

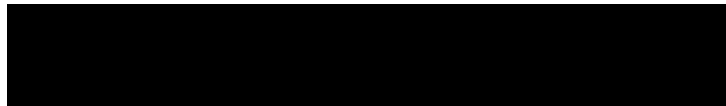
# Public Document Pack



01 March 2023

**To: Members of the Public Accountability Board**

This matter is being dealt with by:  
email:



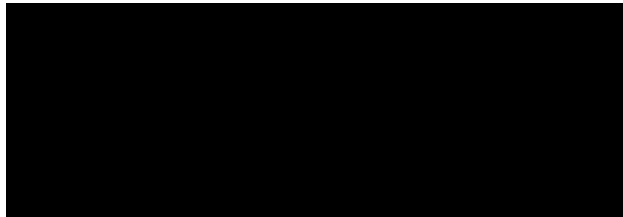
Dear Colleague

## **Public Accountability Board**

You are invited to the next Public Accountability Board which will be held on **Wednesday 8th March 2023** at **3.00 pm** at the Office of the Police and Crime Commissioner, 5 Carbrook Hall Road, Sheffield, S9 2EH and via MS Teams.

The agenda and supporting papers are attached.

Yours sincerely



Michelle Buttery  
Chief Executive and Solicitor

Enc.

## **PUBLIC ACCOUNTABILITY BOARD**

**WEDNESDAY 8TH MARCH 2023**

### **AGENDA**

	Item		Page
1	Welcome and Apologies	Dr A Billings	Verbal Report
2	<p>Filming Notification</p> <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 (<a href="https://southyorkshire-pcc.gov.uk/">https://southyorkshire-pcc.gov.uk/</a>) 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>	Dr A Billings	Verbal Report
3	Announcements	Dr A Billings	Verbal Report
4	Public Questions	Dr A Billings	Verbal Report
5	Urgent Items	Dr A Billings	Verbal Report
6	<p>Items to be considered in the absence of the public and press</p> <p>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</p>	Dr A Billings	Verbal Report

	Item		Page
	are otherwise operationally sensitive or would attract an exemption under the Freedom of Information Act 2000.		
7	Declarations of Interest	Dr A Billings	Verbal Report
8	Summary Notes of the Public Accountability Board held on 2 February 2023	Dr A Billings	5 - 18
9	Summary Notes of the Public Accountability Board held on 27 February 2023	Dr A Billings	19 - 22
10	Matters Arising/Actions	M Buttery	23 - 24
	<b>FORCE PERFORMANCE</b>		
11	Force Performance - Rotherham District Summary Update	L Kosciwicz	25 - 58
12	Force Performance Against the Police and Crime Plan 2022 - 2025 - Treating People Fairly	T Forber	59 - 76
13	HMICFRS Update	T Forber	77 - 86
14	CSE Update	G Magnay	87 - 100
15	Sustainability Update	D Taylor	101 - 126
	<b>CHIEF EXECUTIVE REPORTING</b>		
16	PCC Decisions	M Buttery	127 - 128
17	Work Programme	M Buttery	129 - 132
18	Any Other Business To be notified at the beginning of the meeting		
19	Date and Time of Next Meeting <b>4 May 2023 at 2pm</b>		

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## PUBLIC ACCOUNTABILITY BOARD: NOTE OF THE MEETING

**2 February 2023**

### Attendees present (in person and virtually)

Dr A Billings (Chair)  
 M Buttery (Chief Executive & Solicitor, OPCC)  
 S Parkin (Governance and Compliance Manager, OPCC)  
 K Wright (Evaluation & Scrutiny Officer, OPCC)  
 G Hyland (Senior Communications Officer, OPCC)  
 K Dearnley (Engagement and Consultation Officer, OPCC)  
 L Poultney (Chief Constable, SYP)  
 T Forber (Deputy Chief Constable, SYP)  
 D Thorpe (Assistant Chief Constable, SYP)  
 S Poolman (Assistant Chief Constable, SYP)  
 N Byrne (Violence Reduction Unit)  
 J Humphries (Violence Reduction Unit)  
 S Wragg (Chair of the Joint Independent Audit Committee)  
 M Lewis (Interim Chair of the Independent Ethics Panel)

### Observing

C Renshaw (Student Placement)

### Apologies received

D Hartley, R Alton, A Fletcher, S Abbott, F Topliss, C Goodwin and E Redfearn

NO:	AGENDA ITEM NAME
2	<b><u>FILMING NOTIFICATION</u></b>  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 ( <a href="http://www.southyorkshire-pcc.gov.uk/">www.southyorkshire-pcc.gov.uk/</a> ) where it can be viewed at a later date.
3	<b><u>ANNOUNCEMENTS</u></b>  The Chief Constable referred to SYP's latest HMICFRS's Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection report. SYP has been awarded the strongest set of grades SYP has ever achieved, with three 'Outstanding' and five 'Good' grades and one 'Adequate' grade.
4	<b><u>PUBLIC QUESTIONS</u></b>  Cllr Minesh Parekh:

	<ul style="list-style-type: none"> <li>The Sheffield Race Equality Report noted that the Police and Crime Commissioner would commission an independent review of stop and search effectiveness in regard to race and ethnicity and public the outcomes and supporting recommendations for public consultation; <ul style="list-style-type: none"> <li>(a) what progress has been made with this,</li> <li>(b) have independent commissioners been identified, and</li> <li>(c) will you give a public statement about next steps for this review; and</li> </ul> </li> <li>Secondly, the report noted that the PCC stated that while there had been very few complaints about the use of Stop and Search, that this may 'indicate a lack of trust in the police to take complaints seriously, and that people stopped 'demonstrated a fatalistic acceptance that they are treated differently based on their ethnicity'; what work has been undertaken to <ul style="list-style-type: none"> <li>(a) investigate how victims of Stop and Search perceive the use of these powers,</li> <li>(b) to try to demonstrate whether the complaints process will be taken seriously; and</li> <li>(c) to monitor the impact of the use of Stop and Search powers on victims' mental health.</li> </ul> </li> </ul> <p>Response attached at Appendix A.</p>
5	<p><b><u>URGENT ITEMS</u></b></p> <p>There were no urgent items.</p>
6	<p><b><u>ITEMS TO BE CONSIDERED IN THE ABSENCE OF THE PUBLIC AND PRESS</u></b></p> <p>There were no items to be considered in the absence of the public and press.</p>
7	<p><b><u>DECLARATIONS OF INTEREST</u></b></p> <p>There were no declarations of interest.</p>
8	<p><b><u>SUMMARY NOTE AND DECISIONS/ACTIONS OF THE MEETING OF THE PUBLIC ACCOUNTABILITY BOARD HELD ON 1 JANUARY 2023</u></b></p> <p>The notes of the last meeting were agreed as an accurate record, subject to the following amendment:</p> <p>The heading for Item 11: Force Performance Against Police and Crime Plan – <i>Treating People Fairly</i> be changed to <i>Tackling Crime and Anti-Social Behaviour</i></p>

9	<p><b><u>ACTIONS AND MATTERS ARISING</u></b></p> <ul style="list-style-type: none"> <li>• <b>447 - Further information on missing children to be received at a future Update:</b> Superintendent B Kemp will attend a future meeting</li> <li>• <b>448 - The PCC to receive an overview of the Regional Scientific Support Service</b> <b>Update:</b> Regional Scientific Support Service has offered to give a presentation at the Yorkshire and the Humber Regional Organised Crime Unit (ROCU) Oversight Board</li> <li>• <b>449 - The IEP's ethical framework and checklist for new technology is to be re-circulated to SYP</b> <b>Update:</b> This has been resent. Discharged</li> <li>• <b>450 - The IEP be involved in SYP's work around Drones</b> <b>Update:</b> This has been put on the IEP's work programme and ACC Hartley will provide an update into SYP's use of drones</li> <li>• <b>451 - Analysis of collisions data is to be shared at the next Road Safety Partnership meeting</b> <b>Update:</b> This will be put on the agenda for the next meeting</li> </ul>
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10	<b>Doncaster District Summary Update</b>
<b>Purpose</b>	To provide assurance to the Public Accountability Board (PAB) and the communities of Doncaster that South Yorkshire Police are committed to working with our partners to deliver the vision and strategic objectives of the Police and Crime Plan.
<b>Key points</b>	<p>A discussion took place with Chief Superintendent Ian Proffitt, the District Commander for Sheffield.</p> <p>The Commissioner drew attention to the following areas:</p> <ul style="list-style-type: none"> <li>• Demand and resources</li> <li>• Residential burglary</li> <li>• Vehicle crime</li> <li>• Prisons and the Police Prison Crime Unit</li> <li>• Train Alpha, an operation set up in Doncaster to tackle drug dealing and violent crime</li> <li>• The 'Clear, Hold, Build' initiative</li> <li>• Domestic abuse</li> <li>• Most serious violence</li> <li>• Safeguarding</li> </ul>
<b>Decision / Action</b>	None

<b>11</b>	<b>Force Performance Against Police and Crime Plan – Protecting Vulnerable People</b>
<b>Purpose</b>	To provide an update on the progress against the 'Protecting Vulnerable People' priority of the Police and Crime Plan, 'Safer Streets More Police 2022-2025' to support the Commissioner's overarching aim of South Yorkshire being a safe place in which to live, learn, work and travel.
<b>Key points</b>	A discussion took place in the following areas: <ul style="list-style-type: none"> <li>• Violence Against Women and Girls (VAWG)</li> <li>• Domestic abuse</li> <li>• Missing persons</li> <li>• Cyber crime</li> </ul>
<b>Decision/ Action</b>	None

<b>12</b>	<b>SYP's Quarterly Budget Monitoring Overview - December</b>
<b>Purpose</b>	To inform the Public Accountability Board of the Force's projected outturn on its revenue and capital budgets as at 31st March 2023. It is based on an analysis of income and expenditure for the period 1st April 2022 to 31st March 2023 before accounting adjustments.
<b>Key points</b>	The following key points were discussed: <ul style="list-style-type: none"> <li>• Projected underspend</li> <li>• Legacy projections</li> <li>• Projected overspend</li> <li>• Capital position</li> </ul>
<b>Decision/ Action</b>	None

<b>13</b>	<b>Firearms Licensing</b>
<b>Purpose</b>	The purpose of this report is to provide the Commissioner with an oversight of the Firearms Licensing system and to provide assurance that caseloads are being well managed.
<b>Key points</b>	A discussion took place in the following areas: <ul style="list-style-type: none"> <li>• The number of expired certificate holders in South Yorkshire who are shown to be in possession of firearms</li> <li>• The number of outstanding renewal applications which are awaiting decision</li> <li>• The number of shotgun certificate holders on a temporary permit</li> </ul>



	<ul style="list-style-type: none"> <li>• The backlog positions</li> <li>• The monitoring of certificate holders</li> </ul>
<b>Decision/ Action</b>	<ul style="list-style-type: none"> <li>• A further Firearms Licensing Update Report be brought to the Public Accountability Board in six months' time</li> </ul>

<b>14</b>	<b>PCC's Strategic Planning Timetable</b>
<b>Purpose</b>	To provide an overview of the Commissioner's annual strategic and financial planning process in relation to reviewing the Police and Crime Plan (2022-25) and setting a supporting budget and council tax precept for financial year 2023/24
<b>Key points</b>	<ul style="list-style-type: none"> <li>• The PCC's precept proposal and revenue budget for 2023/24 will be presented to the Police and Crime Panel on 3 February and then to a Special Public Accountability Board (PAB) meeting on 27 February</li> <li>• The PCC's draft Police and Crime Plan will also be presented to the Police and Crime Panel for comment on 3 February</li> </ul>
<b>Decision/ Action</b>	None

<b>15</b>	<b>PCC Decisions</b>
<b>Purpose</b>	To provide the Board with a record of key decisions taken by the Commissioner outside of this Board since the last PAB meeting
<b>Key points</b>	<p>The following key decisions were discussed:</p> <ul style="list-style-type: none"> <li>• The Commissioner's Proceeds of Crime Act Community Grant Scheme 2022/23 decisions for January 2023</li> <li>• Miners' Strike Archive Publication Project</li> </ul>
<b>Decision/ Action</b>	None

<b>16</b>	<b>Work Programme</b>
<b>Purpose</b>	To provide the Board with an overview of the content of future meeting agendas
<b>Key points</b>	<ul style="list-style-type: none"> <li>• The next meeting will be a Special PAB on the 27 February and will be where the PCC formally agrees the budget and council tax precept</li> </ul>

<b>Decision/ Action</b>	None
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<b>17</b>	<b>Joint Independent Audit Committee (JIAC) Assurance Report</b>
<b>Purpose</b>	To inform the Commissioner of any exceptions for noting from the JIAC meeting held on 8 December 2022.
<b>Key points</b>	The following areas in the report were highlighted: <ul style="list-style-type: none"> <li>• Savings</li> <li>• IT Governance</li> <li>• Anti-fraud and corruption</li> </ul>
<b>Decision/ Action</b>	None

<b>18</b>	<b>AOB</b>
<b>Key points</b>	None

## **APPENDIX A**

### **PUBLIC QUESTIONS**

#### **Question 1**

The Sheffield Race Equality Report noted that the Police and Crime Commissioner would commission an independent review of stop and search effectiveness in regard to race and ethnicity and public the outcomes and supporting recommendations for public consultation;

- (a) what progress has been made with this,
- (b) have independent commissioners been identified, and
- (c) will you give a public statement about next steps for this review;

#### **Response**

The Sheffield Race Equality Report invited the PCC (who is not named as an ‘anchor institution’ in the report) to commission an independent review of stop and search effectiveness in relation to race and ethnicity, and to publish the outcomes and supporting recommendations for public consultation.

The PCC commented at the launch event that he needed to understand how such an independent review in Sheffield would fit with the countywide oversight and scrutiny already taking place which has a broader focus, including looking at stop and search outcomes. He said that some of this scrutiny is conducted by the Independent Ethics Panel, thereby already providing an independent review.

There was also mention at the launch event of the recommendation within the report that SCC establish a ‘Legacy Board’ to take forward actions to address the report’s recommendations. We are still awaiting from SCC the detail of how this Board will be constituted and how it will work. The PCC, OPCC, VRU and SYP are committed to supporting its work, and discussing how Recommendation 6 and its actions fit with SYP’s, OPCC’s and others’ existing plans – e.g. would it be of value for the public purse to commission a new independent reviewer or body to undertake work when the Independent Ethics Panel is already doing this?

#### **Question 2**

Secondly, the report noted that the PCC stated that while there had been very few complaints about the use of Stop and Search, that this may ‘indicate a lack of trust in the police to take complaints seriously, and that people stopped ‘demonstrated a fatalistic acceptance that they are treated differently based on their ethnicity’; what work has been undertaken to:

- (a) investigate how victims of Stop and Search perceive the use of these powers,

- (b) to try to demonstrate whether the complaints process will be taken seriously; and
- (c) to monitor the impact of the use of Stop and Search powers on victims' mental health.

## **Response**

SYP support the proportionate and ethical use of stop and search powers recognising its effectiveness in the detection and prevention of crime, as well as the impact the use of such powers has on its relationship with the public. Everyone has a civic duty to help police officers prevent crime and catch offenders. The fact that the police may have stopped someone does not mean they have done anything wrong or that they are under arrest.

It is concerning that the Councillor uses the word 'victims' to describe individuals who have been stopped and searched by the police. It would be useful to explore this further to better understand this use of language.

SYP receives very few complaints in relation to the use of Stop and Search. For the period 1 April 2022 to 31 December 2022 nine allegations were logged (2% of total allegations, compared to 6% nationally). The Independent Ethics Panel supports the PCC in holding the Chief Constable to account for the effective handling of complaints. The Complaints Lead Member has access to detailed information and performance data relating to SYP's complaint handling systems and processes and provides reports to the IEP on her findings.

Officers are required to record every stop and search encounter in line with legislation and Authorised Professional Practice. Details of the name and address of the individual stopped is recorded along with a note of their self-defined ethnicity (if provided) and, if different, their ethnicity as perceived by the officer conducting the search. At the end of every interaction officers provide details of how the individual can contact them with any questions or concerns they may have relating to the stop and search.

Over recent years SYP have tried a number of ways to gain feedback from those people subjected to stop and search. A feedback form was included on the website, but this generated little interest. Some people provided their email details during the encounter but when subsequently approached by SYP they chose not to engage. The website now asks people to either fill in a compliment form or go through the usual complaints process to get feedback into SYP – (the links to both are on the stop and search SYP internet page).

The viewing of Body Worn Video (BWV), by the External Independent Scrutiny Panel – see below for further information - is a valuable mechanism used by SYP to help

gauge, amongst other things, the impact of the Stop & Search encounter on the person. Panel feedback helps improve SYP's systems and processes generally as well as identifying any learning for individual officers.

Set out below is a summary of the work taking place to monitor the use of Stop and Search by SYP:

### **Level 1 - SYP's own internal stop and search scrutiny panel**

Whilst these are not independent, from April 2022, the PCC's Independent Ethics Panel (IEP) Stop and Search Lead Member can and has attended internal panels as an independent observer and report findings through to the IEP.

### **Level 2 – OPCC and IEP activity on internal and publicly available stop and search statistics**

The Office of the Police and Crime Commissioner (OPCC) has access to SYP's stop and search statistics which cover a wider range of data that the OPCC and IEP use to monitor the use of stop and search. Data includes, but is not limited to:

- Date and time of stop and search
- The reason and regulations used for the stop and search
- Whether there was an outcome / police action because of the stop and search. (i.e., arrest, caution, warning, charge/summons.
- Details in respect of the person subject to stop and search including:
  - Gender
  - Age
  - Ethnicity

The OPCC and the IEP review this data to gain assurance on specific areas of interest such as trends in the numbers of stop and searches being carried out, the ethnicity of those subject to stop and search and whether people other than white are being disproportionately affected by stop and search. Data is also reviewed on whether a stop and search had a police outcome in order to assess whether a targeted approach is being used to effect stop and searches.

The OPCC and IEP use publicly available data on the Police.UK website to compare South Yorkshire Police stop and search data with other forces nationally to see where SYP may be outliers.

Stop and Search data is reviewed at least quarterly, and a summary of data is made available publicly in the PCC's Police and Partner's Performance Framework quarterly report which can be found on the OPCC website.

Statistics and data are not perfect. For example, until recently we have had to use ethnicity data for disproportionality that was over 10 years' old, however, this has recently been addressed with the publication of ethnicity data from the 2021 Census. Using this data shows an improving picture in terms of reducing disproportionality but already the data is over 12 months old.

Data shows that, in respect of age and gender, more males are stopped and searched than females. Young people (aged 18-24 years) are more likely to be stopped and searched than other age groups. People other than white are more likely to be stopped and searched, something that the IEP has raised as an issue but which as yet, has not been resolved.

The disproportionate use of stop and search on ethnic minority groups needs to be understood in the wider context of age and location. However, South Yorkshire data, especially in respect of location, is currently not of good enough quality to undertake robust analysis.

### **Level 3 - Independent External Scrutiny**

External scrutiny of a sample of stop and search encounters is undertaken by a panel made up of members of the public who scrutinise stop and searches by reviewing officer's body worn video as well as officers' notes.

Reviewing body worn video allows the public to gauge and judge the encounter in more detail with added context. The panel is able to see for themselves the impact on the person subjected to a stop and search, as well as seeing whether the officers are checking on their wellbeing during and after the encounter. Panel members are specifically asked to look at the police officers' attitude and behaviour.

The external panel meets at least every other month, sometimes monthly. Members are able to meet virtually, as well as than face to face, which provides additional resilience should there be any further issues with meeting face-to-face in future. The IEP Members have worked with SYP to develop a set of prompts / questions to help the external panel members determine that each stop and search is done lawfully and appropriately as well as fairly, ethically, and professionally.

The external scrutiny panel membership still needs to be more reflective of South Yorkshire communities with more representation needed from ethnic minority groups

and younger people but there is continuous recruitment to the group. Any support Cllr Parekh is able to provide to improve representation on this External Panel from those groups under-represented, including young people aged 18 – 24 years would be particularly welcome.

### ***Section 60 (Stop and Search) of the Criminal Justice and Public Order Act 1994***

Section 60 allows a police officer to stop and search a person without suspicion. This is different from ordinary 'stop and search' because it means the police do not need to have 'reasonable grounds' in order to stop and search people.

