements.

4 PUBLIC QUESTIONS

The Commissioner informed the Board that the following question had been submitted by a member of the public.

“What comparable materials produced by “other relevant bodies” were scrutinised by the IEP in order to reach their conclusion that the current SYP guidance is the most comprehensive?”

A response to the question can be found at Appendix A.

The following supplemental question was submitted.

"... the second part of the response fails (or so it seems to me) the answer the questions I raised - viz

"the issue of the impact of the use of digital technologies on the public - for example:

- the need to communicate with the public about the use of digital policing technology;
- the need to provide engagement channels that are publicised and available for public/stakeholder feedback;
- the potential for such technologies to interfere with the privacy of individuals;
- the basis on which digital data will be or may be retained, is or will be protected, and is proportionate;
- the need to provide the public with reassurance that such technologies are assessed for fairness and do not demonstrate bias towards or against certain groups, as well as addressing issues of consent."

At a time when public confidence in the police is low, it seems appropriate to ask these questions and to seek confirmation that there are measures in place to consult with and reassure the public about the roll-out of digital technologies."

Further clarification is being sort from the person who submitted the question.

5 URGENT ITEMS

The Commissioner highlighted a number of incidents in Sheffield that had taken place over the last couple of days and asked for reassurance on behalf of the public from Sheffield's District Commander, Chief Superintendent Shelley Hemsley.

S Hemsley informed the Board that there had been a fatal shooting in Burngreave on 29 March 2022. Two people have been identified as people of interest, and a search was taking place to locate them.

An assessment has taken place to identify any community tensions and, despite the seriousness of the incident, tensions did not appear to have increased.

The local Neighbourhood Policing Team has been in touch with local councillors to keep them updated of the situation. The local community should have seen an increase in the number of officers in the area.

This does not appear to be a random incident, and SYP is looking at possible motives. Consideration is also being given to wider public safety.

S Hemsley highlighted a scene guarding that had taken place in Grimethorpe. Four people had been arrested and one remains in custody.

There was concern for the public around celebrating Ramadan. SYP wanted to make sure people could still celebrate. Liaison had taken place with the local Imam, Mohamed Ismail, and local councillors.

S Hemsley had also been in contact with the council leader and senior executives at Sheffield City Council.

The Commissioner confirmed that he had heard nothing from local councillors

since the initial incident.

The Commissioner highlighted an arrest that had taken place on Clun Street, Sheffield. S Hemsley confirmed that officers had attended an incident relating to an untaxed vehicle. Whilst dealing with this, a man had been arrested, charged and bailed for obstructing a police officer.

The Commissioner highlighted the videos on social media and the number of officers in attendance. S Hemsley highlighted that there had been an increased police presence due to the earlier incident in Burngreave. This issue had been referred to SYP's Professional Standards Department for them to review.

6 ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PUBLIC AND PRESS - THERE ARE NO ITEMS

There were no items to be considered in the absence of the public and press.

7 DECLARATIONS OF INTEREST

There were no declarations of interest.

8 MINUTES OF THE MEETING OF THE PUBLIC ACCOUNTABILITY BOARD HELD ON 9 MARCH 2022

The minutes of the meeting held on 9 March 2022 were agreed as an accurate record.

9 MATTERS ARISING/ACTIONS

429	SYP would provide the Commissioner with a copy of the People Strategy 11/04/22 – The strategy is nearly complete. SYP is working with members of the OPCC to ensure the format of the strategy is right. This will be brought to the next Planning and Efficiency Group. Discharged
430	Further discussions would take place with members of the IEP in relation to the IEP's involvement in exit interviews and SYP's 'deep dive' into the disproportionality in stop and search and use of force 11/04/22 – This will be discussed at the IEP meeting on 29 April 2022. Discharged

10 POLICE NOW SCHEME UPDATE

The Commissioner welcomed A Boucher to the meeting.

A Boucher had attended a Public Accountability Board meeting last year to talk about her experience of the 'Police Now' scheme and the Commissioner had suggested she come back in twelve months' time to tell the Board how she was getting on.

A Boucher confirmed that she had gone straight into neighbourhood policing which is what she had wanted to do. She had been able to put her own stamp on

the role. The role had given her exposure to a wide range of elements, from executing warrants to Organised Crime Groups (OCGs) and this had allowed her to develop.

She has now been signed off with full competency.

A Boucher informed the Board that she would be starting a four-week secondment to Greater Manchester Police (GMP) in the Counter Terrorism Unit in the next few weeks. This is a good opportunity.

The Commissioner enquired if all Police Now students go into neighbourhood policing. S Poolman confirmed that there are two pathways – neighbourhood policing and detectives.

The Commissioner asked A Boucher if she was now able to go out on her own. A Boucher confirmed that she now had independent patrol status.

The Commissioner thanked A Boucher for taking the time to attend the meeting and wished her well in her secondment to GMP.

11 BARNSELEY DISTRICT SUMMARY UPDATE

A report of the Chief Constable was presented to the Board. The purpose of the report was to provide a brief update in relation to local operationally based delivery of the Police and Crime Plan in Barnsley, in line with the reporting requirements.

The Commissioner thanked J Abdy for the report. He highlighted that he would be putting more emphasis on outcomes in future reports.

The Commissioner enquired whether 53% for attendance within 60 minutes for priority response was low. J Abdy acknowledged that this was lower than anticipated. This is being monitored daily. He highlighted that, whilst the number of officers is increasing, it will take time before SYP has a fully effective workforce.

A pilot is taking place in Doncaster around the triage of priority incidents to ensure officers are attending the most important incidents. This is being rolled out in Barnsley and Rotherham.

J Abdy confirmed that Barnsley is actively trying to increase its response to priority incidents.

The Commissioner expressed concern at the increase in residential burglaries and asked what the issues are. J Abdy acknowledged the increase and confirmed that, since Christmas, Barnsley had been working to reduce this. This has resulted in an outcome rate of 6%, which is above the Force average.

The Commissioner highlighted the reduction in arrest rates for medium and standard cases of domestic abuse, and the impact this had on the Violence Against Women and Girls (VAWG) Strategy and safeguarding. He enquired whether this was down to a lack of resources. J Abdy confirmed that it was not. Barnsley generally maintains an overall arrest rate of over 50%; this is significantly above the national average. The slight reduction in arrest rates may be reflective of the widening definition of domestic abuse to include broader relationships.

S Poolman confirmed that this was not just about arrest rates; it is also about the timeliness of the arrest. SYP has a good understanding and a robust approach to managing domestic abuse but can still improve.

S Poolman highlighted the importance of SYP's VAWG Independent Advisory Group. She reassured the Commissioner and the public that SYP is in a strong position.

J Abdy confirmed that Barnsley has a strong focus on outcomes.

The Commissioner highlighted the rise in sexual offences against children due to an increase in cyber-related offences. He enquired about the numbers and the age profile of both the victims and perpetrators. For example, is this peer on peer? J Abdy agreed to provide the Commissioner with the numbers.

J Abdy confirmed that SYP is undertaking a lot of work to understand the changing nature of this crime and is getting the crime recording standard correct. Children of school age are sharing images. This constitutes a crime, but SYP has a strong emphasis on education rather than the criminalisation of children. It was acknowledged that more can be done around profiling and understanding the problem.

The Commissioner enquired about the outcomes of the '7 x 3 plan' to tackle residential burglary. J Abdy confirmed that the plan involved seven core operational departments which have three core tasks. Between November 2021 and January 2022, adoption of the 7 X 3 plan for residential burglary led to:

- 630 dedicated patrol hours
- 242 curfew checks
- 2385 burglary 'cocoon visits' to neighbouring properties
- 18 arrests of key suspects
- 127 offender management visits
- Revised operational and tactical intelligence collection plans to focus preventative activity and target offenders

Barnsley has also piloted the use of technology (tracking devices) to ensure resources are in the right area. These are checked each day and have achieved real benefits.

The Commissioner highlighted the '12 Streets' initiative where thousands of forensic marking kits had been provided. J Abdy confirmed that the kits help in relation to prevention of crime and engagement with local communities. The Commissioner enquired whether local councillors ask about this. J Abdy confirmed that the engagement is with the Inspectors.

The Commissioner enquired about the 'Clear, Hold and Build' pilot scheme, and enquired whether the funding was from the Violence Reduction Unit (VRU). J Abdy confirmed that there was no additional funding, and Barnsley is working closely with the VRU. SYP has undertaken a lot of work around tackling serious and organised crime. The pilot is designed to tackle a particular problem in a particular area where an OCG has a visible presence. The 'Hold' phase is to make an area more resilient and encourage partnership working to enable the police to step back. The Home Office asked forces to take part but did not provide any funding. S Poolman confirmed that this is about sustainability. This is at the early stages and will take time to evaluate. She suggested a further

report be provided once this has been evaluated.

The Commissioner highlighted the stop and search table on page 33, and enquired who was being stopped and from what age group they were. J Abdy agreed to provide further information in the next report. For the three-month period - November 2021 to January 2022 - Barnsley had an average outcome rate of 25%. Most of the stop and searches conducted were on people who were white. The data around disproportionality has some limitations and SYP is looking at this. J Abdy assured the Board that stop and searches are used sensibly and correctly.

The Commissioner expressed concern at the 21% positive outcomes for stop and search. The Chief Constable confirmed that SYP needs to look at the data over a much longer period. One in four or five having a positive outcome does cause a concern. SYP will look at all the data around disproportionality and develop this further.

It was agreed that:

- **Further information be provided on the number of cases of sexual offences against children which relate to cyber-related offences**
- **A report on the 'Clear, Hold and Build' pilot be provided once the evaluation has taken place**
- **Further information be provided in the next Barnsley report on who is being stopped and searched, including age**

12 FORCE PERFORMANCE AGAINST THE POLICE AND CRIME PLAN 2022 - 2025 TACKLING CRIME AND ANTI-SOCIAL BEHAVIOUR

A report of the Chief Constable was presented to the Board. The purpose of the report was to provide an update on the progress against the Tackling Crime and Anti-Social Behaviour priority of the transitional Police and Crime Plan 2021-2022, in support of the PCC's overarching aim of South Yorkshire being a safe place in which to live, learn and work. This will be the last Force report against the transitional Plan now that a new Plan has been published.

The Commissioner highlighted the Investigation Improvement Unit (IIU) and enquired whether the guides and toolkits that had been produced were being used consistently. S Poolman confirmed that the Unit is relatively new and had been an area for improvement from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS). The template is not yet integrated into the Connect system. There has been some take up, but not as much as SYP would like. Once this is integrated into the Connect system, this will make it easier to use.

S Poolman highlighted that a range of guidance and aide memoire documents have also been produced, and training has been delivered to those who manage investigators across SYP. Audits carried out in the IIU indicate that the quality of investigation plans improve when the new guidance is used.

S Poolman highlighted that, historically, tutors were not required in CID, but now officers do need to be upskilled.

The Commissioner confirmed that it was difficult to get across to Ministers the issues new officers bring. J Bland acknowledged that a whole new infrastructure is required. SYP has had to work hard to get people in place and has had to

invest significantly.

The Chief Constable confirmed that it takes time for officers to get independent patrol status but, even when this is obtained, they still have other training to undertake, such as driving tests. It takes time to get them fully competent. Officers do not just need a tutor but also require informal support.

The Commissioner enquired about officers being able to drive a van. S Poolman confirmed that there are other courses officers have to take to be able to drive a van and this should be factored into the training.

The Commissioner requested a copy of the drugs market problem profile which has been commissioned. S Poolman confirmed this would be available in a few weeks.

The Commissioner highlighted the £37,000 Home Office grant received to deliver an expansion of testing on arrest for the presence of Class A drugs. S Poolman confirmed that the pilot was focusing on trigger offences, such as theft, robbery and burglary, domestic abuse cases and football associated offences. New equipment has been purchased, and a bespoke training video commissioned and circulated to raise awareness of this operation within the workforce. With the aim of helping to drive down demand for illegal drugs and to prevent further crime and harm, this initiative is building an evidence base of the links between drugs and criminality in South Yorkshire. The Commissioner enquired whether SYP had the resources to deal with the increase in testing. S Poolman confirmed that the testing is quick and easy, and the pilot is going well.

Financial investigators were raised as an issue. The Commissioner enquired about recruitment and retention. S Poolman reminded the Board that the Crime Review had recommended that financial investigators be placed in districts rather than centrally. This had been beneficial with more crime having a financial element. There are some challenges around recruitment and retention with staff moving to other organisations once they are trained, because the pay is higher. Some do stay because they like the work. This is a risk. SYP is looking at options to increase the attractiveness of the roles.

The Commissioner highlighted the launch of SYP's dashcam portal which allows members of the public to upload their dashcam footage as evidence of road traffic offences. S Poolman confirmed that this will improve efficiency.

The Commissioner enquired whether the new strategy covering the management of female offenders had been finalised. This is still in draft but will be finalised shortly.

The Commissioner highlighted the dedicated robbery team in Sheffield and enquired whether this was just in Sheffield. S Poolman confirmed that there had been a dedicated robbery and burglary team since 2018. This was created because Sheffield has 40% of the demand. There are plans in place to merge this team and become a serious acquisitive team to improve efficiency.

It was agreed that:

- **A copy of the drugs market problem profile be provided to the Commissioner once this is complete**

13 FORCE PERFORMANCE OUTTURN REPORT

A report of the Chief Constable was presented to the Board. The purpose of the report was to update the Police and Crime Commissioner (PCC) with the progress South Yorkshire Police made, in 2021/22, to meet the outcomes of the PCC's Police and Crime Plan (2017-2021).

The Chief Constable confirmed that this was her end of year report.

The Commissioner thanked the Chief Constable for all the work that had taken place and for fulfilling the outcomes of the Police and Crime Plan.

14 SUSTAINABILITY UPDATE

The Sustainability Annual Report 2021 was presented to the Board.

L Murray highlighted the following main points.

- Engagement represents the foundation underpinning all sustainability activity within SYP
- SYP has continued to engage with key stakeholders (both internal and external)
- The Sustainability Team has attended and presented at 16 strategic/board meetings in 2021
- SYP has a network of 61 Sustainability Impact Leads (SILs) supported by 20 Senior Sponsors
- An online sustainability action planning tool has been developed
- Sustainability is now considered within the HMICFRS Force Management Statement
- A simple Sustainability Impact Assessment (SIA) Guide for use with projects/tasks and activities has been developed
- The focus of activity in 2021 has been around developing a structured approach to implementing and establishing the means by which work on the 14 targets can be taken forward and progressed against the seven priorities
- The primary objectives for the forthcoming year are: to continue to build on the foundations developed during 2021; to further enhance the profile and awareness of sustainability; and to ensure SYP is on track to achieve its targets

The Commissioner enquired whether the SILs are voluntary. L Murray confirmed that some people volunteer and some are put forward.

L Murray highlighted that the Sustainability Manager sits within Facilities Management, which is right, but SYP wants to ensure that sustainability is embedded in all areas.

15 PCC DECISIONS

A report of the Chief Executive & Solicitor was presented to the Board. The purpose of the report was to provide the Board with a record of key decisions taken by the Commissioner outside of this Board since the last PAB meeting.

S Abbott informed the Board that the PCC has made 72 decisions in 2021/22.

Since the last report, the PCC had made the following decisions to draw to the

attention of the Board.

- Agreed revenue funding to purchase a new Digital Forensics Unit Case Management System and ISO 17925 Quality Management System
- Agreed to fund six bids with a total value of £36,016 from the Proceeds of Crime Act Community Grant Scheme 2020/21
- Approved the purchase of a replacement colposcope for the examination suite at Hackenthorpe Lodge and approved building work to provide additional family/supporter waiting room facilities at Hackenthorpe Lodge

16 INDEPENDENT ETHICS PANEL (IEP) EXCEPTION REPORT

The Commissioner informed the Board that the Chair of the IEP, A Macaskill, had resigned due to ill health.

S Poolman requested that consideration be given to a Violence Against Women and Girls link member.

The report was noted.

It was agreed that:

- **Consideration be given to appointing a Violence Against Women and Girls IEP link member**

17 WORK PROGRAMME

S Abbott confirmed that this was a standing agenda item and showed the work programme for the next three months.

18 SYP BUDGET MONITORING REPORT - DECEMBER 2021

A report of the Chief Constable was presented to the Board. The purpose of the report was to inform the Board of the Force's projected outturn on its revenue and capital budgets, as at 31 March 2022. It was based on an analysis of income and expenditure for the period 1 April 2021 to 31 March 2022 before accounting adjustments. This report covered the Force's financial position only and should be read in conjunction with the report by the PCC's Chief Finance Officer.

The report was noted.

19 ANY OTHER BUSINESS - TO BE NOTIFIED AT THE BEGINNING OF THE MEETING

There was no other business.

20 DATE AND TIME OF NEXT MEETING - 12 MAY 2022 AT 1PM

Thursday 12 May 2022 at 1.00 pm.

What comparable materials produced by “other relevant bodies” were scrutinised by the IEP in order to reach their conclusion that the current SYP guidance is the most comprehensive?

Documents Reviewed as part of developing a question set for use in ethical digital policing.

Alan Turing Institute (2018). Ethics advisory report for West Midlands Police

Babuta, A., Oswald, ., & Rinik, C. (2018). Whitehall Report 3-18: Machine Learning Algorithms and Police Decision-Making. Accessed from:
https://rusi.org/sites/default/files/201809_whr_3-18_machine_learning_algorithms.pdf.pdf

Biometrics and Forensics Ethics Group (Feb 2019). Police use of live facial recognition technology: ethical issues. <https://www.gov.uk/government/publications/police-use-of-live-facial-recognition-technology-ethical-issues>

Civica (2019) (Previously Election Reform Services). Response to Centre for Data Ethics and Innovation (part of Dept. for Digital, Culture, Media and Sport) consultation on algorithmic bias in policing and justice
<https://www.gov.uk/government/news/investigation-launched-into-potential-for-bias-in-algorithmic-decision-making-in-society>

College of Policing: Police National Decision Making Model

College of Policing: Code of Ethics

Couchman, H., (Jan ,2019). *Predictive Policing and the Threat to Our Rights*. London: Liberty.

Department for Digital, Culture, Media & Sport. (2017). Unlocking the power of data in the UK economy and improving public confidence in its use. (2017

Digital Policing Summit (2019) - Highlighting the need to address ethical issues re data use. <https://www.gov.uk/government/publications/uk-digital-strategy/7-data-unlocking-the-power-of-data-in-the-uk-economy-and-improving-public-confidence-in-its-use>

Fussey, P. & Murray, D. (July 2019). Independent Report on the London Metropolitan Police Service's Trial of Live Facial Recognition Technology: The Police use of Automated Facial Recognition Technology with Surveillance Camera Systems. (Economic Research Council, University of Essex and Human Rights Centre)

Gerstner, D. (2018). Predictive Policing in the Context of Residential Burglary: An Empirical Illustration on the Basis of a Pilot Project in Baden-Württemberg, Germany. *European Journal of Security Researches*, 3, 115–138. doi:10.1007/s41125-018-0033-0

High Court Judgement Summary on the use of facial recognition by South Wales Police (Sept 2019). Accessed at <https://www.wired.co.uk/article/police-facial-recognition-south-wales-court-decision>

House of Commons Science and Technology Committee (2016) [Robotics and Artificial Intelligence report](https://www.parliament.uk/business/committees/committees-a-z/commons-select/science-and-technology-committee/inquiries/parliament-2015/robotics-artificial-intelligence-report).
[https://www.parliament.uk/business/committees/committees-a-z/commons-select/science-and-technology-committee/inquiries/parliament-2015/robotics-](https://www.parliament.uk/business/committees/committees-a-z/commons-select/science-and-technology-committee/inquiries/parliament-2015/robotics-artificial-intelligence-report)

[and-artificial-intelligence-inquiry-15-16/publications/](#)

House of Lords Select Committee on Artificial Intelligence (2018) . AI in the UK: ready, willing and able?

<https://publications.parliament.uk/pa/ld201719/ldselect/ldai/100/100.pdf>

Information Commissioner's Office (2017). Big Data, Artificial Intelligence, Machine Learning and Data Protection.

Kearns, I., & Muir, R. (2019). The Police Foundation: Data-Driven Policing and Public Value. <http://www.police-foundation.org.uk/project/data-driven-policing-and-public-value-new/>

Leslie, D. (2019) *Understanding Artificial Intelligence Ethics and Safety: A guide for the responsible design and implementation of AI systems in the public sector* The Alan Turing Institute

[https://www.turing.ac.uk/sites/default/files/2019-](https://www.turing.ac.uk/sites/default/files/2019-06/understanding_artificial_intelligence_ethics_and_safety.pdf)

[06/understanding_artificial_intelligence_ethics_and_safety.pdf](https://www.turing.ac.uk/sites/default/files/2019-06/understanding_artificial_intelligence_ethics_and_safety.pdf)

Oswald, M. Algorithm assisted decision making in the public sector. *Philosophical Transactions of the Royal Society* Accepted: 25 June 2018

https://cris.winchester.ac.uk/ws/files/2032839/272985_Oswald_AlgorithmicPublicSector_withstatement.pdf

Oswald, M., Grace, J., Urwin, S. & Barnes, G.C. (2018). Algorithmic risk assessment policing models: lessons from the Durham HART model and 'Experimental' proportionality, *Information & Communications Technology Law*, 27:2, 223-250, DOI: [10.1080/13600834.2018.1458455](https://doi.org/10.1080/13600834.2018.1458455)

Organisation for Economic Co-operation and Development (OECD) (May 2019). Human-centred principles on artificial intelligence <https://www.oecd.org/going-digital/ai/principles/>

<https://www.cityforum.co.uk/wp-content/uploads/2019/11/On-the-day-Agenda-Fifth-Digital-Policing-Summit.pdf>

Policing by machine (Feb 2019): Author Hannah Couchman. Published by Liberty.

<https://www.libertyhumanrights.org.uk/policy/report-policing-machine>

Public trust and data-driven policing – Police Professional (2019). .

<https://www.policeprofessional.com/industry-viewpoint/public-trust-and-data-driven-policing/>

Rex, H. (Dec. 2016) How digital tech will change how we fight crime. *Public Sector*.

<https://www.itproportal.com/features/how-digital-tech-will-change-how-we-fight-crime/>

Saunders, J., Hunt, P., Hollywood, J. S. (2016). Predictions put into practice: a quasi-experimental evaluation of Chicago's predictive policing pilot. *Journal of Experimental Criminology*, 12(3):347–371.

Strom, K., for US Department of Justice (2017). Research on the Impact of Technology on Policing Strategy in the 21st Century.

<http://www.ncjrs.gov/App/publications/abstract.aspx?ID=273320>

The Law Society (June 2019). Algorithm Use in The Criminal Justice System (Summary)

<https://www.lawsociety.org.uk/support-services/research-trends/algorithm-use-in-the-criminal-justice-system-report/>

The Policing Vision 2025 developed by the Association of Police and Crime Commissioners and the National Police Chief's Council

Virgin Media (2018). Police Survey of IT Systems.

<https://www.virginmediabusiness.co.uk/insights/digital-policing-report/>

Other Research:

Workshop: Exploring Ethical Standards in The Use of Data Analytics in Policing – Sheffield Hallam University

Civica (2019) (Previously Election Reform Services).

House of Lords Select Committee on Artificial Intelligence (2018). "AI in the UK: ready, willing and able?"

Independent Digital Ethics Panel for Policing (2018): Response to Centre for Data Ethics and Innovation (part of Dept. for Digital, Culture, Media and Sport) consultation on algorithmic bias in policing and justice

Public trust and data-driven policing – Police Professional (2019). .
<https://www.policeprofessional.com/industry-viewpoint/public-trust-and-data-driven-policing/>

Rex, H. How digital tech will change how we fight crime, December 2016, Public Sector.

Strom, K., for US Department of Justice (2017). Research on the Impact of Technology on Policing Strategy in the 21st Century

The House of Lords Select Committee on Artificial Intelligence
The Policing Vision 2025 developed by the Association of Police and Crime Commissioners and the National Police Chief's Council

ICO Annual Track Survey, April 2016

Robotics and Artificial Intelligence report, October 2016, House of Commons Science and Technology Committee

Department for Digital, Culture, Media & Sport Unlocking the power of data in the UK economy and improving public confidence in its use. Published 1 March 2017

Saunders J, Hunt P, Hollywood JS (2016) Predictions put into practice: a quasi-experimental evaluation of Chicago's predictive policing pilot. *J Exp Criminol* 12(3):347–371

The Police Foundation: Data-Driven Policing and Public Value Ian Kearns and Rick Muir, March 2019.

Digital Policing Summit - Highlighting the need to address ethical issues re data use in particular

Predictive Policing in the Context of Residential Burglary: An Empirical Illustration on the Basis of a Pilot Project in Baden-Württemberg, Germany. *Eur J Secur Res* 3, 115–138 (2018) doi:10.1007/s41125-018-0033-0 Gerstner D

Legislation / principles or policies considered:

- Protection of Freedom Act 2012
- Regulation of Regulatory Powers Act 2000
- Data Protection Act 2018
- Human Rights Act
- Freedom of Information Act
- Equality Act 2010
- The governing principles of the "Biometrics and Forensic Group"

- Surveillance Camera Code
- Home Office Biometrics Strategy
- Forensic Science Regulators Guidance
- Forensic Science Regulator’s Code of Practice
- The forces definition of “Wanted by the Police”
- SYP Procurement Policy
- SYP Workforce Strategy
- College of Policing guidance on the Management of Police Information (MOPI)
- Centre For Data Ethics and Innovation - interim report –review into bias in algorithmic decision making (policing strand)

<https://www.gov.uk/government/publications/interim-reports-from-the-centre-for-data-ethics-and-innovation/interim-report-review-into-bias-in-algorithmic-decision-making>

Given the scale and comprehensiveness of the questions raised by the framework, is the PCC satisfied that the work being undertaken by the IEP to ensure that the framework is being embedded in SYP will result in the establishment of appropriate mechanisms to ensure that each of these questions, and the many others raised by the report, will be and can be answered?

The previous Deputy Chief Constable took the framework away to be disseminated across the force, so was adopted at a senior level.

A meeting has been held with the Business Change and Innovation (BCI) Team and the IEP lead. Specifically with the manager working on Business Change Project Design to go through the framework in detail so that the framework is considered when relevant business change projects are considered by that particular team.

The framework has been incorporated into the Terms of Reference for a project to merge NHS and Police data to be able to better provide a suitable and joined up pathway to appropriate help for people presenting to the police with mental health issues.

The framework has been used when designing and implementing a project which uses adult social care data and syp data to be able to track elderly people with dementia if they go missing. This is to enable the police, working closely with the person’s family, to quickly find and identify the person before they can come to harm. This project was also presented more widely to the IEP to consider ethical issues before implementation.

The Chair of the IEP has promoted the framework to SYP’s internal ethics committee with a view to subjecting a project presented to the committee to the framework checklist. Although the presentation has been delivered and the Committee very supportive, the identification of a project has fallen behind expected timescales but will be progressed asap.

A business cases for a potential change project has been reviewed where some elements (but not all as they weren’t all appropriate) of the checklist can be seen to have been used in impact assessments.

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MATTERS ARISING / ACTIONS

Ref	Date of meeting	Matter arising/action	Update	Owner	Complete (Y/N)
431	11/04/22	Further information be provided on the number of cases of sexual offences against children which relate to cyber-related offences		S Poolman	
432	11/04/22	A report on the 'Clear, Hold and Build' pilot be provided once the evaluation has taken place		D Thorpe	
433	11/04/22	Further information be provided in the next Barnsley report on who is being stopped and searched, including age	28/04/22 - Added to work programme. Discharged	J Abdy	
434	11/04/22	A copy of the drugs market problem profile be provided to the Commissioner once this is complete		S Poolman	

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PUBLIC ACCOUNTABILITY BOARD OF THE SOUTH YORKSHIRE POLICE AND CRIME COMMISSIONER

TITLE	Sheffield District Performance Report
MEETING DATE	12 th May 2022
REPORT OF	Chief Constable

1 PURPOSE OF REPORT

- 1.1 The purpose of the report is to demonstrate the activity being undertaken by police officers and staff in Sheffield District to keep the public safe.

2 RECOMMENDATION(S)

- 2.1 The Police and Crime Commissioner (PCC) is recommended to consider the details within the report on behalf of the communities and people of Sheffield.

3 KEY AREAS OF FOCUS

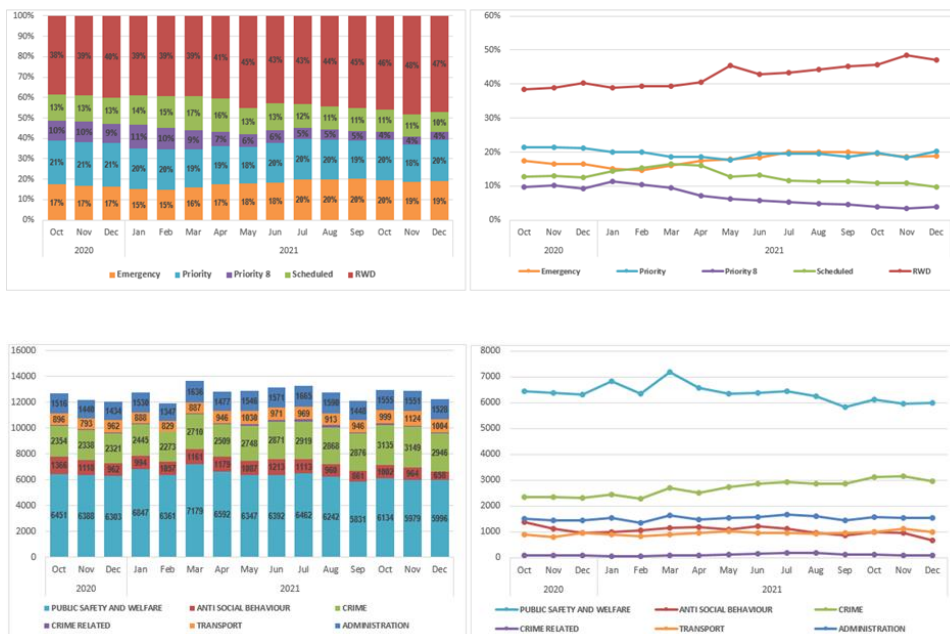
This report will focus specifically on areas of policing or themes that the Police & Crime Commissioner has requested an update upon or for assurance. It does not represent the entirety of the policing activity being undertaken by the dedicated officers and staff working within Sheffield Policing District. On this occasion, assurance has been requested around demand and resourcing, including our response to incidents reported by the public and how we police the night-time economy (NTE); our residents' priorities and the neighbourhood policing response; our response to domestic abuse and safeguarding of vulnerable children and adults; finally, commission of serious violence offences within the city.

3.1. DEMAND & RESOURCES

It has been an extremely busy quarter for Sheffield's frontline operational resources. As we have moved from the Christmas period, into the spring and lighter nights, with the removal of coronavirus restrictions, demand in the last quarter has started to return closer to pre-COVID levels.

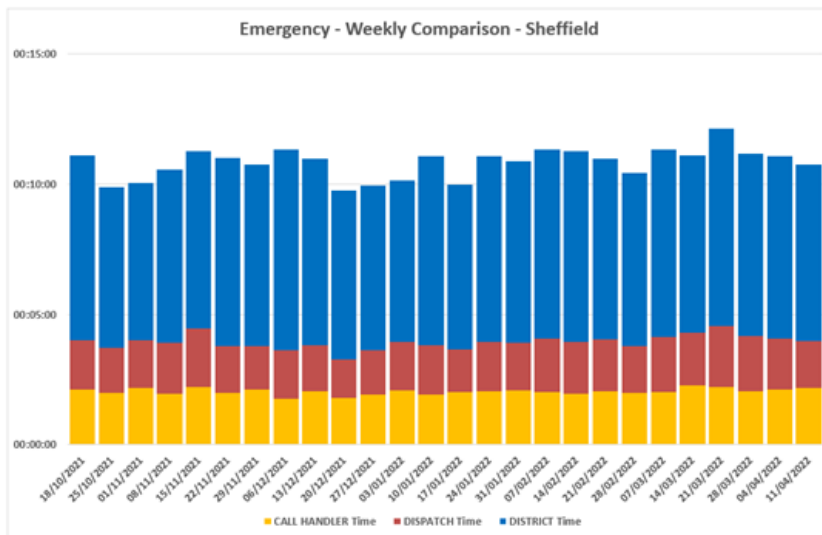
3.1.1 Incident Demand

Overall incident demand is more or less unchanged compared to Q2 but has increased on Q3 last year by 3%. Crime volumes (burglary, drugs, weapons, robbery, violence against the person etc) have increased by 7% in Q3 compared to Q2 and are also 32% higher than Q3 last year. The high volume 'Public Safety & Welfare' (missing people, concern for child, vulnerable people etc) incidents have reduced a little over the last four months. The proportion of incidents graded as 'Resolved without Deployment' has continued to increase towards 50%, the steady downward trend in the proportion of scheduled (appointments) and Priority 8 incidents (attendance within 8 hours) has also continued. The increased proportion of incidents graded as emergency (attendance within 15 minutes) and priority (attendance within 1 hour) noted last quarter is largely maintained in Q3, as seen in the first chart below. Chart two below shows the continuing increase in crime demand, and the high level of public safety and welfare demand.

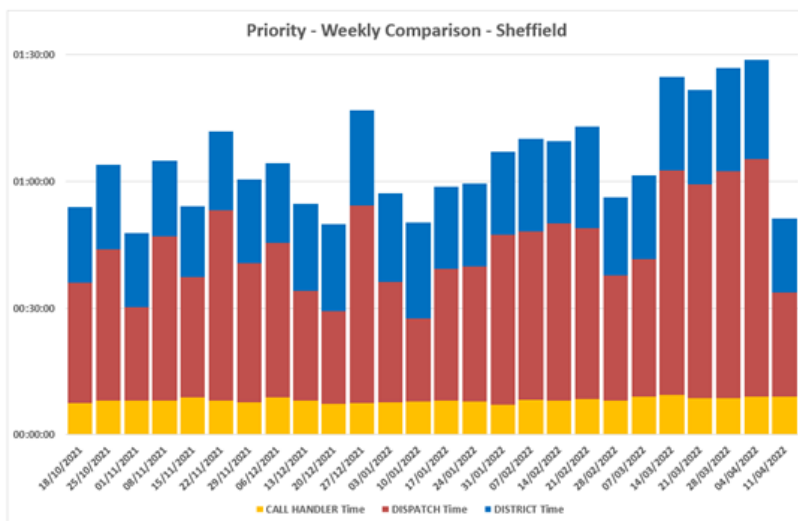


3.1.2 Incident Response

Whilst we have seen levels of incident reporting returning to pre-COVID normality, Sheffield has continued to maintain focus and performance in terms of responding to incidents and calls for service from the public. In respect of emergency incidents, the median response times have been stable over Q3 and continue in December 2021 at 11 minutes and 11 seconds, compared to 11 minutes 8 seconds in September 2021. In the face of growing demand and the current resourcing challenges, Sheffield has focussed its performance around this most critical function, as reflected in the chart below showing steady reduction and improvement in recent weeks.



Median response times for priority incidents (less immediate risk incidents) have seen a gradual increase over Q3. These have risen from approximately 53 minutes to 71 minutes in the last 4-week period. Whilst in the short term this can be variable, the gradual increase is of concern. This increase has to some extent been impacted upon by resource challenges in frontline response teams, which have been operating below optimal levels in Sheffield. Recent increases are shown in the charts below and evidence this gradual rise, the changes in performance to some extent coinciding with the influx and outflow of student officers on their response policing learning phases.



Sheffield District recognises the importance of this aspect of operational performance by providing timely service to calls from the public. The District is currently formulating plans to ensure efficient and effective utilisation of resources over the upcoming period heading into spring and summer. Part of this process is welcoming a substantial number of new Sergeants, Inspectors

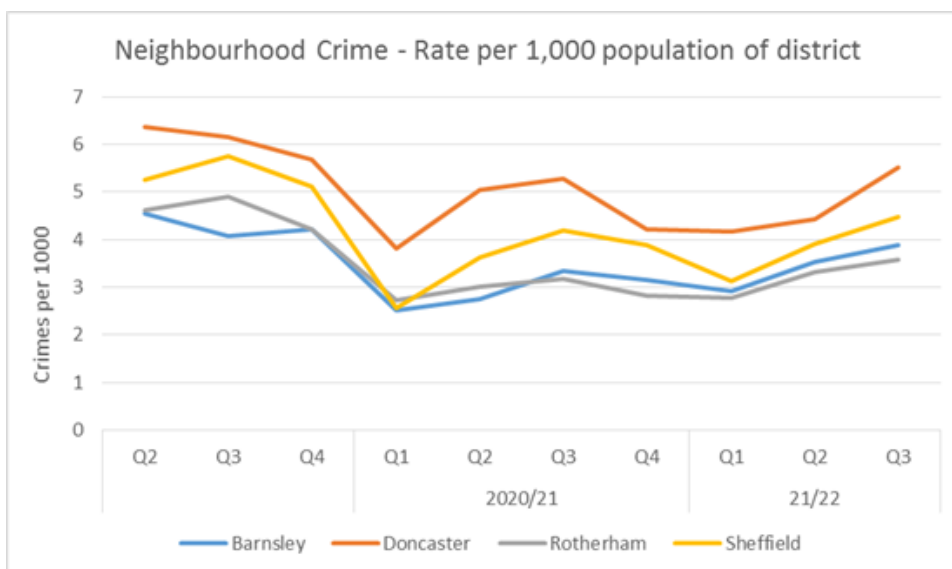
and Student Officers to Sheffield through the coming months. This represents an opportunity to re-align resources across the District to meet the current resource and demand challenges.

3.1.3 Crime Demand

Neighbourhood Crime is one of the new national policing performance measures and is defined by the Home Office as:

- Burglary
- Robbery
- Theft of Motor Vehicle
- Theft from Motor Vehicle
- Theft from Person

This is increasingly an area of extreme focus for Sheffield, after decreases seen and maintained throughout the pandemic, we have seen an increasing rate of neighbourhood crime, a trend seen across South Yorkshire.



Sheffield's total neighbourhood crime increased quarterly by 14% (+329) and comparing Q3 20/21 and Q3 21/22, increased by 7% (+167). Residential burglary increased from the comparatively low volumes in the previous two quarters, with theft of vehicle and theft from person also increasing in Q3. Conversely, business & community burglary was lower than all of the last four quarters.

3.1.4 Night-Time Economy (NTE)

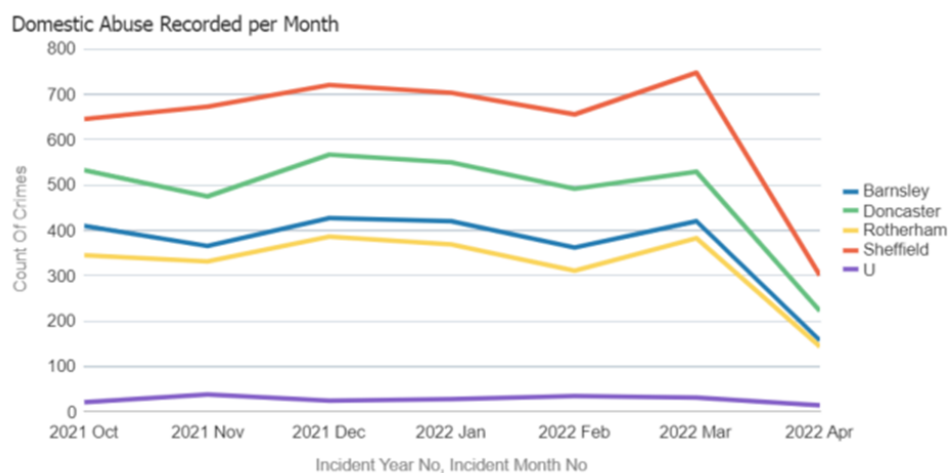
As with the busy previous quarter encompassing December, Sheffield's NTE continues to gather pace in the post-pandemic period. Reflecting the impact of this, we have reviewed and restructured the NTE plan, aiming to improve the visibility of officers and thereby perceptions of safety within the city. The plan is being reinforced further with the investment of additional overtime to bring more officers into proactive public order patrols, particularly on Saturday evenings, which is the busiest night, bolstering resources above normal levels.

This overt public order deployment has been supplemented in the last three months by the deployment of a specific operation designed to reduce vulnerability in the NTE. Officers undertake proactive patrols to identify those displaying potential sexual or violent predatory behaviour within the city, whilst also safeguarding vulnerable individuals and directing them to support services. The operation has also been deployed on Wednesday evenings, Sheffield's Student Night, and supports our work to tackle violence against women and girls.

3.2. PROTECTING THE VULNERABLE

3.2.1. Domestic Abuse

Sheffield is in line with the rest of South Yorkshire in seeing an increase in reports of domestic abuse (DA). The increase is partly linked to a change in the definition of domestic abuse which has impacted on the number of investigations recorded (see table below). The definition now incorporates more non-intimate relationships. Improvements in the way we record crimes, known as crime data accuracy, have also affected the increase in recorded DA investigations with more crimes being identified and recorded in line with Home Office guidance and a more intrusive response from South Yorkshire Police in relation to our recording processes.



Sheffield has responded to this increase by reviewing internal processes and ensuring we take positive action in relation to DA offences. Our current arrest rate for March is 49.2% which is comparative to the last quarter's performance. DA crimes are categorised into high, medium and low risk and we maintain scrutiny on arrest rates and outcomes through the Sheffield weekly performance meeting. In 2022 Sheffield has arrest rates of 87% for high risk, 61% of medium risk and 18% standard risk offences.

We have seen a decrease in outcome rates for domestic abuse and therefore we have implemented processes to improve this area including enhanced scrutiny in the weekly DA meeting led by the Detective Chief Inspector with responsibility for Protecting Vulnerable People. It is expected outcomes will improve as the increase in demand is absorbed and investigations progressed. The meeting ensures Inspectors have oversight and accountability for all DA crimes investigated by their teams.

Sheffield continues to manage domestic abuse perpetrators by issuing Domestic Violence Protection Notices (DVPN) and further applications to the court for Domestic Violence Protection Orders (DVPO). Sheffield issued 84 DVPNs with 68 DVPOs approved at court over the last three months. Sheffield enforces these orders through regular checks. Eleven breaches were identified, and positive action taken against the perpetrators.

3.2.2 Domestic Abuse Investigation Teams

A new Detective Inspector has been posted into the team from the recent promotion boards which will provide consistent management within the domestic abuse teams. The teams have a high workload and good outcomes for their investigations. The team focus on the high and medium risk cases and provide expertise in this area. A real focus is on supporting victims of domestic abuse and ensuring safeguarding is a primary focus.

Sheffield has secured funding from the Violence Reduction Unit to pilot a problem-solving approach to domestic abuse. This approach will incorporate current victims and offenders identified through the MARAC (high risk victims) and MATAC (high harm offenders) processes. The victim repeat index (VRI) will also be utilised to identify the top repeat victims and abusers and provide a holistic approach with partners to reduce this offending.

Sheffield seeks to be innovative and integrate the problem-solving team working with our local integrated offender management programme (IOM) to ensure robust management of domestic abuse perpetrators. A real focus will

be on supporting victims of domestic abuse through the criminal justice programme to ensure an improved experience and positive outcomes.

3.2.3 Safeguarding/CSE/CCE

The PVP department has embedded the uplift in Detective Sergeants within the investigations teams, which was previously achieved by temporarily promoting officers. We are now increasing substantive (promoted) Sergeants numbers within the units with two Detective Sergeants being posted into the unit from May 2022. The officers carry high workloads and currently have 12 vacancies within the department for investigating officers and constables. The force is experiencing a decrease in qualified PIP2 (the detective qualification) investigators which is reflected nationally. In order to address this shortfall SYP are implementing new recruitment drives with the Police Now Detective programme and Fast Track Detective programme to provide an uplift in trained officers, which we are starting to see in Sheffield.

The Local Referral Unit, which is the police contribution to the Multi-Agency Safeguarding Hub, was identified as an area for improvement in terms of their identification of crimes reported in safeguarding referrals and during strategy meetings with partners. Training has been provided to the supervisors, which has been successful in improving crime recording standards, which has been identified through regular audits. Two Sergeants who have recently been successful in the promotion boards are due to start in the unit from May providing stability within the unit. One of the officers also has expertise in child criminal exploitation, knowledge which will prove to be useful in this role.

In response to increased demand from child and adult referrals we are working closely with our partners to review demand including strategy meetings. It has been recognised the demand has increased and the review identified where this can be streamlined. A threshold document is now being developed within the partnership to clarify the statutory threshold for strategy meetings. Improvement areas were identified through a joint audit and recommendations including partnership training and implementation of the agreed threshold document will reduce and manage the demand effectively.

Child Exploitation remains a focus area for Sheffield. We currently have a Child Exploitation Team and as part of a recent review identified further staff to join the team over the next month. The team have been focussed on large scale investigations which are near finalisation. The team continues to support the MACE (multi-agency child exploitation) meetings and a new process ensures the team work closely with Sheffield Fortify team who investigate and disrupt organised crime groups particularly in relation to County Lines / drug offending. The team work closely with the Amber project, led by

Sheffield City Council, to safeguard and implement diversionary work with young people identified at risk of exploitation.

Sheffield holds a daily intelligence meeting focussed on child exploitation. Here intelligence is reviewed and plans are put in place to develop intelligence received. This meeting is attended by the Amber project and ensures we have robust structures in place to monitor, action and develop intelligence.

3.3. TACKLING CRIME

3.3.1 Neighbourhood Crime

Sheffield is experiencing an increase in neighbourhood crime (as defined above in paragraph 3.1.3) which is also being seen across the county. The levels of crime have clearly been affected by the pandemic and South Yorkshire is now seeing numbers similar to pre-lockdown levels. Sheffield has a clear governance process in place and in response we are remodelling our teams to directly tackle the increases through crime prevention, arrest of known offenders and intelligence gathering.

Plans are in place to create a Neighbourhood Crime Team which will provide increased coverage specifically for these crime types. The intention is to create a proactive element to tackle the post-Covid increases in burglary and robbery offences. This will ensure;

- Improvement in continuity and standards of investigation
- Increase the ability to react quickly to live incidents to gather evidence in a timely fashion
- Improve opportunities for pro-active policing at key times identified through analytical work and crime data
- Take a holistic view of neighbourhood criminality whilst taking a targeted approach working towards a 4 P plan, incorporating the elements of protect, prepare, prevent and pursue.

This re-invigorated approach is supported by the reintroduction of the Investigation Governance Group (IGG) within Sheffield. The meeting is monthly and focusses on outcomes for all crime but with current focus on domestic abuse and neighbourhood crime investigations. This meeting is chaired by the Investigations Detective Superintendent and drives our response to crime patterns/increases and ensures resources are effectively utilised to improve performance in this area.

A District Neighbourhood Crime meeting takes place weekly to identify trends and hot spots. Funding applications are driven through this forum, a recent example was a joint application for funding for mobile ANPR cameras to increase coverage in the areas identified. This area is supported by developing analytical work.

Sheffield have trialled burglary scene attenders and have now identified funding to employ these roles. This will allow timely attendance at burglary scenes providing consistency to investigation standards and an improved service to the public.

3.3.2 Vehicle Crime

There is a force wide increase in theft of Land Rovers, with Sheffield particularly affected, and in response we have circulated crime prevention advice on social media and through our neighbourhood teams using their local channels. Hot spot areas have been identified and we are increasing crime prevention advice in these locations. Additionally, SYP has dedicated patrols and resources as a visible deterrent to identify offenders and reduce crime.

Theft of motor vehicle and theft from motor vehicle numbers remain on a weekly basis lower than burglary residential but are showing steady increase. Direct action by the neighbourhood teams through patrols have seen results. The Attercliffe corridor and car parks have been subject to directed plain clothes patrols which has resulted in a decrease in crime. Work is currently underway on the forensic examination of vehicles and improving performance in this area.

3.3.3 Robbery

Sheffield has seen several robbery series' in the past three months, in particular the city centre. There have been a number of significant arrests in relation to these offences. One example of a recent investigation saw three people arrested for robbery offences linked to the town centre who have been found guilty at Sheffield Crown Court and are currently awaiting sentencing. In response to an increase in robbery offences we have developed a problem-solving plan to cover high crime areas. For example, in response to a recent series at Netherthorpe, a patrol plan was developed supported by neighbourhood policing teams and high visibility patrols. Force resources have been identified including mounted officers to patrol the area alongside plain clothed officers from Sheffield to identify offenders and deter offending.

3.3.4 Burglary

Burglary offences are increasing. Sheffield currently has a dedicated burglary team and we have had a number of significant arrests and convictions in court. The increase in numbers is monitored through the Neighbourhood Crime meeting and we are developing an improved analytical product to identify offenders, crime series and hot spot areas.

Utilising partnership data alongside our crime data will allow analysts to develop risk profiles for specific areas, which will direct both problem solving and proactive operations in higher risk locations. Short term it allows for focus on prolific offenders and hot spot areas and longer term it assists in identifying areas for prevention focus such as target hardening and ensuring capable guardians are present. By using these profiles to direct policing operations, we will be able to efficiently maximise the use of our resources.

3.3.5 Hate crime

We have had some challenges recently around identifying a hate crime coordinator for Sheffield, due to the funding structure and therefore losing very able police staff incumbents to more permanent roles. However, we now have police constable who has been in this post for the last few months. Led by the co-ordinator we have been developing our local partnerships around hate crime and there has been a real focus around engagement, to encourage reporting.

Sheffield now has a hate crime worker from Remedi and they are working closely with police and the youth offending teams carrying out hate crime preparator courses for both youths and adults. The aim of this is to educate and prevent reoffending.

The third-party reporting centre training has been completed and victim satisfaction has remained high at 100% for both February and March 2022.

3.3.6 Most Serious Violence & Organised Crime

Sheffield District continues to identify Organised Crime Groups (OCG) operating within the county. Proactive work is continuous, a recent example was the intelligence-led recovery of a large amount of Class A drugs in Batemoor in March 2022, and from this activity officers have identified and begun to map a new OCG.

Between October 2021 and April 2022, there have been several incidents of violence in the central and south-west areas of the city involving the discharge of firearms and use of bladed weapons. We have launched a specific operation around this locality, which spans three ward areas, Sharrow, Broomhall and City, to ensure dedicated high visibility patrols from

local and force resources. The operation includes disruption plans for the OCGs operating in the area, who are involved in drug supply, and a partnership plan led by the Neighbourhood Portfolio.

Sheffield Fortify are continually acting on intelligence as well as generating and developing intelligence. We have seen positive outcomes from operations outlined below with dedicated drug lines being recovered and arrests made for drug supply. The team have begun to utilise technology to disrupt branded drug lines, which is also being used to signpost drug users to treatment and recovery.

In February and March 2022, Sheffield Fortify and Neighbourhood Teams worked alongside Derbyshire Police in an operation focussed on drug supply, including County Lines, exported predominantly from Sheffield. During the 5-week enforcement phase, Sheffield officers arrested 18 suspects and executed numerous search warrants. In total, there were 46 arrests, with 32 charged with conspiracy to supply and 4 with possession with intent to supply. 28 have been remanded in custody and 6 branded drug lines dismantled or disrupted including those linked to Sheffield OCGs. This has had a significant impact.

Fortify and Neighbourhood teams have continued to identify and execute disruptions against crime gangs which are operating large-scale cannabis farms in the city. We are aware these farms attract criminality and associated violence into the area. Search warrants have been executed resulting in the recovery of large quantities of cannabis and the arrest of males who in many cases have entered the UK illegally. A further area we are concentrating on is identifying landlords who knowingly rent out properties for the production of cannabis, leading to arrests and investigations.

The Sheffield Fortify Partnership, which includes members from social care, housing, immigration, trading standards, environmental health and probation services continues to focus on the OCGs who present the greatest risk. Following the masterclass event in December 2021, there has been an improvement in partnership disruptions, engagement and interventions. It is clear that agencies such as the Amber Service are undertaking long term projects, for example, engagement in schools in order to divert children away from organised crime including County Lines.

Sheffield Fortify continue to develop new tactics and working practices when it comes to County Lines. This remains a high-risk area and often features exploitation of children and vulnerable adults. In December 2021 through to February 2022, local Fortify operations have led to a reduction in lines being exported to Scotland. Fortify has been working closely with Police Scotland and the Metropolitan Police to address this problem with a number of Sheffield OCG members who are currently subject of modern slavery investigations.

3.3.7 Armed Crime Team

Throughout 2021 Sheffield saw a 45% decrease in firearms discharges with the increased activity of both the armed crime team and Operation Fortify. This coincided with the arrests and sentencing of Joshua Mottershead for 12 years' imprisonment on 28 January 2022, and his associates Demi Dunford sentenced to 3 years, and Molly Mayer also sentenced to 2 years, for perverting the course of justice following a firearms discharge on the Arbouthorne estate in Sheffield.

Likewise, the final suspect of a firearms discharge on the Manor estate, Kai Smith, who was a juvenile at the time of the offence was sentenced to 6 years in a young offender's institute on a guilty plea. This takes the sentencing for this offence to 60 years for the three offenders arrested and dealt with by the armed crime team.

The Operation River sentencing is continuing through the criminal justice System, currently totalling over 90 years imprisonment, with 14 people still awaiting either trial or sentencing for the supply of Class A drugs linked to firearms enabled organised crime groups.

Sheffield has seen a slight increase in the number of firearms discharges in the first 3 months of 2022. The armed crime team are working with Sheffield District to disrupt, deter and detect these offences and offenders. In the same time period, we have recovered 15 firearms, which is an increase on 2021, and the ongoing investigations sit with the armed crime team around these recoveries.

3.4.8 Murder Investigations

Sadly, two young men have lost their lives in separate and unrelated violent incidents leading to the launch of murder investigations.

At 6.45pm on Tuesday 29 March 2022 officers responded to reports of numerous shots being fired at the Diamond Hand Car Wash on Burngreave Road. The victim, Lamar Griffiths, 21 years, was sat inside a blue BMW parked within the Car Wash when multiple shots were discharged at the motor vehicle. The offenders are believed to have left the scene in a vehicle, which was later found to have been burnt out in the Darnall area. The investigation team have identified a number of people of interest to the enquiry and are currently seeking to locate them.

At 2.52am on Thursday 7 April 2022 emergency services responded to a report that a man had been found unconscious on Grimesthorpe Road. On attendance officers found the victim, Richard Dentith, 31 years, who had died from a stab wound. So far, 5 arrests have been made in connection with the murder, and a 16 year old has been charged with murder and appeared before Magistrates to be remanded in custody.

Both incidents occurred within a short time and distance of one another, with the second incident occurring close to the Mosque during Ramadan. Local neighbourhood officers worked closely with the community to provide reassurance, visibility, allay fears and facilitate worshippers access to pray, whilst the scene cordons remained in place.

3.4 NEIGHBOURHOOD POLICING

3.4.1 Neighbourhood Portfolio

The Sheffield neighbourhood policing portfolio has undergone some changes in leadership since the last report. Superintendent Benn Kemp has moved into the district taking on the Neighbourhoods and Partnership Portfolio from Simon Verrall who has now retired. Chief Inspector Sarah Gilmour has moved internally from the response portfolio to become the new neighbourhood Chief Inspector, replacing Helen Lewis.

3.4.2 Local Priorities

Each neighbourhood Inspector utilises a neighbourhood dashboard which collates responses from surveys that the public conduct online, via email or when engaging with officers directly on the officer's device. These define the priorities on a ward-by-ward basis, ensuring that local policing is tailored to local needs.

Whilst the survey collates hyper-local priorities, there are some common themes across Sheffield, which remain broadly the same as in the previous report;

- Speeding and vehicle ASB
- ASB and violence
- Drug dealing
- Residential burglary

The district response to these is bespoke on a ward-by-ward basis. Each of the neighbourhood teams have a capability to tackle speeding and continue to do so in locally identified hotspots. For example, in the South West, weekly

speeding operations take place, and in the South East, we have completed a range of operations targeting off-road bikers with local officers and our forces off-road bike team. All teams regularly brief and work alongside specific traffic officers who can tackle speeding on “fast roads” where specialist vehicles and training are needed. We also bid for speed camera vans in hotspots.

Each team monitors recorded crime demand within their area to identify specific hotspots. At a district level we manage these through a tasking meeting, where strategic leaders review intelligence, offenders and locations, and implement plans to resolve identified trends. At a ward level each neighbourhood team will identify hotspots and put in place local plans through POPs (Problem Orientated Policing) or using other methods.

In Elsemere Green, within the North East, neighbourhood team local priorities include ASB and drug dealing. In response we have a local POP plan to address this which has resulted in the arrest of three people and the recovery of a large amount of Class A drugs. We have Criminal Behaviour Orders progressing through the court and have undertaken environmental work to remove shrubs and a bench which was a focal point for ASB, and we also closed a linked property through a closure order. Coupled with proactive neighbourhood patrols this is having a positive impact.

In the North West, a local priority is burglaries. In response the local team have undertaken a specific operation to deliver targeted patrols, crime surveys, smart water (property marking) and cocooning (target hardening neighbouring addresses). This runs alongside another operation which looks to target insecure premises and prevent people becoming victims.

In the City Centre the team have focused an operation on the street user cohort, which works with the harm reduction pathway to identify vulnerable people and assist their access to appropriate support pathways whilst identifying and enforcing activity with those who choose not to engage. This is supported by the use of a passive drugs dog through Operation Sidewinder.

3.4.3 Engagement

On Wednesday 30 March 2022, Sheffield welcomed Operation Duxford to the district. This saw over 400 officers from across the force including specialist units deploy within Sheffield alongside our partners. We very much focused this activity on engagement and invited councillors from each ward to join us on activity in their area. We had several large briefings with the team and partners within the heart of each community and then continued engagement with pop up police stations, leaflet drops and positive conversations with the public. We received lots of positive feedback about the approach.

The day resulted in;

- 374 additional hours of patrol time
- 21 arrests
- 16 warrants with partners tackling issues like unlicensed puppy farms / drug dealing and counterfeit cigarette sales.
- 21 stop and search
- Various drugs including 79 Cannabis plants recovered
- 106 vehicle stops resulting in 132 traffic offence reports and 7 cars and 1 bike recovered

A media release, live interviews news channels and social media activity helped to celebrate the news and sustain engagement beyond the day.

Outside of Operation Duxford the neighbourhood teams continue to use various methods of engagement. Each of the neighbourhood teams send a bi-weekly update to various community representatives within their area to report on ongoing activity aligned to local priorities. There is a monthly newsletter which is circulated to the community through various channels, and some areas have local magazines where the NPT inspectors have a monthly column. The teams also host “coffee with a cop” where the team will position themselves within a prominent location in their ward for people to engage with them. They also deliver pop-up police stations out in their communities and attend and support at community events and workshops. In the North West we have worked with Sheffield City Council to secure a flat within Exeter Place will be used by the police and the community to meet and engage, adding to the existing house on Robey Street in Page Hall.

The team Inspectors and Sergeants speak frequently with elected officials and religious leaders to ensure we are working together to communicate key messages within each community.

Neighbourhood officers attend each Local Area Committee, however these are still very new with only two iterations and the running of these varies. Some areas have a policing update slot on the committee where we will provide an overview of the activity we are undertaking related to local priorities. In areas where they do not include a policing update, the police team set up a stall which has newsletters and allows them to engage with and answer questions from the public.

All the teams make effective use of social media channels, which is a key form of engagement and interaction with posts reaching thousands of people. The teams update these many times a week including photos to bring the activity to life.

3.4.4 Neighbourhood Action Groups (NAG)

This is an emerging area of business for the local neighbourhood teams and their communities, the impact of these presently is inconsistent with some more established than others.

Within the South West NPT we have two NAGs and a further one being set up. These are well attended by the statutory agencies and voluntary sector. The NAGs are divided into two parts, one around the locality and one around the offenders. Information sharing and terms of reference are in place and the early indications are positive with renewed inter-agency trust and co-ordination of work across a range of areas. This has allowed us to improve intelligence yield making the local response even more effective.

In other areas these are still being fully set up, for example in the North East there is one NAG which is focusing on a wide range of issues, and in the South East there are two, which focus on Manor and Arbouthorne, and Darnall and Tinsley. In the North West there are three; Broomhall is focused on drugs and organised crime, and Upperthorpe focuses on geographic areas of concern in the community, which is replicated in Deepcar. These are generally well received by the stakeholders and partners, allowing a more coordinated approach.

We anticipate being able to report on some of the successes of the NAGs over the coming year.

3.4.5 City Centre

Sheffield City Centre is a local priority for the district. We are committed to building on our current response to a suite of issues, which are more acute within the city centre.

The district already has an established night-time economy plan in place which sees a range of officers deployed to the city centre hotspots on foot. We support this through operations with a passive drugs dog and plain clothes officers targeting those who pose a risk to vulnerable women and girls.