Section 60's overall purpose is to prevent serious violence and the widespread carrying of weapons that might lead to people being seriously injured. Section 60 powers should not be used to deal with routine crime problems. For example, section 60 powers may be granted to prevent serious violence or the carrying of offensive weapons at a specific event taking place in a specific area.

Section 60 powers can be granted for up to 24 hours. The legislation stipulates that authorisation for the use of these powers should be by an officer of at least an inspector rank. In South Yorkshire such decisions are usually made by a higher ranking officer.

SYP has committed to informing the IEP Stop and Search Lead when a section 60 stop and search is authorised, so that the lead member can independently review the impact of these searches on the local community and consider any other ethical issues.

### **Future stop and search work**

- We will continue IEP Lead Member 'reality tests' of a number of areas linked to stop and search, including complaints, and comment on good practice; learning and development opportunities; and ethical issues observed. Reality testing may include observations of Stop and Search training delivered by SYP, attendance at SYP's internal stop and search scrutiny panel, observer at selected external public stop and search scrutiny panel meetings, observation of officers conducting stop and search activity in real time.
- We will look for opportunities to raise the issue of poor-quality location data in respect of stop and search encounters
- We will ensure stop and search data in respect of Police Outcomes/Action taken is reviewed regularly to ensure a targeted approach to stop and search and to look for potential issues linked to the use of stop and search on people from ethnic minorities.
- We will seek assurance around a more diverse membership of the public external stop and search scrutiny panel. Any support Cllr Parekh can provide in support of this would be much appreciated.

- We will ask the IEP to consider the points raised by Cllr Parekh

### **HMICFRS's PEEL (Police Effectiveness, Efficiency and Legitimacy) Inspection**

HMICFRS published SYP's latest PEEL Inspection report on 2 February 2023. Under the section: Engaging with & Treating the Public with Fairness & Respect for which the force is rated Good HMICFRS made the following comments in relation to stop and search:

#### **Officers and staff receive training in how to use force appropriately and how to interact during a stop and search.**

Personal safety, use of force, and national decision model training is provided during an officer's initial learning when they join the force. Operational officers then complete mandatory annual training to refresh their skills in the appropriate use of force. The special constabulary also receives the same level of training that regular officers have.

All officers are trained in the use of stop and search powers in line with the College of Policing's approved professional standard. This is promoted through additional guidance to officers about the use of Go Wisely, stop and searching a person who may be vulnerable, and managing casual observers to these occurrences. The force's 11 policy requires officers to switch on their body worn camera during a stop and search occurrence. But the force's own monitoring shows that officers are not doing this all the time. It has made additional body worn cameras available and communicated the requirement for these to be used for this purpose.

#### **The force acts upon scrutiny and challenge to improve officers' use of stop and search powers and use of force.**

The force reviews stop and search and use of force through its governance structure. A range of data is analysed to inform its internal meetings and reporting to its independent ethics panel. It further reviews the records of those people who are subject to multiple searches to ensure that they are fair and with justification.

The force scrutinises officer communication, use of force, and interactions during stop and search occurrences. Its internal and external scrutiny panels review body worn video footage and discuss the appropriateness of these interactions. Development opportunities and good practice is fed back to officers and their supervisors. Where themes are identified, these are communicated as learning to the wider workforce. If misconduct is suspected from any of these reviews, it is reported to professional standards and investigated.



Our review of stop and search encounters shows that officers interact appropriately and are generally respectful. They engage well with people who were subject of a search and where an officer used force, we found this was appropriate.

**20 February 2023**

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## SPECIAL PUBLIC ACCOUNTABILITY BOARD: SUMMARY NOTE OF THE MEETING

**27 February 2023**

### Attendees present (in person and virtually)

Dr A Billings (Chair)  
 M Buttery (Chief Executive & Solicitor, Office of the Police and Crime Commissioner (OPCC))  
 S Abbott (Chief Finance Officer, OPCC)  
 F Topliss (Engagement and Communications Manager, OPCC)  
 S Parkin (Governance and Compliance Manager, OPCC)  
 L Poultney (Chief Constable, SYP)  
 T Forber (Deputy Chief Constable, SYP)  
 D Carrington (Chief Finance Officer, SYP)  
 J Bland (Assistant Chief Officer – Resources, SYP)  
 S Wragg (Chair of the Joint Independent Audit Committee)

### Apologies received

D Hartley, S Poolman, R Alton, D Thorpe, A Fletcher, M Lewis, K Wright and E Redfearn, D Thorpe.

NO:	AGENDA ITEM NAME
2	<b><u>FILMING NOTIFICATION</u></b>  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 ( <a href="http://www.southyorkshire-pcc.gov.uk/">www.southyorkshire-pcc.gov.uk/</a> ) where it can be viewed at a later date.
3	<b><u>ANNOUNCEMENTS</u></b>  There were no announcements.
4	<b><u>PUBLIC QUESTIONS</u></b>  There were no public questions.
5	<b><u>URGENT ITEMS</u></b>  There were no urgent items.

6	<p><b><u>DECLARATIONS OF INTEREST</u></b></p> <p>There were no declarations of interest.</p>
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7	<b>Police and Crime Plan</b>
<b>Purpose</b>	The Police and Crime Commissioner (PCC) to receive and approve the Police and Crime Plan for 2023-25 (the Plan) so that it may be published.
<b>Key points</b>	<p>The OPCC's Chief Executive &amp; Solicitor drew attention to the following key points:</p> <ul style="list-style-type: none"> <li>• The Plan has been drafted in consultation with various parties and now incorporates comments from the Chief Constable and from the Police and Crime Panel</li> <li>• The Plan contains the same three priorities as in previous Plans: <ul style="list-style-type: none"> <li>○ Protecting Vulnerable People</li> <li>○ Tackling Crime and ASB</li> <li>○ Treating People Fairly</li> </ul> </li> <li>• There are now four Fundamental Principles that will underpin the priorities and areas of focus: <ul style="list-style-type: none"> <li>○ Put Victims First</li> <li>○ Maintain Public Trust and Confidence in Policing</li> <li>○ Demonstrate Value for Money</li> <li>○ Support Sustainability</li> </ul> </li> <li>• Many of the areas of focus have remained the same, with a strong focus on: <ul style="list-style-type: none"> <li>○ Violence against Women and Girls (VAWG), including domestic abuse</li> <li>○ Child Sexual Exploitation</li> <li>○ the Neighbourhood Policing model and tackling neighbourhood crime</li> <li>○ Tackling drugs, OCGs and Serious violence, including through the VRU</li> </ul> </li> <li>• An area of focus that remains, but has been strengthened in this Plan, is that around ethical behaviour</li> <li>• Other areas of focus that have been strengthened further from the last plan include: <ul style="list-style-type: none"> <li>○ Responding to calls for service</li> <li>○ A more explicit reference to Fraud and Cyber Crime</li> <li>○ The VAWG section as we progress with work in this area</li> <li>○ The CSE section to reflect the progress that has been made since the Jay report</li> <li>○ An explicit reference to homicide reduction.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>The Plan has a Foreword and Afterword written by the PCC which highlights the financial challenges that the OPCC, SYP and partners face over the coming years</li> </ul>
<b>Decision / Action</b>	<b>The PCC approved the Police and Crime Plan 2023-25</b>

<b>8</b>	<b>Budget and Council Tax Precept for 2023/24</b>
<b>Purpose</b>	To provide the recommendations of the OPCC's Chief Finance Officer (CFO) in relation to the budget and council tax precept for 2023/24 for consideration and approval by the PCC.
<b>Key points</b>	<p>The OPCC's CFO highlighted the following:</p> <ul style="list-style-type: none"> <li>The 2023/24 budget priorities and precept increase have been debated and agreed by the South Yorkshire Council Leaders and the Police and Crime Panel</li> <li>The Police and Crime Panel agreed to support the proposed precept for 2023/24 at its meeting on 4 February 2023 (see Appendix A to the report)</li> <li>There is a budget requirement for 2023/24 of £317.6m</li> <li>There is a proposed annual increase in the policing element of the Council Tax (the precept) for 2023/24 of £15 for a Band D property taking it to £238.04 for the year. This is an increase of 6.73%</li> <li>The government's funding settlement for policing continues to be for one year, despite the three-year comprehensive spending review (CSR) period</li> <li>The proposed budget of £317.6m includes some investment to maintain the national uplift in police officer posts, as well as the local recruitment enabling us to reach 3111 officers</li> <li>Professional support for the Force to undertake and complete a full Priority-Based Budgeting (PBB) exercise has been built in to the budget as part of the savings and efficiencies programme</li> <li>Savings of £6.1m are included, but SYP will have to find recurrent savings of £19.8m to balance over the (Medium-Term Resource Strategy (MTRS) period</li> <li>There is a risk in relation to legacy costs as a result of the best estimate assuming that the Home Secretary will continue to fund most of the costs through Special Grant funding. Should there be any additional cost arising, the CFO wishes to reserve the right to approach the PCC for additional reserves funding to bridge the gap</li> <li>The impact of this position means the use of £5.8m from reserves to balance the budget in 2023/24, and a combination of savings and use of reserves amounting to £47.3m throughout the CSR</li> </ul>

	<p>MTRS period. This is not a sustainable approach, as the prudent minimum reserves balance could only be sustained until 2026/27</p> <ul style="list-style-type: none"> <li>• The PCC's CFO confirmed that the figures included in the proposed budget are the best estimates based on the most up to date information available at the time of writing the report. Whilst the assumptions are subject to risk, they are considered to be prudent at this stage. There are however some uncertainties contained within the budget which are set out in the report</li> <li>• Other supporting papers to the report included the Reserves, Capital and Treasury Management Strategies</li> </ul>
<b>Decision / Action</b>	<p><b>The PCC agreed:</b></p> <ul style="list-style-type: none"> <li><b>(a) A budget requirement for 2023/24 of £317.6m, as set out in Section 7 of the report</b></li> <li><b>(b) A proposed annual increase in the policing element of the Council Tax (the precept) for 2023/24 of £15 for a Band D property taking it to £238.04 for the year. This is an increase of 6.73%</b></li> <li><b>(c) To note that most properties in South Yorkshire are in Bands A (57%) and B (17%) and C (12%) where the increase would be A 19p per week; B 22p, and C 26p</b></li> <li><b>(d) The Reserves Strategy as set out in Appendix C</b></li> <li><b>(e) A Capital Strategy and Programme for 2023/24 of 19.6m as set out in Appendix D</b></li> <li><b>(f) The Treasury Management Strategy and Minimum Revenue Provision policy statement (Appendix E) and the recommendations contained therein, and</b></li> <li><b>(g) To note the CFO's statement on the robustness of estimates as set out in Section 8 of the report.</b></li> </ul>

<b>9</b>	<b>AOB</b>
<b>Key points</b>	None

## MATTERS ARISING / ACTIONS

Ref	Date of meeting	Matter arising/action	Update	Owner	Complete (Y/N)
452	02/02/23	A further Firearms Licensing Update Report be brought to the Public Accountability Board in six months' time	27/02/23 Added to the work programme for 7 September meeting.	SP	Y

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**PUBLIC ACCOUNTABILITY BOARD OF THE SOUTH YORKSHIRE POLICE AND CRIME COMMISSIONER**

<b>TITLE</b>	<b>Rotherham District Performance Report</b>
<b>MEETING DATE</b>	<b>March 2023</b>
<b>REPORT OF</b>	<b>Chief Constable Lauren Poultney</b>

## **EXECUTIVE SUMMARY**

Rotherham District continues to be committed to improving the service we deliver for the people and communities of Rotherham and supporting our staff to achieve this. This report outlines the activity that has taken, and is taking place in order to support this aim.

We are aware that delivering an exceptional service to our communities cannot be done in isolation and we work hard with our partners and the public to ensure we work in collaboration to achieve the best outcome for the public. This partnership approach is at the heart of the Forces model of Neighbourhood Policing and is a key focus for us within Rotherham.

Over the last few months, we have seen demand for both incidents and recorded crime continue to return to pre-COVID levels and the District is working hard to meet the challenges this brings. We have successfully mapped out our resourcing picture for the next year and know that as we move through the year our communities will start to see the benefit of our increased uplift in student officers.

Rotherham is proud to have played its part in the recent HMICFRS report that demonstrates the diligent, professional and hard-working approach of our teams across SYP. Many of our officers and staff were actively involved in interviews, focus groups and other parts of the HMICFRS inspection ensuring much of the positive work in Rotherham was evidenced in the report.

### **Protecting Vulnerable People**

Domestic abuse remains a key priority for Rotherham; from a timely response to the initial call coming in through, to a diligent investigation which has the victim at its heart. We have continued to develop the capability of our specialist domestic abuse team by reviewing their shifts to provide them more capacity for victim care and investigations. We have also ensured that they investigate our highest risk offences and have slightly lowered the threshold so that more investigations are managed by this specialist team.

Rotherham maintains its focus on all forms of child exploitation (CE) through a continued partnership approach. Our governance structures allow the partnership, not just the police, to understand the risk for certain individuals and identify the best agency to respond. We continue to look at ways to develop our approach which will be led by the new Safer Rotherham Partnership (SRP) strategy on CE which is due to start in the new financial year running through until 2028.

## Tackling Crime and Anti-Social Behaviour

In Q3 we have seen a reduction in our overall calls to service from a peak in Q2 however our emergency and priority calls have remained largely static. We understand that when those in Rotherham call for the police, they expect a quick response and we have re-focused our efforts to ensure this is the case; particularly with our emergency and priority response times. This has seen a significant reduction in our average priority call response time over Q3.

Anti-social Behaviour (ASB) continues to reduce, following a pattern we reported on last quarter. This continues to evidence our dedication to Crime Data Accuracy (CDA) but also our focus on tackling ASB reported by our communities through a partnership problem solving approach. This continues to deliver sustainable benefits to our communities, alongside specific days of action such as Operation Duxford.

### 1. PURPOSE OF THE REPORT

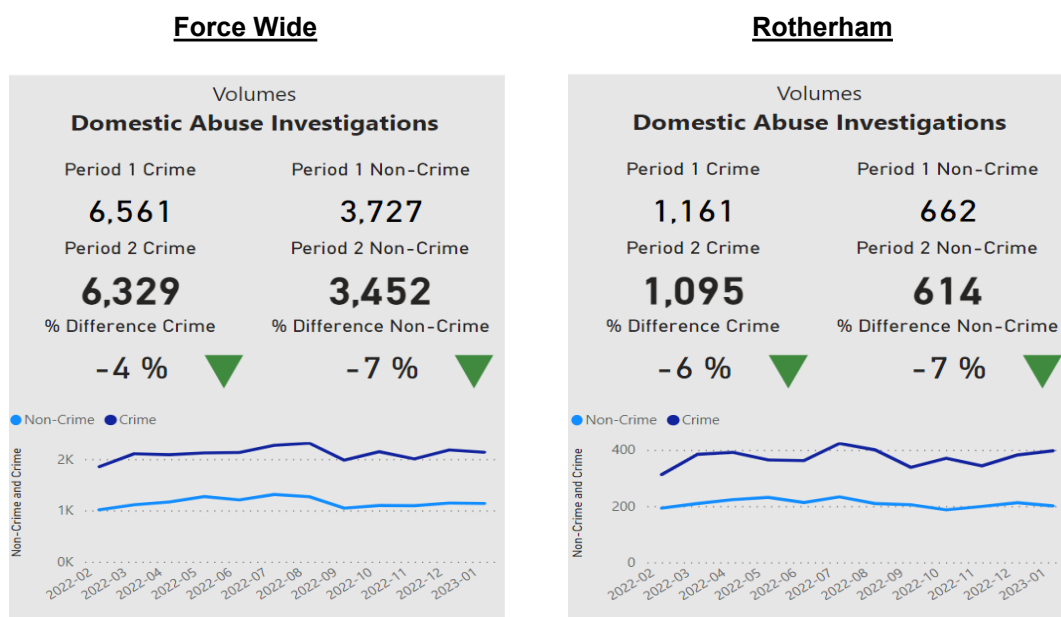
- 1.1 The purpose of the report is to reassure the communities of Rotherham that the police are working to deliver the priorities of the Police and Crime Plan and to demonstrate activity undertaken and planned to continuously improve the service delivered.

### 2. RECOMMENDATION(S)

- 2.1 The Police and Crime Commissioner (PCC) is recommended to consider the content of this report on behalf of the public in Rotherham and across South Yorkshire.

### 3. PROTECTING VULNERABLE PEOPLE

#### 3.1 Domestic Abuse

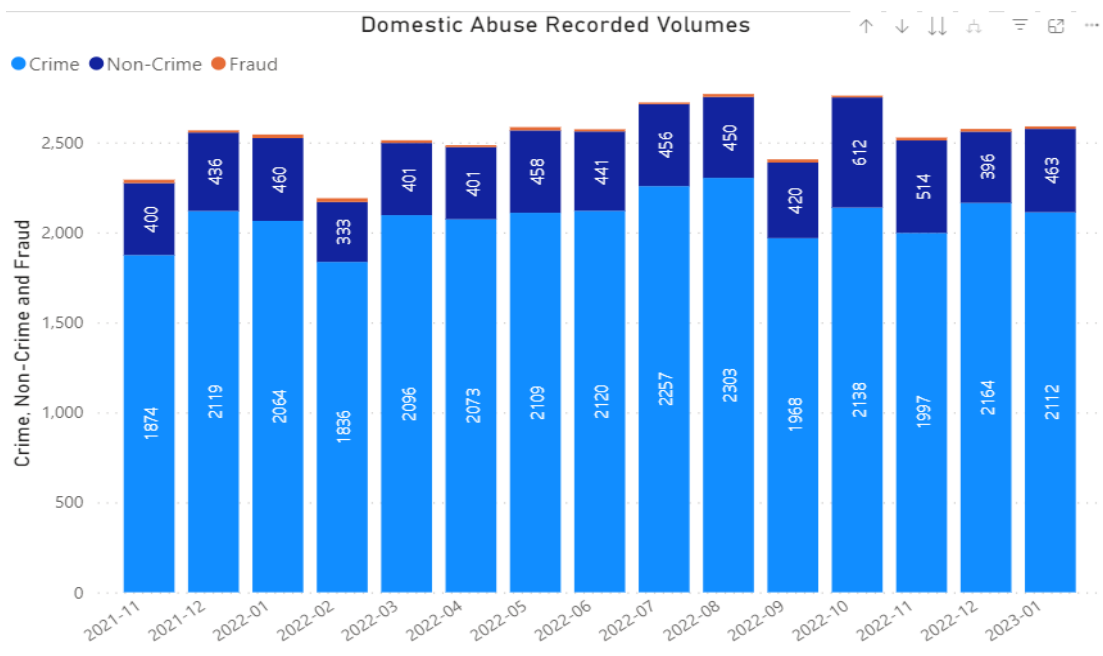


- 3.1.1 It can be seen above that reports of domestic abuse (DA) across Rotherham followed the Force trend. The total DA volumes in Q3 decreased by 6% compared to Q2 and was in line than the same period last year (-1%).

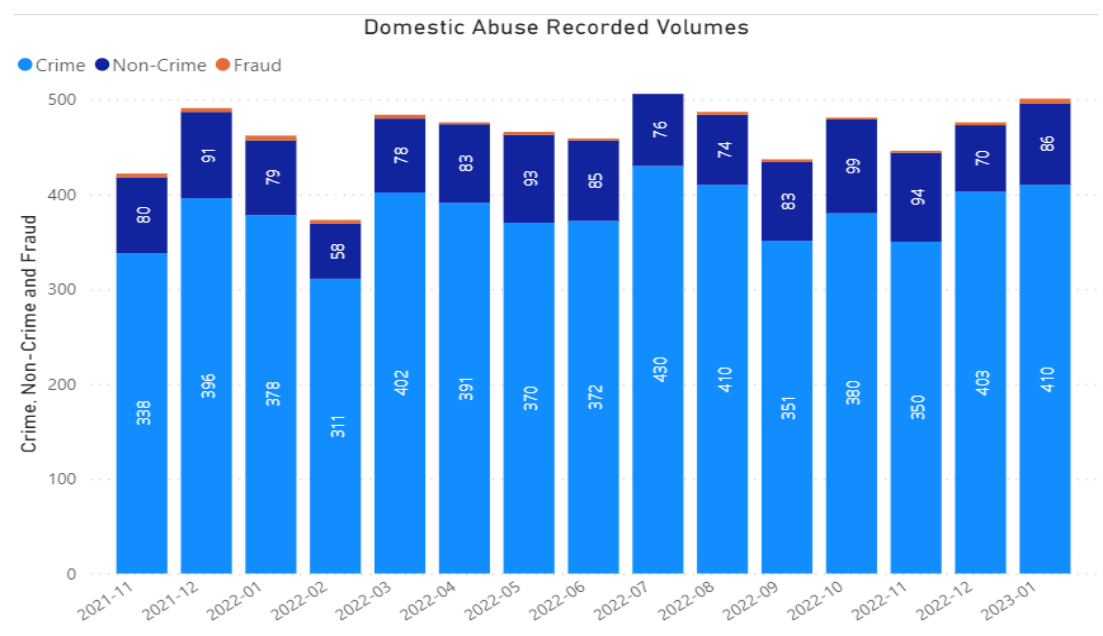
3.1.2 Monthly volumes this calendar year were higher than in previous years for the months Jan to May, however, this was not the case for the rest of 2022. Rotherham's incident rate per head of population remains a little lower than the Force average.