The City Centre neighbourhood team has a dedicated PCSO who works with the homeless cohort. We have a homelessness plan within the city and were recently visited by the Home Office where Chief Inspector Mallows and partners presented some of the work ongoing within the city centre around homelessness, attracting positive feedback. The force and partners are taking part in the Changing Futures Programme, this will see a range of people receive intensive support from partners and police. It's expected that many of the Changing Futures cohort will include homeless street users who frequent the city centre. We have had recent success with investigations into a robbery arising out of aggressive begging. This resulted in the prosecution of three street users who received custodial sentences. To augment the existing

response, we have delivered £20k of overtime operations which have seen increased visibility within the city centre around the key issues. The central team do use the harm reduction pathway approach to identify those who are refusing support and continue to offend. Frustrations remain that the courts do not impose custodial sentences on repeat offenders. It is hoped the pathway can demonstrate the support they have declined and may result in tougher sentences.

Seeking to further enhance this we have submitted a growth bid for the central neighbourhood policing team staggered over the coming years to expand our capabilities. We are in the latter stages of drafting a new “4 P City Plan” (protect / prevent / prepare / pursue) which together with partners will provide a new more cohesive approach to night-time economy policing and the street user cohort, and continue efforts to tackle begging, whilst improving perceptions of safety.

We meet regularly with the Sheffield BID manager and provide updates on the initiatives which are ongoing to tackle some of the challenges they face. We have secured a place at the BID Board meeting and established links with the business communities. We also sit on the Change Sheffield Programme which is akin to a NAG in the city and the Kellham Island and Neepsend Community Alliance. We are exploring other ways to enhance our engagement with these stakeholders.

We are aware from media reporting there may be an appetite for a public space protection order in the city centre - these orders are applied for by the local authority. We continue to explore these within the legal framework that exists but the decision to seek such an order is one made by Sheffield City council and their legal team.

3.4.6 Problem Oriented Policing Plans (POPs)

We have a dedicated Sergeant who reviews the POP plans across Sheffield to ensure they are progressed, updated and consistent. All Sergeants and officers over the last 6 months have received dedicated training around POP plans. Our current plans address local priorities such as ASB and burglary. We are currently reviewing the POP plan process and looking at ways to share our work and results with our local community.

3.4.7 Community Intelligence

We have very recently seen intelligence units return to district control. This change will allow us to further target local intelligence requirements around local priorities. The neighbourhood teams already have great links within their

own community which sees a good continued flow of intelligence from the community and uses our engagement pathways to report back on the action we have taken. For example, recently the North West neighbourhood team received some community intelligence around vehicle crime and were able to action this recovering 7 stolen vehicles and off-road bikes. This was well received by the local community and local media.

We have undertaken targeted activity in response to specific threats and a recent series of violent crime incidents within the South West locality, including Sharrow, Broomhall and City, has seen targeted work delivered by local officers (see also 3.4.6). Leaflet campaigns, house-to-house visits and posters within the area have driven intelligence from the community. We have secured a flat within heart of Broomhall and this has proved an asset for us to engage and build relationships with the local community.

Through this period, we have utilised social media and local media, including written and online press, to appeal for information from the community alongside our local activity.

3.4.8 Youth Independent Advisory Group (IAG)

The Youth IAG is co-lead by police and council youth workers consisting of young people aged 14-18. The group has been in existence for 2 years now and continued through Covid. The group identified a desire to tackle cat calling, an issue which has affected some of the group. Over the past year the group have secured funding to engage an animator and secured some space at various locations to make this possible. Collaborating with the animation team they have written and voiced their own script, taken the lead on design to make a short impactful animation around this issue and address offenders' behaviours. This is in the final stages of production and hopes to be completed in the near future. The details around a launch and its dissemination are to be confirmed.

4. Conclusion

Sheffield District continues to work towards the public's priorities and meeting the public's demand for service. We are focussing our efforts on making the city feel safer, responding to documented concerns and tackling serious violence, which understandably affects feelings of safety across the city. We will continue to work with both internal partners, for example Crime Services and our Operational Support Unit, and our wider partners to tackle the issues that matter to our local residents. We are already planning for the spring and summer period to ensure there are sufficient officers available to maintain and improve our performance in delivering our vital services.

List of background documents

The data within this report is taken from reports written for force performance accountability processes:

Sheffield Quarterly Performance Review

Business Intelligence Reports

Bi-weekly Performance Report

Report Author:	Name:	Chief Superintendent Shelley Hemsley
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PUBLIC ACCOUNTABILITY BOARD

12TH MAY 2022

SOUTH YORKSHIRE POLICE PERFORMANCE AGAINST THE POLICE AND CRIME PLAN PRIORITIES

THEME: PROTECTING VULNERABLE PEOPLE (PVP)

REPORT OF THE CHIEF CONSTABLE

1 PURPOSE OF REPORT

- 1.1 To provide an update to the Police and Crime Commissioner (PCC) around progress against the protecting vulnerable people (PVP) priority of the transitional Police and Crime Plan 2021-2022, to support of the PCC's overarching aim of South Yorkshire being a safe place in which to live, learn and work.

2 RECOMMENDATION(S) AND / OR DECISION(S) REQUIRED

- 2.1 The force recommends that the PCC considers and discusses the contents of this report and considers whether further assurance is required in relation to the progress made to meet the police and crime plan priority.

3 PERFORMANCE SUMMARY ASSESSMENT

- 3.1 This report will present a brief summary of some of the work undertaken in Protecting Vulnerable People, in delivering the Police and Crime Plan during the current period. This report will provide evidence of approach and delivery within a number of PVP areas.

Background

- 3.2 In 2019, HMICFRS rated the force as 'good' at protecting vulnerable people (PVP) and working well with partners. It stated that the force has a good understanding of vulnerability and supporting staff in identifying vulnerability, and good at working with its partners to manage and prevent the demand from mental health.
- 3.3 There were also areas identified for improvement around PVP, and the force is focusing considerable effort on specific recommendations made in the inspection report, specifically:
- Crime Data Accuracy (CDA) and investigation supervision
 - More effective partnership data sharing
 - A need to better recognise less obvious vulnerabilities

- 3.4 The force is committed to continual improvement across PVP services, and has invested in an uplift in staff in the PVP Performance and Governance Team. This will allow the force to conduct qualitative audits across all areas of PVP and adopt national best practice by linking in with the College of Policing, National Police Chief's Council vulnerability leads and the Vulnerability Knowledge and Practice Programme (VKPP).
- 3.5 It is acknowledged that the Officer Uplift programme will bring long-term benefits with specialist resources allocated to the PVP areas of work, but this will take time to deliver. Demands for PVP services are high, and in some areas increases are anticipated. Supporting the effective use of existing resources and ensuring the force works to deliver a whole system approach across the wider partnership to the protection of vulnerable people is a focus for the force in 2022/23.
- 3.6 In some areas, the short and long-term impacts of the pandemic are difficult to fully determine, but the force continues to focus a strong investigative approach to reported crimes; work with partner agencies and the public to increase reporting of crimes; and elicits feedback from victims to deliver further improvements to the services provided.

PVP Demand Profile and PVP Review

- 3.7 It was reported in the February Public Accountability report, that in 2021, the volume of crimes against children (age under 18 years) has increased from volumes recorded in 2019 and 2020. Increases were expected as children returned to school / social environments, and as partner services have increasingly been able to start fully interacting and offering in person support to families again after the challenges posed by the pandemic restrictions. Referrals coming into PVP referral units continue to rise for safeguarding concerns around children and adults across the force.
- 3.8 The force's Child Matters training programme has had an impact on volumes. It has equipped the workforce to be better able to identify child protection concerns, in particular the signs of neglect and so are more frequently recognising and recording this. As a result, the force has seen a marked increase in the volume of neglect crimes recorded; in response there has been an increase in the use of police protection powers, subsequent investigations carried out within the PVP departments and partnership work to support families and protect children.
- 3.9 Where officers identify a safeguarding concern for a child or a vulnerable adult, they submit a referral to the Local Referral Units (LRU), situated at each district within the PVP department. Head of PVP Performance and Governance, Detective Superintendent Pete Thorp reports that work is ongoing within his department, to understand the impact and outcomes of safeguarding referrals for the child or adult in question.
- 3.10 In February, the force reported in detail on the PVP review. As the review moves to its second phase later in 2022, the focus will be on enhancing processes of effectively sharing information with partners and how we can further improve early intervention, to support vulnerable people.
- 3.11 Meanwhile, the review continues to work to its objectives, to stabilise the function and review provision around the key areas of Child Criminal and Child Sexual Exploitation

(CCE and CSE), and rape and serious sexual offences (RASSO). The project will be using the SIPOC¹ tool to understand current volumes, working practices, and provision around investigations in these areas.

- 3.12 In the near future, the review will consult, both internally and with partners, on proposed changes to the crime allocation policy. The crime allocation process relates to the initial handling of reports received by the force, up until the point an investigator is assigned. As such, it's effectiveness is key to victim care, safeguarding and the management of caseloads.
- 3.13 In terms of a timeline for the initial elements of the review, plans around allocation processes and training/skills requirements are to be reported on by June 2022. As mentioned above, work around CCE, CSE and RASSO elements is ongoing, and the development of a business plan will commence in July 2022, following the work measurement and SIPOC exercises. The aim is to present this for sign off at the force's October 2022 Strategic Change Board, chaired by Chief Constable Lauren Poultney. The review will then move its focus to Local Referral Unit processes.
- 3.14 In April 2022, HMICFRS came into force to conduct a National Child Protection Inspection (NCPI) revisit; this was to assess the force's progress against outstanding recommendations from its previous NCPI in 2014. One outstanding recommendation was linked to police officers accurately recording observations of a child's behaviour when attending reports of domestic abuse, to better understand a child's needs, alongside drawing all relevant information together and appropriately sharing this with partners. Overall feedback was positive from the re-inspection, HMICFRS signed this recommendation off as they found sufficient evidence the force has made significant progress in this area overall.

Training Delivery Progress

- 3.15 The work of the police is incredibly varied and at times, complex. With a large workforce required to deliver a quality service to the public, the force recognises the importance of how it identifies and prioritises opportunities for learning, and areas where training is required. Furthermore, it recognises the importance of how training is delivered and targeted, so that it has the best impact on outcomes for victims, and the experiences had by members of the public who encounter its officers and staff.
- 3.16 One way the force approaches this, is through its Quality Assurance Thematic Testing (QATT) process. As described in detail in the February PAB report, QATT is a new tool adopted to support investigative improvements. The process provides evidence of improvements and identifies thematic areas for future improvement. QATT is now embedded in PVP teams across the force and the results have allowed to Investigation Improvement Unit (IIU) under the leadership of DCI James Axe, to start to identify some key themes for example, in the quality of investigation plans and periodical supervisor reviews of investigations.

¹ SIPOC (suppliers, inputs, process, outputs, customers) refers to a project management tool used by organisations looking at continuous improvement. An explanation and examples of its use can be found here: <https://www.techtarget.com/searchcio/definition/SIPOC-diagram-suppliers-inputs-process-outputs-customers>

- 3.17 DCI AXE reports, that the analysis is identifying some really good practice, which is shared for learning and greater consistency. In addition, the evidence base is also identifying some areas for improvement such as how investigation plans and supervisor reviews are used, in the meaningful management of investigations, ensuring they are proportionate to the crime and cover the relevant points with the appropriate level of detail.
- 3.18 In response to this, in consultation with frontline supervisors, the IIU designed and created guidance documents and templates, designed to support supervisors to drive investigations, identifying key investigative opportunities. One such document is a newly designed investigation plan document, the roll out of which has formed part of a supervisors' masterclass, delivered to over 350 supervisors across the force.
- 3.19 Upon arrest, a suspect may be detained in custody for an initial detention period of up to 24 hours, to allow for investigation and questioning. Investigations where there is a prisoner held in custody, often span more than one shift so it is common practice for the investigation to be handed over (for example by a day shift officer to an afternoon shift officer) to continue the investigation. The IIU's investigation plan template has been designed into a handover precis document, which is due to be trialled starting in May 2022.
- 3.20 Evidence Review Officers (EROs), are Sergeants and Detective Sergeants who work with investigating officers across the force from the point they arrest a suspect and provide investigation plans and investigative advice. As such they have key role in the management of investigations across the force. A masterclass event is planned for EROs to support their understanding of QATT findings and to ensure the findings are acted on in a manner that is corporate. This work sits alongside a tutor / mentor academy, ensuring that new recruits are receiving best practice from the outset.
- 3.21 The force has previously reported on the training of RASSO specialists on response teams to become accredited Specialist Trained Officers (STOs). It has been necessary to hold a further training event to capture some officers who had been unable to attend initially. A monthly teams meeting is being introduced, to allow STOs to feed-back and reflect upon deployments. This will also allow PVP Performance and Governance to understand how STOs are being deployed and their effectiveness. More importantly, it offers an opportunity to check on their welfare, and ensure they are being given appropriate time and support to complete their specialist role at their district, in addition to their core response role.
- 3.22 Equipping staff within the Force Control Room (FCR) with the necessary skills and tools to identify vulnerability² remains a key focus for the FCR command team. Training for FCR staff now includes the use of the THRIVE³ model of assessing calls. A 'gold standard' call has been recorded and shared with staff, along with a call script for reference and to demonstrate best practice. Training on vulnerability is delivered at all

² A person is vulnerable if, as a result of their situation or circumstances, they are unable to take care of or protect themselves or others from harm or exploitation – NPCC definition.

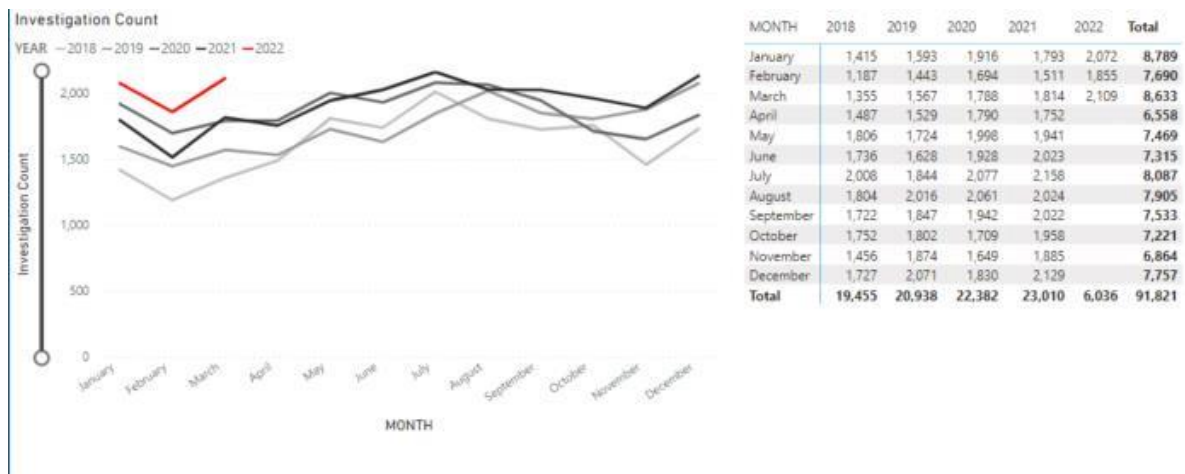
³ The THRIVE model is used by many police forces in England and Wales. It was developed as a framework for risk assessing public need, vulnerability and other key elements of service delivery – College of Policing

staff away day events and the FCR has updated Incident Handling Protocols to support this work.

- 3.23 Quality and consistency of call handling is identified as a concern, in terms of ensuring the right questions are asked and information is recorded accurately on every call. A new internal Quality Assurance (QA) process focusing on vulnerability along with other key performance areas has been introduced within the FCR. With this process allowing feedback to be given to staff, in a timely manner, it will improve call handling. Going forward, it has been identified that a dedicated FCR QA team would be beneficial.

Domestic Abuse

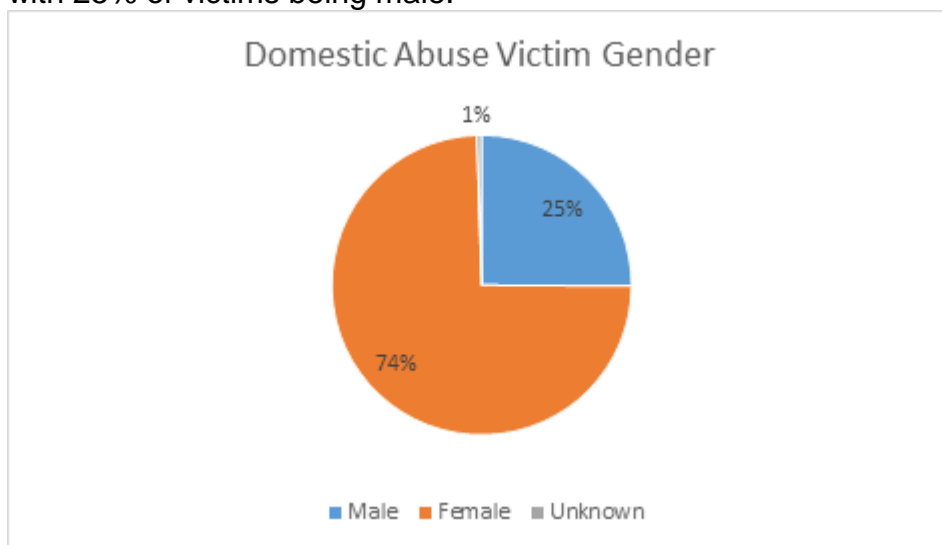
- 3.24 Volumes of Domestic Abuse (DA) crimes remain high in comparison with the same period last year. There were 6,036 DA crimes recorded in January to March 2022 equating to an average of 67 crimes recorded per day, compared with a daily average of 57 crimes in January to March of 2021. This change is largely due to an increase in reports of violence against the person, mainly relating to stalking and harassment and violence without injury offences. Reports of criminal damage and sexual offences (excluding rape) also increased in the comparative period.



- 3.25 It is estimated the broader DA definition, now extended to include wider family members will increase the number of incidents being recorded as domestic abuse by approximately 800 per year. Force lead for DA Detective Superintendent Dave Cowley reports that the force is keeping up with demand and that the increased volumes have not impacted on timeliness of risk assessment. DA teams across the force are working well with CPS, continuously looking to maximise opportunities for successful prosecutions, including in cases where the victim feels unable to give evidence and support a prosecution.

- 3.26 Staffing in DA teams is considered a challenge however, and DA crimes will be included in the review of the PVP crime allocation policy described above. Additional staff is also needed moving forward, to support the MATAC (Multi-Agency Tasking and Co-ordination) function across the force. MATAC is a partnership approach to target the behaviour of serial DA perpetrators, who are likely to cause harm, through interventions and disruption.

3.27 Women account for the largest volume of victims for reports of DA nationally. In South Yorkshire the proportion of female / male victims has remained static for some time, with 25% of victims being male.



3.28 The force has plans to re-visit work to improve the confidence of male victims to come forward and report to police. PVP Performance and Governance will be doing some analysis on this in their next PVP performance report, and the issues discussed with local authority DA leads in the next DA Best Practice Partnership Board.

3.29 When crimes are reported to the police there are a number of options available to officers dealing with suspects, including voluntary interview and, where there are grounds to show it is necessary, arrest. As has been reported previously the force measures its arrest rate specifically in relation to DA crimes and reports it as a percentage. For example, an arrest rate of 51% in a particular month, shows that suspects were dealt with by means of arrest in 51% of all reported DA crimes in that period.

3.30 It is important to remember that the remaining suspects are still dealt with in alternative ways, such as voluntary interview and reporting on summons. Officers and supervisors are required to provide strong rationale in cases where they make a decision to deal with a DA suspect in any way other than arrest and will always consider the full circumstances. In every case this includes safeguarding requirements, evidence capture, risk and the nature of the relationship to the victim.

3.31 In the February PAB report it was reported that there has been a decreasing trend in the arrest rate since early 2021. This trend continues into 2022, with monthly arrest rates between 45% and 48% for the first 3 months. Whilst SYP are still performing well in terms of overall DA arrest rates compared to neighbouring forces, this decrease is of concern, as it is widely understood that early arrest leads to better outcomes for victims.

3.32 The force is working to better understand this link and how the broader range of non-intimate relationships now recorded as DA, affects how arrest rates are reported and interpreted. Rather than aiming solely to increase arrest rates for all DA, it is important

the force is able to ensure officers are arresting the right people, prioritising the right cases and conducting quality investigations. PVP Performance and Governance plan to look in detail at arrest rates for the next Force Performance Day.

- 3.33 Although there is a downward trend in DA arrest rates generally, analysis shows officers are arresting a very high proportion of suspects in cases assessed as high risk (consistently at or above 90% for the 12 months to January 2022)
- 3.34 The force has plans to run a campaign on providing a quality response to DA reiterating the importance of timely arrest where necessary, along with victim engagement and confidence, pursuing all lines of enquiry to support a prosecution and capturing the voice of the child.
- 3.35 As reported in the February PAB report, the force lead is working to implement a DA problem solving pilot whereby a cohort of repeat victim/offenders in a cycle of regular violence and abuse is identified to see how the force can work with partners in the long-term issues faced by the individuals which is representing itself in a pattern of domestic abuse. Development continues and a meeting is being held to finalise plans with partners. SYP will pilot two Sergeant led teams to work with the identified cohort.

Stalking and Harassment

- 3.36 Stalking and harassment are reported on separately in terms of Domestic Abuse (DA) offences and Non-Domestic Abuse (Non-DA) offences. Q4 (January – March 2022) saw continued increases in DA stalking and harassment offences across all districts, with 15% more crimes than in January – March 2021. Volumes for Non-DA offences remains stable.
- 3.37 The force has delivered training on Stalking Protection Orders (SPO) to supervisors at leadership away days across all districts. In addition, a CPD event was held with key representatives attending various districts and departments – raising awareness of SPOs and how they can be used. In addition, the event featured investigative advice from the Crown Prosecution Service (CPS) and an input from Victim Support.
- 3.38 The force is working with colleagues in Humberside Police to share learning in relation to SPOs. The quarterly stalking and harassment working group continues to meet, including partners from Paladin (a national stalking advocacy service) and Victim Support. As part of this, investigations are reviewed for any leaning. In addition, the force lead for stalking and harassment, Superintendent Cherrie Buttle, is looking to work with the IIU to establish some broader QA in this area.
- 3.39 As part of National Stalking Awareness Week, the force has worked with a victim of stalking who has bravely agreed to share their experience to raise awareness. This is a victim for whom a SPO was secured.
- 3.40 The force has still only secured three SPOs to date and continues to recognise this as a challenge. SYP have worked hard to raise awareness across the force and deliver training to all front-line staff and supervisors. The next step in terms of this training, is custody sergeants.

- 3.41 Work continues to identify a provider to deliver an offender programme to address stalking behaviour. In addition, the force is currently considering the viability of introducing a Stalking Hub.

Violence Against Women and Girls and Improving Response to Rape and Serious Sexual Offences

- 3.42 The force recently presented an update on the key areas of progress towards improving the response to rape and serious sexual offences to PCC Dr Alan Billings.
- 3.43 District RASSO champions have been identified and are each tasked with dip sampling one investigation per month that has been closed with the 'outcome code 16' (evidential difficulties - victim unable or unwilling to support) for discussion at a monthly RASSO champions meeting. The dip sample is carried out using a bespoke RASSO QATT process. This commenced in April 2022 and aims to highlight opportunities for organisational learning.
- 3.44 SYP force lead for RASSO DCI Deb Mahmood, has produced a RASSO specific victim/survivor booklet and is currently out for consultation. The VAWG Independent Advisory Group have been included in the consultation process and DCI Mahmood hopes this will be rolled out during May 2022.
- 3.45 Improvements have been made to the way RASSO cases are tracked by the forces gatekeepers, ensuring key dates are captured during an investigation, and providing governance around any delays within the process.
- 3.46 A new 'Failed triage' meeting has been established between SYP and CPS so that all cases sent to CPS which fail initial triage can be picked up quickly and remedial action be instigated at the earliest opportunity. A weekly run by CPS colleagues, of all failed triaged cases will be sent to the RASSO district champions for immediate action.
- 3.47 The RASSO problem profile, previously reported on by the force is now complete in draft form and implementation will follow in the coming weeks.
- 3.48 The SYP Violence Against Women and Girls (VAWG) framework of delivery is driving the VAWG agenda in three key areas or 'pillars'. An update on actions against each is provided below. This framework of delivery and the requested supporting performance data was submitted to the NPCC on the 31st March 2022. This will allow the NPCC VAWG taskforce to assess all force plans and related performance measures, and the force is awaiting feedback.

Pillar 1 – Trust and Confidence

- One of the key actions under this pillar was to assess the Professional Standards Department current working practices when dealing with allegations of sexual misconduct, domestic abuse and other VAWG related offences against officers and staff. It was confirmed that all gross misconduct allegations are progressed effectively, in a timely manner and in line with the regulatory framework. There is also evidence of problem themes and good practice being shared at a local, regional and national level.

- In April 2022, listening circles, hosted by the Women's Network, commenced across South Yorkshire Police to give female staff the opportunity to discuss how misogyny and sexism affects them in the workplace. In addition a listening email inbox is being promoted as this too, is a way in which women can report any concerns. Next steps will be to work with women in our organisation to involve them in designing solutions.
- The VAWG Independent Advisory Group (IAG), which held its first meeting in February, is already proving invaluable to how SYP improves its response to VAWG. The membership is now in excess of 20, all members representing women or are women with lived experience of VAWG from communities across South Yorkshire. The representation of women from black and minoritised communities has increased on the IAG but there is still work ongoing to expand this further. The IAG have already been involved in shaping the media campaign #nomore aimed at misogyny, sexism and sexual harassment in the night time economy. They also provided ideas on how the force can improve its response to rape and serious sexual assault, for example, offering feedback on the proposed RASSO information booklet for victims.

Pillar 2 – Pursuit of Perpetrators

- SYP has completed an internal bench marking exercise to understand how we manage our high risk, high harm offenders for VAWG. A review is now underway to establish best practice and make any required improvements to our response.
- A review on how we use protective orders for VAWG has also been completed. The force applies for a significant number of Domestic Violence Prevention orders however to understand the impact these orders have a qualitative assessment of DVPO has been commissioned. SYP also utilises legislation for Domestic Violence Disclosure Scheme notifications. The right to know element of the scheme is well used, however not so the right to ask. A review is underway to establish why this is.
- The force is currently exploring ways of raising awareness of all civil orders across SYP. An audit has been commissioned to measure the enforcement of and response to breaches of civil orders in South Yorkshire.
- SYP are working with the Violence Reduction Unit, to inform how we best train our workforce on the effects of trauma in relation to VAWG. We are also exploring how we include in that training the impact of trauma on the workforce.

Pillar 3 Creating Safer Spaces

- Working together with the OPCC the consultation phase of the #nomore campaign is reaching completion. The campaign highlights the issues of sexual harassment sexism and misogyny in the night time economy. The second phase of this campaign will look at the same issues within the workplace.
- All SYP night time economy plans include considerations on how we respond to VAWG, both proactively and reactively. Discussions are underway with SYP licencing on how we can incorporate VAWG into the public safety duty on licencing applications, and then further expand across all event planning. However, in order to fully

understand the scale of VAWG and where we need to target our activity we need to improve reporting. The StreetSafe app⁴ can help us gain some understanding of where women and girls don't feel safe. Further promoting of the app is required, as it is currently underutilised.

- 3.49 The night time economy (NTE) is slowly recovering from two years of Covid related closures and restrictions. Footfall is increasing but is still lower than expected levels. Well established 'Operation Streetsafe' meetings where police, licensing and partners meet to discuss NTE plans and review effectiveness. The structure of the meeting is adapted by each district to meet local requirements. Each meeting produces a briefing document highlighting current threat and risk issues and specific areas for patrol.
- 3.50 As mentioned above, VAWG is considered in local NTE policing planning across the force. In addition, specific operations utilising drugs dogs, CCTV and officers trained in behavioural analysis are being implemented across the force area, to identify and disrupt individuals who are potentially looking to target and commit crime against vulnerable people in the NTE.
- 3.51 Force lead for policing the NTE, Chief Inspector Joe Hunt identifies a current challenge around how Covid restrictions have impacted on licensed premises ability to retain experienced SIA (Security Industry Authority) licenced staff. This can result in a 'churn' of security staff that impacts on the effectiveness of partnership working.
- 3.52 There is likely to be increased NTE footfall connected to specific events later this year, for example, the Platinum Jubilee and Football World Cup, which will challenge the policing and partners response to NTE issues and feelings of safety. Specific plans are being developed and this is an area of focus currently.

Modern Slavery and Human Trafficking

- 3.53 The force has recently integrated its response to Organised Immigration Crime (OIC) with Modern Slavery and Human Trafficking. Force Lead DCI Nicola Leach will be responsible for both areas, and the Modern Slavery Team will proactively look to identify any OIC cases which require a partnership response.
- 3.54 In addition, the force has rolled out Operation Innerste in South Yorkshire. This is a multi-agency protocol to deal with unaccompanied migrant children, including those who are victims of OIC – whether they are victims of trafficking or not. Processes have been subject to testing and were instigated in a recent incident in South Yorkshire, where two children from Eritrea were found in the rear of a lorry. The processes were found to work well to deal with the incident.
- 3.55 Another operation is currently underway, which sees the force supporting national activity led by the National Crime Agency (NCA). The focus of this current period of intensification is trafficking into the nail bar industry and work ongoing assists to further develop the intelligence picture of this type of trafficking.

⁴ <https://www.police.uk/pu/notices/streetsafe/street-safe/>

- 3.56 The South Yorkshire Modern Slavery Partnership (SYMSP) continues to go from strength to strength, and the current focus is on a data collaboration project, which the force hopes will see data collected not only from statutory agencies but also NGOs and others, to provide a fully rounded picture of Modern Slavery offending in South Yorkshire.
- 3.57 The force reported in the November 2021 PAB report, on a County Lines Coordination Centre peer review. The review recommended governance around the trafficking of children be brought into the Modern Slavery Team to ensure a corporate approach to both adults and children. At present this governance remains with the child exploitation officers at each district resulting in slightly different approaches across the force. Ways of improving this are being explored.