3.1.3 For the 12 months to Dec-22 there has been a 5% increase in crime and a 1% increase in non-crime, comparing to the respective overall Force figures of 10% and 1%. We continue to see an increase in the number of non-crime DA, which highlights the positive work being done by SYP and partners to raise awareness and confidence in reporting

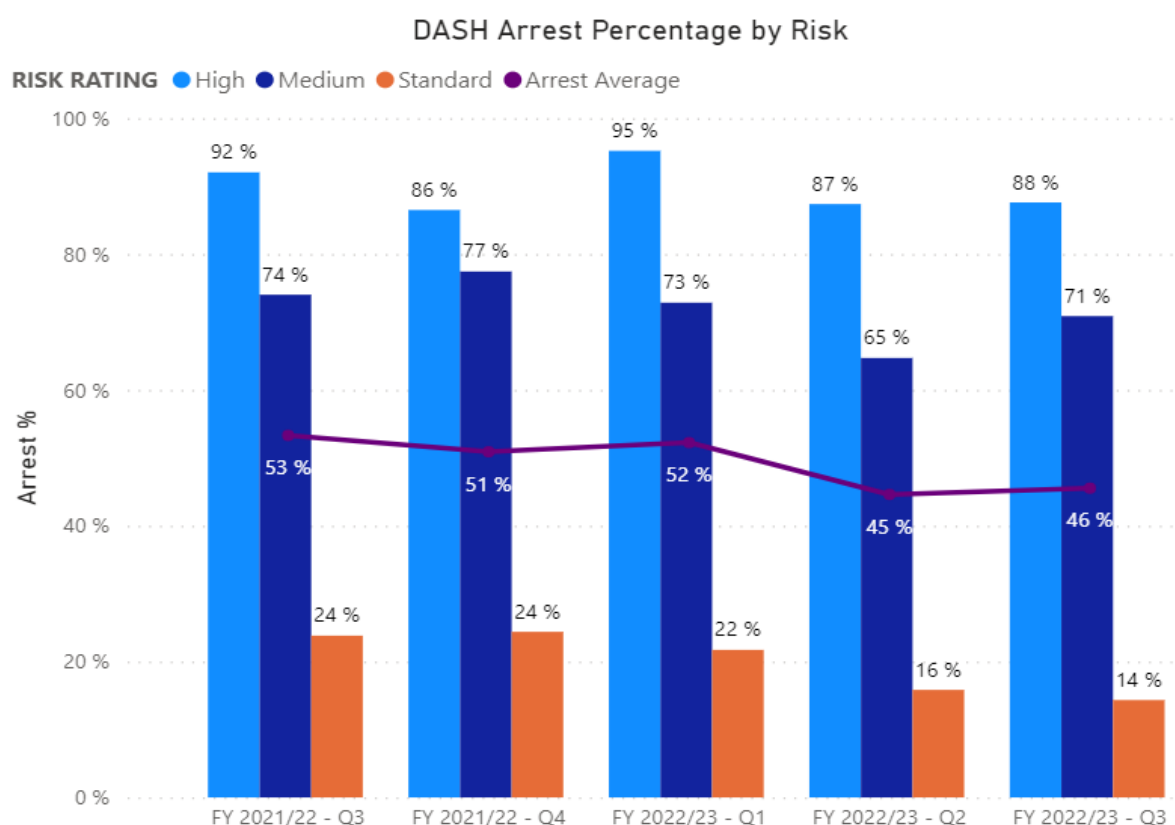
#### Force Wide



#### Rotherham



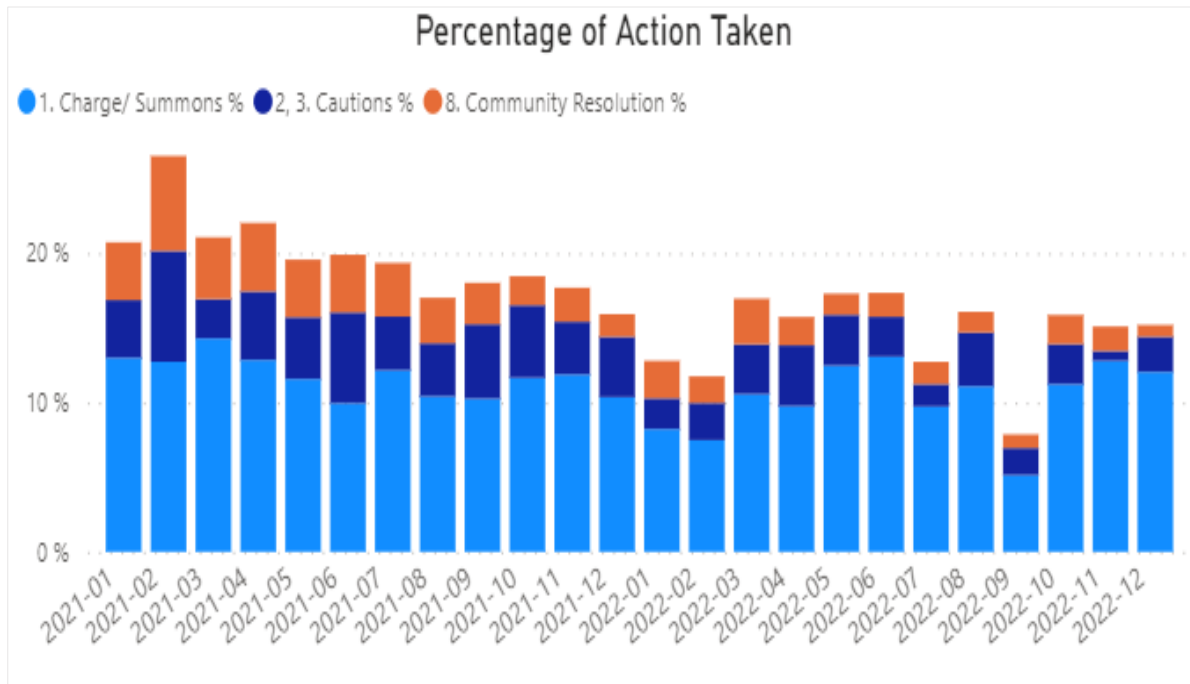
- 3.1.4 The increase in crime volume over the last year has primarily been at standard risk (+8%). This is largely due to the changes in definition of DA which has seen increased volumes, particularly in standard risk DA. Additionally there has been an increase in high risk DA (+5%) and a decrease in medium risk DA (-3%).
- 3.1.5 It is important that victims of DA have the confidence to come forward and report incidents to the police. These increases in DA incidents help to demonstrate that confidence. We continue to work with our partners through the Safer Rotherham Partnership (SRP) in this important area.
- 3.1.6 Rotherham ensures that when a report is received into the district, resources prioritise initial attendance to ensure early support for the victim, maximise any opportunity to gather evidence quickly relating to the offence, and seek the early arrest of any identified suspect/offender. This priority engagement ensures we have the best opportunity to safeguard the victim and obtain evidence as part of a longer-term problem solving approach.



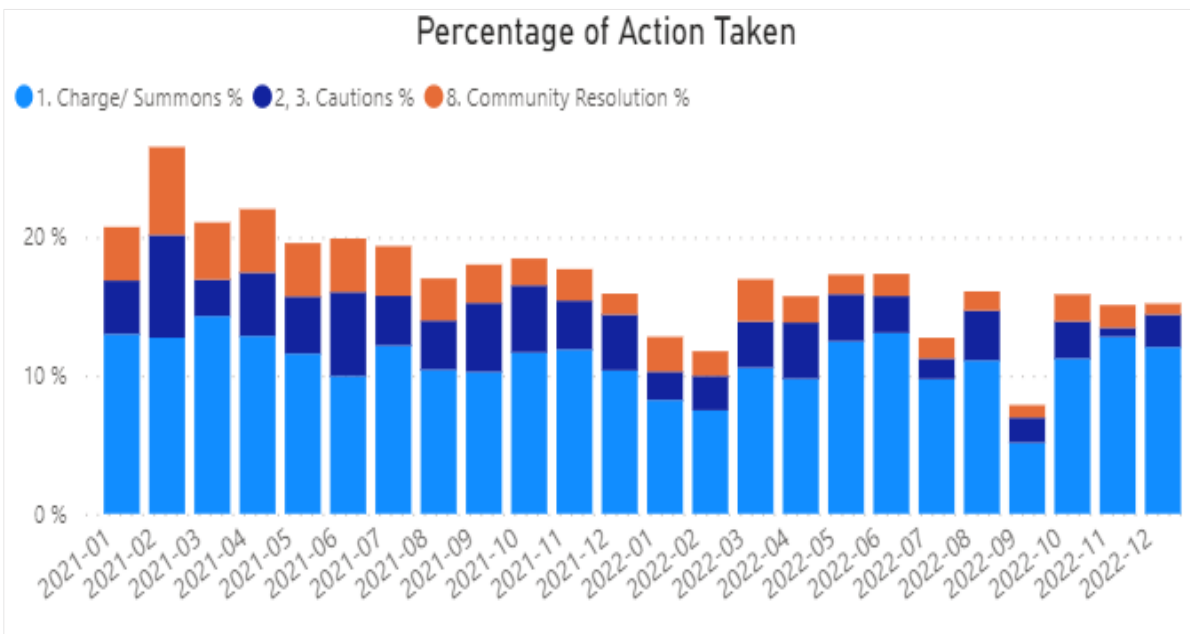
- 3.1.7 The above chart illustrates the current arrest per risk assessment level in Rotherham. Rotherham's overall arrest rate in Q3 was 46%, a slight increase from Q2 (45%) however a decrease from Q1 (52%). Part of the reason for this is that some arrests are made outside of the quarter reporting period so we would expect the figures for Q3 to increase further. Whilst the decrease is a key area of focus for Rotherham our arrest rate still remains high compared to national comparisons.

- 3.1.8 For high-risk cases, the arrest rate remains close to 90%, demonstrating how we prioritise our resourcing based on risk. Our medium risk arrest rate has increase back to usual levels, above 70%, following a dip in Q2.
- 3.1.9 Force-wide analysis of arrest timeliness indicates a stable trend of those made within 24hrs of a report being received, with most of these within a few hours. Rotherham data shows in Q3 56% of arrests took place within 1 day of the report, demonstrating our approach to quickly gathering evidence and managing the risk.
- 3.1.10 Rotherham Domestic Abuse Team (DAT) has traditionally investigated predominately high-risk domestic abuse offenders. A recent of shift pattern provided more resilience across the teams. A decision was made to trial the allocation and ownership for all high risk as well as medium risk intimate partner domestic abuse investigations. This is to ensure the investigations have the benefit of specialist officers overseeing them to effectively manage the risk. This is in its early stages and a further review will be conducted to assess the trial.
- 3.1.11 Early review suggests that positive outcome rate for medium risk offences has seen an increase due to this new process with more offences being investigated due to the specialist knowledge around legislation and victimless prosecutions, alongside the ongoing CPS pilot, which see's offences reviewed by specialist DA lawyers
- 3.1.12 Dedicated days of action have been implemented where resources within the district and external to the district are utilised to target high and medium risk offenders as well as supporting victims of such crimes. We have also been successful in a funding bid to support additional resources working on this up until the end of March.
- 3.1.13 As our new recruits go through their training program it is important to maximise opportunities for these officers to improve their investigation skills. Rotherham now has a well-established three-month rotation of Response Officers coming into DAT. Feedback from officers has been consistently positive; with the attachments providing them understanding and skills that they can utilise in their core role on response.
- 3.1.14 The domestic abuse team continue to utilise the Quality Assurance Thematic Testing (QATT) quality review process that is being embedded into SYP processes. This continues to drive improvements to investigations and investigator accountability.
- 3.1.15 Rotherham's action taken rate was 15% for Q3, an increase from the low 12% in Q2. For the 12 months to Dec-22 the rate was 15%, marginally above the force figure, however a reduction compared to 19% for year to Dec-21.
- 3.1.16 Outcome 16 relates to the victim not supporting, this accounted for the largest proportion of outcomes applied and increased again from 43% in Q1 to 54% in Q2 to 62% in Q3, this partly relates to changes in outcome 22. Outcome 22 diversionary activities has decreased to zero in December, with Domestic Violence Protection Notices (DVPNs) and uncompleted Inspire to Change referrals no longer being recorded in this category. As this change embeds, we will ensure a continual review of Outcome 16 cases to identify any learning or opportunities to help victims feel confident in engaging.

## Force



## Rotherham



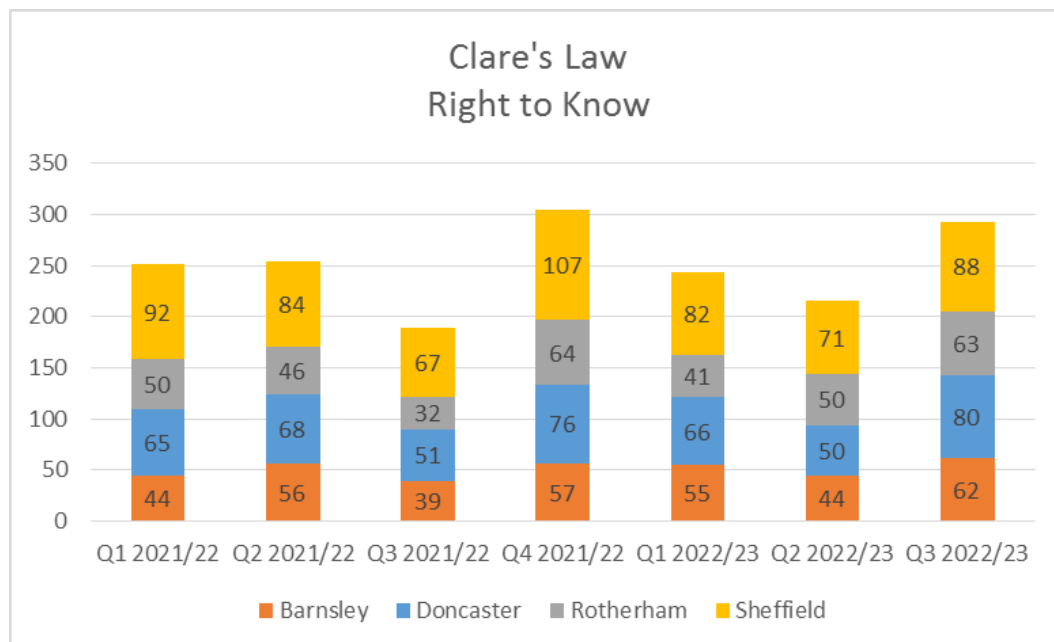
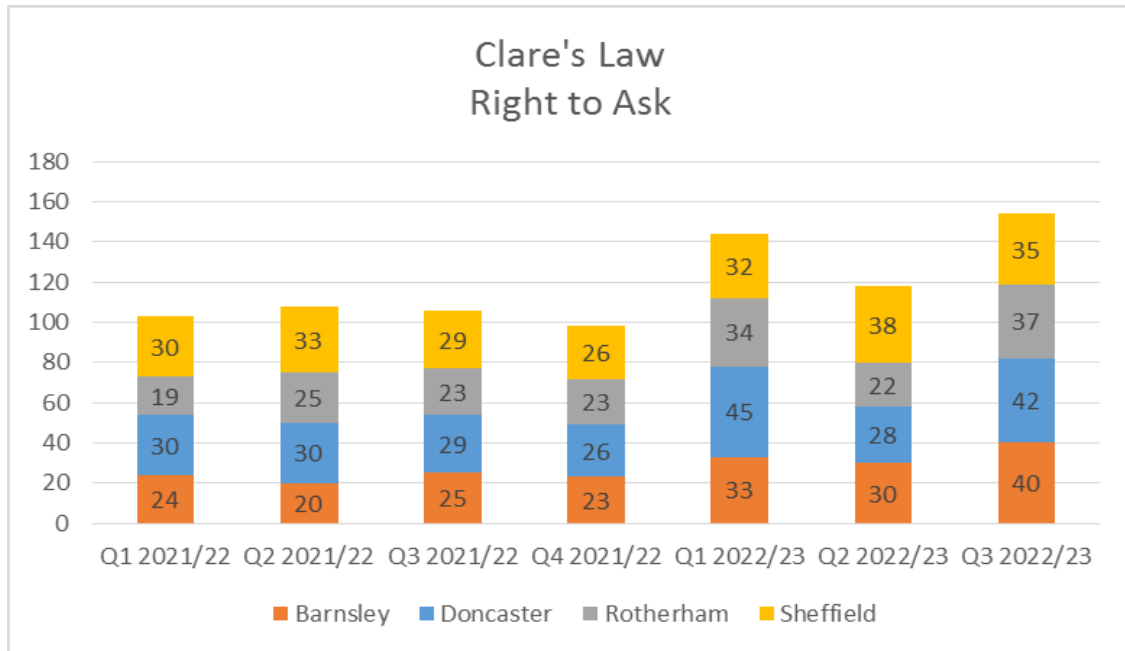
3.1.17 The above charts show the action taken outcomes across the force and Rotherham. In Q3, Rotherham outcomes were made up of 12% charges/Summons, 2% cautions and 1% community resolutions.

3.1.18 Force-wide, the number of DVPNs and DVPOs approved has seen a fall in Q3 compared to previous levels. Rotherham has made 44 DVPN applications in the last quarter with 41 approved by a Superintendent. Of the 39 DVPO applications, 35 were granted by the court.

- 3.1.19 These notices and orders may be used following a domestic incident to provide short-term protection to the victim when arrest has not been made but positive action is required, or where an arrest has taken place, but the investigation is in progress. This could be where a decision is made to caution the perpetrator or take no further action (NFA), or when the suspect is bailed without conditions. The process is designed to give breathing space to victims by granting a temporary respite from their abuser and allowing referral to support services without interference.
- 3.1.20 Where a DVPN/DVPO is not appropriate or the conditions are not met, officers utilise other referral mechanism to address a perpetrators behaviour. This can include alcohol, drug or anger management referrals to partners who work with that individual to address their offending behaviour.
- 3.1.21 The domestic abuse Detective Inspector is currently running a problem-solving trial in partnership with Rotherham Early Help. This sees Police and family workers identifying non-crime standard risk calls that involve conflict between parents over children. Staff working this project visit families and offer advice/signpost to services that may help avoid conflict in the future.
- 3.1.22 Initial reviews of the project have shown that it has a positive impact on families engaged and the hope is that it will prevent escalation between the involved parties that result in crimes and reduce the risk to children thus reducing the risk and negative impact of DA on children, reducing future demand on all services and importantly improving their quality of life.

## **3.2 Domestic Violence Disclosure Scheme (DVDS)**

- 3.2.1 DVDS requests (also known as Clare's Law) allow disclosures to be made to victims in relation to the previous offending of a partner. This supports discussions in relation to the threat they may pose and allows the victim to make informed decisions about how to safeguard themselves/family. Disclosure also ensures agencies such as police/social care/Rotherham Rise work together to minimise any further/ongoing risk. Disclosure can be made by request (Right to Ask), initiated by the victim/victims' family/friends or by the police and partners (Right to Know).



3.2.2 The above charts show the number of requests made as a force. Q3 has the highest quarterly number of recorded Right to Ask requests forcewide. In Q3, Rotherham had 100 requests, with 34 disclosures made and 23 disclosures declined.

3.2.3 There has been a steady increase over the years in victims requesting information about their partner's history, which is a positive story, and gives reassurance victims/survivors/family/friends are becoming more engaged/aware of the process. The Command Team believe the increase to be linked to increased demand/reports of DA, victim/victim's family/friends having the confidence in asking the police for



information and the further work the force has invested in the Violence Against Women and Girls campaign.

- 3.2.4 The Multi Agency Tasking and Coordinating (MATAC) process is used for domestic abuse perpetrators; the meeting is attended by partners and chaired by the police monthly. Each month, four new individuals are identified through a risk assessment algorithm. It is similar to MARAC but aimed at serial perpetrators to address their behaviour and provide support to the wider family.

#### Domestic Abuse Key Points

What is working well:

- 3.2.5 Rotherham DAT are working well at tackling the highest risk offenders, seeking early arrest and best outcome for victim. They take responsibility for safeguarding the victims in partnership with wider agencies.
- 3.2.6 We continue to look at new ways of working to improve the service we provide to the community and our victims and track the impact of these changes. We prioritise our response to DA and it is a focus of our daily management meetings; with taskings set based on risk.

What are we concerned about:

- 3.2.7 We saw challenges in Q2 for DA arrests and DA outcomes. Performance has responded in Q3 however there is a need for us to continue that improvement and prevent the challenges from Q2 affecting future performance.

What are we doing about it:

- 3.2.8 In addition to the three-month attachments to the DAT, Rotherham are piloting the QATT process to ensure consistency and review of the quality of investigations. Quality assurance reviews completed by the detective inspector for cases filed as outcome 15 and 16, to ensure the appropriate outcome was reached and providing support for the victims.
- 3.2.9 We have also reviewed our crime allocation policy to ensure that medium risk intimate partner DA incidents now sit with our DAT. This will ensure those most at risk are given the specialist support and advice they need throughout the investigation.

### **3.3 Vulnerable People**

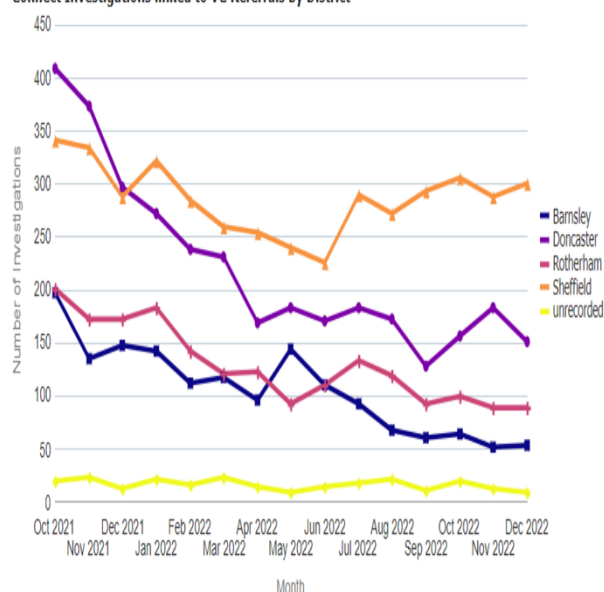
- 3.3.1 Our Protecting Vulnerable Persons (PVP) teams investigate offences against children and vulnerable people. Offences against children can include physical and sexual abuse, child neglect, inappropriate relationships, and criminal and sexual exploitation.
- 3.3.2 Safeguarding of children remains at the front and centre of partnership working across Rotherham. Staffing of our PVP investigation teams has been a priority for the district, this is in respect of both filling posts within the department but also there has been a large push in terms of training and equipping our existing staff to ensure they have all the skills required to carry out this vital role.

3.3.3 There is a continued focus on ensuring officers working in safeguarding roles are qualified to a national standard by undergoing training and assessment on the Specialist Child Abuse Investigators Development Program (SCAIDP) and Specialist Sexual Assault Investigators Development Program (SSAIDP).

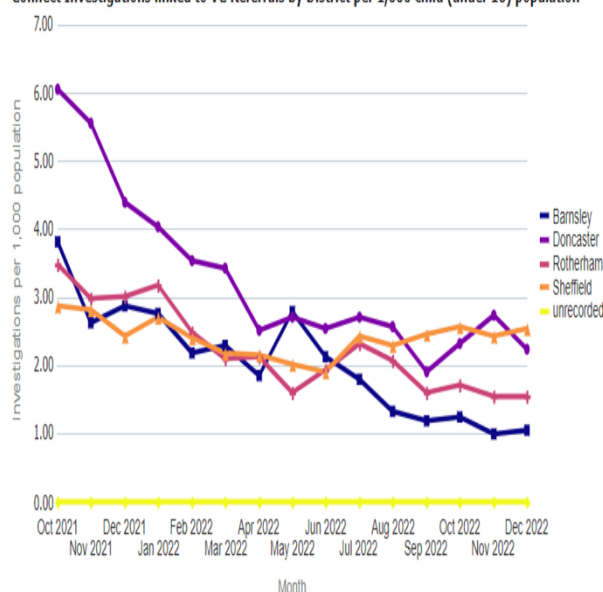
3.3.4 We also have a number of civilian investigation staff who are currently undergoing the PIP (Professionalising the Investigative Process) level 2 qualification. This program trains and equips them to the equivalent standard of that of a Detective Constable. Ensuring all our staff undergo this training program will contribute greatly to our overarching aim of having an appropriately skilled and highly motivated workforce that is fit to meet the rigorous demands placed upon it by this sort of investigative work.

3.3.5 The tables below show that whilst there has been a reduction in the number of vulnerable child referrals this is in line with the force trends.

Connect Investigations linked to VC Referrals by District

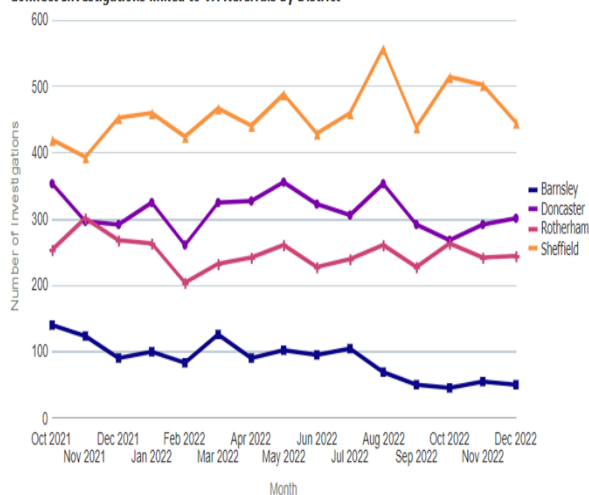


Connect Investigations linked to VC Referrals by District per 1,000 child (under 18) population

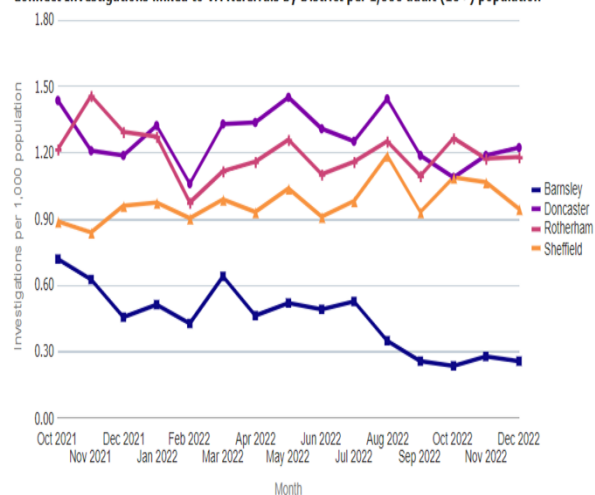


3.3.6 The graphs below identify the volume of adult referrals coming into the district, again although there has been a small decrease; this is in line with force trends and shows an increase towards the end of Quarter 3.

Connect Investigations linked to VA Referrals by District



Connect Investigations linked to VA Referrals by District per 1,000 adult (18+) population



3.3.7 To further support and consider the safeguarding and interventions of vulnerable adults in Rotherham, there are established structures of the Vulnerability pathway meaning that any adult who has two or more Vulnerable adults' referrals in a three-month period will automatically be referred to our Safer Neighbourhood Services (SNS) for Assessment. This leads to the creation of an Adult Protection investigation on our crime management system which allows the opportunity for the case to be assessed and an intervention recorded on the system. This process can lead to the person being added to the tasking process that is managed by the geographical neighbourhood team or be allocated to a vulnerability officer for further assessment. This can potentially lead to further interventions, which can include joint visits with mental health and/or adult social care. Once this assessment has taken place if this has been insufficient to reduce the threat, risk and harm then the case can be escalated to a higher forum.

3.3.8 Community Multi-Agency Risk Assessment Meeting (CMARAC) is the next stage in the process, which is a multi-agency meeting, held fortnightly and attended by vulnerability officers from SYP, and other statutory organisations including the trauma resilience unit. If further escalation is required then the next stage is the Vulnerable Adult Risk Management Meeting (VARMM) - these are formed for more complex cases that require further intervention, and this meeting includes the people that are directly involved in the case in question so have the best possible overview and information.

3.3.9 Rotherham are in the early stages of planning a review to the adults partnership 'front-door' and pathways to further support and strengthen this area of business. This is a real positive for the district and being progressed alongside the force Protecting Vulnerable People (PVP) Review, to ensure wider opportunities are being explored.

What is working well:

3.3.10 The use of the vulnerability pathway continues to have some really good results supporting vulnerable adults, seeing cases heard in VARMM. This subsequently results in our Neighbourhood Policing Teams (NPT) disrupting a situation by attending the locality at key times, investigating the offences, and ensuring that any required interventions are put in place by adult social care and the wider partnership.

What we are concerned about:

- 3.3.11 It can often be difficult to continue to keep victims engaged in investigation due a number of reasons, most often, as a direct result of the vulnerabilities that they experience, leading to evidential difficulties. We are aware of this and continue to work with and support victims by providing a bespoke level of service, taking into account individual victim needs.

What we are doing about it:

- 3.3.12 We continue to work with and support victims by seeking wider opportunities for safeguarding and disruption, i.e., through civil injunctions or prosecutions. We remain committed to harvesting relationships with our partner agencies to ensure that additional support is provided to victims.

### **3.4 Child Exploitation (CE)**

- 3.4.1 Rotherham has a dedicated child sexual exploitation team, and this continues to be a focus for us with a continual need to maintain and improve our response to this sort of offending, and to the service we provide to safeguard and protect victims of, or those at risk of, exploitation.
- 3.4.2 We are confident that our investigations are well managed, that we take time to work with other services to support victims, build trust and rapport to bring them to a point where they feel able to put things into evidence or where they see the actions of perpetrators to be the crimes.
- 3.4.3 A great deal of work and specialist knowledge is needed to build bonds of trust with victims of child sexual exploitation and to secure evidence for arrests and prosecutions. We are well aware that in respect of both CSE and CE this can be very challenging and time consuming, but our aim is to ensure we do everything we possibly can to ensure those who seek to exploit children are brought to justice. We also recognise, however that prosecution will not always be possible, another key success measure is reducing the risk posed to our victims through our joint safeguarding activity.
- 3.4.4 HMICFRS has recently conducted a PEEL Inspection of South Yorkshire Police which graded the force as 'outstanding' at protecting vulnerable people, this is a significant milestone for SYP and is particularly relevant in Rotherham considering its legacy issues.
- 3.4.5 In late 2022 SYP also took part in a thematic inspection around Child sexual exploitation carried out by HMICFRS, seeking to find out how effectively the police and other law enforcement bodies respond to victims and perpetrators of group-based child sexual exploitation (CSE), and how police responses influence investigations and the ways in which children are safeguarded. A number of positives were identified along with some learning points, however the inspectors reserved particularly praise for the response in Rotherham, highlighting systems and processes in place here as a particular strength for the organisation.
- 3.4.6 Rotherham utilises the Four P's approach in our response to child exploitation -

- PREPARE - To be properly prepared by having robust and effective mechanisms to understand the profile of the challenges and risks being faced by children and young people.
  - PREVENT – To support young people by taking preventative action to reduce the risk of harm and identifying when a child or young person is at risk of being harmed.
  - PROTECT - Recognising and responding to children and young people who are vulnerable to, and victims of exploitation
  - PURSUE – Relentless focus on the targeting of and pursuit of offenders to bring them to justice and disrupt their activity
- 3.4.7 Rotherham is confident in its awareness campaigns around the exploitation of children, with the next campaign running in March 2023, during County Lines intensification week, in which a number of initiatives across the police and the Safer Rotherham partnership are taking place to disrupt people involved in the criminal exploitation of children but also raise awareness and provide education around the issue and what can be done to protect young people.
- 3.4.8 As in previous events, this will be use of the existing SYP 'Spot the signs' campaign, use of the Children's society 'Look Closer' campaign. Look Closer is a national partnership campaign with the National County Lines Co-ordination Centre and Children's society, aiming to raise awareness of child exploitation and abuse, with a particular focus on public spaces. The campaign also seeks to challenge assumptions and stereotypes of victimhood and highlights that child exploitation can happen anywhere, and any young person can be a victim.
- 3.4.9 SYP has also currently developed a new child exploitation awareness campaign. Consultation within SYP, key partners and other stakeholders such as survivors has taken place. This campaign aims to concentrate on the earlier signs that a child is at risk of being exploited. A partnership launch event will take place on 17th March 2023 and the campaign will launch across various SYP channels following this.
- 3.4.10 After the success of the forcewide roll out Child Matters training around child neglect, Rotherham district together with RMBC have begun the process of developing a further program of bespoke training around child exploitation. It is envisaged this will again be delivered to all public facing staff and with the aim of increasing awareness and knowledge around recognising and addressing child exploitation to ensure we are in the strongest possible position to protect children and disrupt and pursue perpetrators.
- 3.4.11 To further support the work and information sharing for child exploitation, a number of initiatives are ongoing both internally to SYP and with partners to improve our use of intelligence. These include; the creation of a training package for partners on intelligence, briefings to Sergeants on the use of intelligence and the use of intelligence to guide our activity.
- 3.4.12 SYP and the Safer Rotherham Partnership have well developed and effective structures and processes around intelligence management in respect of Child exploitation which have been recognised as such in several reviews, including national inspection bodies such as HMICFRS and Ofsted.
- 3.4.13 As detailed in previous submissions, a number of successful initiatives are ongoing both internally to SYP and with partners to drive intelligence submissions as we believe this is key in terms of disruption and prosecution of perpetrators of child exploitation.

Within SYP, Rotherham is a leader in terms of the proportion of intelligence submissions received both internally and from professionals across the partnership.

- 3.4.14 This feeds into our key process the Child Exploitation Tactical Group - which is a weekly multi-agency process chaired by the Detective Chief Inspector. Its purpose is to review all new intelligence submissions and missing child episodes, understand the concerns, map, and put into place plans and actions to mitigate or eliminate the risk. It is a whole systems way of working, sharing intelligence across the partnership delivering a collegiate approach of full information sharing and agreed activity.
- 3.4.15 Information is shared, considered, actions are devised, followed up, and results recorded on an action schedule. All intelligence is discussed whether it relates to victims, perpetrators, locations or vehicles. There is representation from across SRP and further partners within Rotherham to ensure an effective and coordinated response.
- 3.4.16 There is a non-recent, complex, child sexual exploitation investigation being conducted by South Yorkshire police in Rotherham being overseen by Detective Chief Inspector (DCI) Aneela Khalil Khan. The enquiry has been ongoing for some months and resulted from a referral from West Yorkshire Police after disclosures were made to them.
- 3.4.17 This matter is being investigated by South Yorkshire Police as it falls outside the terms of reference for Operation Stovewood as the offences predate 1997. The enquiry team currently consists of six full time staff. The investigation has expanded over time and now consists of seven adult victims who are actively engaging with the police and has led to the identification of 15 suspects. The investigation is continuing and we are liaising with CPS throughout.

### **3.5 Makesafe**

- 3.5.1 Operation MAKESAFE is a national initiative that originated in South Yorkshire, which is focused on raising awareness of child sexual exploitation within the hotel and leisure industry. Within SYP, we have extended this approach to taxis, takeaways and other vulnerable locations. The operation focuses on training people working within these sectors to be aware of the early warning signs of CSE, encouraging them to report concerns to the police.
- 3.5.2 This will include hotels, taxis, fast food restaurants, licensed premises and care homes. CSE awareness training is provided to staff at these premises in relation to the warning signs for CSE and what actions should be taken if they are concerned about a child's safety or concerned about suspicious behaviour or activity on their premises.
- 3.5.3 As detailed in previous reports SYP already instigate regular Makesafe initiatives, recently focusing on hotels, while working with RMBC/Community Safety to conduct assurance visits. Some hotels did not meet the standard expected from the Partnership during these visits, and these hotels are now engaging in more detailed work with their staff to get it right first time.
- 3.5.4 There is a planned programme of Operation Makesafe activity which has already commenced and will run through 2023 which consists of the following -

- Operation Duxford priority on Wednesday 1st February - visits to hotels in Rotherham, hand out posters/flyers and engage with staff.
- Results to be documented and reviewed. Identify any premises that require further engagement.
- 9th – 23rd Feb – Contact to be made with managers of hotels where there are concerns and offer training and support
- March to May - training to be provided by police and RMBC community safety. Engagement where appropriate with licensing, and any other agencies that may have an interest in the premises
- May to August – Further engagement visits with hotels that have completed training, ensuring compliance and offering feedback to staff.
- Engagement visits with all Rotherham hotels to be scheduled to provide updates on policy, new legislation, etc. To expand visits out to other premises, such as taxi companies, Air BNB, etc.

### **Vulnerable People Key Points**

What is working well:

- 3.5.5 Operation Makesafe ensures hotels and bed/breakfast establishments understand the indicators of child exploitation and know how to report concerns.
- 3.5.6 Effective and robust intelligence management and partnership sharing processes, coupled with initiatives designed to drive intelligence collection and submission both internally and across the Safer Rotherham Partnership.
- 3.5.7 Clear and effective partnership approach to tackling CE in line with local and national strategy. This has been recognised by HMICFRS and other independent scrutiny

What are we concerned about:

- 3.5.8 The reduced numbers of qualified detectives across all portfolios remain a challenge, aggravated by some increases in demand. As new officers come into PVP departments focussed training and supervision will be key.

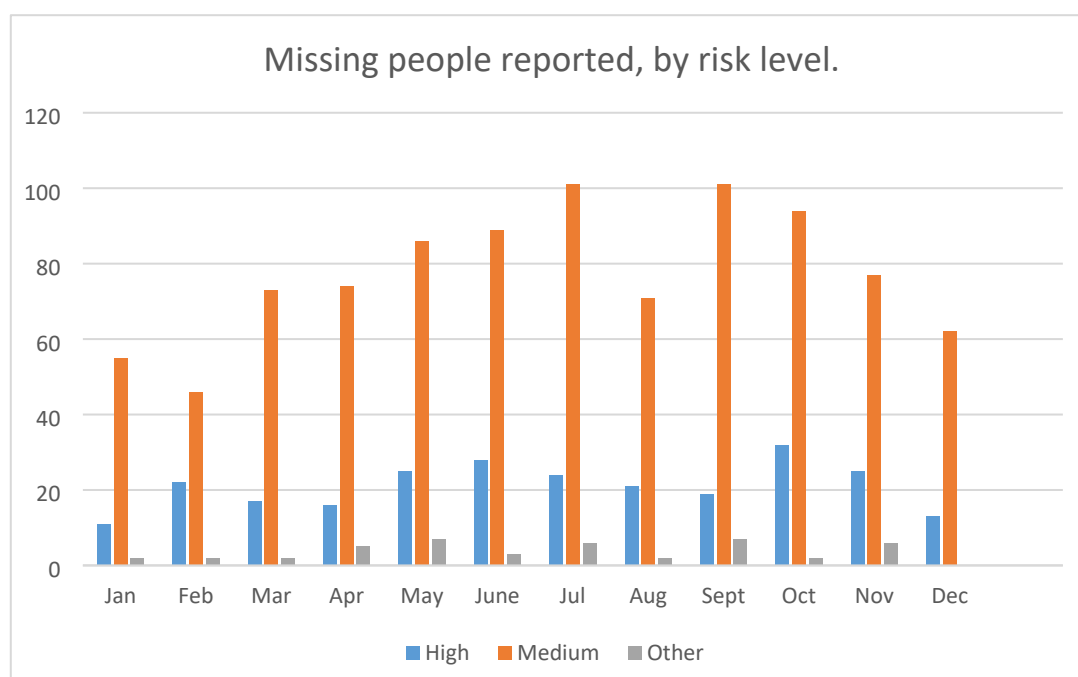
What are we doing about it:

- 3.5.9 The force remains active in encouraging transferees to join SYP. As a district, we encourage officer attachments to departments such as DAT/CID to encourage applications for detective roles. Officers/staff who are commencing a career in CID/PVP/DAT are allocated a mentor and supervisor to support them in their new appointment.
- 3.5.10 Furthermore, the district has instigated a rotation of trainee investigators to work across all detective roles in the district i.e., CID/PVP/DAT. This will upskill officers and enable them to share their knowledge with colleagues.