Vulnerability

- 3.58 Vulnerable victims may be more likely to require extra support and services through the criminal justice process, either due to the nature of the crime, or because of their particular circumstances or characteristics. Under the victims' code they are entitled to an enhanced service. Force lead for victim satisfaction, Chief Inspector Natalie Gilmour reports that the delivery of this entitlement continues to be an area of focus for the force's Strategic Complete Victim Care Meeting.
- 3.59 The area of 'enhanced service for victims is promoted across the force, with presentations having been delivered to improve staff understanding and knowledge of this, as well as other key areas of victim care.
- 3.60 'Action taken' and 'follow up' are continued areas of concern across satisfaction for all victims of crime, including those identified as vulnerable or repeat victims. These areas will remain a key focus for the foreseeable future for the force and within the CVC meetings, with a drive around the quality of victim contacts and completing quality investigations to achieve the best outcomes for victims.
- 3.61 Last quarter, Q4 January – March 2022, has seen overall satisfaction levels remain stable at 72%, compared to 67% in Q3 and 71% for the previous 12 months. 'Action taken' and 'follow up' levels for vulnerable victims last quarter were 64% and 58% respectively. These are both consistent with Q3 and the previous 12 months.
- 3.62 The Performance and Governance department have developed a Repeat Victims Index (RVI) to help identify the repeat victims most likely to need enhanced support or intervention. It is intended to add more value to the traditional view of looking solely at offence volumes and does so by also taking in to account the recency and severity of the offences, together with additional risk factors such as vulnerability and domestic related offences. The RVI is now used by call takers in the Control Room and internal communications are being recorded to raise awareness across other relevant departments.
- 3.63 The definition of vulnerability adopted by the College of Policing is: *A person is vulnerable if, as a result of their situation or circumstances, they are unable to care of or protect themselves or others from harm or exploitation.* Officers and staff come in to

contact with vulnerable people in all areas of their work and have a duty of care to protect and support suspects as well as victims.

3.64 The force works hard to ensure vulnerability is recognised and responded to amongst individuals dealt with as a suspect in custody:

- **Lengthy and vigorous risk assessment process from the arrival to departure.** The questions we ask detainees are firmly in line with the National Strategy led by the NPCC lead for custody. Over and above this, SYP conduct enhanced risk assessments at additional junctures – interviews and Inspector reviews. At those junctures, there are mandatory questions asked of the detainee and documented on the custody record. Requirements can change during the detention period and these additional risk assessments help to review these.
- **Children and young people** – through training and shift briefings, the custody department has set very clear expectations of custody officers to apply the appropriate level of scrutiny when any juvenile comes into custody. Procedures are in place to ensure that the national expectation – has the officer used custody as a last resort – is upheld. Where detention is deemed necessary, the force applies a regime of Inspector reviews every four hours (the national expectation that reviews be conducted every six hours). This is to ensure a tight grip on timeliness and officers are held to account for carrying out their investigations diligently and expeditiously. Inspectors at each custody suite review all overnight detentions of juveniles to check that decisions were necessary and proportionate. Dip sampling has captured improved performance that exceeds HMICFRS expectations in this area. All children coming into custody will be referred by the officer in the case, through the vulnerable child referral pathway to the local PVP referrals unit. All custody staff are currently going through the force’s Child Matters training and recognise the key role they play when engaging with children and young people in custody.
- **Safeguarding Intervention Hub** – The custody department are developing a project to create a safeguarding intervention ‘hub’ that will ensure off every child in custody is spoken to, to find out what is going on in their lives and to secure any opportunity for diversion by way of completion of a bespoke referral questionnaire. With a view that every child coming into custody is to be treated as a potential victim, not just an offender, the new hub will allow those conversations to take place in an appropriate setting with the right people. Plans are to launch this in May 2022 and extend to use of the hub for any vulnerable detainee.
- **Appropriate Adults** are provided for every vulnerable suspect to aid understanding and ensure fair treatment. The force’s largest custody suite, Shepcote Lane in Sheffield, has been able to secure a trained volunteer to be embedded on site and available to act on behalf of vulnerable suspects when required. At present, this only occurs during office hours but the project has been so successful, the force hopes to extend this beyond office hours in the future.

- **PLAN B Navigators** (Violence reduction intervention workers) now extend their provision to young people aged 16-18 years old in custody. Despite this being in its infancy with data not yet available, the feedback has been really promising. This is linked to current CPD training for Custody staff to recognise the signs of CCE in juvenile detainees and flag for intervention by Plan B.
- **Veterans – Project Nova** are a critical stakeholder, providing specialist support tailored to individuals who may be affected by their experiences in the military. All detainees are asked a question in the risk assessment that captures any serving / ex-military personnel and referrals are made to Project Nova
- **Embedded L&D** (Liaison and diversion)⁵ – L&D health professionals are embedded at each custody suite, and they provide a valuable support mechanism to assist vulnerable suspects. All detainees are offered their services and there are many examples of individuals getting the help they needed with mental health, or substance misuse for example. All mental health assessments are orchestrated by L&D and they work police to secure mental health beds when required.
- **Custody Health Care Practitioner (HCP)** – all detainees are offered the opportunity to speak to the HCP who have access to medical records and can refer directly to GPs for ongoing treatment and support.
- **Independent Custody Visitors** who provide that appropriate scrutiny and accountability when they visit our suites. They focus on the treatment of detainees and can raise complaints or representations if they deem appropriate.
- **A new pre-release risk assessment** is being devised to ensure that any referrals / risk management is carried out before all detainees leave custody. This will include those suspects brought to a police station for a voluntary interview outside of the custody environment – which is an area where the force is looking to provide consistency.

3.65 During the NCPI revisit in April, HMICFRS assessed the force’s progress against an outstanding recommendation about how the force manages the detention of children, and seeks to engage with local authorities and partner agencies. Continued progress is required on the area of working with local authorities to find secure and alternative accommodation, and the provision of appropriate adults. However, HMICFRS found the force has made improvements around the treatment of children and that a stronger child centred policing approach was evident.

4 FUTURE DIRECTION/DEVELOPMENT

4.1 SYP will focus on areas of delivery from this report, and will continue to report in the future on:

⁵ <https://www.england.nhs.uk/commissioning/health-just/liaison-and-diversion/about/>

- The progress of internal training and delivery
- The progress of reviews of structures and processes across PVP
- The delivery in respect of RASSO, DA and the wider programme for Violence against Women and Girls
- Progress in the use of orders to support the safeguarding of victims and manage the risk posed by suspects

5 COMMUNICATIONS

NONE

6 EXCEPTION REPORTING

NONE

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PUBLIC ACCOUNTABILITY BOARD

SOUTH YORKSHIRE POLICE

SOUTH YORKSHIRE POLICE PERFORMANCE AND GOVERNANCE ARRANGEMENTS TO DELIVER THE POLICE AND CRIME COMMISSIONER'S POLICE AND CRIME PLAN 2022-25

REPORT OF THE CHIEF CONSTABLE

1 PURPOSE OF REPORT

1.1 To update Police and Crime Commissioner (PCC) as to the Chief Constable's plan to support the Police and Crime Plan 2022-2025.

2 RECOMMENDATION(S) AND / OR DECISION(S) REQUIRED

2.1 The PCC considers and discusses the contents of this report and approves the Chief Constable's proposals to how the force will deliver the Police and Crime Plan.

3 BACKGROUND

3.1 The PCC's Police and Crime Plan identifies three priority areas:

- Protecting Vulnerable People (PVP)
- Tackling Crime and ASB (antisocial behaviour)
- Treating People Fairly

3.2 Appendix One illustrates the areas of focus that the PCC will be holding South Yorkshire Police to account for in relation to these priorities in the coming year. In addition, 'value for money' will be considered a cross-cutting theme.

3.3 Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) inspections provide independent assessments on the force. In 2019, the force was inspected and graded as 'Good' across all the three key areas of Effectiveness, Efficiency and Legitimacy. Appendix Two contains a breakdown of the 2019 inspection results. The force has now entered the period of inspection for the next PEEL assessment, and is working to the timescales provided by HMICFRS for the 18-month cycle of review.

4 GOVERNANCE AND PLAN DELIVERY

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

- deliver an outstanding neighbourhood policing service;
- deliver a whole-system approach to the protection of vulnerable people; and
- reduce serious crimes and bring offenders to justice

4.2 The Plan on a Page 'foundations of success' that will deliver these priorities are

- collaborate in effective partnerships;
- deliver excellent victim-led service;
- communicate and engage effectively;
- use technology and data effectively;
- further our detailed understanding of demand and match resources accordingly;

- attract and manage our talent;
 - value our people; and
 - continue to enhance our strong and stable leadership.
- 4.3 The Plan on a Page 'foundations of success' that will deliver improvements in efficiency and productivity are:
- improve the effectiveness and efficiency of our internal processes;
 - use our resources well;
 - manage our finances; and
 - governance and compliance
- 4.4 The force has an effective and comprehensive Performance Management Framework in place to support the Plan on a Page and deliver against the operational requirements of the Police and Crime Plan. This framework has developed each year to reflect the current position of delivery within the force.
- 4.5 The 2021 review of the Performance Management Framework has taken place following the finalisation of the 2021 Force Management Statement, and is also cognisant of the Home Office's Beating Crime Plan; National Crime and Policing Measures; HMICFRS Reducing Crime Narrative; learning from national and force specific HMICFRS inspection recommendations; the force's Strategic Intelligence Assessment and Control Strategy; Joint Strategic Intelligence Assessment priorities; internal audits; and the new Police and Crime Plan 2021-2024. It is designed to support the groundwork for future operational challenges for the organisation in the coming years.
- 4.6 The monthly Force Performance Day focusses on strategic delivery of the Performance Management Framework, and localised accountability sits within the district and departmental Quarterly Performance Reviews. In support of this, a comprehensive suite of performance management dashboards have been developed to inform the delivery, and this work continues with the force investment into MS Power BI, which will enhance the accessibility of analytical datasets further.
- 4.7 Key to the force in delivering all aspects of the Plan on a Page and the Police and Crime Plan is the focus on developing and established partnerships, seeking future collaborative opportunities where they will deliver effective performance. The Collaboration Effectiveness Framework will continue to be used in 2022/23 to provide the required evidence of the success, or otherwise, of such arrangements.
- 4.8 The force has an effective and robust regime to monitor compliance, performance and hold business leads to account to drive delivery of the Police and Crime Plan.
- 4.9 Force performance day (monthly meeting), chaired by the Deputy Chief Constable is attended by district/departmental heads and representatives from the OPCC and HMICFRS. Here, the force assesses progress against its priorities and the Police and Crime Plan. This meeting will continue to inform the PCC's Public Accountability Board (PAB) providing reassurance in an open forum as to the progress achieved, or highlight specific challenges.
- 4.10 Each member of the Senior Command Team (SCT) holds their respective portfolio district / departmental heads to account through a series of local quarterly performance review meetings.

- 4.11 The Deputy Chief Constable chairs regular meetings with SCT, to ensure progress against HMICFRS recommendations, supported by the Strategic Delivery Unit. In 2022/23, this will also be accompanied by delivery oversight in other areas of organisational learning, such as from the Professional Standards Department (PSD), Legal Services or from internal and peer assessment reviews.
- 4.12 A bi-weekly report is produced for district and SCT leads to detail the latest performance in key areas of delivery. The report is amended as required to meet the evolving needs, and oversight is then governed through SCT portfolio leads to ensure any emerging concerns are understood at the earliest opportunity.
- 4.13 The force has a network of force ‘thematic leads’ in key areas aligned to the force Control Strategy and for both crime and non-crime performance areas. Force thematic leads ensure that the force work-streams and policies are commensurate with the National Police Chief’s Council (NPCC) wider strategic requirements in each thematic area. In 2020 a Governance Portal was created to house the information linked to each thematic lead area – this contains strategies, horizon scanning, analytical products, policies, intelligence requirements, and details of HMICFRS delivery work streams, this will continue to be updated and utilised.
- 4.14 Members of SCT chair governance arrangements overseeing their portfolio areas, which are currently subject to review within Business Change and Innovation (BC&I). The force Strategic Intelligence Assessment (SIA) is also under development, and will support the force’s understanding of threat, risk and harm in the production of the force Control Strategy. The existing Control Strategy is shown in Appendix Three.
- 4.15 The force will continue to inform and update existing PCC assurance / advisory groups and independent panels as part of the holding to account arrangements.
- 4.16 To address the areas of focus in the renewed Police and Crime Plan priorities, South Yorkshire Police’s plans include the following:

5 PROTECTING VULNERABLE PEOPLE

WORKING IN PARTNERSHIP TO PROTECT VULNERABLE PEOPLE

- 5.1 The State of Policing 2020 highlighted the increasing loneliness and isolation experienced by people during the pandemic and the impact on the mental health of individuals. There has been a reduction in the direct regular contact all agencies have within communities, which enable more proactive work, but as activities return to pre-pandemic delivery, the identification of vulnerability is expected to increase beyond previous levels.
- 5.2 The current PEEL/VSA inspection by HMICFRS will review the service provided to vulnerable callers, victims and suspects and provide feedback to the force on any areas for improvement. It is expected that this will highlight the positive work in this area.
- 5.3 In relation to safeguarding, there is a threshold in place and the force triages referrals to ensure there is consistency of approach into the adult social care services within the local authority partnerships. The majority of referrals come from non-crime incidents,

linked to a person's age, mental health and those who have repeatedly presented to the force.

- 5.4 The force has adopted the use of an app to submit Vulnerable Adult (VA) referrals to Local Referral Units (LRUs) and partners. The app sends the referral to the force LRUs, adult social care and mental health services simultaneously. Referrals are then triaged by the agencies in order for the appropriate action to be taken. This work will continue in to 2022/23.
- 5.5 In reviewing the effectiveness of safeguarding activities, the force lead is undertaking a review of the adult referral processes, to better understand and implement an effective whole partner approach across the four local authority areas.
- 5.6 The department and the force lead ensure appropriate governance and oversight to ensure the consistency of processes is embedded across the organisation. A monthly meeting takes place with the four adult safeguarding district champions, with increasing involvement and support from the partners in this process anticipated in 2022/23.
- 5.7 Work is ongoing in South Yorkshire to support a multiagency approach to first-time missing children, to identify what additional care can be offered to address the reasons behind missing episodes, leading to early identification and reduction in long-term demand.
- 5.8 The force is keen to understand what 'missing' looks like, assessing emerging trends and intelligence, and taking proactive steps to respond. The force is keen to benefit from the data access provided by the new system, and the ability to deliver timely informative products to the force and partners to better support the local understanding of patterns of incidents. This will be delivered with oversight from the quarterly Missing from Home Board, which is overseeing the implementation of the new missing from home system. (Compact).
- 5.9 The nationally recognised Philomena Protocol is embedded within the new system. This scheme asks carers to identify children and young people who are at risk of going missing and to record vital information about them that can be used to help find them quickly and safely in the event of a missing episode. The completed forms are stored on Compact for easy access to staff.
- 5.10 The force strategy puts steps in place to raise awareness and improve the first line response to missing people and ensure an effective and appropriate risk assessment and investigative response to missing people, with effective supervision. The force aims to ensure consistency across the districts in the response to missing person incidents, that the links between missing children and CCE/CSE are fully explored, and that the problem solving processes are well embedded.
- 5.11 The missing persons co-ordinator role is seen to be a key part of supporting this objective as well as ongoing training for frontline officers which will continue into 2022/23.

- 5.12 In order to enable the more effective investigation of missing people in Sheffield, the district is considering the formation of a team of ten officers to investigate missing person reports. These officers will be drawn from the response teams and will, if formed, create a specialised team who are more conversant with certain investigative techniques such as the use of telecoms data.
- 5.13 One idea submitted through the force's Innovation Station led to a pilot in the use of GPS tracking devices for high-risk repeat missing persons. To date 50 devices have been distributed, and the positive early indications in helping to reduce demand from missing episodes will be assessed as part of the pilot review.
- 5.14 The force will utilise effective collaboration to ensure clear prioritisation and engagement by all agencies in preventing children and vulnerable adults from going missing and reducing instances of repeat missing episodes through effective problem solving; identifying and addressing the risks and links between missing and criminal and sexual exploitation. Ensuring all agencies within the partnership understand their roles and responsibilities and can work collectively to reduce the volume of missing person episodes.
- 5.15 All four district areas are signed up to the South Yorkshire Missing from Home and Care Protocol, which has been reviewed in 2021. The work now is to establish greater engagement with the voluntary sector and to continue to ensure the pathways available are appropriate for the needs of the missing persons.
- 5.16 Work is ongoing at an Integrated Care System (ICS) level, which has led to the agreement of a standard operating procedure across the South Yorkshire area for S.136 Mental Health Act detentions. This standardises how potential S136 detentions will be triaged, seek to not utilise police vehicles as conveyance and source suitable beds. There is a zero use of police custody policy and a drive to avoid any unnecessary detentions in favour of de-escalation.
- 5.17 The force is involved in the pilot of the Mental Health Response Vehicle, which launched on in March covering Doncaster and parts of Rotherham. This is a Yorkshire Ambulance Service vehicle (plain people carrier) staffed by a paramedic and technician, which is designed to respond to those calls centring on mental health related issues. It will be used for patient conveyance where S136 is utilised or at S135 warrants. The initial location was chosen based partly on SYP provided data. In addition to the Mental Health Response Vehicle, Doncaster is also piloting a new approach to de-escalation by enhancing the safe space provision, which could lead to a reduction in S136 detentions and certainly a reduction in those admitted to A&E with mental health related issues.
- 5.18 On 14th April, SYP launched the Mental Health Alert Card in partnership with the patient ambassador from Sheffield Health and Social Care Trust. This is a credit card sized card, applied for by individuals with mental health related issues, that informs police and emergency services how / why they may present in a certain way and how best to deal with them if in crisis. Work will continue in this area.
- 5.19 The delivery of these objectives will be overseen by the quarterly Missing from Home Board, chaired by Assistant Chief Constable Thorpe. These workstreams should deliver a reduction in repeat missing episodes, and reductions in reporting from the multiple repeat locations as the force works directly with these partners to problem solve the

issues. Strategy meetings for missing children will increase, as will the submissions of referrals and intelligence reports linked to missing children.

- 5.20 The Performance Management Unit will now work to develop longer-term management information from the wealth of data contained within the new system.
- 5.21 With these steps in place, the benefits of a new case management system, and with consideration of the future resourcing for the missing persons coordinator post, the force is in a good position to work proactively with frontline officers and partners to support missing persons.

VIOLENCE AGAINST WOMEN AND GIRLS

- 5.22 The national focus on Violence Against Women and Girls is welcomed by the force, ensuring the focus of work cuts across the various thematic aspects of criminality, and links into the force's cultural programme, working closely with the force's People and Organisational Development (POD) department and The Professional Standards Department (PSD).
- 5.23 To support the delivery of the national framework, the force has established three task and finish groups, aligned to three VAWG strategic intents; Build Trust and Confidence; Relentless Perpetrator Pursuit; and Create Safer Spaces. Any appropriate amendments to the force's performance management framework to align the national, OPCC and force direction will take place in early 2022/23.
- 5.24 The force has an automated data tool, which identifies the most high harm offenders in relation to Domestic Abuse. Work is currently underway to further develop this tool to identify the high harm offenders across the spectrum of VAWG offending. From this, a process will be developed to support the proactive management of those offenders.
- 5.25 The VAWG task and finish group are working with the College of Policing (CoP) and the NPCC to devise a term of reference for the VAWG problem profile. The force will organise the problem profiles by theme, RASSO, Stalking and Harassment, Domestic Abuse and Honour Based Violence (HBV) from which an overarching VAWG profile will be drawn. The profile will include crime in online, private, and public spaces. The profiles will assist the force in targeting prevention activity and co-ordinating offender management.
- 5.26 The policing of VAWG has been built into the force's night-time economy plans. Operation Sentinel is a multi-agency response to policing VAWG in identified high-risk locations. This is now being embedded across all districts. The operation aims to raise awareness with partners of members of the public enjoying the night-time economy who may fall victim to sexual offences and other crimes.
- 5.27 The TravelSafe Partnership role promotes the effective investigation of crime and ASB committed on and around the public transport network providing investigative oversight

and assistance. The TravelSafe Sergeant is linked into the force VAWG co-ordinator and is scoping areas of work where public transport and public transport hubs can become safer spaces for women and girls. This is in the early stages of progression but is likely to include; training for public transport staff, communications campaigns, education initiatives, designing out crime activities in addition to other work.

- 5.28 As well as challenges for policing, there are broader societal issues apparent (such as the societal shift in attitudes of men and boys), which the force will work with partners to influence, for and with the public of South Yorkshire. A Strategic Independent Advisory Group (IAG) has been set up by the force and the OPCC, to support the future force agenda for VAWG. The force has been keen to ensure that the IAG attendance is inclusive for the South Yorkshire communities, and local community groups have been contacted for support. The first meeting took place in February 2022 and members have offered invaluable advice, which is being built into the force's current VAWG media campaigns and enhancing victim care.
- 5.29 Transparency for the public and staff is a critical part of delivery of the VAWG strategy and the force Head of Communications has overseen the development of a communications strategy, which addresses the internal and external communication required.
- 5.30 The work in 2022/23 will focus on the Year One Framework, and the force is confident it has effective plans in place to take appropriate action.
- 5.31 In relation to Rape and Serious Sexual offences, The RASSO Strategy 2021-2023 outlines four objectives for delivery.

Improve service delivery to victims – this focusses on the use of victim feedback to tailor services, the signposting of services to victims in the process and the partnership working with the ISVAs.

The ISVA service is in the process of contract renewal for 2022/23. The service offers support to rape victims throughout the entire investigation process. Feedback would suggest that the ISVA service are underused and there is work ongoing to improve performance in this respect, and ensure that there are measures in place to return to the victim to further consult.

A rape and serious sexual assault specific survivor booklet has been produced and is currently in the consultation phase. Consultation will include dialogue through the VAWG IAG, which is due to take place imminently.

- 5.32 **Improve investigative quality** – the focus for improvements is in the supervisory oversight and direction for officers, closer working with the CPS to identify potential evidential gaps through the Early Investigative Advice processes, and improved training for both first line responders and those working on complex cases. A specialist training course for detectives and investigators (SAAIDP) is currently under development for rollout later this year.

Furthermore, the force lead attends a monthly failed triage meeting with the CPS and CJU to identify the reasons behind cases being rejected by CPS at first triage stage. A weekly list of such cases is forwarded to the RASSO Gatekeeper and in turn to the Officer In Case (OIC) to rectify the issues at the earliest opportunity.

- 5.33 **Bring offenders to justice** – In line with Operation Soteria/Bluestone using a suspect focussed approach to investigations, the force will work to disrupt repeat offenders, and use civil orders and powers effectively to target perpetrators and safeguard victims. There is also greater support needed for victims through the CJS process. A preliminary National Crime Agency (NCA) report has taken place, with a full study currently underway, aimed at predicting trends in RASSO offending post-Covid. Through comparing RASSO offending and response during the lockdown period, researchers from the University of Birmingham are working to model predatory offending and consider the adaptation of predatory behaviour during the pandemic with the potential implications on policing. The results are due to be reported imminently.
- 5.34 **Improve targeted problem-solving activity** – the force is preparing to develop targeted problem solving plans within neighbourhood teams, using timely and informed scanning to identify and target perpetrators within local areas. As with domestic abuse, there is considered to be under-reporting from male victims, LGBTQ+ victims, BAMER victims, and victims from more affluent areas. With greater local focus on the perpetrators behaviour, the partnership can look to specific and innovative operations. Operation Sentinel is a strong example of this work.
- 5.35 All objectives are set for ongoing delivery with improvements expected in the next 18 months, this will be monitored through the RASSO gold group. Audits of RASSO offences will take place in the forthcoming year through the new PVP Governance audit function and the strategy are supported by a refreshed comprehensive delivery plan.
- 5.36 The underreporting of RASSO offences will be incorporated into local media campaigns, and support the national campaigns. The VAWG communications strategy will seek to improve reporting to the police from women and girls but will also recognise the genderless element of RASSO offending, and offer support to male victims. The force is keen to focus the messaging on perpetrator behaviour and there is no expectation from the force for any potential victim to amend their behaviour to prevent risk or harm. The force will also work with partners such as licenced premises to utilise preventative measures and give victims and witnesses the confidence to report inappropriate behaviour.
- 5.37 The response to stalking and harassment will develop and adapt as the force conducts changes in the strategic approach to VAWG. The force intends to further improve crime data accuracy in the recording of stalking and harassment offences, monitored through qualitative assessments on a quarterly basis.
- 5.38 The force aims to equip officers to assess and understand risk enabling them to safeguard, support and signpost victims. The force will make sure the risk assessment process is consistently and appropriately applied, in a timely manner. Embedding the timeliness of delivery is the focus in 2022.

- 5.39 The force will continue to work with partners to improve our understanding of the impact on victims and improve pathways to support. Training for officers is developed in conjunction with the expertise from partner services and work now looks to increase officers' awareness of the partnership support services available.
- 5.40 Improvements to public confidence in reporting offences of stalking and harassment will be achieved through training and feedback from victims. The future survey for non-domestic victims of stalking and harassment will provide useful feedback for the force to improve the service and support victim confidence. A public facing communications plan will be delivered in 2022.
- 5.41 The force will use performance and analytical information to understand demand, threat and understand trends. As an area of focus on the Control Strategy, the force will set out intelligence requirements and deliver profiling to understand issues at a tactical level.
- 5.42 The force will work to develop pathways to appropriately manage offenders. The force will outline offender management pathways, working with the OPCC to identify suitable agencies to provide a specific offender behaviour programme.
- 5.43 The force is working to increase the appropriate use of Stalking Protection Orders (SPOs) to support the safeguarding of victims. Whilst this remains relatively new legislation for the wider criminal justice system, the force lead and Head of PVP Performance and Governance are keen to explore more opportunities for usage.
- 5.44 All objectives will be monitored through the Stalking and Harassment Working Group, with strategic oversight delivered through the Vulnerability Theme Leads Meeting.
- 5.45 Barriers still exist to prosecution of offenders, which includes victims of Honour Based Abuse, Forced Marriage and Female Genital Mutilation (HBA, FM, FGM) not wishing to engage in a criminal process with a family member. It is the force's continuing position that prevention and safeguarding are at the forefront of the strategy in this area.
- 5.46 The force's Legal Services department and subject matter experts continue to work with all four local authorities in respect of Forced Marriage Protection Orders (FMPO) and Female Genital Mutilation Protection Orders (FGMPO). This work between agencies will continue to improve, with local authorities now starting to take some lead on the applications for such orders.
- 5.47 The Honour Based Abuse, Forced Marriage and Female Genital Mutilation Strategy aims to increase the number of staff trained in recognising risk factors and carrying out effective safeguarding. The focus will be on the continued training to DA and PVP teams, ensuring any skills fade from the rotation of officers will be replenished on an annual basis, as a support to the previous investment in training. Karma Nirvana trained SPOCs have the necessary knowledge, skills and expertise to support the wider force delivery.

- 5.48 The force aims to enhance protection of those at risk of FGM through partnership working to identify victims and increase use of protection orders – this has been an area of strong development for the force, but it is acknowledged that more can be done.
- 5.49 The force will continue to increase public awareness and public confidence with regard to issues of HBA, FM and FGM. The force will work to publicise the orders that are obtained and support key media campaigns, giving victims the confidence to report thus expecting to see an increase in the self-reporting by victims or those within a victim's family or community. The force lead ensures the annual International Day of Zero Tolerance for FGM (6th Feb) and the annual Karma Nirvana Day of Memory (14th July) are marked by the force with media releases, to create the conversation on social media and raise awareness.
- 5.50 The force intends to introduce and embed new legislation to improve our ability to combat HBA, FM and FGM and it is important for the force to prepare so that officers and staff can best utilise the measures to protect potential victims. The thematic lead ensures all updates are provided to SPOCs, DA and PVP teams and are made available more widely across the force.
- 5.51 With these steps in place, and with the review of the internal resources to support the demand underway, the force is in a good position to work proactively with frontline officers and partners to support victims of HBA.

DOMESTIC ABUSE

- 5.52 Domestic Abuse has been retained within the force Control Strategy for 2021-2024, supporting the long-term prioritisation in this area for crime prevention, intelligence and enforcement. The strategy for domestic abuse sets out a number of objectives for delivery. The Domestic Abuse Act 2021 emphasises the breadth of domestic offending outside the realm of physical violence.
- 5.53 The force will continue to develop and train our workforce to effectively respond to domestic abuse, accurately record crimes and appropriately assess risk so that domestic abuse victims are effectively safeguarded. Recognition and identification of domestic abuse has improved, and further regular training events are required to maintain and build on the gains that have already been made in this area.
- 5.54 Force performance for domestic abuse is considered to be strong in the response and early investigative phases and the force is now working to focus on the process of investigative quality to assure a greater proportion of domestic offences to the courts, and to ensure the force maximises opportunities for evidence led prosecutions working in partnership with the Crown Prosecution Service (CPS) and Her Majesty's Courts and Tribunals Service (HMCTS) and the third sector. The force lead has plans to work with partners in the delivery of the DA Best Practice Framework to improve the conviction rate for DA cases.

- 5.55 We will also continue to work with statutory and third sector partners to effectively safeguard victims whether a prosecution is ongoing or not. The Domestic Abuse Risk Assessment Team (DARA) team continues to refer cases as appropriate to the Multi Agency Risk Assessment Conference (MARAC), and the Domestic Violence Protection Order (DVPO) team support the protection of victims. Feedback will be sought from victims to ensure the multi-agency response is effective, reducing the victim attrition rate through the process.
- 5.56 The force will continue to work with partners to support children exposed to domestic abuse. The central DARA team identify incidents where children are exposed to domestic abuse and refer these cases to children's Social Care and the Local Referral Units. The referral process is being reviewed to ensure the partnership approach is delivering appropriate support.
- 5.57 The force continues to employ Operation Encompass to engage with schools in support of children who live in households where domestic abuse has been reported. It is not mandatory for schools to participate, but the vast majority of schools across South Yorkshire are now signed up to receive relevant information. The force is pleased to report that approximately 1200 children each month are notified to schools through this process, and this is expected to continue into 2022/23.
- 5.58 The force will continue to embed Multi-Agency Tasking and Coordination (MATAC) as a means of effectively managing serious and serial domestic abuse perpetrators and to use a range of pathways to effectively manage all domestic abuse perpetrators. In 2021, the force introduced MATAC to identify and manage repeat and/or harmful offenders through a multi-agency process. Work is undertaken with offenders and as well as appropriate victim support. The MATAC is seen to be working well, and will continue in 2022/23 to focus on reducing the volume and harm related to offending by persistent perpetrators, subsequently reducing the risk to victims.
- 5.59 The force lead is working to introduce a cohort for victim and perpetrator couples who do not meet the high-risk safeguarding threshold, but for whom repeated victimisation is a consistent pattern within their relationship. This work will continue into 2022/23.
- 5.60 Performance data and analytical information will continue to be used to understand and effectively respond to demand, threat and risk and identify trends. Whilst the force has good access to internal information, work will take place to improve on performance data sharing with partners. This is largely for the MARAC and MATAC meetings but could also assist with decisions around commissioning and provision of services by the Local Authority.
- 5.61 To prepare for the successful implementation of the new Domestic Abuse Act 2021, the force lead is working to ensure that the legislation is implemented swiftly and effectively. The force has volunteered to be part of a Home Office pilot for Domestic Abuse Protection Orders (DAPO) and with a dedicated team working to support DVPOs effectively, there is hope the force will be selected.