### **3.6 Missing People and Mental Health.**

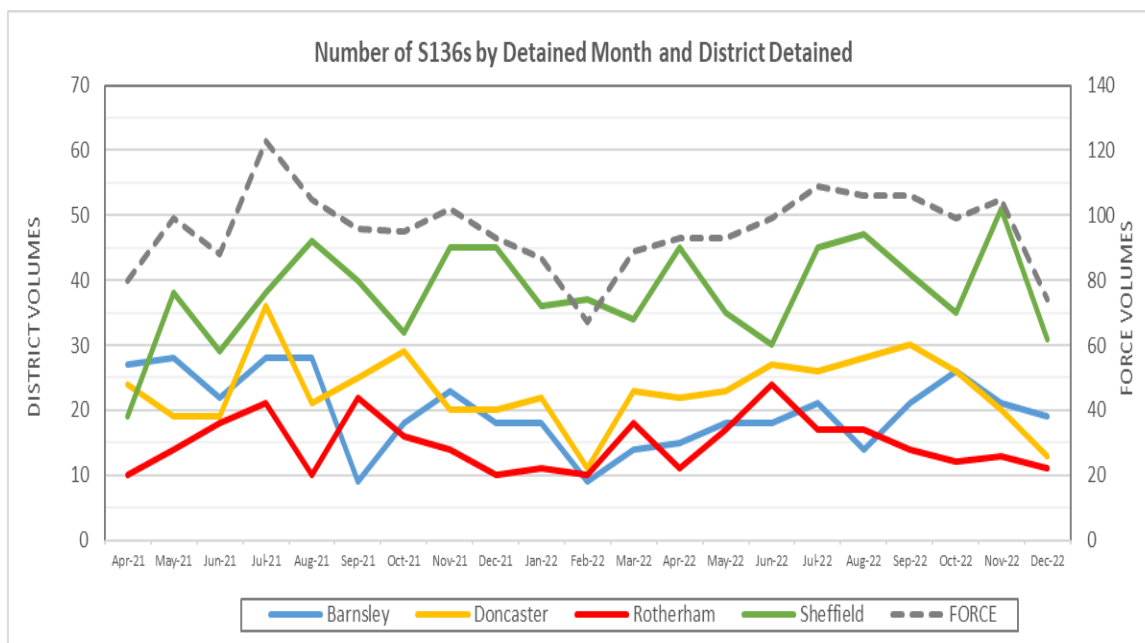
- 3.6.1 The district continues to devote time to locating missing people where they pose a degree of risk to themselves or others. The chart below clearly shows the escalation in numbers of high-risk missing people who have been reported during the summer months. This level has abated in Q3 but remains considerably higher than Q3 from 2021/22, which would be a better comparison to avoid seasonal variation. For example, in October of 2021, the total figure was 89 reports, in November it was 81

reports and in December it was 69 reports. This compares with 128 in October 2022, 108 in November and 75 in December. A significant increase in demand.



- 3.6.2 The majority of this demand has been in order to locate children who are in local authority care but people who suffer from poor mental health also feature. This can include patients who have left a hospital and also patients who are being cared for in the community.
- 3.6.3 Our Safer Neighbourhood Services (SNS) team continue to monitor missing people and carry out problem solving after an individual has been located, in order to try and prevent further disappearances. The force's computer system, Compact, provides data on key locations and individuals, which feeds into this process. They also seek to form a rapport with regular missing people, which can make their subsequent locating an easier process, should they go missing again. Children who are suspected to be victims of childhood sexual or criminal exploitation are discussed in the Child Exploitation Tasking Group, which brings together police and partners to try and ensure the safety of these children
- 3.6.4 Over the whole of 2022, 3,326 incidents were identified at the outset or were classified upon their closure as involving a mental health patient. This number constitutes 4.8% of overall demand, which is roughly in line with other districts. The demand in Q3 has remained static, again with 4.8% of incidents identified as involving a mental health patient.
- 3.6.5 Officers have needed to exercise their powers under Section 136 of the Mental Health Act and detain a person in the community on 175 times. This is a decrease of 13% on the previous quarter, which is in keeping with seasonal fluctuations seen elsewhere. The below graph shows the district's use of Section 136 powers, alongside that of the other districts in South Yorkshire.





3.6.6 The district has reported challenges in finding a place of safety for the patient, due to unavailability of beds or an unavailability of staff in the hospitals to support the patients. This has led to lengthy periods of uncertainty for the patient as they have had to wait with officers for many hours whilst the problem is resolved.

3.6.7 As a consequence of the challenges with capacity in the mental health services for Rotherham, the number of times that officers have had to escalate their concerns to a manager within mental health services has increased notably in Q3 of this year. Concerns have been escalated on ten occasions in Q3. This compares with just two occasions in Q 1 and Q 2 combined and a total of 11 occasions for the whole of the 2021/22 year.

3.6.8 It is notable that Swallownest Court remains the second highest source of incident demand and the location of the highest level of demand, if measured in terms of time spent at an incident.

What is working well:

3.6.9 A good internal partnership approach to locating missing persons has been established within Rotherham. All units from the missing from home team. CID, Response, and SNS, work collectively to locate high and medium risk missing persons.

3.6.10 Missing from home officers are working closer than ever before with Response teams to improve knowledge and the working ability of the Compact system to ensure that tasks are closed correctly first time and relevant referrals, safeguarding and crime management are completed in the first instance.

What we are concerned about:

3.6.11 As always, with the added financial pressures on all services, we need to ensure that we are able to deliver our promises to people who feel that they are consistently let

down by services through a withdrawal of funding streams or non-availability of suitable services.

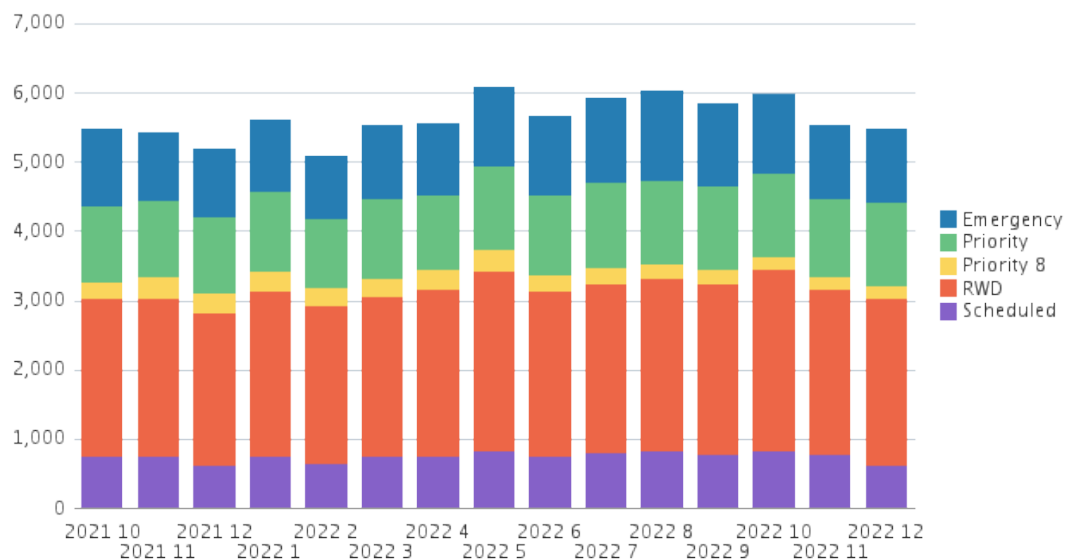
What we are doing about it:

- 3.6.12 We continue to have conversations with our partners to ensure that we are identifying options to develop the services that we can offer through our SNS to those vulnerable members of our communities who live with poor mental health. We ensure that our services are fit for purpose and provide the best quality service to all parties involved.
- 3.6.13 Recently the SNS Mental Health SPOC has been working alongside RDaSH to better our relationships and to understand each other's competing demands. Force Mental Health leads are working with Sheffield Hallam University and SYP Training, to ensure that the Mental Health input in the curriculum for new starters is fit for purpose.
- 3.6.14 Partnership meetings are being held to implement better relationships, with officers being attached for one day to the Mental Health teams. Rotherham SNS are also attending a HBPOS (Health Based Place of Safety) seminar which is being led by the ICB (Integrated Care Board) and we will feed into this. This will look at improvements in the wider area that will improve the quality and appropriateness of the service that we provide.

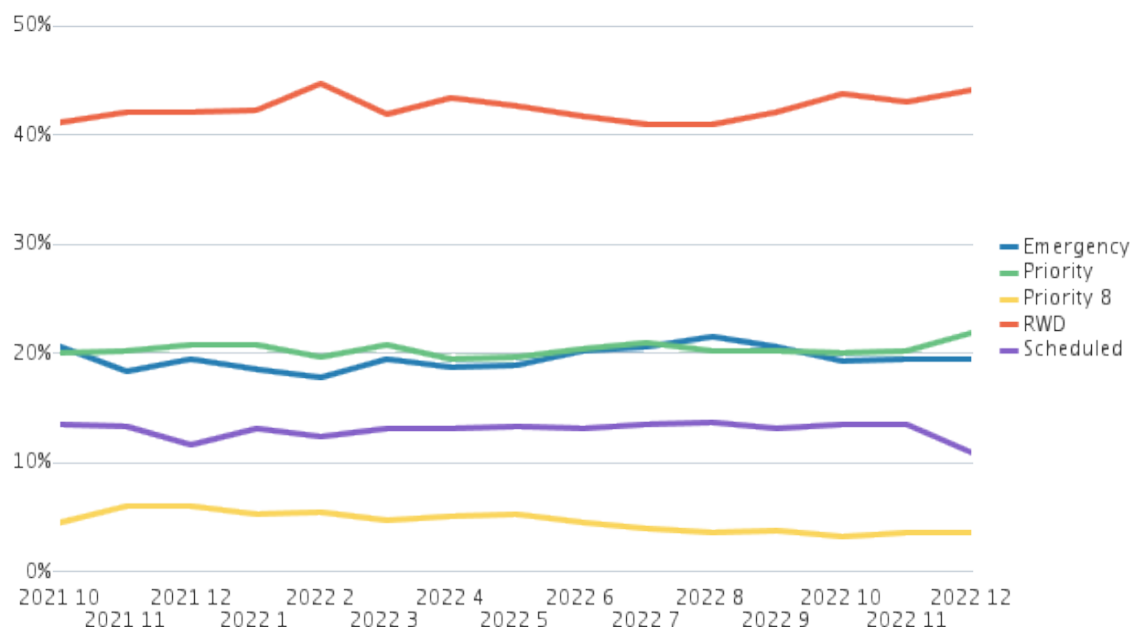
#### **4. TACKLING CRIME AND ANTI-SOCIAL BEHAVIOUR**

##### **4.1 Overall Demand**

- 4.1.1 The level of demand that the district has dealt with over Q3 has been slightly under that which was experienced in Q2 but is higher than the equivalent time in 2021. Due to seasonal variations, it is a more relevant comparison to compare Q3 with the Q3 of the preceding year. In Q3 of 2020/21, the district dealt with 3136 immediate incidents, 3277 priority incidents, 886 priority 8 incidents and 8,810 other incidents, making a total of 16109. In Q3 of the current year, the force dealt with 3306 immediate incidents, 3521 priority incidents, 586 priority 8 incidents and 9572 other incidents. This makes a total of 16985. This is an increase of 5.4% since this time last year.
- 4.1.2 All classifications of call other than priority 8 calls have increased between the two periods being compared. This includes immediate incidents, which generally speaking can be the most resource intensive to deal with.
- 4.1.3 The overall levels of call on a month-by-month basis is shown below.

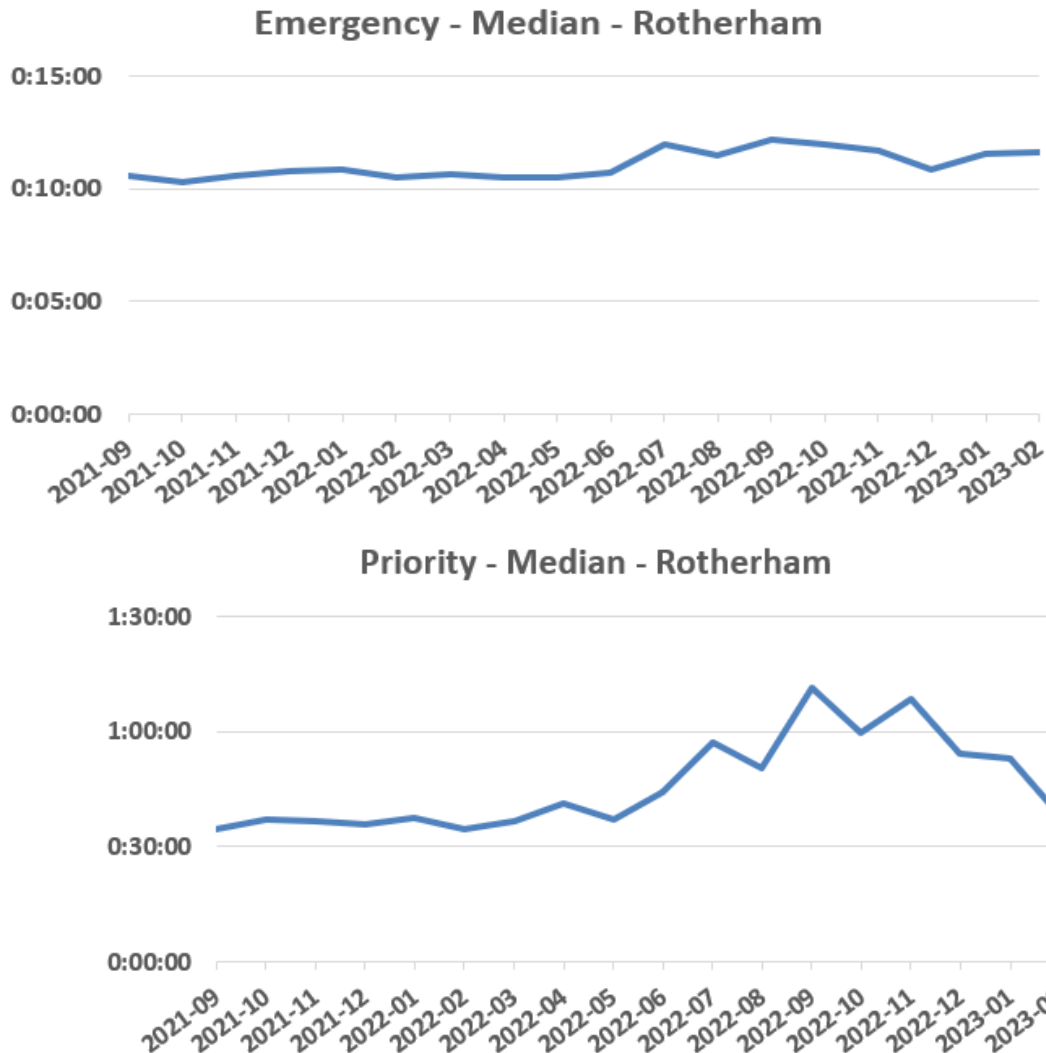


4.1.4 To more clearly illustrate the variation in the types of classification of call, these are shown on the graph below.

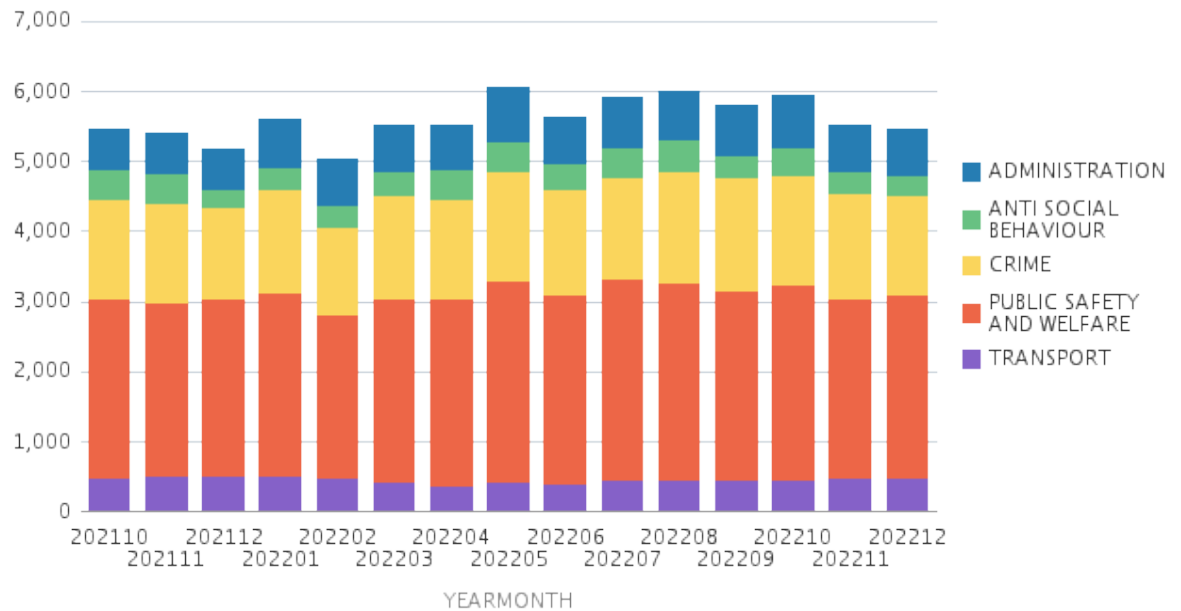


4.1.5 The district's response times over Q3 have remained largely static in comparison with the response times over Q2. In Q2, the district attended 70.1% of immediate incidents in the target time of 15 minutes, 50.8% of priority incidents in the target time of one hour and 41.7% of priority 8 incidents in the target time of 8 hours. This compares with the figures of 70.6% for immediate incidents, 49.7% for priority incidents and 52% for priority 8 incidents in Q3.

4.1.6 The charts below illustrate Rotherham's median response times for both emergency and priority graded incidents.



- 4.1.7 Despite an increase in relative demand when comparing Q3 in 2022 to Q3 of 2021, the timeliness of attendance at emergency calls remains largely stable and consistent.
- 4.1.8 As a district, we continue to attend within the 15-minute timeframe year-round. Response times for priority-graded incidents spiked towards the end of the last quarter and on some occasions exceeded the 60-minute timeframe. This spike was driven by an increase in vacancies across the Rotherham District and force area, combined with additional demand over the summer period. This has however been a key focus for Rotherham over recent months and we are pleased to see that priority attendance times have fallen to levels seen previously, well within our 60-minute target timeframe.
- 4.1.9 The timely attendance to calls for service remains an area that we continue to closely monitor through our daily management structure and meetings with our response inspectors.
- 4.1.10 Over the last fifteen months, the nature of the calls has remained in largely the same proportions. The only area which has begun to show a consistent trend is the increase in what we term Public Safety and Welfare. In Q3 of 2021/22, this accounted for 7607 calls, whereas in Q3 of 2022/23, it accounts for 7945, an increase of 4.4%. This is shown in the below chart.



4.1.11 Further detail is available regarding what calls constituted the Public Safety and Welfare calls but it is not clear what particular area lies behind this overall increase.

4.1.12 Timely and effective response to incidents continues to be the focus in Rotherham. This allows us to maintain trust and confidence with our communities, identify those callers with vulnerabilities and apprehend offenders quickly whilst ensuring best evidence is captured. We strongly believe that our timely attendance at incidents is key to the successful investigation of whatever matter has been reported.