- 5.62 The force aims to build on existing police and partnership practices and to look for new and innovative ways to effectively respond to and deal with domestic abuse. The force is also seeking to grant the National Probation Service limited access to the crime recording system to support their oversight for the perpetrators managed by them, enabling more efficient information sharing. Further research to scope the benefits of National Monitoring Alarms with an audio recording facility in use at the property of domestic abuse victims is also in the planning stages with Sheffield Hallam University. All initiatives will be assessed for their effectiveness with links to academic partners.
- 5.63 Support has also been given to a PhD researcher who is to work with those who have undertaken the DA Matters training, and with victims to assess the level of understanding and appropriate action taken in cases of coercive and controlling behaviour. The project is ongoing, with an expected end date in 2024.

TACKLING THE EXPLOITATION OF ADULTS AND CHILDREN

- 5.64 Child Abuse, Child Criminal Exploitation (CCE), Child Sexual Exploitation (CSE) and County Lines all feature on the Force Control Strategy and remain a priority due to the high levels of mental and physical harm to victims associated with offending. It is considered essential by the force that a sensitive victim-led response is adopted and it is crucial that every child feels supported without judgement. This will continue to be the focus of force training and the expectation for all officers involved in the investigation of these offences.
- 5.65 A review of Child Exploitation is underway to look at the current and future intelligence, investigation and safeguarding capabilities across the force to tackle CSE, CCE and County Lines.
- 5.66 Following the 2021 publication of the national Tackling Child Sexual Abuse Strategy, and the delivery of the internal profile, a joint Child Abuse and Exploitation Strategy 2021-2023 was developed to cover a number of objectives for delivery across the wider thematic areas of child abuse, sexual and criminal exploitation.
- 5.67 The strategy objectives focus on:-
- Ensuring the effective use of the Child Exploitation Disruption Toolkit – including an increase in the use of orders and action on breaches, such as for Child Abduction Warning Notices (CAWNs), and the liaison with the National County Lines Coordination Centre’s Orders team. This is currently underway via the Multi-Agency Child Exploitation (MACE) process and the force have very good links and a positive relationship with the National County Lines Co-ordination Centre (NCLCC) in all areas including offences and orders.
 - Improving the force’s understanding of online criminality – increasing evidence-led prosecutions and the quality of investigations. Investigation plans are currently under review in CSE, CCE and County Lines with a focus on evidence-led prosecutions.
 - Using the legislation on Working Together to Safeguard Children in the sharing of information with partners and bridging intelligence gaps and increasing

intelligence submissions. We will continue to hold a MACE in every district and review and improve this partnership. All districts will hold Child Exploitation Tactical Groups (CETG) in 2022, which will also include partners, in order to bridge any intelligence gaps.

- Maintaining investment in the focus of offenders across the Violent and Sexual Offender Register (ViSOR), Integrated Offender Management (IOM) and Multi Agency Public Protection Arrangements (MAPPA) reducing perpetrator reoffending rates.
- Improving the identification of child abuse and recording accuracy – increasing audit compliance and quality of referrals.
- Supporting victim confidence in reporting – improving the investigation quality and victim uptake of specialist support.
- Working with partners to make appropriate joint decisions – improving the quality of referrals and outcomes for children. This also links to work to support children who are missing from home / local authority care.
- Ensuring the force capacity and capability is in place to effectively deal with child abuse investigations. The review of Child Exploitation has ceased and is now being incorporated into the wider PVP review. Therefore, there is still a risk of around the capabilities in place to deal with CSE / CCE investigations.

5.68 The force is implementing the vulnerability assessment tracker to score a child at risk's likely vulnerability. Those identified are risk assessed and profiles are reviewed within the MACE meeting process. The tracker was originally introduced to support CCE but has been expanded and trialled prior to forcewide rollout. This will be a key tool for districts to utilise in the coming year and can be used to support children who present to the policing service as victims, suspects, or those for which concerns have been raised due to their individual circumstances.

5.69 The force is represented on the national Operation Makesafe working group. This group is working on a staged plan to bring together a national and consistent approach to delivery of the operation, increasing the quality of training that all hotels or taxi companies receive. With companies nationally delivering the same approach it is expected there will be improvements in identification, enabling greater safeguarding.

5.70 Whilst Op Makesafe has existed for several years, there is currently a national plan in development. The first part of this plan is for a re-invigorated training package to be prepared, which is to be rolled out initially to the large chain hotels, before moving to the lesser-known ones. The force is signed-up to this national plan and will be implementing this once details are finalised, however in the meantime we will continue to conduct proactive Op Makesafe activity.

5.71 All districts have plans in place to partake in Op Makesafe activity during 2022. Rotherham District have already done so recently, conducting a test purchase operation at local hotels to test compliance and knowledge of the process.

- 5.72 Child Abduction Warning Notices (CAWNs) are an effective tool the force can use to disrupt the activity around missing children who may have links to CSE, CCE, County Lines and other abuse. They are seen to be a useful tool, which effectively severs the link between the perpetrator and the child, something the force is keen to further increase the use of. A recent process / recording document has been circulated to officers via the force CSE lead and the review and audit of CAWNs is currently being deliberated across the force.
- 5.73 Sharing of information will be supported through the partnership intelligence training through which partners can submit intelligence directly to the force systems, enabling a more live-time joined up approach to the monitoring of risk for potential victims.
- 5.74 The PVP Governance department is undertaking an assessment of the vulnerable child pathways from which any gaps and good practice within each pathway can be identified to support the wider South Yorkshire delivery. This will also ensure a picture of repeat referral demand is understood across the whole system. This includes supporting the Local Referral Unit with ongoing training to ensure investigations are accurately recorded, with the appropriate flags used on the system to identify child abuse and exploitation within the categories of offences recorded. There has also been a drive to ask officers to use keywords when completing Vulnerable Adult or Vulnerable Child (VA/VC) forms.
- 5.75 The force will continue to deliver awareness campaigns to increase knowledge and awareness for professionals and the wider public, encouraging all to report concerns, to identify and safeguard children at risk, and to enable the pursuit of offenders.
- 5.76 In support of national learning linked to CSE, a detective sergeant has been attached on a part time basis to the GRACE (Global Response Against Child Exploitation) Project. This is an EU funded project involving Sheffield University and includes representatives from 21 European Countries. The project is designed to review the response to fighting online CSE and create a more effective system, using technological advances to identify victims, perpetrators and trends across law enforcement agencies worldwide. The force is currently in the process of attaching a new officer to this position, and is committed to supporting partners with this innovative work.
- 5.77 CSE is also a priority for the region within the Regional Strategic Assessment. Monthly and quarterly analytical products are provided by the Force Intelligence Bureau to support the internal and partnership based understanding of the current and emerging risks.
- 5.78 The force has an online reporting portal on its CSE webpage. This has a knowledge bank attached to it containing information about CSE and allows members of the public to report incidents and pass information directly to the police. Crimestoppers and the NSPCC are also organisations which allow for the reporting of CSE information. Both organisations work closely with police and other law enforcement agencies and share information on a regular basis and will continue to do so.

- 5.79 Training around CSE continues to be delivered to officers and staff around the force. Recent examples include district supervisor away days, Local Referral Unit CPD, Child Matters Training and Op Hydrant CPD. Further CPD events are to be planned through the course of 2022 in support to our response to the Linden report.
- 5.80 The force is currently in the planning stage for a new vulnerability awareness campaign, which will focus on all forms of vulnerability including CSE. Led by the Media Team, there will be an internal and external element of this, which will have the primary aim of continuing to raise awareness for all forms of exploitation, whilst providing the public and professionals with the right information for them to become more confident in identifying and reporting concerns or incidents to the police/partnership. Spotting the signs, using professional curiosity and effectively responding to all reports of CSE will be the focus of the internal campaign, as well as promoting the submission of intelligence for police and partners.
- 5.81 Whilst continual improvement is sought to improve the overall response to CSE, including outcomes, challenges still exist, especially with regards to victim engagement for those who are actually going through the exploitation.
- 5.82 Child Matters training commenced in September 2021 and will continue until April 2022, by which point 4,500 officers, staff and external partners will have received the training focused on child neglect.
- 5.83 As a result of this training along with the continued focus within force around child neglect, crime recording for child neglect crimes has increased by 174% (when compared with recording pre-child matters training). The submission of vulnerable child referrals has increased 26% as well as an overall improvement in the quality of the submissions. In addition to this, the force has seen a significant increase in the use of Police Protection Powers (PPP) with an average of 30 children per month since Sep 2021 subjected to a PPP; this is an increase of 145% since the commencement of Child Matters training. This focus will be continued and drive improvements in this area.
- 5.84 The force will continue to work with its partners to adopt a consistent approach to managing vulnerable adults – informed by the review of processes, this will focus on the potential for an adult Multi-Agency Safeguarding Hub (MASH) approach to be piloted and reviewed in early 2022/23.
- 5.85 Safeguarding will be made personal for all adults identified as having safeguarding needs by following the six key principles underpinning all adult safeguarding work – this work will bring the individuals into the decision-making process, and a review of the current questions set will take place to inform the referral process to better record the wishes of the individual. This will improve the quality of information available to partners, better informing the safeguarding conversation.
- 5.86 The Directions Panel is live in Barnsley and is due to commence in Doncaster May 2022. This is very similar to a MACE. All partners have agreed to look at the transitioning of children to adult services who are at risk of exploitation, cuckooing and county lines.

- 5.87 The force will ensure that all staff have access to training and guidance materials for effective adult safeguarding. There has been a significant focus on training delivery across the force, with the thematic lead working closely with the force's Organisational Development and Learning Unit. The force now looks to ongoing training needs to support a joined up approach to partnership delivery.
- 5.88 Improving the resilience of communities and adults remains a priority and this will require all SNS hubs, PVP and Neighbourhood Policing Teams to be equipped with local knowledge of support services in their area. Whilst information is available and maintained, the aim is to deliver a directory of services, which could be accessed on a mobile app, providing the officer ready access to information in supporting adults in need of safeguarding.
- 5.89 A learning tracker for review findings from adult safeguarding reviews is maintained, which provides an assessment of progress against each area of learning. This is owned within PVP Governance and the work is to now embed the ownership for local delivery of any recommendations.
- 5.90 A number of developments are dependent upon the support of other departments such as IT and training. Within Connect there have been notable improvements regarding vulnerability recording, however work is ongoing to align the currently available flags with the College of Policing model of vulnerability, providing a focus around situational and personal vulnerabilities. This implementation has been delayed in 2021/22 due to significant workstreams linked to other aspects of the CONNECT system, but the force is looking to embed the changes in 2022/23.
- 5.91 Modern slavery and Human Trafficking (MSHT) is now included on all Student Officer Training. The force has also developed a full intranet site, with signposting to relevant information and links to other useful websites.
- 5.92 The force has already trained around 40 Detective Sergeants as MSHT Champions. These Detective Sergeants provide a level of expertise that is available to support the force around the clock. It is about to train 32 Victim Liaison Officers – one for each shift.
- 5.93 The force CSE/CCE/ County Lines SPOC has recently started attending the PIP 2 CID course for new officers, giving an input on the three subject matters as well as reporting methods and investigation plans
- 5.94 The force has recently put in place Operation Rosewood to deal with migrants absconding from arranged accommodations sites. Operation Rosewood is a trigger plan to deal with these incidents and ensures oversight by the modern slavery team to ensure that they are properly recorded on force systems, any intelligence is submitted, and the correct ownership is in place. The modern slavery team collect data around the volume of incidents and provide feedback when the Operation Rosewood protocols are not followed. This work will continue in to 2022/23.

5.95 The impact of the above will be measured through established governance structures, namely the Organised Crime Partnership Board, the Regional MSHT Threat Risk Group and the Vulnerability Theme Leads meeting.

CYBERCRIME

5.96 The force continues to encourage its staff to “think digital” and use the resources available to them to progress investigations and enquiries for which they are responsible.

5.97 The force mandated its staff to take part in Operation Modify and Modify 2, which is an interactive eLearning package designed to assist them in identifying digital investigative opportunities. It also provides access to NCALT courses “Your Digital World”.

5.98 The force aspires to provide each officer in the force with a laptop and smart phone, through which they can access various resources on the force intranet, or the CyberDigiTools app. There is a cybercrime home page, which is regularly updated with articles and useful information and will continue to be maintained.

5.99 Over the next twelve months, South Yorkshire Police intends to consolidate cybercrime and digital investigations to ensure a holistic approach and prevent silo working. The force intends to look at how it manages and nurtures the talent available in the force. Importantly the force is cognisant of the need to keep corporate knowledge up to date and be aware of advancements in technology.

5.100 The impact of these changes will be monitored through structures and processes that are already in place, including the Quarterly Performance Review process, the Regional Threat Reduction group and Digital Investigations Working Group. There is also a refreshed delivery plan in place that these changes will be judged against.

6 TACKLING CRIME AND ASB

NEIGHBOURHOOD CRIMES AND POLICING

6.1 The Neighbourhood Policing (NHP) provision in South Yorkshire has continued to consolidate over the last twelve months. In order to drive this forward, the force has trained over 400 NHP officers in the initial phase roll out and the course has been adopted by operational police training and will continue to those new to neighbourhoods on promotion or otherwise.

6.2 This force has devoted considerable resources to its Problem-Oriented Policing (POP) and will continue to do so. It will also ensure that it makes the best use of evidence-based practice where possible, in order to make the most effective use of public funds and ensure the best outcome for its communities. The force will do this by the

introduction of evidence-based policing champions in the four districts, who can be involved in decision-making and can be a link to obtaining high quality data on what tactics will work.

- 6.3 As a force we are looking more at cost benefit analysis within our POP plans, we have already incorporated this within some plans to identify the benefit of problem solving activity.
- 6.4 In order to improve engagement, the force intends to introduce cycle officers to its Neighbourhood Policing Teams (NPTs). This will allow officers to be more accessible to the public whilst enabling the effective patrol of parks and other areas, which can normally only be reached on foot. The introduction of cycle officers will also include the use of e-bikes.
- 6.5 GPS tracking capabilities are being considered – Barnsley district already have these in place and Doncaster recently purchased a number of trackers through Grip funding. An SCT paper has been submitted to consider implementation within the other districts. Analysis from these trackers has been shared with communities in Barnsley on our social media channels for the purpose of engagement and enhanced community confidence.
- 6.6 Demand analysis has identified that Doncaster NPT requires further investment. The force has therefore committed to the formation of a fourth NPT at Doncaster, which will consist of an Inspector, a Sergeant and five constables, at a cost of £ 0.4 M. The force intends to form this team during the 2022/23 financial year.
- 6.7 The force has recently selected Detective Chief Inspector Jim Bateman to be the new force lead for the thematic area of Serious Acquisitive Crime. This follows his appointment as DCI for reactive CID, Operation Fortify and Neighbourhood Crime in Sheffield. He has recently outlined plans to introduce a new resourcing model, altering how burglary investigations are resourced in Sheffield district. As the force lead in the area, it is DCI Bateman's ambition that Sheffield will act as a flagship for the other districts.
- 6.8 The model merges the current resources allocated to burglary and robbery to form three investigation teams made up of Detectives, PCs, and Investigation Officers. The team will work a shift system allowing coverage throughout the day and evening. This team also has the potential to act as an environment ideal for the development for aspiring detectives, acting as a foundation for further progression in to the serious and complex arena. The model intends to improve outcomes for victims by:
 - Improving timeliness of response and continuity and standards of investigation
 - Increase the ability to react quickly to live incidents of this nature to gather evidence in a timely fashion
 - Improve opportunities for pro-active policing at key times, that map against crime data
 - Take a holistic view of neighbourhood criminality whilst taking a targeted approach working towards a 4 P plan (Peruse, Prevent, Protect, Prepare)

- 6.9 The 4 Ps approach also forms the basis of another initiative which is currently being used in Barnsley District, with plans to roll out across the force. Known as the 7 x 3 Burglary Reduction Plan, it directs activity against seven key areas, which are each rated in terms of current performance. It has seen positive results as well as highlighting areas for development, for example, in Barnsley, hotspot patrols and cocooning.
- 6.10 The use of dedicated burglary scene attenders - specifically trained and appointed investigators who are ring fenced to respond to residential burglaries as they are reported, has recently been trialled and seen to be beneficial. As such, opportunities are being explored to maintain this approach. Other plans include exploring the use of camera doorbells and links to prevention and detection of burglary and other neighbourhood crime including vehicle theft. Upon analysis of this information, it is anticipated there will be opportunities to work with partners to provide wide scale support for this type of product
- 6.11 Further media campaigning is planned with the aim of educating and helping to prevent further thefts of specifically targeted vehicle types, namely Ford Fiestas, Land Rovers and Transit vans. The force is making use of social media with refreshed crime prevention campaigns specifically around Land Rover thefts and signs are being designed to display on lampposts etc. in hotspot areas.
- 6.12 Directed patrols in both uniformed and plain-clothes, and tasking of force resources continue to be utilised to target this type of offending where appropriate. This is assessed continually through the Tactical Tasking and Coordinating Group (TTCG).
- 6.13 The force is re-launching a Serious Acquisitive Crime portal on the internal intranet. Currently under development it will hold a full range of guidance and reference materials for frontline officers who provide the first response to all manner of serious acquisitive crime and there is a specific area for personal robbery.
- 6.14 The force also has a Neighbourhood Portal, which has been launched and can be used by officers from any portfolio. Available on SharePoint it contains a number of key areas for each of the seven strands of neighbourhood policing, management of officers and staff along with useful guides for Op Fortify and MSHT which will continue to be promoted and utilised.
- 6.15 South Yorkshire Police will continue to work to embed and implement the National Neighbourhood Crime Integrated Offender Management Strategy with its focus on neighbourhood volume crime offenders. This requires some further work and reorganisation of work streams to maximise the opportunities provided by implementing the new strategy.
- 6.16 In the near future, the force expects to increase the use of electronic tagging on Integrated Offender Management (IOM) nominals. The National Acquisitive Crime Tagging Project should be rolled out to all forces across the UK in 2022, the results from which will be tracked through ID-IOM, which is a national database linking with the Police National Computer (PNC).

- 6.17 Tags to monitor alcohol consumption whilst on licence are also set to be rolled out this year, which trials have shown to be very successful with a 97% sobriety rate. The increased use of electronic tagging should prove to be a useful tool in reducing and managing demand from IOM nominals.
- 6.18 The force lead for the thematic area of managing offenders, DCI Aneela Khalil-Khan reports that partnership working in this area is going well. Each district holds a monthly Multi-agency Case Conference (MACC) to discuss and decide upon the selection and de-selection of offenders. The conferences bring together professionals from police, probation, a national health and social care charity called Change Grow Live (CGL), Youth Offending Service (YOS), housing, and custody Liaison and Diversion (L&D).
- 6.19 It is evident that co-location significantly enhances partnership working, with obvious benefits in ensuring effective communication and collaboration in general. As such, co-location is considered best practice in managing offenders and falls in line with the national strategy. In South Yorkshire, co-location is already in place in Barnsley, Doncaster and Sheffield districts. In Rotherham, a location has been identified, and plans are in place to co-locate with partners there from May 2022.
- 6.20 The Path Finder project is a pilot that started with six forces in the UK. Offenders of Serious Acquisitive Crime (SAC), are released from prison on an electronic tag and the central team monitors and overlay these offenders' movements against SAC offences committed within the force area. This is seen as a key tool in identifying individuals who go on to reoffend after being released. The pilot has been a success and will be rolled out to all forces, including South Yorkshire Police by September 2022.
- 6.21 The force is rolling out a new voluntary offender tagging scheme providing offenders with the opportunity to be fitted with a GPS tag for an agreed period while they are on probation, or following their release from prison with the aim of reducing the risk of reoffending.
- 6.22 The Adult Conditional Caution Pilot Project commenced in 2021 in Barnsley in order to test reporting, referral and monitoring processes and to increase officer familiarity in using cautions with conditions. This was then rolled out to Doncaster in July 2021 and was rolled-out in Sheffield and Rotherham in January 2022.
- 6.23 The key to successful cautions with conditions is having the interventions available to include as conditions. We have therefore concentrated on the principal causes of offending and criminogenic need and will have in place a number of main rehabilitative/diversionary condition options (sitting alongside other condition options) going forward for use with the current adult conditional cautions and under the new framework next year. This is based on SYP data analysis and liaison with justice charities and academia.
- 6.24 From 1st April this year the following are available for use with adult conditional cautions;
- Offenders identifying as female in can be offered the female offender diversion condition where the offender must engage with a female offender charity in a needs assessment and follow-up interventions over 12 weeks in a trauma informed approach, addressing all identified needs such as; health, substance misuse, abuse, mental health, housing, relationships etc.

- If the offence/offender's needs relate to drugs/alcohol/other substance the Substance Misuse Intervention condition can be offered. Here offenders must engage in a risk assessment with a substance misuse provider and either an individual or group intervention around the risk and impact of substance misuse.
 - Where the offender's needs relate to Mental Health, Health, Learning Disabilities, Neuro Diversity or other criminogenic need offenders can be offered a Diversion condition where they must engage in two assessments/interventions with a named NHS provider to look at the offenders needs and be offered further signposting to additional support.
 - If the offence is victim based but the offender has no identified needs then a Crime & Consequences Intervention can be offered which involves the offender attending a group session around the impact of offending behaviour.
- 6.25 The force is also in discussion with a national charity in relation to a condition option for service veterans which will include a needs assessment and follow-up interventions over 12 weeks in a trauma informed approach, addressing all identified needs such as; health, substance misuse, abuse, mental health, housing, relationships etc.
- 6.26 We are also working with the OPCC with a view to commissioning a further service for interventions which don't fall in to any of the above areas
- 6.27 SYP Alerts currently has over 40,000 subscribers receiving tailored updates based on their preferences sent by email in over 100 languages with a voice message option for those hard of hearing. Steps are being taken to increase underrepresented groups; particularly the 'other than white' group and those from more successful socio-economic groups.
- 6.28 All of our neighbourhood teams have an individual internet page including information on how to get in touch. Members of the public can also get in touch via social media direct messages. Usage of this will continue to be encouraged for those who wish to do so.
- 6.29 The force is exploring the prospective of the development of a public appeals section on the portal, which will allow for evidence gathering via digital means.
- 6.30 The force is always conscious that some groups are under-represented and do not have a voice. The force will therefore explore whether the current IAG is working well enough. The current system operates upon geographical lines, which has been designed to suit the police but may not necessarily suit the community. A system which is based upon function is being considered, for example a specific IAG for stop and search, drug crime or roads policing may be more successful and generate more active participation from the county's residents.
- 6.31 A national IAG group will take place in summer 2022, which will be attended by representatives from the force.
- 6.32 The force is currently in the process of reviewing local, district and strategic meetings alongside the OPCC to provide more cohesive structures for communities to report their concerns and priorities through to us.

- 6.33 Localised surveys through the survey team have been utilised and the force is using live/online 'Q&A' more to gain direct feedback into priorities
- 6.34 Pop up Police Stations and Police and Communities Together (PACT) meetings will continue to be utilised.

DRUGS SUPPLY AND DEMAND

- 6.35 A drugs market problem profile has been commissioned, with a revised terms of reference, and will be delivered in May 2022. Following this, the forces strategy will be revised, taking into consideration the government's ten-year plan titled 'From Harm to Hope'. In order to understand South Yorkshire's drugs markets, this work has a wide range of areas of focus, from drugs deaths or near misses, to drugs testing on arrest.
- 6.36 The force understands that criminals are becoming more aware of the far-reaching consequences of the Proceeds of Crime Act (POCA) and are finding other means to hide their assets, for example, through investing in Cryptocurrency. The upskilling of frontline officers in identifying the signs during warrants, through to investigators handling the seizure and ultimate realisation of the assets, is still in its infancy. The force is working to develop the right standard operating procedure to ensure criminals are not able to evade action under POCA.
- 6.37 South Yorkshire Police intends to train additional drug expert witnesses, to increase capacity in this area and make them more available to ease the burden on those already performing the role. The force has trained an additional four officers to be drug expert witnesses. There are plans to train a further sixteen officers as Drug Expert Witnesses at a cost of £5000. These officers will have ongoing Continuing Professional Development (CPD) in the form of a quarterly meeting (Drugs Focus Group) chaired by the force lead. There is also an expectation that these officers will be regularly engaged in this work, which will contribute towards their CPD.
- 6.38 Operation Aspect was a month long piece of work in March 2022, raising awareness of police powers in relation to drug testing on arrest. Extra equipment was purchased through HO funding to increase our capacity and a bespoke training video was commissioned and circulated to all officers. Extra hours were funded to have officers specifically dealing with this issue to ensure that those who could be tested were. The results are awaited but the force saw a 200% rise in testing and referrals to other agencies, the force also experienced a large rise in DA offenders being tested. The force will now look to embed this work further ensuring that there is a continued focus on testing and momentum is maintained.
- 6.39 The force is currently trialling having drug expert witnesses embedded in the Sheffield Fortify team, which is the force's brand for tackling organised criminality. Should the trial prove successful, the force intends to replicate it across the other Fortify teams in the remaining three policing districts.

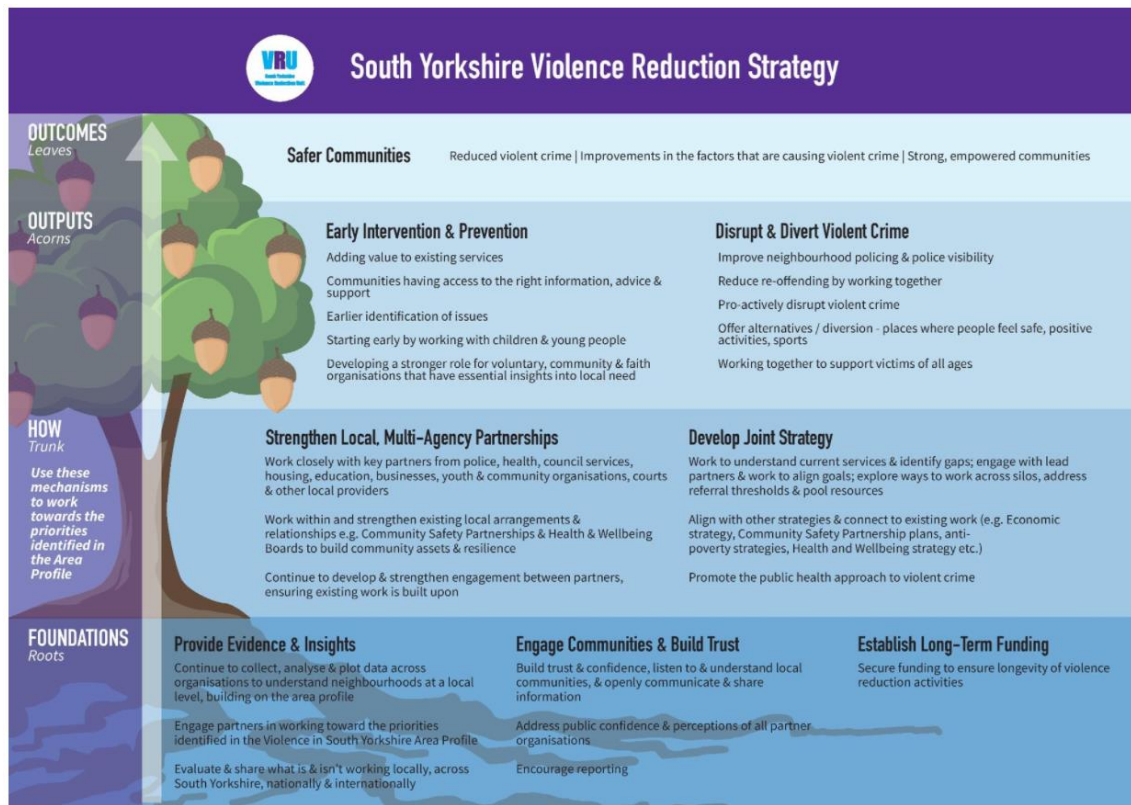
- 6.40 The force intends to train Drug Investigation Advice Officers in the very near future, to improve the quality of investigations and will be releasing training material on the internal intranet around the investigation of possession with intent to supply offences.
- 6.41 The force is considering other changes to assist in managing the predicted increase in demand. It is reviewing a number of initiatives trialled in the Metropolitan Police and considering how these could be implemented in South Yorkshire.
- 6.42 In addition to the above, the force is scoping investment in a chemical analysis kit. Whilst this kit is expensive to purchase initially, it is anticipated that it will save money on forensic submissions and speed up the criminal justice process in many cases.
- 6.43 The Liaison and Diversion (L&D) service, although not police led, intends to develop further. The service is currently working with South Yorkshire Police in order to develop a diversionary caution scheme for drug users. L&D hope that the learning from this will be shared with colleagues working in the substance misuse services.
- 6.44 In some areas of South Yorkshire, local authorities have officers who work with communities to prevent drugs and alcohol related deaths. The force thematic lead for drugs markets, DCI Oughton is in the process of reaching out to these partners, looking initially to maximise opportunities to share information and gain a broad understanding of these issues.
- 6.45 South Yorkshire Police intend to monitor the effect of the above-described changes through established governance structures, including the Drugs Focus Group.

ORGANISED CRIME GROUPS AND SERIOUS VIOLENCE & VRU

- 6.46 South Yorkshire Police intend to make changes to its Crime Services Department in the coming months to ensure that the force can effectively meet the demand posed by the criminal use of firearms.
- 6.47 The force intends to increase the numbers within the Armed Crime Team (ACT) by one Sergeant and five Constables. This increase in numbers will mean that three of the four policing districts (Doncaster, Rotherham and Sheffield) will be covered by the ACT and ensure they have the capability to effectively investigate firearms enabled criminality across the county.
- 6.48 The force also has plans to merge the Serious and Organised Crime Unit (SOCU) and the Development and Targeting (DAT) Teams. This will have the benefit of bringing greater clarity as to the ownership of individual investigations. As part of this merger, the force intends to recruit up to 20 staff in order to fill the current vacancies that exist. This will allow the force to meet its regional uplift commitments to the Regional Organised Crime Unit (ROCU).