4.1.13 A strength of the district of Rotherham is that its relatively small size ensures a cooperative working environment. This is key to enabling the district to have sufficient officers to address the demand from incoming incidents. Other departments in the district are more than willing to absorb work which is normally not part of their activities if it is necessary in order to allow officers to continue to reach victims in a timely manner. The command team only takes these decisions with a degree of reluctance, as drawing specialist officers away from their core role means that they are not able to carry out their usual tasks. Nonetheless, when it is necessary in order to provide a good initial level of service, the command team does make these decisions.

4.1.14 The majority of the incident demand is dealt with by our response teams. As previously mentioned, they have had to respond to the challenge of absorbing new officers, who need to be trained and developed. Those officers have not had training in driving police vehicles until some way through their first two years as an officer. They also need to follow a programme of attachments and periods in the classroom, in order to ensure that they are a fully capable officer. This means that staffing levels on a response team can ebb and flow, leading to periods when student officers are available for deployment and then periods when they are not. This can make the planning of resources complex and lead to periods when the response teams are not as well-staffed as we aspire.

- 4.1.15 Nonetheless, as officers come to the end of this process in increasing numbers, we look forward to the stability and growing expertise that this will bring to the response function.
- 4.1.16 The district has continued to introduce Evidence Review Officers (EROs), who are able to support response teams but sit independently of them and ensure that detained persons are dealt with expeditiously and by the correct department. The EROs will increase investigation quality and support the response sergeants with administrative functions. There are now four such officers in place.

What is working well:

- 4.1.17 Rotherham continues to operate as a team across the district to deliver the best possible service to all of Rotherham's communities. Our focus to deliver for our communities ensures that we send the right resource first time to incidents and work efficiently with the resources we have available. We are quick to identify gaps in our resilience and where necessary take proactive measures to mitigate these.
- 4.1.18 Our daily management structures continue to ensure focus is given to the District from the Command Team. Identified risk continues to be appropriately managed within the district, delegating responsibilities accordingly. Welfare concerns can be raised, and specific tasks are recorded and actioned from these meetings ensuring updates are followed up.

What we are looking to address:

- 4.1.19 Whilst our incident demand has increased slightly when compared to Q3 of 2021, it remains overall similar. There continues to be a higher number of crimes reported and we are finding that incidents are often more complex and subsequently take longer to deal with. It remains a focus for our officers to deliver an excellent victim led service, understand the importance of obtaining the best evidence first time, and to safeguard victims effectively.

What we are doing about it:

- 4.1.20 We continue to support our staff by organising training and guidance with locally delivered up-skilling sessions utilising subject matter experts. These cut across all staff from students to our supervisors at Sergeant and Inspector level. These continue to include development days, bitesize inputs during briefings, the sharing of good practice, and useful 'how to' guides. This aims to increase the early evidential capture at incidents and provide the best quality service to our victims upon initial attendance. We actively encourage colleagues to identify knowledge and skills gaps of their own in order to continue to develop the quality of service that we provide.
- 4.1.21 We are also continuing to increase the amount of Evidential Review Officers across the district to support the knowledge and development of staff across the frontline whilst supporting the drive to improve investigative quality and increase the rate of positive action taken against offenders. This also decreases the demands of our frontline Sergeants who can prioritise delivering an efficient triage of incidents in line with threat, harm and risk.

## **5. TACKLING LOCAL ISSUES**

### **5.1 SCHOOLS**

- 5.1.1 Parking issues around schools is still very much a reported issue in some areas of Rotherham. LA act as the lead agency for enforcement of these and have the powers to deal with parking offences. SYP will support this by dealing with any obstructions of the highway or vehicles that have been left in a dangerous position.
- 5.1.2 PCSOs from within Rotherham regularly conduct hot spot patrols of the areas surrounding schools in the support of partnership colleagues and RMBC Highways will assist, where necessary, with additional measures.
- 5.1.3 The neighbourhood staff also run the hugely successful 'Mini Police' scheme across the borough- this includes a safe parking input
- 5.1.4 RMBC Parking services regularly deploy the camera van to areas where this is highlighted as a specific issue and PCSOs support this.
- 5.1.5 Our PCSOs have strong links with the schools within their respective areas and regularly complete assemblies including but not limited to knife crime and crime and consequences inputs. This is replicated by other neighbourhood PCs in the comprehensive schools within their geographical area for older children.  
What is working well:
- 5.1.6 The relationship between SYP and our schools is strong- particularly within the primary setting and this assists with two-way communication and early identification.

What are we concerned about:

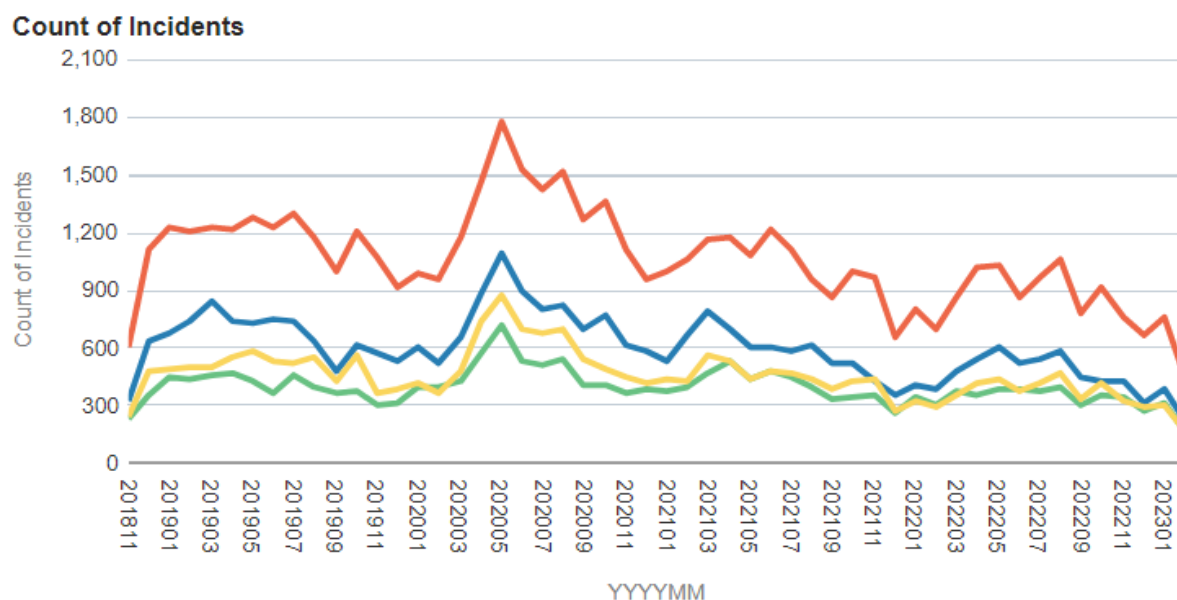
- 5.1.7 We are currently carrying two vacancies for Neighbourhood Youth Engagement Officers (NYEOs) across Rotherham, which has an impact on the link to some secondary schools in the borough.

What are we doing about it:

- 5.1.8 We are actively trying to recruit into the roles and have assigned dedicated SPOCs within the NPTs until this is finalised.

### **5.2 Anti-Social Behaviour (ASB) – Overview**

- 5.2.1 Rotherham continues to see a sustained decrease in ASB throughout Q3.
- 5.2.2 The below chart illustrates this fall in ASB incidents across Rotherham (in yellow) throughout the last few years. After seeing an expected slight increase over the summer months in line with the force, this has now continued to decline.



- 5.2.3 Rotherham has three geographically based Neighbourhood Policing Teams (NPT's), which are co-located with partner agencies. Central NPT are based at Riverside House alongside RMBC, North NPT at Rawmarsh Police Station, and South NPT at Maltby Police and Fire Station. Each of these teams currently have Problem Oriented Policing (POP) Plans in place which directly target specific issues within their areas.

## 6. DAYS OF ACTION

### 6.1 VAWG

- 6.1.1 During Q3 Rotherham were involved in the force wide 16 days of activism for VAWG and completed a range of work across the pillar including pulse patrols of any area highlighted as part of the Street Safe data, engagement stalls including crime prevention handouts of personal attack alarms, and bespoke leaflets to encourage sign up the Street Safe web site to highlight any areas where they felt unsafe. There was also a violence reduction training event aimed at SIA registered door staff and licensed premises staff to raise further awareness that was linked to the VAWG agenda and led by partners.
- 6.1.2 There was also a violence reduction training event aimed at SIA registered door staff and licensed premises staff to raise further awareness that was linked to the VAWG agenda and led by partners.
- 6.1.3 Rollout of 'Op Design Charlie' to strengthen our existing Night-time Economy plan- this included a refreshed bespoke poster campaign specifically for licenced premises, additional licensing visits to raise awareness of VAWG and foot patrols both inside and directly outside licensed premises.

What is working well:

- 6.1.4 Increased awareness of the VAWG agenda and consideration around inclusion in future operations. There are also really strong engagement opportunities around this.



What are we concerned about:

- 6.1.5 The limited sign up from Rotherham communities for the Street safe web page.

What are we doing about it:

- 6.1.6 We have produced bespoke leaflets to use at our engagement events that have the QR code on for direct access to the web page- hopefully this will highlight further areas so we can target activity and intervention in the correct place.

## **6.2 OPERATION DUXFORD**

- 6.2.1 Operation Duxford occurred on the 1<sup>st</sup> February 2023. A day when force and district resources join forces with our local partners to tackle crime and ASB at all levels. Op Duxford is a quarterly event, which gives the district time to plan and prioritise our actions to address our communities' concerns. It gives districts the ability to utilise additional force resources from specialist departments, resources from remaining three districts across South Yorkshire, along with partner agencies including RMBC. On this occasion, Rotherham focussed these resources across a variety of activities around engagement, prevention, proactivity and enforcement. The operation targeted organised crime, drug cultivation, the arrest of outstanding suspects (domestic abuse, serious acquisitive crime), Op Makesafe, engagement events for Hate crime, school presentations, pop up police stations and crime awareness stalls, along with speed watch and hot spot patrols. The activity was managed and coordinated by Detective Chief Inspector Aneela Khalil Khan.
- 6.2.2 The Domestic abuse team worked with Rotherham Rise to support victims and provide addition support. The Roads Policing Group (RPG), were deployed across Rotherham, focussing on offences relating to speeding, and motoring offences.
- 6.2.3 Operation Duxford was a success, and we are proud of the day's activities and results These include:
- 18 arrests for a range of offences including drugs, traffic, violence and weapon offences.
  - 9 drugs warrants executed.
  - 750 cannabis plants, a large quantity of bagged cannabis and a quantity of Class A drugs recovered.
  - 2 x Imitation Firearms and Crossbow seized
  - 26 more for motoring offences.
  - Nearly £3,000 cash seized.
  - 3 x Emergency Prohibition Order served by RMBC
  - 6 hotels engaged with for OP Make Safe
  - High visibility patrols and leaflet drops across the district.



## 7. ENGAGEMENT

### 7.1 Neighbourhood Crime - Problem Solving

- 7.1.1 The Rotherham Neighbourhood teams continue to work in conjunction with the refreshed Neighbourhood Crime team (NHCT) to reduce Neighbourhood crime, and work jointly, alongside partners, on problem solving plans within this area of business-ensuring that opportunities including offender management and target hardening are explored.
- 7.1.2 The NPT response includes vehicle crime visits to offer reassurance, conduct investigative enquiries including house to house and CCTV and also provide a highly visible presence in the areas where crime have taken place.
- 7.1.3 The NPTs link into a fortnightly meeting run by the Neighbourhood Crime Team that identifies any patterns or trends and tasks further actions in identified hot spot areas. The NPTs actively target identified offenders and link in with partners to explore other powers such as tenancy breaches of injunctions.
- 7.1.4 The teams use Designing Out Crime Officers (DOCO) to assist in target hardening vulnerable areas by exploring options such as increased CCTV coverage and better lighting. Crime prevention is explored as part of the engagement strategy including 'TV Flickers', light timers and smart water.
- 7.1.5 Although Q3 has seen an overall increase in Neighbourhood crime- specifically in relation to burglary dwellings- Rotherham's overall rate still remains below force average.

What is working well:

- 7.1.6 The joint approach between the neighbourhood function and the Neighbourhood crime team sharing of information and priorities to ensure a combined approach.

What are we concerned about:

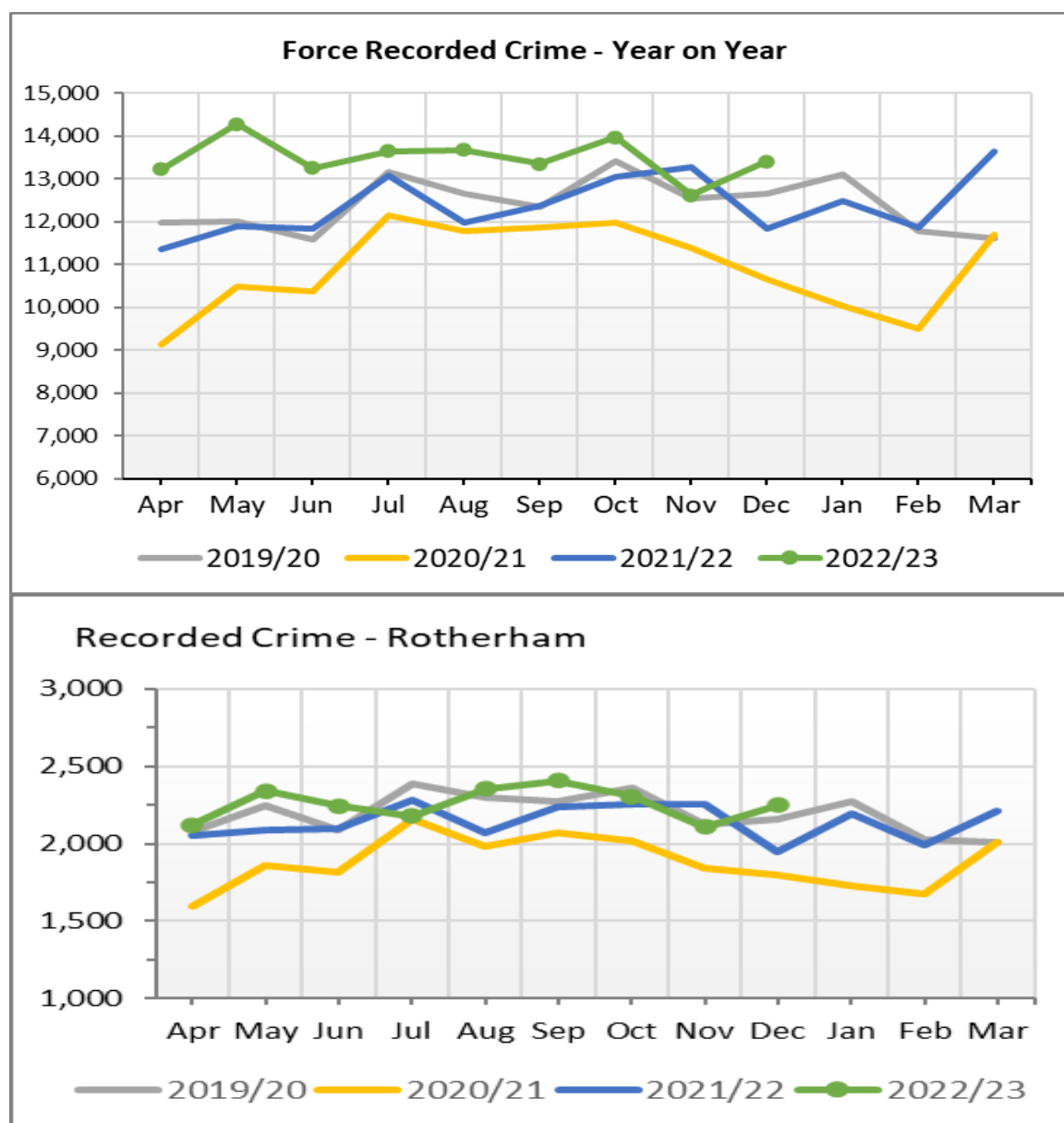
- 7.1.7 Staffing challenges continues to affect the ability of the neighbourhood function

What are we doing about it:

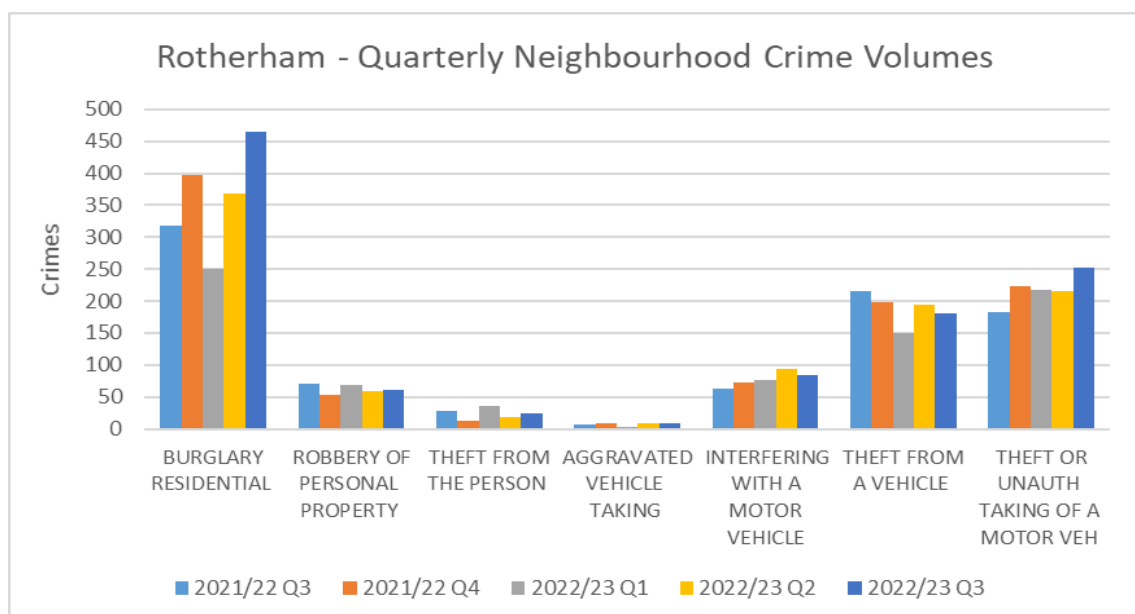
- 7.1.8 Managing the response with targeted and directed operations in line with where the demand requires, this along with the joined-up approach with the NHCT assists with ensuring this remains a priority.

## 8. CRIME

### 8.1 All Crime



- 8.1.1 At a forcewide level recorded crime volume in Q3 22/23 (40.0k) was similar to Q2 (40.7k), and only 5% higher than the same period last year (38.2k in Q3 21/22). All districts have seen a similar pattern over Q3, with a reduction in Nov22 before an increase in Dec22. Rotherham (-277) saw a 4% reduction in recorded crime between Q2 and Q3 22/23 and a small 3% increase on the same period last year (+265).
- 8.1.2 Burglary Residential and Theft of Vehicle both recorded a significant increase Q3, with a volume higher than any in the previous four quarters. Shoplifting offences have increased over the last two quarters, although the crime rate remains well below the force average, whilst the total of 12 Robbery – Business offences was higher than previous figures. Public Fear, Alarm or Distress saw the largest volume reduction in Q3, with a return towards previous levels following the large increase over the previous two quarters
- 8.1.3 A comprehensive performance framework across the force/district allows the early identification of patterns/trends/increases etc, this structure includes Force Tactical Tasking and Coordination Group (TTCG), District TTCG and the District biweekly Neighbourhood Crime (NHC) Governance Meeting.
- 8.1.4 Neighbourhood Crime is one of the new national policing performance measures and is defined by the Home Office as: Residential Burglary, Personal Robbery, all Vehicle crime and Theft from Person.
- 8.1.5 Rotherham have established a dedicated Neighbourhood Crime Team, which have recently realigned to the Reactive CID. This sees a refocus of the crime type with dedicated supervisors and officers. The NHCT has seen an amalgamation of Detectives, Police Constables and Investigation Officers to form a team which has a proactive and reactive element. This team has, and will continue to act as an environment for the development for student officers and aspiring detectives on attachments or as part of the trainee investigator programme providing a foundation for further progression into the serious and complex arena.



- 8.1.6 Force-wide, Q3 saw an increase of neighbourhood crime from Q2 (+836 crimes, +14%) and a 9% increase on the same period last year (+563). Rotherham recorded an increase of 12% (+116) between Q2 and Q3, reflecting the gradual upward trend over the last two years towards pre-pandemic volumes.
- 8.1.7 Burglary Residential accounts for the majority of the Q3 increase, with a comparatively high 465 offences. Theft of Vehicle also saw a moderate increase from previous figures. Rotherham's overall neighbourhood crime rate in Q3 remained comfortably below the force average, although Burglary Residential was, unusually, in line with the force average.
- 8.1.8 Joint work between the NHC team and local Neighbourhood policing teams saw bespoke problem orientated policing (POP) plans in place in wards such as Boston Castle and Maltby This involved targeted patrols, and crime prevention. This also includes engagement, cocooning, house to house, vehicle crime revisits, crime prevention handouts and Designing out Crime Officer (DOCO) visits. Smart water handouts, 'We Don't Buy Crime' Visits, engagement with second hand dealers.
- 8.1.9 There is also an ongoing review of forensic packages linked to NHC offences, these packages have evidence of potential suspects for previously recorded crimes, and are being revisited, to maximise opportunities for arrest. Identified crimes will be reopened and allocated to the Rotherham NHC team for further investigation.
- 8.1.10 This ongoing approach intends to:
- Improve timeliness of response and standards of investigation
  - Improve opportunities for proactive policing targeting prolific offenders, outstanding NHC suspect, and hot spot areas that map against crime data
  - Increase the ability to respond quickly to live incidents and identified crime series of this nature to capture evidence in a timely fashion
  - Improve outcomes
  - Enhance the quality of service provided to the public
- 8.1.11 A recent success story highlighting the partnership approach to tackling neighbourhood crime relates targeting the increase in residential burglaries in Rotherham South. The joint operation between NHC team, NPT, response and road policing group saw, two arrests of suspects for burglary, recovery of stolen vehicle, over 1000 crime prevention advice leaflets issued, high visibility patrol, curfew checks of known offenders which led to an overall reduction in reported burglary in the area from 87 to 66. We aim to continue to develop further operations.
- 8.1.12 The Detective Inspector of the NHC unit chairs the Biweekly NHC Governance Meeting (referenced earlier in the report). The meeting is an internal partnership between IOM, Intelligence and NPT around NHC. This forum enables the tasking of proactive enquiries to target SAC nominals and hot spot areas. These meetings provide the foundation for Rotherham district to provide a holistic approach to tackling neighbourhood crime and provides an environment where resources can respond quickly to emerging threats and themes.
- 8.1.13 A number of forcewide operations have taken place in Q3 including Op Calibre (a robbery operation) and Op Sceptre (a national campaign centred around knife crime). Rotherham officers regular take part in these operations which includes high visibility

patrols, engagement with schools, engagement event stalls, dedicated patrols, arrest of suspects.

- 8.1.14 A new 'hotspot' policing initiative tackling location-based crime has been rolled out across South Yorkshire, after funding was secured from the Home Office's 'Grip' Programme. South Yorkshire Police is one of 20 forces to receive a share of £30million 'Grip' funding from the Home Office for 'hotspot policing' and other problem-solving initiatives in areas impacted by violent crime.
- 8.1.15 Rotherham district supports the initiative and has seen additional activity in the town centre. This has led to work carried out with the council to increase lighting, signage and CCTV, and closure of car parks at different times to prevent drug use and violence, community licensing and door staff training events to improve the standards of door staff and licensed premises operating as a whole in Rotherham, with support from VRU, SIA, licensing and safeguarding colleagues from RMBC.
- 8.1.16 Rotherham District Commander and Detective Chief Inspector are working in partnership with RMBC to develop the Combatting Drugs Partnership, a multiagency forum which are accountable for delivering the outcomes. This is to be achieved by developing a shared local understanding and approach problem solving which will empower local change.
- 8.1.17 Although in the initial stages, a 4P Plan approach is being used by the partnership to develop a local drugs strategy delivery plan including developing data recording and sharing. To ensure all investigations are to the very best standard, a number of initiatives have been put in place across the organisation with the aim of driving improvements in quality and timeliness.
- 8.1.18 Quality Assurance Thematic Testing 'QATT' is a force crime review framework designed to make comparisons to identify both areas of good practice and areas of common weakness. There are 4 Pillars of QATT:
- Victim Focus
  - Suspect Management
  - Quality of Investigations
  - Supervisor Reviews
- 8.1.19 Each area is assessed against a specific question set and given a qualitative score, reviews are completed by Detective Inspectors (DIs) and Detective Chief Inspectors (DCI's). Data is then produced each month by the Investigations improvement unit giving detailed feedback on specific teams and individual officers. This is underpinned through discussion in our monthly supervisors' meetings around any particular trends, issues, or areas of good practice that are highlighted.
- 8.1.20 This process provides an evidential base to identify specific areas for improvement as well as good working practices within the district and across the force.
- 8.1.21 The QATT process has been embedded in all crimes linked to Protecting Vulnerable People. Rotherham district are showing positive results in all 4 pillars of the QATT. Good practice is shared amongst other departments in Rotherham. Rotherham district are leading in a pilot to enrol this process to PIP level 1 investigations.

## Crime Key Points

What is working well:

- 8.1.22 Rotherham's overall crime rate for Q3 is below the overall force rate, with no crime types significantly above the force average. The district also remains in the lower boundaries of its Community Safety Partnership (CSP) Peers.
- 8.1.23 Ongoing partnership work with RMBC, NHC teams and NPT's working together, to generate intelligence is generating reactive/proactive patrols, ensuring early identification/arrest of suspects for many offences including NHC.

What are we concerned about:

- 8.1.24 As crime increases, the ability to respond effectively to Neighbourhood Crime, at a time when the force/district is not at optimum strength.

What are we doing about it:

- 8.1.25 Reinvigoration of the NHC team with support from the district tasking team and local neighbourhood teams will ensure the teams have the resources to work with communities to respond to offences and conduct effective problem solving.

## 8.2 Organised Crime

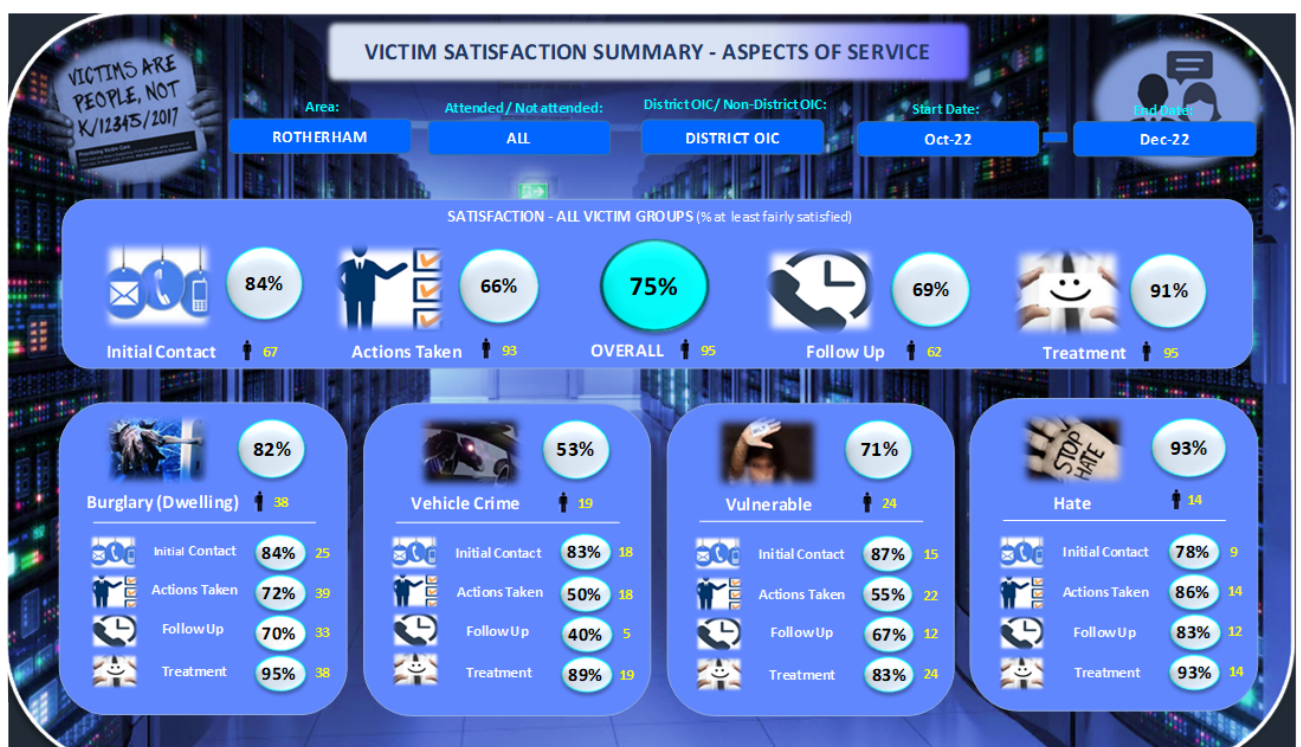
- 8.2.1 There are currently nine organised crime groups (OCG's) mapped across Rotherham District, predominantly linked to drugs supply/distribution, with several who are firearms enabled i.e., intelligence suggests the group could have access to viable firearms.
- 8.2.2 Organised Crime Groups (OCG's) are individuals who work together as an identifiable group of people to further their criminal activities. Within Rotherham, we seek to identify those involved in organised crime, map them as OCG's and then work within a multi-agency partnership to disrupt their activity, and safeguard those at risk from such groups using a wide variety of powers and legislation. By using a multi-agency approach to tackling OCGs, we recognise that the problem is not just the responsibility of the police, but a wide range of both statutory and non- statutory partners, ranging from Community Safety, Social Care, right through to charities involved in diversionary activity. While the Rotherham Fortify Team coordinate much of activity against OCG's, neighbourhood teams are linked into this work progress and ensure much of the local low-level disruption.
- 8.2.3 In Q3 Rotherham has recorded twenty-six focussed disruptions.
- 8.2.4 Two of the nine OCG's members were recently stopped in a vehicle where a quantity of class A drugs, cash and a key mobile phone were recovered. Both suspects have been charged and remanded for the case and are awaiting trial.
- 8.2.5 A key Sheffield OCG member failed to stop for police officers in Rotherham, where the vehicle was abandoned., A search of the vehicle the following day led to the recovery of a firearm ammunition. Rotherham Fortify officers led this investigation and the male was charged with possession of a firearm and ammunition. The suspect appeared at Sheffield Crown Court and was sentenced to 5 ½ years' imprisonment.

- 8.2.6 Rotherham fortify team investigated a juvenile who was linked to County Lines, for possession of 100 wraps of Class A drugs and possession of a knife. The suspect charged and remanded. The suspect was sentenced to 2 ½ in prison in Young Offenders Institute.
- 8.2.7 Within the Rotherham Fortify Team, an OCG Coordinator is fully embedded. A key focus for this role is to strengthen relationships with partner agencies, improve information sharing and increase opportunities for disruption activity.

## 9. TREATING PEOPLE FAIRLY

### Victim Satisfaction

- 9.1.1 Victim satisfaction remains high within Rotherham, though there are always areas in which we can improve. Our overall victim satisfaction is 75% with treatment (91%) and initial contact (84%) being particularly high. This demonstrates the attitude and focus of our staff to respond quickly and act diligently and respectfully in relation to victims of crime.
- 9.1.2 Action taken (66%) is the lowest category within victim satisfaction. It is important we work to improve this and ensure that victims are given realistic expectations from the outset of the investigation so they understand how the investigation will progress. Setting these expectations ensures that victims don't have unrealistic expectations and feel let down when these aren't met.
- 9.1.3 In improving our victim care we must also consider different crime type and can see that we perform well for certain crime types, such as hate and burglary dwelling, but less so for vehicle crime. Whilst the smaller sample size of individual crimes is important to consider we are also working to improve our response to victims of these crimes. For example we have expanded the role our PCSOs play in supporting victims of vehicle crime to improve the victim experience.





List of background documents		
Report Author	Name:	Chief Superintendent Laura Koscikiewicz

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## **PUBLIC ACCOUNTABILITY BOARD**

**DATE: 08 MARCH 2023**

## **SOUTH YORKSHIRE POLICE PERFORMANCE AGAINST THE POLICE AND CRIME PLAN PRIORITIES**

### **THEME: TREATING PEOPLE FAIRLY**

### **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 Treating People Fairly priority of the Police and Crime Plan Safer Streets More Police 2022-2025, to support the PCC's overarching aim of South Yorkshire being a safe place in which to live, learn, work and travel.

#### **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 summary of some of our work undertaken in Treating People Fairly in delivering the Police and Crime Plan during the current period. The three areas of focus under this priority are:
- Treating members of the public fairly
  - Championing equality
  - Fair allocation of police resources

#### **Background**

- 3.2 On 2 February 2023, the HMICFRS PEEL Inspection for South Yorkshire Police was published. The overall graded judgements are shown below and are the highest grades that the force has ever achieved:

Outstanding	Good	Adequate	Requires improvement	Inadequate
Preventing crime	Recording data about crime	Responding to the public		
Protecting vulnerable people	Investigating crime			
Good use of resources	Treatment of the public			
	Managing offenders			
	Developing a positive workplace			

- 3.3 Linked to the priority of 'Treating Members of the Public Fairly', HMICFRS rates the force as GOOD at treating people fairly and with respect. Within the report, the inspectorate reported:
- The force engages well with diverse communities to understand and respond to local problems
  - South Yorkshire Police actively seeks the views of people in the local area
  - The force seeks advice on how to engage specific audiences
  - The force uses technology in an innovative way for the external scrutiny of stop and search encounters
  - The force understands the make-up of its local communities and communicates well with them
  - The force encourages people to share their concerns so that it can act on them
  - The force makes good use of social media to engage with different audiences
  - The force seeks independent advice from community representatives to inform its communication and engagement
  - The force encourages people to get involved and works well with volunteers from its local communities
  - Officers and staff are trained in how to communicate effectively with the public and without bias
  - Officers and staff receive training in how to use force appropriately and how to interact during a stop and search encounter
  - The force is improving its recording of the use of force
  - The force acts in response to scrutiny and challenge to improve officers' use of stop and search powers and use of force
- 3.4 There were no Causes of Concern set by HMICFRS for the force in this section. There was one Area for Improvement:
- The force should improve its recording of reasonable grounds for stop and search occurrences.
- 3.5 Linked to the priority of 'Championing equality', HMICFRS rates the force as GOOD at developing a positive workspace. Within the report, the inspectorate reported:
- South Yorkshire Police is increasing the diversity of its workforce
  - The force raises its workforce's awareness of well-being and where to find help
  - The force helps its workforce manage their mental health
  - The force has trained and developed its volunteer officers to the same level as regular officers
  - The force continues to have an ethical and inclusive culture
  - The force encourages the reporting of genuine mistakes and inappropriate behaviour
  - The force understands the well-being of its workforce
  - The force looks for and removes barriers to well-being
  - The force maintains the well-being of its workforce
  - The force has a good range of well-being initiatives available to staff, but some struggle to find the time to participate
  - The force is expanding its workforce for the future
  - The force is developing and professionalising its workforce for the future

- 3.6 There were no Causes of Concern or Areas for Improvement set by HMICFRS for the force in this section.
- 3.7 HMICFRS inspects forces separately for Vetting and Counter Corruption activity. In the last inspection, the force was found to be outstanding at developing and maintaining an ethical culture, and at tackling corruption. The force will be inspected on Vetting activity in the coming months, and a grade will subsequently be published.
- 3.8 Linked to the priority of 'Fair Allocation of Police Resources', HMICFRS rated the force as OUTSTANDING in the extent to which it is operating efficiently. Within the 'good use of resources' section, the inspectorate specifically mentioned the following areas:
- The force is efficient in its use of police staff roles to free up officer time
  - The force understands and manages its current demand well
  - The force understands future demand and is planning to make sure it has the right resources in place to meet future needs
  - The force makes the best use of the money it has available, and its plans are both ambitious and sustainable
  - The force effectively tracks the benefits its changes achieve, leading to better value for money
- 3.9 There were no Causes of Concern or Areas for Improvement set by HMICFRS for the force in this section.
- 3.10 Continued commitment has been made by the force in the fair delivery of a policing service, supporting the public and our employees within this process. There are two main sources of assessment the force looks to for general fair treatment assessments
- The Crime Survey for England and Wales - in the latest results to March 2020, 59.5 per cent of respondents in South Yorkshire agreed the police treat people fairly
  - Local questions from within the internal staff survey – improved levels of internal confidence for perceived fairness, organisational support, vision clarity and organisational pride were recorded in 2021 compared to levels in 2018 and 2016.
- The force also looks to local victim survey feedback for treatment measures to ensure service levels remain high across the organisation.
- 3.11 During the reintroduction of neighbourhood policing teams (NPTs) into the heart of South Yorkshire communities, the force established a strong rationale for the allocation of policing resources. The force has been seeing benefit from the problem-solving focus within neighbourhood policing which has been favourably reported on by HMICFRS. As the long-term investment in police officer numbers support growth in this and other areas, it will also further support the dedicated resourcing delivery within neighbourhoods. This aligns with the deployment protocol for NPTs.
- 3.12 Organisational culture is a key area of focus for the force, supporting the treatment of our staff, and the treatment of victims and witnesses. The force has invested within the People and Organisational Development (P&OD) department in recent years with a Culture team, as well as a Wellbeing Co-ordinator, and much work has been undertaken in 2021/22 to ensure a robust approach has been taken in delivering an Equality Diversity and Inclusion Strategy. Greater engagement exists with internal staff networks under the banner of the Equality Hub, and wellbeing and people plans are embedding across all district and department areas.

- 3.13 Further work is required to improve the workforce representation, with a focus on positive action within the recruitment process. It is acknowledged nationally and locally that more work is needed across the service to support a truly representative workforce, and where possible the force is challenging our processes to review demographic fairness, and if applicable, understand the reasons behind any differences in apparent output.
- 3.14 The importance of treating people fairly in the process of recruitment, progression, retention and in the delivery of all our services continues to be vital to the organisation. The legitimacy in which the force is viewed links to supporting the confidence of our communities. Being an organisation that is representative of the communities within South Yorkshire is important in this process. Additionally, the agenda for fair treatment works to encourage a happy and productive workforce, and this is in the best interests of delivering a high quality service for victims of crime and the wider public.

### **Public Trust and Confidence in Policing**

- 3.15 Following the high profile concerns over public trust in the police, South Yorkshire Police is keen to ensure that there is transparency in the delivery in this area. Prior to this, in November 2022, HMICFRS published An Inspection of Vetting, Misconduct, and Misogyny in the Police Service. The force reviewed the full publication including the many recommendations and five Areas for Improvement (AFIs) set out for all police forces.
- 3.16 The force's Professional Standards Department has reviewed all areas, and graded the force delivery on a RAG scale. Whilst 10 areas are identified as 'green' as already implemented in full, most are 'amber' meaning that the recommendation or AFI is expected to be implemented by the required deadline.
- 3.17 A governance process is in place to assure SCT of progress against all areas. Reference points 3.18 to 3.22 provide a summary of the five AFI areas and the force's progress against them.
- 3.18 *AFI 1: Forces' use of vetting interviews is an area for improvement. In more cases, forces should interview applicants to explore adverse information of relevance to the case. This should help with assessing risk. When they carry out such interviews, forces should maintain accurate records and give copies of these to interviewees.* The force has established a new vetting interview process in response to this AFI. All interviews are undertaken by the Force Vetting Manager or the Deputy Force Vetting Manager. To support resilience the team is piloting a training course to upskill the vetting officers who have not been formally trained in interview skills. This is set for May 2023, after which point delivery of vetting interviews can be more widely supported.
- 3.19 *AFI 2: Automated links between force vetting and HR IT systems are an area for improvement. When specifying and procuring new IT systems for these purposes, or developing existing ones, forces should seek to establish automated links between them.* This national AFI is relevant to the force as there is no current link across the vetting and HR IT systems. A new HR system is currently being developed, and it is

hoped through this process that functionality could be explored to support the vetting requirements. However, this may not fully support all the benefits which are expected through a fully integrated system, but the team will work to mitigate any risks when more details are known. Timescales cannot be confirmed for mitigation of this AFI.