6.49 Overall, the force aims to improve the development of intelligence in this area so that within the next five years, investigations into organised theft, robbery and burglary, and other Organised Crime Group (OCG) related activity is fully embedded within its daily business.

6.50 The Violence Reduction Unit (VRU) has produced a Violence Reduction Strategy (shown below) to guide the forces response to violence over the coming years. The strategy is designed to tackle the causes of serious violence and knife crime. It is important to note that violence of all descriptions is recognised as a social problem and not one that should fall to the police or criminal justice system alone.



6.51 There are a number of ways that the force intends to meet future demand in relation to serious violence, gang, and knife crime.

6.52 The force either already has, or is looking to establish Operation Fortify teams in each policing district to tackle the threat posed by OCGs. By working to dismantle OCGs, the force is working to prevent incidents of serious violence in the future. The force is aware that this is an ongoing battle as OCGs develop and change tactics to avoid or escape police action, but the Fortify teams have proven to be successful in achieving that goal.

6.53 The uplift programme currently underway will provide additional officers to help the force manage overall demand, part of which is the fight against serious violent crime, gang, and knife crime. Not only will the uplift programme provide additional officers to manage demand, it will also ease the burden on those already working for South Yorkshire Police, giving them more time to be focus on the issues that matter to our communities.

- 6.54 The force expects that this will help towards tackling serious violence, gang, and knife crime in the county, which will be measured ultimately by the number of offences recorded. The impact of individual changes however, will be more difficult to quantify.
- 6.55 The force strategy is currently being reviewed taking into consideration that a decision from the Home Office is expected to confirm longer term funding with the announcement of a three-year settlement and it is anticipated the force will receive further funding. The opportunities presented by more stable funding will allow further development of the Grip team with a focus on Serious Violent Crime prevention work across the force, linking in with Neighbourhood Policing Teams and the Armed Crime Team. Grip will support a tasking process using analytical capability to efficiently target resources. The team will also support night-time economy operations and the anti-knife crime operations, under the banner of Operation Sceptre.
- 6.56 Operation Sceptre is a week of action, held in November and May every year, where the force focusses its operations and district resources on knife crime related proactive policing, media and education campaigns and neighbourhood policing initiatives. The next Operation Sceptre commences on 16th May 2022. This is alongside the continual disruption through Lifewise regarding education and diversionary tactics, provided through community safety and the relevant thematic leads.
- 6.57 Future focus is on continuing to develop and deliver an approach that supports long-term public health initiatives, targeted towards individuals who have committed, or are likely to commit, offences involving violence. This takes place via the VRU in conjunction with the four community safety partnerships.
- 6.58 The establishment of a Road Crime Team (RCT) consisting of one sergeant and eight constables was agreed as part of the officer uplift programme but was placed on hold pending sufficient student officers being posted to districts to allow the abstraction of more experienced officers. Whilst this is still the current position, an internal review has been conducted to assess the viability of a creating a team from existing Roads Policing Group (RPG) officers. The establishment of a smaller RCT consisting of one sergeant and five constables has been agreed and recruitment to the posts is currently being finalised. It is anticipated that the team will be in place by the start of June 2022.
- 6.59 As part of the Operational Support Units (OSU's) aid in tackling organised criminality, the department has established "Operation Scorpion". This uses the collection of OSU resources to target a specific area highlighted through intelligence work with the aim of disrupting organised criminality. These operations are undertaken on rotation with the four districts and this work will continue into 2022/23.
- 6.60 South Yorkshire Police intends that the RCT will take on the crime related tasking currently given the RPG, along with most of the pre-planned pursuit activity and short notice demand from other departments and external agencies.

OTHER LOCAL PARTNERSHIPS

- 6.61 The head of the Criminal Justice Department and other heads of department attend the Local Criminal Justice Board, chaired by the PCC, along with representatives from agencies across the wider criminal justice system for example, probation, prisons, youth

offending teams and victim support, permitting partnership working and a forum to discuss priorities and solve local issues.

- 6.62 The aforementioned VRU sits on Community Safety Partnerships (CSPs) in Barnsley, Doncaster, Rotherham and Sheffield. These CSPs bring together organisations, from South Yorkshire Police, local authorities and South Yorkshire Fire and Rescue, to develop a joined-up approach to tackling crime, violence and anti-social behaviour.
- 6.63 The force Joint Community Safety Department (JCSD) based at the Lifewise Centre will continue to liaise with SYFR and police districts and departments in order to identify any growing areas of need for new preventative or diversionary engagement work and interventions to be devised and delivered.
- 6.64 Work to further embed the collaboration and develop the JCSD will focus on the efficiencies and effectiveness of internal processes such as a review of the administrative functions of the JCSD alongside expanding areas of work into new workstreams in conjunction with the force's and SYFR subject matter experts, including for example; water safety, road safety, stalking and harassment, VAWG and county lines exploitation.

RETAIL CRIME

- 6.65 The force has recently appointed a thematic lead in the area of retail crime who has identified SPOCs across each district to link in with local businesses to understand to key issues in each locality. The force is currently in the process of reviewing our business crime reduction partnerships and ensuring positive links with main retailer contacts exist.
- 6.66 From a national perspective, the force lead has linked in with the national lead Supt Patrick Holdaway from the National Business Crime Centre (NBCC) and the following themes are being highlighted:
- 6.67 Violence against shop workers
- Reporting – how to ensure all these crimes are reported and recorded.
 - Overcoming barriers to data sharing – how to ensure that data protection rules are observed when exchanging information while overcoming the perception they are a potential barrier.
 - Supporting victims – practical solutions for ensuring that all victims receive the necessary support from businesses and other services.
 - Communications – ensuring the public realise how unacceptable such abuse is with a national #ShopKind campaign.
- 6.68 NBCC are happy to assist with PCC business plans moving forward and help the force to focus on specific areas, e.g. ATM theft etc.
- 6.69 The force is also working on the DAMS project (Digital Asset Management System) to utilise CCTV obtained from retailers and other crime scenes more efficiently. There is a trial in Doncaster at the moment with a view to cascading the training force wide in due course

RURAL AND WILDLIFE CRIME

- 6.70 The force is in the process of merging the wildlife / rural crime team with the off-road bike team (ORBiT) with the rationale that there is a significant cross over between both teams. The ORBiT patrol rural locations and often the ASB they deal with is directly linked to damage to farmers fields / crops. The bikes they have access to allows better access to patrol the more rural areas of the force.
- 6.71 The existing two co-ordinators roles will continue as they are and will cover the face-to-face engagement with farmers / rural community leads and organisations.
- 6.72 The ORBiT which consists of one sergeant and six full time PC's supported by 14 trained district officers will become the proactive arm of the Wildlife / Rural team.
- 6.73 The force has 50 trained wildlife officers across all the districts who will investigate wildlife crime reports supported by the co-ordinators.
- 6.74 In support of the above, the team have secured two off road vehicles from Fleet which are being livered as "Wildlife & Rural Crime" and a media communications message planned to showcase the new team will be publicised this spring.

SPEEDING AND ROAD SAFETY

- 6.75 The Safer Roads Partnership is now in a period of transition where it is looking to transform both its structure and strategy. South Yorkshire Safety Cameras (SYSC) will continue to play a pivotal part in this strategy and its aim of reducing Killed or Seriously Injured (KSI) casualties by 50% by 2030.
- 6.76 Community Speedwatch (CSW) continues to be a tool used by the force to tackle local speeding issues and engage with local communities around their concerns.
- 6.77 We have listened to our communities and later in 2022 a pilot will commence whereby community groups will be able to conduct CSW without an officer in attendance. If the pilot is a success, this will become an option available to more communities across the county. This work is being undertaken with the assistance of the JCSD.
- 6.78 The South Yorkshire Safer Roads Partnership brings together police with other emergency services, local authorities, and public sector organisations from across the county to reduce road casualties and improve road safety. Their work is carried out under 'the 3 Es' of Education, Enforcement and Engineering. The partnership is currently in a period of transition towards the adoption of a more formalised, longer-term model for operations with a recently agreed transition memorandum of understanding in place to cover this period of review and transition.
- 6.79 South Yorkshire Police's Roads Policing Group (RPG) will continue to work towards reducing the number of serious and fatal collisions on its roads through Operation

Illuminate. The introduction of the RCT will allow the RPG teams to focus on this area of work.

- 6.80 The force is currently scoping the formation of a small commercial vehicle team, to work in partnership with the Health and Safety Executive, Driver and Vehicle Standards Agency (DVSA) and HM Revenue and Customs (HMRC). This will be done under the banner of Operation Brigantia. The unit will be formed from existing resources, so there will be no financial costs, it is also expected that will generate some income as a proportion of the fines will come back into force.
- 6.81 The force considers that there are no issues with the service delivery around the initial investigation of serious and fatal collisions, but work is ongoing to ensure the CRASH database is used effectively. This will likely entail some changes to the how this is used, potentially allowing the recording of collisions on both CRASH and Connect.
- 6.82 In the coming year, the force will explore the possibility of allowing the online reporting of collisions. It is expected that this will make the process of recording collisions significantly more efficient, particularly when combined with the dashcam portal where footage of collisions exists.
- 6.83 The force has recently filled the other 0.5 FTE post that was originally planned for the dashcam portal. This will allow the increase in demand for this service to be managed effectively and allow for proactive promotion of the service to maximise the benefits of it in terms of road safety. Other ways in which this service can be developed and used to best effect will also be explored, for example in supporting the ORBIT.
- 6.84 The force intends to monitor the effects of the above changes through existing governance functions, including the OSU Daily Management Meeting, Tasking and Coordinating meetings, and participation in and results from NPCC roads policing campaigns.
- 6.85 Following a successful trial of the IT infrastructure the force will be fully launching its dashcam portal in April 2022, this facility allows members of the public to upload their dashcam footage as evidence of road traffic offences which the force can then use to take enforcement action. As well as the immediate enforcement action, it is hoped that this will also act as a longer-term deterrent to improve road safety.

NATIONAL THREATS

- 6.86 The force is now part of Counter Terrorism North East, a regional function. It is expected that this will improve the forces capabilities in this area and will allow the force to draw on regional capabilities and assets.
- 6.87 There are no current plans for any uplift in numbers of armed officers. The current numbers are sufficient to meet most conceivable risks. For the most serious risks, such as a hijacked aircraft landing in the county (Op Nimrod); a marauding terrorist attack (Op

Plato) or the aftermath of a terrorist incident (Op Temperer) then pre-existing mutual aid protocols would be invoked.

- 6.88 The force has commenced a succession plan in order to establish how many new firearms trainers will be needed and by when, so that suitable candidates can be identified and trained in time.
- 6.89 South Yorkshire Police has volunteered to be a pilot force for the equipping and testing of Chemical, Biological, Radiological and Nuclear (CBRN) Personal Protective Equipment (PPE) and is in the process of issuing the kit and training every officer. This will close a clear gap in the force's capabilities.
- 6.90 The force wishes to create a dedicated intelligence unit, which would assist in responding to several recommendations from various reports into armed policing and public order. At the current time though it is necessary to increase the resilience of district policing and therefore the current intelligence function within the force will continue to provide intelligence support. However this will remain a consideration for the future.

7 TREATING PEOPLE FAIRLY

TREATING MEMBERS OF THE PUBLIC FAIRLY

- 7.1 Internally the force holds itself to the scrutiny of its employees, and the Independent Ethics Panel (IEP) for fair process and ethical decision-making. The IEP was launched in South Yorkshire in 2015 to provide independent, and effective challenge and assurance about the integrity, standards and ethics of decision making in policing. South Yorkshire's IEP is one of only three in the country to have had continuous fully independent membership since its inception. The force's Internal Ethics Committee is currently subject of a review and reinvigoration.
- 7.2 The Professional Standards Department (PSD) produces quarterly publications and meets with local PSD champions to support wider learning, this proactivity will continue in 2022/23 with a long-term aim to reduce the volume of complaints received by the force. Similarly, regular collaborative work is undertaken between PSD, the Independent Office of Police Conduct (IOPC) and the OPCC to identify and address appropriate learning arising from any review undertaken following the conclusion of complaint handling and to ensure wider dissemination across the force, again aimed at reducing recurring demands and issues.
- 7.3 PSD have revised the PSD Champions briefing document and aligned this to an analytical TTCG style product, which ensures that each district can see their own data around the number of complaints and allegations, the areas of policing which attract the most complaints, affording quarterly and annual comparison. The document is now heavily focused on what actions district supervisors are required to undertake to support the volume of complaints, which are connected to certain departments, groups and

individuals under their control. It also enables comparison across district units to assess the reasons why specific teams are likely in receipt of more complaints.

- 7.4 The force's Officer Intervention Support Programme has recently been revised to ensure the district PSD Champions are notified when three or more complaints are received regarding an individual for early intervention and support, which ensures early consultation between PSD and the Champion takes place. Initial feedback from this process is positive and will be continued in 2022/23.
- 7.5 Further training will be delivered in 2022/23 around the Reflective Practice Review Process (RPRP), and the department will be reviewing the outcomes for officers who have been in receipt of this training, to understand wider organisational issues and to ensure officers are gaining the full support to improve performance.
- 7.6 The force has developed a survey tool for gaining feedback from complainants. Of the 90 complainants who completed the survey in January 2022, 34% said reporting was straightforward; 16% were satisfied with the length of time taken to resolve the complaint; 23% agreed they were kept informed of progress. The findings from the survey will be used in 2022/23 to review the service processes further to assure the quality of communication and service given to complainants.
- 7.7 These developments form part of a wider programme of change within PSD, intended to ensure that at all stages of complaints handling and disciplinary procedures, processes and resources are managed effectively, with productivity, service quality and customer focus at its core.
- 7.8 The administrative process of recording and managing complaints has undergone a significant programme of change to enable paper-free processing of initial complaint handling which has already translated into quantifiable improvements to initial complaint handling timescales. The benefits of paper-free processing and the opportunities generated by making greater use of existing IT resources is scheduled to be rolled across PSD investigation processes with the support of the PSD Admin team in 2022/23, with the intention of all aspects of PSD Business underpinned by Centurion capable of paper-free processing by the end of the financial year.
- 7.9 The department will continue to develop the work of the Internal Ethics Committee, which is independently chaired and provides a forum for officers and staff to raise issues of fairness or of an ethical nature.
- 7.10 The force now has both internal and external scrutiny panels, which meet every 6-8 weeks. This enables members of our community to view body worn footage and stop and search records. They then asked to provide feedback on what they have seen. This is then shared with supervisors and the officers involved. This scrutiny is about improving the trust and confidence the public has around stop and search, identifying any organisational learning and improving our processes

- 7.11 The force has also instructed all officers that Body Worn Video (BWV) must be worn in all stop and search encounters and the force have implemented a bespoke Plan on a Page for stop and search.
- 7.12 The force believes that the supervision of stop and search is key to its success as a tactic. It therefore intends to carry out training for sergeants and inspectors regarding the forcewide use of stop and search and the effective supervision.

CHAMPIONING EQUALITY

- 7.13 We want our communities and our people to thrive in a place where they feel part of a cohesive group with the same status, rights and responsibilities. We want our services to be accessible and inspire trust - whether or not people need to use them - and we want to be seen as an employer of choice. One of the most important factors in achieving this is to be representative of the communities we serve, yet we are not currently making the progress we aspire to.
- 7.14 Reflecting on the developing workforce over the last three years, some improvements have been seen in female representation but we have not made any significant progress in relation to people with a heritage other than white. This is not acceptable to us and we have a broad programme of work ongoing to change this.
- 7.15 As with many forces nationally, we face the circular challenge that a lack of representation also makes it harder to both attract and retain people from under-represented groups as they do not see themselves reflected in a potential workplace and are a minority group if they do join.
- 7.16 Positive action is an organisational priority alongside our overall Equality, Diversity and Inclusion (EDI) strategy. We have a comprehensive Positive Action Plan that is centred around outreach and engagement work and building genuine trust and confidence amongst our communities.
- 7.17 Significant work has already been undertaken to establish relationships with local community and faith groups and this has been supported by the launch of our Race Inclusion and Equity (RIE) Association staff network. The force have also started to make positive associations with external partners who can provide support, such as the National Black Police Association and the National Race Inclusion Programme.
- 7.18 We have three clear goals:
- Improve the representation of our workforce through our police officer and staff recruitment pipelines so that we reflect as closely as possible the diversity of our communities, reinforcing policing by consent.
 - Improve career progression for under-represented groups, ensuring that our workforce is balanced and that we demonstrate fairness and equality of access and support.
 - Support a range of entry routes that offer opportunities for people with a range of educational backgrounds and experience so that we maximise the benefits that difference can bring.

- 7.19 The force continues to experience small increases in officers and staff reporting and recording protected characteristics such as their disability and LGBT+ status and a self-service option has been introduced to make this easier for people to update. The usage of which will continue to be encouraged.
- 7.20 The force Positive Action Officer regularly uses Link FM to promote our recruitment campaigns (a radio station with predominantly Asian listenership).

FAIR ALLOCATION OF POLICE RESOURCES

- 7.21 As previously stated, the force intends to re-introduce cycle officers to its NPTs. This will allow officers to be more accessible to the public as well as providing an increased visible policing presence, which in turn should help our communities to feel safe and reassured.
- 7.22 NPTs will continue to use targeted patrols for areas of concern, which are identified as a result of various methods of feedback from members of the public.
- 7.23 The force will continue to use methods of engagement and visibility such as Pop up Police Stations at public venues in order to provide reassurance to the local communities.
- 7.24 The partnership between Business Change and Innovation (BC&I) and Workforce Planning is enabling regular assessment of current officer resources as well as detailed forecasts, which look at future impact of new officers; where we can show opportunities and considerations for the deployment of our people.
- 7.25 The force will maintain the Strategic Resourcing Board where we analyse and measure the current resourcing requirements and use this to feed data and actions to our recently defined People Board, informing our forces senior leadership of any key requirements, as well as our Workforce Deployment Board, which takes the operational actions; to review and deploy our people.

8 VALUE FOR MONEY

- 8.1 It is important for the force to provide value for money and the best possible service that the public want to see, balancing preventative and reactive functions. HMICFRS graded the force as 'Good' for Efficiency, which includes an assessment of financial planning and our use of resources.
- 8.2 HMICFRS produce an extensive annual 'value for money' profile, which the force uses to compare itself nationally against other forces in areas of finance and resources. These findings are considered by the Senior Command Team (SCT) and any areas of interest for potential future efficiencies can then be reviewed.

- 8.3 The change programme delivered by BC&I is aligned to support efficiencies where required, assess the changing nature of demand within the force, and identify and track any benefits associated with change. As such, value for money in the decision-making through the Strategic Change Board can be scrutinised and evidenced.
- 8.4 The officer uplift programme and internal investment in officer increases has changed the future landscape for the force and this has required investment into facilities, training, recruitment, and other support areas in force. Despite this the force is well equipped to deliver in 2022/23, and the decision making process in ensuring Value for Money is evidenced within the Force Management Statement as submitted to HMICFRS within their inspection process.

9 PCC COMMISSIONED SERVICES AND PARTERSHIPS

- 9.1 South Yorkshire Police depends on the PCC to commission services involving partners and communities to provide a holistic approach to achieving the Police and Crime Plan priorities. The force also depends upon the PCC's Community Safety Fund to assist with drug intervention programmes, Community Safety Partnerships and Youth Offending Services.

10 SUMMARY

- 10.1 The PCC and the public should be fully reassured that the force has clear arrangements in place to deliver performance against the PCC's Police and Crime Plan priorities and is fully committed to working in partnership to do so.

Chief Constable

Report author: Keeley Moore (Strategic Delivery Unit)

APPENDIX ONE – POLICE AND CRIME PLAN PRIORITIES

Protecting Vulnerable People

Focus on:

- Working in Partnership to Protect Vulnerable People
- Violence Against Women and Girls
- Domestic Abuse
- Tackling the Exploitation of Adults and Children
- Child Sexual Exploitation
- Cyber Crime

Tackling Crime and ASB

Focus on:

- Neighbourhood Crimes and Policing
- Drugs Supply and Demand
- Organised Crime Gangs and Serious Violence
- Violence Reduction Unit and Strategy
- Other Local Partnerships
- Retail Crime
- Rural and Wildlife Crime
- Speeding and Road Safety
- National Threats

Treating People Fairly

Focus on:

- Treating Members of the Public Fairly
- Championing Equality
- Fair Allocation of Police Resources

Value for Money

Maximising Economy, Efficiency and Effectiveness

Underlying Principles

- Put victims first
- Show value for money

APPENDIX TWO – HMICFRS Integrated PEEL Assessment 2019

HMI's Observations:

I am very pleased with South Yorkshire Police's performance in keeping people safe and reducing crime. In particular, it is outstanding in how it maintains an ethical culture. The force is good at preventing crime and anti-social behaviour. It is good at investigating crime and continues to use its improved investigative processes across the organisation. While the force has improved how well it protects vulnerable people, it still doesn't always respond to them quickly enough.

The force has improved some of its crime-recording processes but has more work to do.

South Yorkshire Police understands the current and future demand for its services much better than it has done before. It has used this knowledge to develop strong financial and workforce plans.

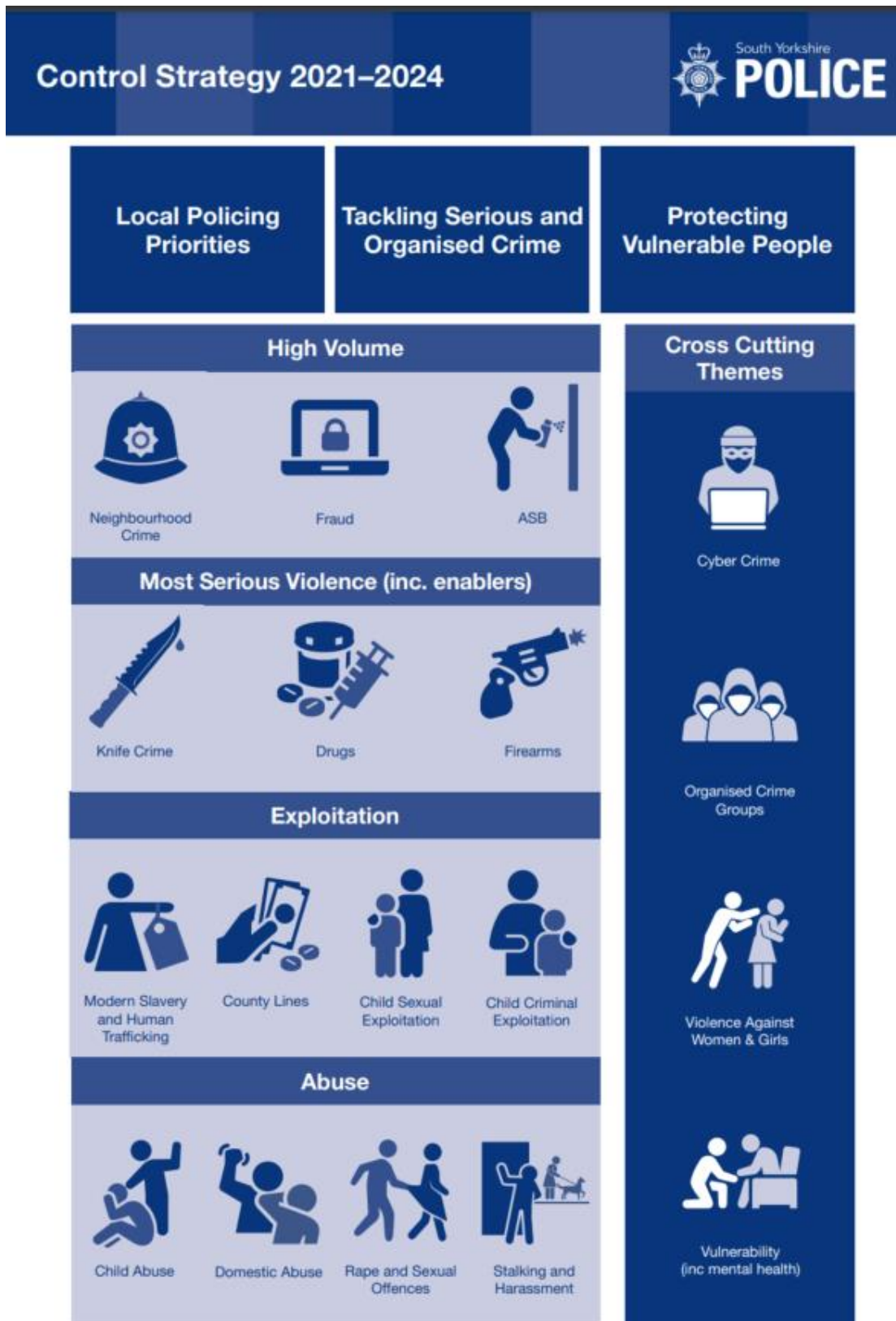
Senior leaders support the workforce. I am impressed by how well they encourage a culture of ethical behaviour and promote professional standards of behaviour.

Overall, I commend South Yorkshire Police for the progress it has made over the past year. This gives a good foundation for continuing to improve in the year ahead.

A breakdown of the key questions are provided below:

EFFECTIVENESS	GOOD
<i>How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?</i>	GOOD
<i>How effective is the force at investigating crime and reducing re-offending?</i>	GOOD
<i>How effective is the force at protecting those who are vulnerable from harm, and supporting victims?</i>	GOOD
<i>How effective is the force at tackling serious and organised crime?</i>	GOOD
<i>How effective are the force's specialist capabilities?</i>	Ungraded
EFFICIENCY	GOOD
<i>How well does the force use its resources to meet the demand it faces?</i>	GOOD
<i>How well does the force plan for the future?</i>	GOOD
LEGITIMACY	GOOD
<i>To what extent does the force treat all of the people it serves with fairness and respect?</i>	GOOD
<i>How well does the force ensure that its workforce behaves ethically and lawfully?</i>	OUTSTANDING
<i>To what extent does the force treat its workforce with fairness and respect?</i>	GOOD

APPENDIX THREE – SYP CONTROL STRATEGY 2021-24



PUBLIC ACCOUNTABILITY BOARD

OF THE SOUTH YORKSHIRE POLICE AND CRIME COMMISSIONER

12 MAY 2022

REPORT BY THE PCC'S CHIEF EXECUTIVE AND SOLICITOR

OFFICE OF POLICE AND CRIME COMMISSIONER DELIVERY PLAN 2022-24

1. Report Objectives

To provide to the Police and Crime Commissioner (PCC) the Delivery Plan from the Office of the Police and Crime Commissioner (OPCC) which explains how the OPCC will contribute to delivery of the PCC's Police and Crime Plan for 2022-2025 (and support him in discharging his legal responsibilities).

2. Recommendations

The PCC is recommended to approve the OPCC's Delivery Plan.

3. Information

- 3.1 The PCC issued his latest Police and Crime Plan in March 2022.
- 3.2 The PCC has maintained the same overall aim for South Yorkshire: to be a safe place to live, learn and work. The PCC also retained the same three strategic priorities:
 - Protecting vulnerable people
 - Tackling crime and anti-social behaviour
 - Treating people fairly.
- 3.3 As in previous years, the PCC has asked that his Office and those he commissions (including the Chief Constable) provide delivery plans to explain how each organisation intends to contribute towards delivering the priorities and areas of focus within the Police and Crime Plan. The PCC also needs assurance as to how each organisation will monitor and report on progress. It is expected that the content of these delivery plans will be proportionate to the level of funding provided to each organisation.
- 3.4 The OPCC has developed the Delivery Plan appended to this report to respond to the PCC's Police and Crime Plan. The Delivery Plan also explains the work the OPCC will undertake to support the PCC and his two statutory officers in the discharge of their legal responsibilities.
- 3.6 The Delivery Plan consists of a '*Plan on a Page*' (**Appendix A**) and a supporting narrative (**Appendix B**).
- 3.7 The appended Delivery Plan replaces the previous Delivery Plan for 2021/22.
- 3.8 Overall performance against the Delivery Plan is monitored by the Chief Executive & Solicitor in consultation with the PCC. The Chief Executive & Solicitor holds regular discussions with the OPCC's Senior Leadership Team (SLT) and fortnightly 1:1s with

SLT members to discuss performance and risks. Progress is formally reported to every meeting of the Police and Crime Panel, through a 'PCC Update' report.

- 3.9 More detailed plans and work programmes are being drawn up and cascaded to individual staff as personal objectives for the year, through the Performance & Development Review (PDR) process, so that each member of the OPCC understands his/her contribution to this Delivery Plan, and therefore to the Police and Crime Plan, and is accountable for his/her performance.

Report Author: Michelle Buttery
Designation: Chief Executive & Solicitor to the PCC
Contact: MichelleButtery@southyorkshire-pcc.gov.uk

Office of the Police and Crime Commissioner (OPCC) 2022-24 Delivery Plan

Vision: Making South Yorkshire safe for everyone through services that work hard for all
Mission: To reflect the voices of our communities in the Police and Crime Plan, commission services that support victims of crime and create positive opportunities to help tackle and reduce crime

ETHICAL, TRANSPARENT LEADERSHIP		WORKING WITH, AND SUPPORTING, PARTNERSHIPS AND COMMUNITIES		VALUING OUR PEOPLE	
1. Effective and timely strategic and financial planning	2. Supporting the PCC as National Finance lead in the funding formula review	10. Working in partnership to deliver and sustain South Yorkshire's approach to reducing serious violence	11. Working with Community Safety Partners (CSPs) to reduce crime and disorder	18. Understanding how the OPCC can be a "great place to work", and what makes a difference	19. Planning for, recruiting and retaining a diverse and talented workforce
3. Responding to the PCC Review, Fire Reform and the Levelling Up Agenda	4. Understanding our strategic response and what is working in the areas of Violence against Women and Girls, Road Safety and Treating People Fairly	12. Working with partners to tackle drugs in our communities	13. Leading and supporting the Local Criminal Justice Board in securing an efficient and effective criminal justice system for South Yorkshire	20. Prioritising the wellbeing of our staff in the management of health and safety	21. Providing the right working environment, practices, and technology to do our best work
5. Ensuring robust systems of governance, risk management and control	6. Developing and using our assurance arrangements to identify the right areas for questions and further assurance activity, including evaluation and scrutiny	14. Working in partnership within Yorkshire and the Humber (YaTH) to support successful rehabilitation	15. Proactive and reactive external communications aimed at improving public trust and confidence in policing and crime services across all our communities	22. Supporting, developing, and empowering our staff to perform well	
7. Pursuing appropriate external funding	8. Commissioning value for money, needs based services to deliver the PCC's priorities, including victims' services and early intervention and prevention activity	16. Targeted campaigns to raise awareness of issues aligned to the priorities within the Police and Crime Plan	17. Promoting and embedding sustainability in all we do		
9. Meaningful reporting to the public on whether Police and Crime Plan outcomes and National measures are being achieved and how much policing and crime services are costing					
17. Promoting and embedding sustainability in all we do					

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**OPCC Delivery Plan
for 2022-24**

Office of the Police and Crime Commissioner Delivery Plan for 2022/24

(for activity 1 April 2022 to 31 May 2024 (just beyond the 2024 PCC elections))

Introduction

The Police and Crime Commissioner (PCC) published his latest Police and Crime Plan – *Safer Streets, More Police (2022-25)* - in March 2022.

The PCC has maintained the same overall aim for South Yorkshire: to be a safe place to live, learn and work. The PCC also retained the same three strategic priorities:

- Protecting vulnerable people
- Tackling crime and anti-social behaviour
- Treating people fairly.

The Police and Crime Plan was informed by last year's strategic and financial planning process, conversations with a newly constituted Senior Command Team in South Yorkshire Police, and what we have learnt from the global Coronavirus pandemic and the Government's response to it.

The Office of the Police and Crime Commissioner (OPCC) has developed this Delivery Plan to respond to the PCC's Police and Crime Plan. The Delivery Plan consists of a '*Plan on a Page*' and a supporting narrative (this document). It replaces the previous Delivery Plan for 2021/22.

This Delivery Plan narrative describes in high-level terms the activity the OPCC will undertake in the period until the next PCC elections (in May 2024); activity that will help the PCC achieve his Police and Crime Plan areas of focus and discharge his legal responsibilities.

Underpinning this Delivery Plan are more detailed work programmes and plans, from which individual staff objectives will be set.

As shown on the '*Plan on a Page*', the OPCC has a Vision and Mission Statement, with three Strategic Pillars which are designed to support their achievement. The three Strategic Pillars are – '***Ethical and Transparent Leadership***', '***Working with, and Supporting, Partnerships and Communities***' and '***Valuing our People***' and the OPCC's activity will be organised and co-ordinated under each of these three broad headings.

Value for money - i.e., maximising economy, efficiency and effectiveness in all that we do - is an overarching theme within the Police and Crime Plan, spanning each of the areas outlined above. Over the next year, the following work will assist us in assessing and improving value for money:

- The Value for Money strategy has been approved at the PCC's Public Accountability Board (PAB). Both Chief Finance Officers (CFOs) – i.e., the PCC's and Chief Constable's in South Yorkshire Police (SYP) - will oversee and maintain the strategy, with periodic review. The strategy will be reviewed in 2022/23.

- To further improve processes, an assessment of the HM Treasury document *The Public Value Framework* will be undertaken to determine whether this could be of further use in developing our value for money strategies.
- Working with the OPCC's Evaluation and Scrutiny team, we will progress the work already undertaken in 2021/22 in developing a value for money framework so that we can effectively monitor, measure and report on providing value for money policing and crime services.
- The options appraisal methodology will be enhanced to better demonstrate value for money in our decision making. This approach will be formally documented during the year, in line with the CIPFA Financial Management Code guidance.
- Further work is ongoing in SYP around the capture of business benefits after projects have been completed. This is currently being refined and will be utilised to inform the overall Value for Money assessment at the end of each financial year.

Strategic Pillar 1 - Ethical, Transparent Leadership

The PCC has a leadership role in the policing and crime landscape.

The PCC is responsible for the totality of policing and holds the Chief Constable to account for the exercise of his/her functions (a governance role).

The PCC leads the commissioning of services, including victims' services and the PCC plays a leadership role across systems and partnerships – e.g., in the criminal justice system, and with community safety and violence reduction partners. In supporting the PCC, the OPCC aims to lead by example and be open and transparent in all that it does.

1. Effective and timely strategic and financial planning

As in previous years, the OPCC will support a defined strategic and financial planning process and supporting timetable, and provide evidence-based advice and support to assist the PCC in determining and setting the:

- Police and Crime Plan priorities
- Medium Term Resources Strategy
- Capital Strategy
- Reserves Strategy
- Treasury Management Strategy
- Annual Budget for policing and crime services
- Commissioning Strategy

and to set the OPCC's:

- Delivery Plan
- Annual Commissioning Programme
- Wider Delivery Plans, project plans, and grant and commissioned services' agreements and contracts
- Monitoring arrangements

This coming year, the OPCC will work to gain early understanding and clarity on:

- the Chief Constable's assessment of policing need in South Yorkshire for 2022/23 and beyond, and the affordability of the operating model (through its Strategic Intelligence Assessment, its Force Management Statement (FMS 2022) and other products and conversations)
- the Chancellor's statement on the police funding settlement and any other grants to be provided (e.g., residual funding to support the national programme to provide an uplift in police officers (Operation Uplift), 'Grip' funding for police enforcement activity to reduce serious violence, etc.
- the progression of SYP with its implementation of Operation Uplift, and the continued affordability and achievability of this programme (depending on the funding available to support it)
- the funding to be allocated to the PCC in 2022/23 and in the medium term through Home Office Special Grant and Ministry of Justice grant funding for South Yorkshire's so-called 'legacy costs': Hillsborough disaster-related civil claims; the NCA's investigation into non-recent child sexual exploitation in Rotherham

(Operation Stovewood); and civil claims from victims and survivors of non-recent child sexual exploitation in Rotherham

- the right balance of resources for the most efficient and effective policing and crime services - e.g., the balance between the funding for law enforcement activity versus early intervention and prevention activity
- the degree of flexibility PCCs will be provided in relation to increases to the council tax precept, and the opinions of South Yorkshire's communities to the various budget balancing options (gauged through our consultation and engagement activity).

The planning process depends on the full support of SYP colleagues, and their delivery of timely and meaningful products in accordance with statutory deadlines. We have conducted a joint de-brief of last year's planning process with SYP colleagues to further improve our products and processes.

The process also depends on consultation throughout the year with the public and partners, led by the PCC with the Community Engagement & Communications Manager, and supported by the wider OPCC in formulating information and questions, and evaluating responses.

2. Supporting the PCC as National Finance lead in the funding formula review

The PCC is the Vice-Chair of the national Association of Police and Crime Commissioners (APCC) / National Police Chiefs' Council (NPCC) Spending Review Board, supported by the PCC's Chief Finance Officer and other officers within the OPCC.

The group is currently working on the national review of the funding formula for policing – i.e., the formula used by the Home Office to determine which area gets what amount of core Government grant for policing (with the budget shortfall being met by council tax precept in that area). The PCC's CFO is supporting the PCC in this area.

3. Responding to the PCC Review, Fire Reform and the Levelling Up Agenda

The PCC Review

The outcome of Part One of the PCC Review was announced in a Written Ministerial Statement on 16 March 2021, which can be found [here](#). The Review seeks to deliver on the government's manifesto commitment to strengthening the accountability of PCCs and expanding their role.

The OPCC has undertaken, or is undertaking, the following activities in response to both parts of the Review:

- a) we have published on the PCC's website all information required by the revised Specified Information Order (SIO) which came into force in May 2021 and has been cited by the Home Office as good practice, nationally.
- b) the Home Office has formally requested a PCC succession plan from each OPCC, in the event that a PCC should be incapacitated and unable to discharge his or her statutory functions. The PCC did not appoint a Deputy PCC in 2021/22, and so the OPCC's Chief Executive & Solicitor has liaised with the PCC and will be writing to

the Police and Crime Panel to involve them in the drafting of a resilience plan that does not include a Deputy PCC.

- c) the PCC and Chief Executive & Solicitor are involved in work of the Home Office, APCC and NPCC in relation to other recommendations, e.g., on the Accountability Guidance and revisiting the Policing Protocol Order 2011.

On 7 March 2022, the Home Secretary made a written statement to Parliament in relation to the PCC Review Part Two.

Details of that statement may be accessed [here](#). Almost a decade since the introduction of PCCs, the review focuses upon the ‘and crime’ part of the PCC role.

The findings broadly covered the following areas:

- Community Safety Partnerships
- Violence Reduction Units
- Local Criminal Justice Boards
- Anti-social behaviour (including the use of Community Triggers) and public confidence
- Offender management and reducing re-offending
- Scrutiny including data sharing
- Police and Crime Panels
- Whether there should be a power of recall for PCCs

The Home Office is working with partners to deliver the recommendations, including legislating where necessary and when parliamentary time allows.

One of the key findings from Part Two is to improve the way PCCs work in partnership with others to fight crime and support victims, including giving PCCs a central role on Local Criminal Justice Boards (LCJBs).

The PCC already chairs the South Yorkshire LCJB. As the PCC’s criminal justice strategic lead, the LCJB Business Manager will co-ordinate work locally to input to national work and the development of guidance.

Once refreshed guidance is published, we will lead work with criminal justice partners to implement changes, which we anticipate will cover things such as LCJB membership, funding, operating arrangements (such as information sharing, frequency of meetings and reporting).

The Chief Executive & Solicitor and members of Senior Leadership Team (SLT) are also providing additional support to the Home Office, and Ministry of Justice, through the national association, the Association of Police and Crime Commissioners’ Chief Executives (APAC²E) and its various portfolio groups.

Fire Reform

In November 2018, the PCC received an independent appraisal of options available under the Policing and Crime Act 2017 in relation to PCC involvement in the governance of Fire & Rescue Services locally.

The PCC was already a voting member of South Yorkshire's Fire & Rescue Authority, and he chaired (and still chairs) a Police & Fire Collaboration Board to provide strategic oversight and governance to the collaboration between the two services in South Yorkshire: primarily in Estates; Fleet; and Community Safety functions.

The PCC has been content with the pace and scope of collaboration since November 2018, but he has statutory duty to keep these matters under review.

The OPCC will therefore continue its governance and assurance support to the PCC in this area, mainly through attendance at Fire & Rescue Authority meetings and at Police & Fire Delivery Board and Police & Fire Collaboration Board meetings.

Levelling Up

The government's Levelling Up White Paper sets out 12 inter-related missions to achieve by 2030, aimed at reducing regional disparities and inequalities.

One of the 12 missions is that:

"By 2030, homicide, serious violence and neighbourhood crime will have fallen, focused on the worst affected areas".

Funding will be made available to the South Yorkshire region, to support this whole Levelling Up agenda - through the Mayoral Combined Authority, local authorities and the PCC.

A Devolution framework will be introduced to enable local leadership, decision-making and accountability. Locally, this will mean a bigger role for South Yorkshire's Combined Authority, although we are yet to understand the ambitions of the new Mayor (including those relating to policing and crime), as we await the Mayoral election results in May 2022.

The PCC and his statutory officers are involved in national and local work to enable a better understanding of local issues and the work required. The PCC's Chief Executive & Solicitor also attends the Sheffield City Partnership Board, where this agenda is discussed.

The OPCC will also continue its 'watching brief' on developments nationally as part of its normal horizon-scanning activity.

4. Understanding our strategic response and what is working in the areas of Violence against Women and Girls, Road Safety and Treating People Fairly

These three areas of focus have been specifically mentioned by the PCC in the Police and Crime Plan.

a. Violence Against Women and Girls

This activity is being led by the Head of the Violence Reduction Unit (VRU).

Under the PCC's strategic priority of '**Protecting Vulnerable People**', the issue of Violence Against Women and Girls has received Government and public attention. The Government has made funding available to PCCs and forces to tackle such violence,

which the OPCC has successfully bid for. The Government has also published a Strategy which the OPCC has considered.

In November 2021, the PCC hosted a round table partnership event for statutory partners to begin the development of a South Yorkshire response. A virtual 'Networking and Listening' follow up event was held on 28 January 2022, with more than 90 people attending. The information gathered is helping devise how the OPCC and VRU should progress with next steps.

The OPCC is now developing a Statement of Intent so the PCC can ask South Yorkshire organisations to sign up to a public statement of their commitment.

Another event with service providers is planned for June 2022.

Scoping activity is being done to understand what organisations are doing in this area and where the gaps are.

This work will be shared with partners and will inform:

- PCC co-ordination and collaboration activity
- Assurance activity, including the work programme of the IEP
- OPCC and VRU commissioning decisions
- a targeted communications campaign later this year

and will be used to promote best practice and a sustainable approach to violence against women and girls across South Yorkshire.

b. Road Safety

This activity is led by the OPCC's Community Engagement & Communications Manager.

Under the PCC's strategic priority of '**Tackling Crime and Anti-social Behaviour**' and in the area of Road Safety, the PCC has listened to local communities who have expressed concerns about issues such as speeding, so-called 'SMART motorways and anti-social behaviour using vehicles.

In January 2022, the PCC held a round table discussion to bring together representatives from the four local authorities and the Safer Roads Partnership together. Partners shared details of the activity they are undertaking around issues of speeding and examples of good practice as well as outlining the parameters within which they work and the criteria which needs to be met for solutions to be implemented.

This will enable us to better promote the work of the Safer Roads Partnership and public understanding and awareness of each of the partners involved in road safety, and their respective responsibilities. In turn, this will allow clarity on the solutions we can offer to communities and a more joined up approach.

We are developing a leaflet for the public, and will deliver regular road safety messages, as well as supporting national, regional and local campaigns on road safety. We will consider whether the PCC should develop a specific campaign in this area.

c. Treating People Fairly

Under the PCC's strategic priority of '**Treating People Fairly**', the PCC wants to do three things:

- to understand what is working in other police forces and in SYP to improve diversity in the Force's workforce so that the workforce is representative of the communities it serves, particularly in respect of the recruitment and retention of police officers and staff from Black and Ethnic Minority communities
- to understand whether there is unfairness, including race disproportionality, in the use of stop and search, the use of force and the policing of protests by SYP
- to understand where there is disproportionality of treatment across the wider criminal justice system.

These areas are picked up in later sections of this Delivery Plan narrative.

5. Ensuring robust systems of governance, risk management and control

An organisation must have adequate arrangements for governance, risk management and internal control, in order to keep the organisation safe and achieve its objectives and strategies.

The OPCC has worked with SYP to put in place a Joint Corporate Governance Framework (JCGF) which describes the roles and responsibilities of the PCC and Chief Constable and how, as separate legal entities, they each govern their respective organisations, control their activities, manage risks, and work together.

On the PCC's behalf, the OPCC oversees SYP's systems of governance, risk management and control, as part of supporting the PCC in his role of holding the Chief Constable to account for the exercise of her statutory functions. The PCC's 'holding to account' arrangements (published on the PCC's website) are continually reviewed and refined.

Each year, the OPCC (and SYP separately) conducts an Annual Governance Review, from which it produces an Annual Governance Statement (AGS) for inclusion in the annual statement of accounts. Significant governance issues are identified as part of this review, and the OPCC plans remedial actions to address both significant and non-significant governance issues - in a Governance Improvement Plan.

This year, the following activity has been identified under this Delivery Plan heading:

- Supporting the PCC's governance arrangements, including the support to governance meetings
- Leading and developing the AGR process
- Finalising the current Scheme of Delegations and reviewing the current Financial Regulations within the JCGF
- Finalising the Finance section of the OPCC's Office Manual to sit underneath the Financial Regulations (SYP has its own Financial Instructions and the PCC's CFO will also support the Chief Constable's CFO in reviewing their instructions)
- Setting a Financial Strategy to support the PCC's Medium Term Resources Strategy

- Conducting a desktop exercise of the CIPFA Financial Management Model, taking into consideration progress made with the action plan
- Completing a financial resilience assessment
- Reviewing the PCC's Capital Strategy and Reserves Strategy
- Reviewing funding arrangements for OPCC commissioning and the VRU
- Developing arrangements for improved financial scenario planning
- Overseeing SYP's development of a Savings Strategy to address the projected shortfall in resources in future years
- Defining the Information Governance project and setting and achieving deliverables to complete the project by 30 April 2024 (this will address all outstanding actions in relation to the OPCC's hard copy and electronic folder systems, case management system*, and other information management arrangements (including information security and the handling of information requests))
- Monitoring SYP's readiness for HMICFRS inspections and its response to findings and recommendations, and supporting the PCC's published commentary on HMICFRS activity and SYP's response to it
- Managing the recruitment of additional Independent Members to sit on SYP's gross misconduct panels
- Managing the recruitment of members to the PCC's Independent Custody Visitor (ICV) scheme and member development, and improving the administration of the ICV scheme
- Improving the PCC complaint review process and casework handling with a focus on service recovery and public trust and confidence.

* The new case management system is to be implemented, including developing the system, training staff, and streamlining OPCC processes (as a result of the new functionality provided by the system).

6. Developing and using our assurance arrangements to identify the right areas for questions and further assurance activity, including evaluation and scrutiny

In recent years, the OPCC has set about improving the PCC's arrangements through the development of the PCC's Assurance Framework (PAF). Once matured, this PAF should provide confidence that the arrangements are working effectively to support the delivery of organisational objectives.

The PCC's strategic objectives are:

- 1) To properly discharge the PCC's legal responsibilities; and
- 2) To achieve the priorities in the most recent Police and Crime Plan

There are five key stages in the development of the PAF. These are:

- a) Identification of the organisation's objectives (its raison d'être)
- b) Identification of the controls in place to ensure delivery of the objectives
- c) Identification of the evidence available to demonstrate the effectiveness of the controls in place, or otherwise
- d) Identification of any gaps in controls and/or evidence to support the effectiveness of those controls
- e) Identification of any strategic risks to achieving the PCC's objectives that will likely emerge from completing the fourth stage, above.

Work will continue over the next two years to further develop and populate the PAF, and to use it to drive the activity necessary in support of the delivery of the PCC's strategic objectives, and to identify risks.

For now, the PCC relies on a variety of assurance sources to validate, or otherwise, the effectiveness of the organisational controls in place to support the PCC in achieving his strategic priorities. These include:

- the PCC's Assurance Framework itself
- the PCC's Police and Partners Performance Framework (PCC's Dashboard)
- the Internal Audit function
- the PCC's, and joint, assurance panels (most notably the Independent Ethics Panel (IEP) and the Joint Independent Audit Committee (JIAC))
- externally, through peer review, HMICFRS, External Audit, the Police and Crime Panel, etc.

But ultimately, South Yorkshire's communities are the most important and influential sources of assurance - what the public tell the PCC and OPCC about policing and crime services at community meetings and visits, through correspondence (and complaints), and through media and social media comment.

In terms of our assurance arrangements, the focus of activity for the OPCC's Evaluation, Scrutiny and Performance staff this year will be:

- Monitoring the efficiency and effectiveness of SYP's services and the PCC's commissioned services through the PCC's Dashboard
- Enhancement of the PCC's Dashboard, to include information from recently published Criminal Justice scorecards, other national measures that will be published (including for call handling), and our associated assurance activity
- Working with the PCC's CFO, to progress the work already undertaken in 2021/22 in developing a 'Value for Money' framework so that we can effectively monitor, measure and report on providing value for money policing and crime services
- Working with the Head of the Violence Reduction Unit and our partners in scoping and developing the PCC's strategic response to the government's Violence Against Women and Girls Strategy
- In the area of Rape and Serious Sexual Offences (RASSO) – building on our Rape Victim Journey Tracker work to help understand the investigation process as a whole and how victims' experiences can be improved
- Undertaking reviews of custody records to ensure correct and proper treatment of detainees and identifying opportunities to enhance processes/procedures
- During the late summer and early autumn, gaining an understanding of the effectiveness of the existing programme of drug testing in custody and resulting referrals of detainees into drug treatment services
- In support of the Commissioning Team:
 - during the summer /autumn of 2022, working with the Community Engagement & Communications Team to understand the views of those taking part in restorative justice, to inform future services, and
 - towards the end of 2022/ early 2023, supporting preparation to re-tender the contract to for victim support services

- Supporting the IEP and SYCJB in the PCC's priority of '*Treating People Fairly*', particularly around better understanding issues of disproportionality
- Supporting SYCJB in relation to meeting its ambitions as stated in its annual Delivery Plan, including any refresh of its governance arrangements and outcome performance measures
- Supporting the Community Engagement and Communications Team around understanding communities' priorities and concerns, and the drivers of public trust and confidence.

The focus of activity for the wider OPCC will be:

- Working together with SYP colleagues, overseen by the JIAC, to ensure alignment and connectivity between the PCC's and Chief Constable's assurance arrangements, addressing any areas of concern
- Preparing to commence scoping and securing internal audit provision for the PCC and SYP for future years
- Providing professional and administrative support to the Chairs and Members of the PCC's key assurance panels, enabling them to efficiently and effectively discharge JIAC's terms of reference through a programme of work and thematic areas of activity. [The existing member allowances scheme will be refreshed to complement the work of these panels].

JIAC will focus on providing independent assurance to the PCC and Chief Constable on the adequacy and effectiveness of the:

- individual and joint strategic and financial planning arrangements processes that enable the realisation of benefits and outcomes, including the return on investments and the delivery of savings plans
- governance arrangements in relation to collaboration and partnership working including decision-making (particularly in the IT Services and cyber-crime areas)
- project, risk and opportunity management arrangements put in place to achieve the increase in police officer numbers, whether funded locally or through the Government specific grant
- oversight of the internal audit service provision

The IEP's focus this year will be to build on its previous work and concentrate on activity in the following three areas:

- Horizon scanning to identify potential ethical issues for future policing, including technological developments
- Looking internally within SYP to consider the embeddedness of ethical standards in the way its people think and behave
- Supporting police legitimacy in communities through reality testing the public's experiences / interactions with SYP, including the fair and proportionate use of tactics in the policing of protests as well as potential disproportionality issues in stop and search and the use of force

There may also be a role for the IEP in the Violence Against Women and Girls agenda, dependent on scoping work described at section 4 of this Delivery Plan.

7. Pursuing appropriate external funding

Each member of the Partnerships & Commissioning team will continue to have responsibility for pursuing, external funding opportunities where appropriate, with the aim of maximising the funding available for policing, crime, preventative and/or victim-focused activity in South Yorkshire.

This will involve the team in horizon-scanning, research, needs assessments, gap analyses, liaison with SYP colleagues and partners, and bid drafting.

The PCC-led VRU works on behalf of partners on a long-term 'public health' approach to reducing serious violence, pursuing additional funding to bring into South Yorkshire. The Home Office requires the VRU to lead some bids with partners and can be asked to lead additional Home Office grant rounds, when required.

8. Commissioning value for money, needs based services to deliver the PCC's priorities, including victims' services and early intervention and prevention activity

The Partnerships & Commissioning team will continue to be driven by:

- the PCC's Commissioning Strategy that sets out his commissioning principles, approach and the commissioning cycle
- obligations from various grant funding agreements
- the PCC's Police and Crime Plan, specifically the areas of focus within the Plan
- the PCC's 'Value for Money Strategy'

The Commissioning Programme for 2022/23 sets out the activities required to manage and/or maintain delivery of the various services and activity the PCC has commissioned, co-commissioned or co-funded from agencies or providers other than SYP. The activities will be linked to the areas of focus highlighted in the PCC's Police and Crime Plan. Each member of the Partnerships & Commissioning has a defined portfolio of responsibility for certain commissioned services, grant funded activity and the work relating to these areas.

Work will continue in 2022/23 to re-commission the regional Adult Sexual Assault Referral Centre (SARC) service, in partnership with NHS England and the other OPCCs in Yorkshire and the Humber. In addition, other key services require re-commissioning, with processes starting in year. This includes the Restorative Justice service, victim support service and Child Sexual Assault Assessment service all of which are co-commissioned services.

Additional grants will be distributed to victim service organisations through extra funding secured from the Ministry of Justice. These will be closely managed to maximise the funding available. There are other services, where the PCC is not the lead commissioner, but does co-fund a service which will require re-commissioning or re-negotiating in year. The relevant Partnerships & Commissioning officer will be fully involved in these processes, ensuring that the needs of policing are considered, and the PCC's wider requirements are met.

Re-commissioned services that are currently going through an initial mobilisation period - such as the Independent Sexual Violence Advisor (ISVA) service - will be closely managed to ensure contract requirements are met.

The team also supports the VRU, whose commissioning decisions are led by the 16 priorities to help address the long-term causes of violence identified in the South Yorkshire Area profile. This includes supporting the VRU's contract and grant management arrangements for relevant activity funded through the VRU grant. During the year, the support requirements of the VRU will continue to be monitored, with activity distributed within the Partnerships and Commissioning team as appropriate.

9. Meaningful reporting to the public on whether Police and Crime Plan outcomes and National measures are being achieved and how much policing and crime services are costing

SYP reports its performance against the Police and Crime Plan to the PCC's monthly PAB.

The OPCC produces a quarterly performance report on progress against the PCC's Police and Crime Plan with evaluated information from the PCC's performance framework (the PCC's Dashboard). This report covers activity by SYP, the OPCC, commissioned service providers, grant recipients and partners.

The OPCC also produces a quarterly consolidated resources report from the PCC's CFO. This resources report comments on the budget monitoring report of SYP's Director of Resources as to how the Chief Constable is using her resources against the Chief Constable's budget set by the PCC at the start of the financial year. The report will also comment on the progress of the capital programme and on the PCC's overall budget. The aim is to 'tell the story' of how well resources are being used.

These two reports - the PCC's Quarterly Performance Report and the PCC's Quarterly Resources Report - are published on the PCC's website for the benefit of South Yorkshire's communities, and they also go to the Police and Crime Panel whose role it is to review, scrutinise and support the PCC in the exercise of his functions.

Following the introduction of the National Priorities for Policing and associated National Crime and Policing Measures, the OPCC publishes on the PCC's website a statement on the contribution of SYP to achieving these priorities. This statement is reviewed each quarter and updated where necessary. The Governance and Compliance Manager oversees the content of the PCC's website, in terms of its compliance with the government's Specified Information Order.

To increase accessibility to the public, the OPCC will continue to support the PCC's monthly PAB which is filmed and live-streamed via our You Tube channel and is then made available to view shortly after. Previous recordings are also available on You Tube (@SYPC Media). The PCC's Twitter channel is also used to provide live updates and the key headlines as they are being discussed in the meeting.

There is ongoing work to improve public accessibility to the PCC's governance arrangements, including meetings and decision-making, partly through further development of the PCC's website.

Strategic Pillar 2 - Working with, and supporting, Partnerships and Communities

The OPCC supports the PCC in working with key partners to deliver policing and crime outcomes, most notably in the areas of violence reduction, community safety and criminal justice. Our partnership working includes maximising opportunities to improve the efficiency and effectiveness of policing services through emergency services' collaboration.

As a voice of South Yorkshire's communities, it is important that the PCC connects with our diverse communities and that our communities feel connected to the services we provide. The PCC and OPCC are committed to supporting resilient and sustainable communities.

10. Working in partnership to deliver and sustain South Yorkshire's approach to reducing serious violence

Established in 2019, South Yorkshire has an effective and efficient Violence Reduction Unit (VRU) that works well with a wide range of local partners to reduce serious violence through a 'public health' approach to tackling the causes of crime.

Each of the four Community Safety Partnerships (CSPs) in South Yorkshire has Violence Reduction Actions in their Partnership Plans – and these are the delivery arm of the VRU strategy based on the area profiles and the priorities that flow from it.

This countywide partnership is managed by the VR Executive Board chaired by the PCC. Our structure across South Yorkshire is a good starting point for the 'Duty to Cooperate' to address serious violence which is expected to be introduced in 2022 (part of the new Police, Crime, Sentencing and Courts Bill).

The Home Office has recently announced a 3-year funding proposal for the VRU, with a significant uplift in funds compared to previous years, as follows:

2022/23 £2.891m
2023/24 £2.163m
2024/25 £2.140m

This significant increase is very welcome but has required some quick decisions about how we spend the additional funds as effectively as possible.

The allocation of funds is provisional, and we are now awaiting Home Office decision on the bid submitted.

The VRU is co-located with SYP teams, and the Unit plans activities to complement police interventions and neighbourhood work by using joint intelligence to target grants and interventions to where they are needed most.

The current work of the VRU continues, and has included:

- Navigators working at the Northern General Hospital offering engagement with people attending A&E with injuries related to violence
- Navigators working in the 3 SYP Custody Suites offering engagement to people arrested for violent offences
- Trauma informed training – expanding the number of people working with young people with a trauma informed perspective

- Managing through a Grant round that provided c£200,000 to 13 projects in areas of higher violence rates
- Introduction of 'Mentors in Violence Prevention' into 8 South Yorkshire schools that 'skill-up' volunteer students to safely challenge other students when they witness bullying, harassment, or discrimination.

11. Working with Community Safety Partnerships (CSPs) to reduce crime and disorder

Both the Partnerships & Commissioning Manager and SYCJB's Business Manager attend CSP meetings with their different perspectives, to represent the PCC on all four district CSPs.

In addition, using his convening powers, the PCC has an established Countywide Community Safety Forum which is attended by the chairs of all four CSPs and others to enhance proactive partnership working, communication and co-commissioning opportunities on a countywide basis. An example of this countywide approach is the re-commissioning of a countywide domestic abuse perpetrator programme which the OPCC supported, and also numerous funding bids to which partners contributed.

Throughout 2022/23, we will continue to use this Countywide Forum to explore good practice and co-commissioning/co-funding opportunities. We will consider the frequency of the meeting and the medium in which it is held to maximise attendance and value for money.

The PCC provides funding each year to enable CSPs to meet their priorities and support the delivery of Police and Crime Plan priorities and VRU priorities. At each Countywide Forum meeting, the CSPs provide updates on how the funding is being used and to what result.

As part of the strategic planning process, consideration will be given as to whether the PCC will give a more directive strategic steer for use of the grant to meet Police and Crime Plan priorities.

12. Working with partners to tackle drugs in our communities

In support of the PCC's Police and Crime Plan commitment and the government's new Drugs Strategy, the OPCC will undertake the following activity:

- use SYP's emerging drugs profile for South Yorkshire (and the resulting improved understanding of our local drugs markets and county lines) to better target intervention, prevention and treatment services
- continue to fund and commission drugs intervention and treatment services
- conduct the assurance activity outlined in section 6 of this Delivery Plan
- continue to work with SYP on ensuring out of court disposal referral pathways through our existing Liaison and Diversion Service for lower-level offences where offenders are alcohol and drugs misusers (part of a pilot initiative for conditional cautions in Barnsley and Doncaster, and to be rolled out across the county if effective)
- work with partners to introduce access to Community Sentence Treatment Requirement orders (initially in Sheffield courts for Sheffield and Rotherham residents, but then to the rest of the county).

13. Leading and supporting the Local Criminal Justice Board in securing an efficient and effective criminal justice system for South Yorkshire

South Yorkshire's Criminal Justice Board (SYCJB) continues to be chaired by the PCC.

SYCJB is supported by two delivery groups - the Victim-focused Efficiency group and the Rehabilitate & Reduce Reoffending group.

There are also two countywide subject-matter expert partnership groups - working on Domestic Abuse and Rape and Serious Sexual Offending – both of which support the SYCJB and offer support and insight to the CSPs and the countywide Strategic Safeguarding Forum.

These two groups also focus on Violence Against Women and Girls and the SYCJB will receive specific updates on this activity and the progress being achieved.

SYCJB attempts to synchronise its strategic planning with that of the PCC in producing his Police and Crime Plan for the area. SYCJB will be looking to produce a new strategy or statement of intent for the period 2022-2025, to coincide with the new Police and Crime Plan.

The PCC Review Part Two acknowledged the need to improve PCCs' access to criminal justice data, to support a more data-confident culture going forward. With this context in mind, we will re-examine the performance data we rely upon to monitor activity and progress against desired outcomes – both in relation to delivery of Police and Crime Plan objectives and those of SYCJB.

Staff within the OPCC support the work of the SYCJB – e.g., strategic management, performance, evaluation and scrutiny, finance and business support staff.

There is a service level agreement between the PCC and partners to formalise the support provided. This Service Level Agreement will be reviewed alongside changes arising from the PCC Review Part Two, to reflect changes that are due to the national guidance issued to LCJBs.

The Board agrees an annual Delivery Plan and may also request assurance work (including problem-solving 'deep dive' work) to be undertaken where there may be concerns regarding outcomes being achieved locally.

SYCJB evaluation and assurance may be requested this year beyond work already going on in the following areas:

- Timeliness of investigations
- File quality and effective case commencement / closure
- Victims' experience
- Justice outcomes.

The ability to undertake such work will be determined by the co-operation of partners, access to the relevant information in partner organisations, and the prioritisation of other OPCC work.

The PCC, Chief Executive and SYCJB Business Manager will also continue to focus on:

- leading effective delivery of an annual work programme for SYCJB
- the ongoing recovery of the local criminal justice system from the impact of coronavirus pandemic
- working with partners to build local understanding of race disproportionality within the local criminal justice system.

In 2022/23, we plan to hold a listening event to hear from local communities regarding their perceptions and experiences of race disparity within the criminal justice system. The intention will be to use information gleaned at this event to inform our next steps, possibly including the development of a statement of intent and data dashboard.

14. Working in partnership within Yorkshire and the Humber (YaTH) to support successful rehabilitation

SYCJB's Business Manager assists the PCC in supporting successful rehabilitation of offenders and young people who commit crime.

Included in the PCC Review Part Two were recommendations to cement the PCCs' role in offender management – aimed at strengthening collaborative working between PCCs and the Probation Service. Main aspects of increased collaboration are likely to be:

- the co-commissioning of services by Regional Probation Directors and PCCs
- increased sharing of relevant data to support a reduction of reoffending and improve confidence in local data sharing
- enhancement of the PCC's role in unpaid work.

South Yorkshire is already well placed to take on these changes.

In 2019, the Yorkshire and Humber (YAtH) Rehabilitation Partnership was established to oversee probation reform and make progress in relation to the successful delivery of agreed outcomes and priorities, specific to the YAtH region.

The PCC and SYCJB will contribute towards realisation of regional ambitions aimed at successful rehabilitation by:

- Seeking to work with partners to address local issues where South Yorkshire is found to be a rehabilitation outlier within the region
- Working with partners on matters of local priority that feature in SYCJB's annual Delivery Plan.

Young people who commit crime are managed by Youth Offending Teams, whose work is overseen by Youth Management Boards in each District. Staff in the OPCC will represent the PCC on these Boards. The South and West Yorkshire Resettlement Consortia focuses on young people sentenced to secure youth custody. The OPCC will continue to support work of the Consortia with the aim of achieving successful rehabilitation outcomes for young people.

The SYCJBs Business Manager, the Partnerships and Commissioning Manager and members of her team, will collectively co-ordinate work of SYCJB, Community Safety Partnerships and Youth Offending Teams aimed at successful prevention, early intervention and rehabilitation of adults and children who commit crime in South Yorkshire.

15. Proactive and reactive external communications aimed at improving public trust and confidence in policing and crime services across all our communities

The PCC's Community Engagement & Communications Team will continue to provide a proactive and reactive service to the national, regional and local media to ensure awareness of the PCC's responsibilities, decisions and views in support of openness, transparency and public accountability.

The Team will continue to develop the PCC's website, the Media Briefing and Engagement Reports this year and will look to develop a regular newsletter for the PCC to distribute at meetings, events and engagements to update on his work, and provide feedback in line with our '*You Said, We Did*' approach.

Last year saw the retirement of the two Engagement Officers and the departure of the substantive Senior Communications Officer. Two posts have now been amalgamated into one post to cover engagement activities for the whole of the county and two new members of the team - Senior Communications Officer and Engagement Officer - are now in post.

The Communications & Engagement Strategy describes roles, responsibilities, objectives and approaches. The Strategy will now be revised now the team has been restructured and the Police and Crime Plan has been produced, to take it through to the end of the PCC's term of office in May 2024.

The views of the public around priorities for policing are an essential part of the continued development of the Police and Crime Plan. These views will be gathered throughout the year through engagement and consultation with communities, groups, parish and town councils, as well as gathering views expressed on social media. The results will be fed into the evaluation and scrutiny work that focuses on policing priorities. The Team will continue to work closely with SYP's neighbourhood policing teams to develop a programme of visits to each neighbourhood to understand the varying community issues they face, and to develop new relationships, undertaking joint engagement where appropriate.

The Engagement Officer will work closely with the Partnerships & Commissioning Manager to consult with service providers and users to ensure that their feedback is considered within the re-commissioning of services that is due to be undertaken during 2022/23.

The Engagement & Communications Manager will continue to support the Assistant Chief Constable (Local Policing) in his work leading SYP's Trust & Confidence Steering Group to understand and respond to the drivers of public trust and confidence in policing. Work has begun to re-focus and restructure the group around the way SYP interacts with the public through its Independent Advisory Groups (IAGs), and how it addresses issues raised both nationally and locally around the culture of policing. The OPCC will be particularly focused on addressing the damage caused to public trust and confidence through recent, national events.

Work will also be undertaken by the Engagement & Communications Manager to reinstate the Policing of Protests Panel, with refreshed Terms of Reference and

membership to provide community feedback and challenge to SYP when handling protests that are high profile and cause a significant level of public disruption or potential damage to public trust and confidence.

16. Targeted campaigns to raise awareness of issues aligned to the priorities within the Police and Crime Plan

The Community Engagement & Communications Team will work with the PCC and OPCC to plan and run media campaigns aligned to the priorities and areas of focus within the Police and Crime Plan.

The Team will seek and encourage opportunities for joint media campaigns with SYP and other partners. Evaluation of the reach and impact of campaigns will be conducted where practicable and cost-beneficial to do so, to improve the efficiency and effectiveness of future campaign activity.

The OPCC was successful in bidding for funding from the Safer Streets Fund to develop a campaign in partnership with the VRU, and with support from SYP, as part of our response to Violence Against Women and Girls. The focus of this campaign is around the treatment of women within the night-time economy and features strong women's voices saying "*no more*" to certain behaviours they have experienced. The campaign will launch in the spring and will be supported through a joint media plan.

17. Promoting and embedding sustainability in all we do

The PCC and OPCC are fully committed to SYP's Sustainability Strategy 2020-2025, which commits to seven Sustainable Development Goals (SDGs). These goals have been embedded within the Police and Crime Plan and the work of the office.

We recognise that we have a corporate responsibility to:

- act as a fair and supportive employer
- value our people and treat them with respect and promote equality
- enhance the lives of the communities we serve, and
- protect the natural environment.

The SDGs were selected from the 17 United Nations Sustainable Development Goals in a series of consultations with officers and staff. Progress against them is monitored, reviewed and reported annually to the PCC's PAB, and quarterly to the PCC's Estates Board.

The selected goals are:

- **Good health and well-being** – supporting the health and well-being of our employees and those with whom we work.
- **Quality education** – provide our people with the skills, knowledge and confidence to contribute to sustainability and widely share these opportunities.
- **Reduced inequalities** – promote environmental, social and economic equality across everything we deliver.

- **Responsible consumption and production** - embed sustainability considerations into the purchase, use and disposal of all the resources we use.
- **Climate action** - take urgent action to combat climate change and its impacts.
- **Peace, justice and strong institutions** - ensure sustainability is considered in everything we deliver.
- **Partnerships for the goals** - develop effective partnerships to support a positive contribution to the communities we serve.

As in all Districts and Departments of SYP, we have appointed a Senior Sponsor (our Office Manager who is a member of the OPCC's Senior Leadership Team) and a Sustainability Impact Lead (SIL) (a member of the VRU who volunteered for this role).

As with all SILs, the OPCC's SIL acts as a sustainability champion with staff, working with the Sustainability Manager for SYP to embed the strategy, drive forward the commitments, and monitor and report on progress.

The Partnerships & Commissioning team consider social value and sustainability as part of all their commissioning activity.

Strategic Pillar 3 - Valuing our People

Last year, it became clear during discussions with staff that 'Valuing our People' should be one of our Strategic Pillars. This would reflect its importance, quite literally on the face of our Delivery Plan, and would draw together work we were already doing, or aspiring to do, for our people.

The activities set out below have emerged through a combination of conversations with staff and us explicitly recognising the importance of employer, head of paid service and Office Manager responsibilities on the face of our Delivery Plan.

18. Understanding how the OPCC can be a "great place to work", and what makes a difference

We are committed to offering a diverse and multi-generational workforce a great employment experience so that we can attract, recruit and retain the right 'talent' with the required skillsets to deliver great services.

We know that staff need to feel a sense of purpose and that their contribution is recognised, and we need to focus on the health and wellbeing of our people and offer staff appropriate support and ongoing personal development.

We have engaged with staff to understand what a "great place to work" looks like in their minds via a Staff Survey (December 2021) and discussions at a Staff Quarterly Away Day (February 2022)

Key topics resulting from these consultations are:

- Setting a New Working Arrangements policy and consulting with staff on how we will work differently
- Plans to reconfigure the OPCC office space to provide the most suitable working environment for staff which aligns with the New Working Arrangements Policy and also SYP's Smarter Ways of Working (SWW) project.
- Improvements to the PDR and objective setting system to streamline the process.
- Implementing a Training and Development plan for 2022/23
- The implementation of Microsoft Office 365 and associated applications to improve communication, file management and storage.
- Rationalisation of paperwork in the office area, linking into the Information Governance Project.

We will assess where we need to be and where we are (as a baseline), before identifying and agreeing improvements and changes.

Finally, we will re-assess how staff feel once all agreed identified improvements have been implemented.

19. Planning for, recruiting and retaining a diverse and talented workforce

We strive to provide a fair and supportive work environment for all our staff. We are committed to ensuring that during our recruitment process and employment period, no applicant receives less favourable treatment or is disadvantaged by a condition or requirement that cannot be justified in relation to a particular role.

We are committed to developing appropriate approaches to recruitment which proactively promote the PCC as an employer. All recruitment is based on merit and job and person specifications are carefully formulated for the roles advertised.

Responsibility for managing the recruitment and induction process lies with the Business Support Team headed by the Office Manager. Support and advice is available to all, throughout the entire recruitment process.

This year, the Office Manager will continue to lead improvements to the accessibility and smooth-running of our recruitment process and her Team will support the recruitment processes we have identified for filling staff vacancies and appointing new assurance panel members and other volunteers.

20. Prioritising the wellbeing of our staff in the management of health and safety

As an employer, the PCC has a duty under the Health and Safety at Work Act 1974 to provide a safe and healthy workplace.

The PCC and the Chief Constable have a joint Health and Safety Policy which states that *“All staff have responsibility for health and safety; however, we have overall responsibility for the strategic and day to day management of health and safety of our staff through our appointments as Police and Crime Commissioner and Chief Constable”*.

The Office Manager is the appointed Health & Safety Single Point of Contact for the OPCC and attends the quarterly local Health and Safety Board where any issues or actions raised can be escalated for further review by the quarterly Strategic Health and Safety Board, jointly chaired by SYP’s Director of Resources and the OPCC’s Chief Executive & Solicitor.

This year, the Office Manager will continue to conduct quarterly premises safety inspections, and ensure any issues identified are corrected or escalated.

OPCC staff will continue to be made aware of the Health and Safety policy and are required to complete mandatory on-line Fire Safety training as part of their induction process and then complete a refresher every three years.

We will continue to encourage OPCC staff to participate in the various voluntary Health and Safety courses available to them to fulfil the compliance requirements for their place of work.

All staff complete DSE on-line assessment training at induction followed by the completion of a workstation assessment. Any issues or modifications identified are addressed.

A purpose-built wellbeing room is available on site for staff needing to take a break for whatever reason, and we have access to well-being champions in SYP who are trained to provide support to colleagues.

Staff are reminded of their H&S obligations to ensure they are working in a safe and suitable environment; their equipment is in good working order and what action to take if not. All have completed DSE assessments for their home environment and have been issued with regular guidance and updates relating to their working arrangements and their welfare.

During the pandemic, we have conducted regular COVID risk assessments on our office premises and adhered to all government and SYP guidance. We are ready to reinstate all safety precautions should the need arise.

To ensure staff do not feel isolated at home, there are regular check-ins with line managers and other team members by MS Teams chat / video or, where appropriate, in person for smaller numbers. Also, weekly staff briefings involving the whole Team via MS Teams video help to bring everyone together and give the opportunity to share information and experiences. Quarterly staff away days have been reintroduced and staff are expected to attend in person wherever possible.

We are exploring support for staff who are dealing with abusive calls or having prolonged exposure to disturbing information and environments because of the nature of work we do.

We encourage our staff to access more formal wellbeing support available in various forms;

- via Occupational Health Unit (OHU) either as a self-referral or via their line manager. OHU will discuss any support required with an individual and will assist the line manager in making appropriate decisions in how to support them.
- via the APCC, who are linked with an organisation to provide an employee freephone helpline, available 24 hours a day to provide free counselling, support and advice for PCCs and their offices.

Policies and procedural instructions concerning staff welfare are readily available including a range of leave options, which ensure that individuals are supported in maintaining a healthy work life balance. These encompass various types of leave which cover several situations where a member of staff may require to be away from the workplace.

21. Providing the right working environment, practices, and technology to do our best work

The OPCC has a Business Continuity Plan (BCP) so that we can cover all core functions to enable the PCC to continue achieving the Police and Crime Plan and discharge his legal responsibilities.

The Office Manual (OM) is a newly developed document, published on the OPCC SharePoint (intranet) page, and accessible for all staff to view OPCC strategies, policies, procedures and processes. The continual review and refreshing of policies and procedures will continue to ensure legal compliance, and that working arrangements are kept up to date.

The OPCC SharePoint page provides easy access to all documents contained within the OM.

The OPCC has a Service Level Agreement (SLA) with the South Yorkshire Pensions Authority who meet our IT provision requirements.

All staff are provided a standard set of equipment at induction, with any specialist roles receiving additional equipment, as required. The pandemic enabled organisations to

think differently and allow staff to work from home wherever their role allows. The OPCC has embraced this and has provided staff with additional equipment in order to facilitate working from home, with no detriment to performance or output.

Plans are underway to reconfigure the OPCC office space to provide the most suitable working environment for staff which aligns with the New Working Arrangements Policy and also SYP's Smarter Ways of Working (SWW) project.

Equipment is recorded on an asset log and to ensure we are using current technology; a replacement programme is in place which informs the OPCC financial planning process.

A recent upgrade to Microsoft Office 365 (O365) was approved by the PCC and SLT in order to give staff the most up to date software and communication facilities (MS Teams video calling and MS Teams chat) enabling us to communicate better with each other and internal/external stakeholders.

A further project is being considered to 'on board' other elements of O365 which will further enhance our technological capabilities.

22. Supporting, developing, and empowering our staff to perform well

We aim to provide the PCC with a highly proactive, efficient, professional and flexible support service that enables him to achieve the Police and Crime Plan and strategies and discharge his statutory functions.

In support of this, all staff receive a tailored induction plan with objectives to focus on during their probationary period and thereafter in an annual objective setting process.

High level Delivery Plan activities are cascaded down into individual Performance & Development Review (PDR) objectives and are monitored through the PDR process. Improvements are being made to the PDR and objective setting system to streamline the process.

Staff are able to reflect on their performance when they update their objectives with their line manager. These are also discussed more informally at regular one-to-one meetings.

We are committed to empowering our people to maximise their full potential, starting with the provision of training to enable them to fulfil all aspects of their role. Training and development needs are identified through the PDR process. These training requests will be considered by the OPCC Senior Leadership Team (SLT) and, if approved and within budget, the training needs are added to the annual Training Plan and funded by the PCC.

We will carry out an annual review of the training plan to capture any training needs identified as a result of the updated Police and Crime Plan and Delivery Plan activities.

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Joint Independent Audit Committee Exception Report

Exception Report	Report Author
Joint Independent Audit Committee	Chair of the Joint Independent Audit Committee
	Date of the Report
	03 May 2022 (for PAB on 12 May 2022)

Urgent:	No
Where "Yes", the Chair of the Joint Independent Audit Committee should immediately notify the Commissioner of the matter considered urgent and set out in this section the reason(s) for such urgency.	

Restricted:	No
The Chair of the Joint Independent Audit Committee should indicate which, if any, aspects of the report should be restricted, along with the associated rationale.	

Level of assurance

A narrative summarising the level of overall assurance from the Chair should be provided in this section. The content of the following table should guide the report author in offering a level of assurance:

Level of Assurance	Assessment
1	Significant gaps / weaknesses exist or controls non-effective (generally non compliant)
2	Some gaps / weaknesses exist or controls only partly effective (partial compliance)
3	Some minor gaps / weaknesses exist but generally strengths outweigh weaknesses and controls are generally effective (generally compliant)
4	Very few or no gaps / weaknesses exist and controls are effective (fully compliant)

Updates and Exceptions

The Committee assists the PCC in discharging his statutory responsibilities around holding the Force to account which contributes towards enhancing public trust and confidence in the governance of the Office of the Police and Crime Commissioner (OPCC) and South Yorkshire Police (SYP).

The Joint Independent Audit Committee met via MS Teams on the 28 March 2022.

Exceptions for noting:-

Joint Independent Audit Committee Exception Report

1 PCC UPDATE

The budget has now been set and the Police and Crime Plan published. The OPCC is now developing the delivery plan to address the objectives set out in the Plan.

Nationally, the Home Secretary has set out the recommendations of Part of the PCC Review. M Buttery is working with the APCC and APACE on this.

Work is also taking place nationally on the funding formula, although timescales are currently not known.

The Commissioner reiterated that the Police and Crime Plan had been published – Safer Streets More Police. Nationally, to put in place 20,000 new recruits police forces will have to recruit 28,000 because of the drop out rate.

The Commissioner acknowledged the positive relationship with SYP that has been in place throughout the budget and precept period. SYP have established a Savings Team and he is looking forward to seeing their work.

2 FORCE UPDATE

The Committee were informed that SYP continues to work with the OPCC. Growth proposals are being considered and work is taking place to refine the strategic and financial planning timetable.

T Forber joined the meeting and confirmed that SYP are at full operational strength. Abstraction rates were less than 1% but this had risen in the last week.

T Forber highlighted the cost of living and the fuel crisis and the wellbeing and financial security of the workforce. He also informed the committee that he will be leading SYP's response to CSE in Rotherham.

3 THE NATIONAL UPLIFT PROGRAMME - SYP PROJECT UPDATE

Information was provided on:

- SYP's Targets
- National Uplift Funding
- National Uplift Project Workstreams
- National Uplift Enabled Expansion

The committee heard that the Home Office use head count rather than Full Time Equivalent which had caused some difficulty. The headcount target for March 2022 is 2902 officers. This has been achieved and SYP is projected to recruit 2948 by the end of March 2022.

Joint Independent Audit Committee Exception Report

It was confirmed that the uplift project is being monitored closely. The key consideration is what the additional officers will provide and to ensure the public and partners are kept informed.

A detailed piece of work has taken place to enable SYP to explain the changes and when they are likely to take place. It was highlighted that the frontline would not see any additional officers until later in the process.

4 WORKFORCE PLANNING UPDATE

The committee received a report outlining the development of SYP's workforce development plan.

The plan is monitored by the following three key meetings that oversee and enable delivery:

- Strategic Resourcing Board – considers and monitors the workforce resourcing plans aligned to the MTRS and other enablers such as the capital scheme programme
- Special project Board for Recruitment – specifically monitoring delivery of the precept and national uplift programme
- Workforce Deployment Board – ensuring that deployment decisions are aligned to the priorities set out through the People Board

Detailed analysis continues to take place on the impact on the frontline.

An area that needs consideration is Response policing, which is the main pipeline into the force and receives the newest and youngest officers. It also has a fast throughput to other areas. The planning model is looking at how it can flex the organisation dynamically to add resilience.

The new People Strategy is currently in draft format due to be published in April 2022 to coincide with the new financial year. Oversight of the strategy is provided by the People Board.

5 VRU PROGRESS UPDATE

The Committee received an update report on the progress of the South Yorkshire Violence Reduction Unit (VRU).

The committee requested that the next report include information on the outcomes and impact of the work of the VRU.

The Commissioner highlighted that Ministers had made it clear that they wanted to see outcomes and evidence that VRUs are making a difference. Although this is at odds with the public health approach.

Joint Independent Audit Committee Exception Report

6 IT GOVERNANCE UPDATE

JIAC received an Interim Update which covered the following areas:

- IT Target Operating Model
- Shared Service Section 22 Agreement
- IT Performance Framework
- ITIL Assessment / Maturity Assessment

The committee were concerned with the progress on this issue and it was confirmed that Internal Audit now had input into the work. Revised discussions are taking place and the Committee were given assurance that Internal Audit work is still in train with a further meeting in place to progress this.

JIAC expect a quarterly update on this matter until they are satisfied that it is resolved.

7 SUSTAINABILITY UPDATE

SYP's Sustainability Annual Report 2021 was presented to the Committee.

Members were assured that appropriate arrangements are in place to deliver the SYP Sustainability Strategy.

8 BUDGET REPORTS

A report of the OPCC's Chief Finance Officer was presented to the Committee. The purpose of the report was to provide members with an overview of:

- a. The Police and Crime Commissioner's annual strategic and financial planning process in relation to reviewing his Police and Crime Plan and setting a supporting budget and council tax precept for 2022/23; and,
- b. The process in place around in year budget monitoring.

Members were updated on the governance process to monitor the budget and assured that the OPCC and Force has effective Strategic and Financial Planning processes in place.

9 SYP STRATEGIC CONCERNS UPDATE

A report was presented to the Committee to provide a brief report on the Force's Organisational Infrastructure (OI) governance arrangements such that members may be in a position to assure the Chief Constable that this area of governance is being appropriately managed.

The following new concerns had been put on the Strategic Concern Register:

Joint Independent Audit Committee Exception Report

- Failure to Record Crime Accurately and Consistently in line with the National Crime Recording Standard (NCRS) and the Home Office Counting Rules (HOCR)
- Loss of SCT Confidence in Force IT Systems to Deliver the Required Service to the Force

The committee were presented with the Organisational Infrastructure Plan for Asset Management Estates and agreed that the report gave positive assurance that the SYP's organisational infrastructure arrangements, i.e. its corporate risk management strategy and framework for assessing and managing strategic concerns (key risks), remain adequate and effective.

10 OPCC RISK MANAGEMENT UPDATE

A report of the Chief Executive and Solicitor was presented to the Committee to provide an overview of the PCC's Strategic Risks such that members may be in a position to reassure the PCC on the adequacy and effectiveness of his risk management arrangements.

OPCC Capacity is a new PCC strategic risk relating to the increase in workload demand over the last two years for the OPCC due to increases in PCC functions and responsibilities.

11 PCC ASSURANCE FRAMEWORK

The Committee received a report to provide an update in relation to the continuing development the arrangements in place for risk, governance and internal control - the PCC Assurance Framework (PAF).

Members noted the progress being made in relation to the PCC Assurance Framework (PAF).

12 INTERNAL AUDIT SUMMARY OF FINDINGS AND PROGRESS UPDATE

The Internal Audit report was presented to the Committee giving an update on the Internal Audit work completed and in progress from 29 November 2021 to 13 March 2022, to report the position with regard to the implementation of agreed management actions and to inform the Committee about planned audit work and the performance of the Team.

Aa total of 347 days had been delivered to date with approximately 100 planned days unallocated. The delivery of the plan is a concern and the extent of the work undertaken may limit the assurances that are able to be given within the HoIA annual report.

Joint Independent Audit Committee Exception Report

Most of the planned work was originally scheduled to commence during quarter 3 and 4. Planned work in quarter 4 has been delayed due to officers being absent or having other priorities.

The committee enquired if focus had been lost and the Head of Internal audit confirmed that they had done their best to maintain the consultation and liaison throughout the year, but a lot was beyond their control.

There was also concern raised as to whether enough work would be done to assure JIAC that the HoIA opinion would cover everything it needs to and this would need to be reviewed by the end of May.

13 EXTERNAL AUDIT PROGRESS REPORT

A report of the Key Audit Partner was presented to the Committee to provide the JIAC with a report on progress in delivering Grant Thornton's responsibilities as SYP and PCC's external auditors.

The latest arrangements require the Key Audit Partner to report on any risks, financial sustainability, governance and improving economy, efficiency and effectiveness. No weaknesses have been identified but some recommendations have been made which have been agreed by management.

14 SYP ANNUAL GOVERNANCE ACTION PLAN - PROGRESS UPDATE

A report of the Chief Constable was presented to the Committee. The purpose of the report was to provide an update in relation to the Annual Governance Statement Action Plan 2021/22, to enable members to give the Chief Constable assurance that progress is being made against those areas for improvement identified in the Annual Governance Statement 2020/21.

The change from Amber to Green for the 'IT Collaboration with Humberside Police' issue was highlighted.

However, JIAC were not able to give assurance that this matter is resolved.

Recommendations

The Commissioner is recommended to consider and comment on the exceptions and overall level of assurance provided by the Joint Independent Audit Committee.

Report author details

Name: Steve Wragg, Chair of the Joint Independent Audit Committee

Signed: **S Wragg**

Date: **03.05.22**

PUBLIC ACCOUNTABILITY BOARD (PAB)

3 MONTH - WORK PROGRAMME

JUNE 2022 TO AUGUST 2022

MEETING DATE: 13 JUNE 2022 AT 1400 HOURS – DONCASTER

	OPCC	SYP	Purpose
Force Performance Reporting – (District Report to be First on Agenda)			
Force Performance – Doncaster District Summary Update		✓	Provide the PCC with an update on Doncaster District’s performance against Police and Crime Plan priorities.
Force Performance Against the Police and Crime Plan (2022 - 2025) – Treating People Fairly		✓	Provide update to PCC re Force progress towards the priority Protecting Vulnerable People in the Police and Crime Plan.
Findings on the Lancaster University Burglary Reduction Pilot		✓	ACTION 419 - Information on the burglary reduction pilot evaluated by Lancaster University would be provided to the PCC
Budget Monitoring Yearly Outturn as at 31 March 2022 (Deferred from April meeting)		✓	Provide year end (Quarter 4) summary budget position for 2021/22. To inform final accounts and the PCC’s Annual Report
Citizens in Policing		✓	Provide the PCC with a progress update on the Citizens in Policing initiative.
Chief Executive Reporting			
PCC Decisions	✓	✓	To seek PCC approval / agreement to proposals as requested (to be notified 10 working days before date of meeting)
Strategic Planning Timetable (Deferred from April meeting)	✓		PCC’s Dashboard
Assurance Panel Reporting			
IEP Assurance Report			Provide overview of the Panels areas of exception reporting for PCC’s information / action, include the themes from IEP work programme eg, Stop and Search, Use of Force and Equalities.

PUBLIC ACCOUNTABILITY BOARD (PAB)

3 MONTH - WORK PROGRAMME

JUNE 2022 TO AUGUST 2022

MEETING DATE: 11 JULY 2022 AT 1400 HOURS – ROTHERHAM

	OPCC	SYP	Purpose
Force Performance Reporting – (District Report to be First on Agenda)			
Force Performance – Rotherham District Summary Update		✓	Provide the PCC with an update on Rotherham District’s performance against District Summary outcomes
Force Performance Against the Police and Crime Plan (2021 - 2024) – Tacking Crime and Anti-Social Behaviour		✓	Provide update to PCC re Force progress towards the priority Tackling Crime and Anti-Social Behaviour in the Police and Crime Plan.
Chief Executive Reporting			
PCC Decisions	✓		To seek PCC approval / agreement to proposals as requested (to be notified 10 working days before date of meeting)
Assurance Panel Reporting			
JIAC Exception Report including JIAC Annual Report			Provide an overview of the Committees areas of exception reporting for PCC’s information / action

WORKING DRAFT

PUBLIC ACCOUNTABILITY BOARD (PAB)

3 MONTH - WORK PROGRAMME

JUNE 2022 TO AUGUST 2022

MEETING DATE: 11 AUGUST 2022 AT 1300 HOURS – BARNSELEY

	OPCC	SYP	Purpose
Force Performance Reporting – (District Report to be First on Agenda)			
Force Performance – Barnsley District Summary Update		✓	Provide the PCC with an update on Barnsley District's performance against Police and Crime Plan priorities. Further information be provided in the next Barnsley report on who is being stopped and searched, including age
Force Performance Against the Police and Crime Plan (2021 - 2024) – Protecting Vulnerable People		✓	Provide update to PCC re Force progress towards the priority Protecting Vulnerable People in the Police and Crime Plan.
SYP's Quarterly Budget Monitoring Overview		✓	SYP's financial position for (1 April to 30 June) Q1 2022/23
LRF Achievements Report		✓	Provide a report to the PCC on LRF achievements against the benefits described and attached to this funding (LRF National Funding Pilot Decision Record - 21 December 2021) at PAB.
Chief Executive Reporting			
PCC's Annual Report	✓		To receive and approve the Police and Crime Commissioner's (PCC's) Annual Report 2021/22 for publication
PCC Decisions	✓		To seek PCC approval / agreement to proposals as requested (to be notified 10 working days before date of meeting)
Assurance Panel Reporting			

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