- 3.20 *AFI 3: Forces' understanding of the scale of misogynistic and improper behaviour towards female officers and staff is an area for improvement. Forces should seek to understand the nature and scale of this behaviour and take any necessary action to address their findings.* The force is in a strong and developing position against this AFI with work being undertaken to address the Violence Against Women and Girls (VAWG) pillar of 'Trust and Confidence'. The Professional Standards Department is working collaboratively with the force's VAWG coordinator, Head of Corporate Communications, and the Organisational Development and Culture Partner to understand the nature and scale of this behaviour. External and internal campaigns have been successfully launched to help understand the nature and scale of the problem, but also focussing employees on the force's values and behaviour framework and 'upstander not bystander' and 'No More' campaigns. Further work in this area was detailed in the December 2022 PAB report.
- 3.21 *AFI 4: Forces' data quality is an area for improvement. Forces should make sure they accurately categorise all items of sexual misconduct intelligence. Sexual misconduct cases that don't meet the definition of Abuse of Power for a Sexual Purpose (AoPSP) (because they don't involve the public) shouldn't be recorded as AoPSP.* Work ongoing with the Counter Corruption Unit analyst, performance analyst and utilising a recent health check report to support progression of this AFI within suitable timescales.
- 3.22 *AFI 5: Workforce awareness of corruption-related threats is an area for improvement. Forces should routinely brief police officers and staff on the pertinent and sanitised content of their annual counter-corruption strategic threat assessment.* South Yorkshire Police is compliant in this area. Student officers receive training input prior to district deployment and later in years one and two training, at sergeants and inspectors development programmes, investigating officers, custody, Atlas Court, Special Constables training delivery. These inputs include the areas of vulnerability from the control strategy which are detailed within the strategic threat assessment. The revised student officer input and delivery throughout 2022 has resulted in no student officers receiving that input being subject of a gross misconduct investigation for computer misuse. In comparison, four student officers trained in 2021 were dismissed on accelerated hearings for computer misuse.
- 3.23 The PSD team are working with internal audit colleagues to complete a pre-audit inspection of the force's vetting processes, and progress against recommendations. Significant progress has and will continue to be made and the force is very much welcoming the HMICFRS inspection of the Vetting Unit in April 2023 in support of this long-term delivery.
- 3.24 Internally the force has set a strong governance structure, which is headed by the Deputy Chief Constable and supported by the Superintendent Head of Professional Standards. The Deputy Chief Constable holds an intrusive review meeting every month in which every gross misconduct investigation and the respective staff member's suspension or restriction is reviewed. This ensures accountability at the

highest level and assures the timeliness, compliance with the regulatory framework, and welfare of all involved.

- 3.25 This process is fully embedded, and in 2022/23 the force has referenced this governance to auditors, on request for information linked to the areas of the VAWG strategic delivery plan, national Police Perpetrated Domestic Abuse super complaint, and vetting inspection recommendations.
- 3.26 The Professional Standards Department (PSD) take ownership wherever possible of all criminal investigations involving a member of SYP staff. On rare occasions and dependent on the nature of the investigation, it may have a responsibility shared within colleagues within the Protecting Vulnerable People specialism. At all times however, Professional Standards retain oversight of the criminal investigation, and it is audited and reviewed as part of the monthly governance process, because the conduct regulations are engaged.
- 3.27 South Yorkshire Police's approach to utilising Regulation 49 Police Conduct Regulations 2020, the accelerated misconduct hearing procedures, has been shared nationally at the Professional Standards and Ethics conference in Nov 2022. Head of PSD, Superintendent Delphine Waring gave a presentation at the conference on the force's use of these procedures with reference to a specific case. She has since been asked to redeliver this presentation to another force, which is keen learn from the experience in South Yorkshire.
- 3.28 Engaging the option of 'special conditions' / accelerated procedures is explored at the monthly review meeting and has been utilised successfully throughout 2022, for five officers subject of separate investigations. The impact of this is that whilst any linked criminal or misconduct proceedings are progressed the officer is not suspended on full pay.
- 3.29 The clear challenge for the policing service is the understandable high profile scrutiny at a national level, and any local reports of internal misconduct or criminality. Not for reputational impact alone, but more significantly the impact this may have on the public trust in the police, and particularly on a victim's willingness to come forward to report an incident to the police. Trust and confidence in the police is earned, and whilst the HMICFRS inspection findings of South Yorkshire Police are of a force which delivers an outstanding service in this area and in protecting vulnerable victims, it is a real concern that the actions of very few may reduce public confidence in the service.
- 3.30 Following the reporting of David Carrick, Chief Constable Lauren Poultney circulated a message internally, acknowledging the questions that all police officers, staff, volunteers and public would have about the type of police service South Yorkshire Police is. Within this, she said *"I, like you, hate being represented by the worst of us but until we root out these corrupt officers, they will continue to dominate headlines, create terror in our communities and unpick the hard work we carry out to build trust and confidence."* CC Poultney is the national lead for Counter Corruption and the force is heavily invested in supporting the national and local delivery.



- 3.31 In January 2023, came the successful prosecution of a South Yorkshire Police officer, who was found guilty of one count of sexual assault, following a trial at Leeds Crown Court. The incident occurred when the officer was off duty in October 2020. It was subsequently reported to PSD by the female victim of the assault. PC Paul Hinchcliffe will be sentenced on 27<sup>th</sup> February 2023. His internal misconduct case progressed to a gross misconduct hearing on 8<sup>th</sup> February 2023, which would have seen his dismissal had he not resigned. He will now be placed on the police barred list, which means he will never work in policing again.
- 3.32 Superintendent Waring is keen to reassure the public that the force *“remains firmly committed to ensuring our workforce reflects the high standards the people of South Yorkshire rightly expect, and will continue to take appropriate action when this does not happen.”* The force messaging is clear – there is no place in South Yorkshire Police for people who display such criminal behaviour.
- 3.33 It is envisaged that the significant progress the force is making in support of the vetting recommendations, as shared with the National Police Chief’s Council, will support the future workforce progress. The force has a number of clear reporting routes and internal support options available for those who report the inappropriate behaviour of colleagues – something that the PSD lead considers has been important in increasing awareness across the organisation.
- 3.34 Nationally work is taking place with the Police Crime Prevention Initiatives board (<https://www.policecpi.com/>). The board have worked with the company who maintain the Police National Database (PND), to consider how PND and its data can be used to support screening processes to improve the integrity levels within the police service.
- 3.35 The government direction is that all policing staff officers, staff, specials and volunteers) will be subject of a Police National Database check before 31 March 2023. An internal working group of the relevant senior leaders is working to deliver against the directive, which is operating on a phased approach. This will start with the ‘historical data wash’ of personal data, submitted in February 2023. The checks and results will be available to the force by the end of March 2023, and the review of any results will be finalised by the force to the directed timescales of October 2023.
- 3.36 This work is taking place in addition to the current vetting processes, which are:
- Recruitment vetting is undertaken pre attestation/on appointment and lasts for 10 years. The College of Policing Authorised Professional Practice currently mandates a review every 10 years.
  - In South Yorkshire, the force undertakes a review at 5 years – this is social media checks, associates, any changes to circumstances including personal/financial, PND, Police National Computer (PNC), and internal systems checks.
  - PSD also include further checks of PND, PNC, and internal incidents and crime systems two weeks before a new officer joins the force.
- 3.37 The need for proactivity has never been more apparent, and Superintendent Waring has been supported by the Senior Command Team to amend the process to ensure a review of vetting for all student officers will now additionally take place at two or three years into their service (depending on their entry route). Until this has taken place, the

student officer will not be confirmed in post. The selection of the student category for this change in process has been determined by the increased likelihood of change in personal circumstances (given the age range for students), and there is evidence in student officer gross misconduct cases for the force to justify such action.

- 3.38 The force cannot reduce any business-as-usual work for the PSD team in supporting this change, and as such, demands into the unit, and subsequent costs to the organisation will be expected to increase. The Home Office funding for the national PND checks is also awaiting clarification. The projected demand for the team is being assessed and will be presented to the Senior Command Team for an informed decision to be taken. This will also include consideration and costings for the option of introducing increased vetting checks for all staff.
- 3.39 The force has been described by HMICFRS as a 'learning-centred organisation'. The organisational approach is to actively look for areas to improve upon, and the force takes learning not just from HMICFRS feedback, but also from issues identified internally and other national good practice.
- 3.40 The force has developed a Lessons Learnt board, which is supported by PSD Chief Inspector Sarah Gilmour. The board, providing additional assurance through OPCC attendance, identifies individual or organisational learning from complaints or misconduct investigations. Its purpose is to ensure the force is not only improving the knowledge and understanding of the workforce, but also ensures the force is able to make any necessary improvements and put preventive measures in place to address the learning.
- 3.41 From the findings of the board, the department will deliver training inputs to students, investigators, sergeants and inspectors, in order to prevent reoccurring themes & reinforce standards of professional behaviour. The current focus of the board is to support improvements in the recording and updating of road traffic collisions and better deliver the process of returning of property to victims.
- 3.42 In addition to the regular knowledge input, PSD are working to produce a professional standards 'knowledge hub'. This will be an internal portal where the department can share lessons learnt, common themes & case studies with officers. Acknowledging the ethical challenge, which is often present in decision-making, the portal will include ethical dilemmas and proactively offer challenge to workforce thinking around difficult situations & scenarios. This continuous learning hub will be the platform where officers, staff and supervisors can access everything they need linked to professional standards & ethics at any time of day or night.

### **Legitimacy in our actions**

- 3.43 In the December 2022 PAB report, the force updated on the Hate Crime strategy which was in the process of being reviewed and refreshed for the period 2023-2026. This has not yet been ratified, but is proposed to cover the following objectives:
- Work with our partners and communities to prevent hate crime whilst developing a better understanding of the nature and extent of hate.

- Analyse hate incidents and crimes to identify vulnerable victims, repeat locations and suspects, identifying trends or patterns to take proactive steps to prevent offending.
  - Through internal and external scrutiny, improve the effectiveness of our operational response to hate crimes and quality of investigations to maximise opportunities to bring offenders to justice and share any organisational learning.
  - Promote awareness to increase confidence of victims and communities to report hate, ensuring access to victim support services is consistent across the county.
- 3.44 The strategy direction remains for the force to work proactively to reduce hate criminality and encourage reporting. The following points (3.45-3.51) outline examples of recent activities taking place across the districts which demonstrate this continued focus.
- 3.45 Barnsley's hate crime coordinator has been in liaison with TransBarnsley, a weekly support group for Transgender and Non-Binary individuals and their families. In October 2022, the group requested training to better understand the definition of hate crime, what it is, the impact it has and the support available, as well as ways to report. The new hate crime coordinator recently contacted the group to follow up on the training, who have requested to act as a third party reporting centre in the future. This is considered an excellent step for the public in Barnsley, and the lead will be meeting with the group in the coming weeks to arrange the appropriate third-party training.
- 3.46 Sheffield United Football Club have an active LGBTQ+ supporters group, which the coordinator in Sheffield was keen to see if could be of benefit to the Sheffield Wednesday fans. The lead of the Rainbow Blades has welcomed the idea of such a group as an opportunity for community inclusivity, and both leads are keen to ignore the traditional rivalry as might be expected by opposition fan groups. The Premier League subsidiary group have been met with to explore funding opportunities and club officials are considering their support to such a group.
- 3.47 Rotherham United Football Club is also engaged with their local hate crime coordinator to promote the openness of the club to all communities with specific focus on the LGBTQ+ community.
- 3.48 The force's coordinator in Doncaster has been working with the Doncaster Rovers Community Team to provide a hate crime education session with the specific focus on deterring racism by young people attending matches. This approach has been seen to be beneficial across youth clubs and several schools, and the hate crime coordinator is hoping to meet with the community team on a regular basis to prioritise activity.
- 3.49 Increasing the voice for minority groups is part of the work of the hate crime coordinator within districts. The Doncaster People Focussed Group, who received the Queens Award for Voluntary Service in 2022, have facilitated engagement events for the force with a bespoke workshop on hate crime with the Doncaster Muslim Women's Group. As a result, six of the members of the women's group subsequently attended the December Independent Advisory Group for the district and two have applied to become full time members of the IAG in Doncaster.

- 3.50 Within South Yorkshire there has been a recent instance of 'revenge porn' where a victim was targeted because of her Muslim faith. It is considered that there will be victims across all religions and communities who may find it difficult to report incidents due to the negative connotations linked to the sharing of images. Sheffield's hate crime coordinator has worked closely with the Revenge Porn Helpline, based in Devon (the only helpline of this nature in the UK). The helpline has the capability to remove maliciously uploaded images from the internet, minimising the turmoil for the victim of the sharing of images.
- 3.51 The staff working on the helpline have told the coordinator that they are sometimes told by victims of a negativity from the police service generally in the reporting of such circumstances, with perceived judgement of victims for initially sharing the initial images. This is not something that South Yorkshire Police would condone from its workforce. From learning this anecdotal national feedback, the Sheffield coordinator is working to increase awareness of the helpline across local communities, through the distribution of leaflets and online sharing with partners and community contacts. The coordinator is also now working with the force's training department and the helpline and has successfully arranged for a training input for officers across the force. The training video offers advice on positive engagement with victims and is hoped will support the victim experience in South Yorkshire.
- 3.52 External scrutiny by members of the public is invited in support of the force's delivery of Use of Force and Stop and Search activity. The force lead for Use of Force is continuing to embed the external scrutiny panel, which has now met on five occasions. The panel members are growing their confidence in observing use of force procedures and can provide appropriate challenge to the force where necessary, in the role of a critical friend.
- 3.53 To date, there have been several learning points drawn out, all of which are fed back to the specific officers and the wider organisation. While there is currently a cohort of twelve panel members, usually between five and seven members attend the meetings. To increase the public access to this panel the force has recently advertised for further panel members and have attracted 30 members of the public who will attend a familiarisation event in the coming weeks. The lead is hopeful this will provide a greater number of regular attendees to the panel meetings.
- 3.54 The new force lead for Stop and Search, Chief Inspector Gareth Thomas has now held an internal and external panel, and has noted that whilst the meeting itself was productive, the demographic of the external lacked ethnic diversity. On the back of this he worked with the force's Corporate Communications department to develop a new recruitment drive, particularly into some of the force's lesser heard communities. This has been coupled with the recruitment opportunity being raised through all the district Neighbourhood Action Groups, which are more representatively diverse. Contact has also been made with local senior schools (sixth forms), and with both universities within Sheffield to join their recruitment service and area. As a result, the lead is hopeful that following several interested applicants, the force can ensure that the diversity within the panel can be positively developed in the coming months.

- 3.55 It is notable from the HMICFRS inspection that an area of innovative practice was identified in the force's use of technology to support external scrutiny of stop and search encounters. The remote viewing of body worn video footage is not something all other forces have, and it was noted by the inspectorate that the footage generated discussion among the scrutiny group to support the feedback to be given to officers.
- 3.56 Since the previous update provided on stop and search activity, the 2021 Census has started to be published nationally and the force is now able to review the datasets for stop and search to see the impact of the revised population figures. In 2022/23 to date (April 2022 to January 2023), officers across South Yorkshire searched 9,359 individuals as part of crime prevention activity. Of these searches, 64 per cent of those subject of a stop and search self-defined as white (5,987 people), and four per cent of those subject of a stop and search self-defined as black (379 people). The volumes for black people are included within the classification of other than white, which accounts for 14 per cent of total searches (1,356 people).
- 3.57 Whilst this shows a higher volume of white people stop and searched, in comparison to the population size (which is 88 per cent white, 12 per cent other than white, 2 per cent black) the proportion of black people being searched, and people classified as other than white being searched is higher than for white people.
- 3.58 The disproportionality rate must also be balanced with the understanding of the outcomes of searches. Overall, 29 per cent of all searches effected some policing action to be taken as a result of the search (known as a positive outcome). The breakdown by ethnicity shows a higher proportion of searches on black people and people classified as other than white, than on white people, however the positive outcome rate is significantly higher at 36 per cent and 35 per cent respectively. Although, it is also important to note that 22 per cent of searches had no self-defined ethnicity recorded.

Ethnicity	Searches	% Searches	Positive Outcomes	% PO
White	5,987	64%	1,840	31%
Black	379	4%	136	36%
Asian	645	7%	205	32%
Other	114	1%	44	39%
Mixed	218	2%	85	39%
Not Stated	2,016	22%	386	19%
Other than White	1,356	14%	470	35%
Total	9,359		2,696	29%

- 3.59 The force has now recruited into an analytical role to support the development of a full spectrum understanding of the data held on systems in relation to ethnicity. This will support a strategic drive to understand the force position in respect of disproportionate data findings, and more importantly to assess the causative factors of such any significant differences in datasets across the demographic picture. Whilst this work is in its infancy, one critical element of learning for the organisation is in making improvements in the capture of specific aspects of personal data.

- 3.60 As previously mentioned, in total, 22 per cent of stop and searches recorded in the ten-month period did not have an ethnicity stated. Having a full picture for all searches is something the force is working towards, to provide greater confidence in the insight that can be gained from the analysis. HMICFRS also set an area for improvement for the force to improve the recording of reasonable grounds for stop and search occurrences, and noted the steps the force has already taken to improve the recording of use of force encounters.
- 3.61 Policing legitimacy can also be influenced in the transparency of information provision. Whilst not all policing activity can or should be made available to the public, the force works to support a two-way conversation where possible with our communities.
- 3.62 All districts have local access to update their own social media accounts, which provides an opportunity for current and timely updates on a geographical basis. This allows local policing teams to make followers aware of any issues within the local area, and to use the tools available to interact with more people in the community.
- 3.63 Local areas are now using QR code surveys more often in relation to problem solving approaches, as another way of the public feeding in information to their local teams and telling the force of their perception of issues in the community.
- 3.64 'Partnership walk arounds' with police and partners take place within communities to enable the public to speak directly to officers and their partnership counterparts in an informal way. This can generate some positive conversations and provide learning for the partnership around locally raised issues.
- 3.65 The force leads for community engagement, Chief Inspector Sharron Wood has reviewed processes and seen that there are some inconsistencies across the force in the extent of public facing meetings that are available with engagement from the police, partners and the public. Whilst some meetings are met with limited attendance it is important to continue providing this opportunity for the public to engage with their local policing teams, and as such the meeting structures are being reviewed.
- 3.66 Additionally, there are some challenges with vacancies across the local policing footprint – this is known to the organisation and the Officer Uplift programme is working to prioritise the allocation of resources based on threat, risk, and harm to the public. It is expected increases will be seen in the available resources in 2023/24, as are currently starting to be felt with initial resources moving in to the district deployable footprint of officers.

### **Victims and Witnesses**

- 3.67 Whilst the force has improved the call answering times for the public, this is only the start of a victim's journey.
- 3.68 The pilot of using GoodSAM<sup>1</sup> within the Force Control Room is now being considered for longer term benefits. Currently it is being used to support a direct video location

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<sup>1</sup> <https://www.goodsamapp.org/>

feed from a person's phone (with their consent), which can be used to identify the location of a road traffic collision, or for people to provide information about 'concern for safety' incidents, and it has been positively used in the location of missing persons.

- 3.69 The Domestic Abuse pilot has seen the GoodSAM system being used for officers to make video calls to victims of domestic abuse incidents (with their consent and where there is no risk requiring immediate or priority deployment). This supports officers by saving the costs and time in travelling, and importantly from a victim perspective can be more convenient and preferential to the arrival of the police officer at their home.
- 3.70 Whilst HMICFRS reported positively about the investigation process generally for victims and provided commentary to support the outstanding grade for the force's protection of vulnerable people, the force is aware that the requirement for a completed and captured victim needs assessment is not fully understood across the workforce.
- 3.71 A victim's requirements are assessed and recorded at an early opportunity but recognising the capture of this information and identifying those who may require an enhanced service has not been done on all occasions. Education has been undertaken to spread the messages forcewide, but the role is now for the approach to become embedded, so the required questions are habitually asked rather than being seen as a separate task.
- 3.72 Positive messaging in recognition of most officers in the organisation who get the process right, and really deliver investigations from the victim-centred focus that is asked of them, is part of the work that the new Victim Rights and Satisfaction thematic lead, Chief Inspector John Crapper, is wanting to develop.
- 3.73 Work is taking place to maintain victim and witness engagement throughout the criminal justice process. For those who are vulnerable and intimidated witnesses the force is using the option for pre-trial recording of the cross examination of the witness so they are themselves removed from the courtroom environment. This is a part of a number of special measures initially introduced through the Youth Justice and Criminal Evidence Act 1999, and requires the agreement of the court.
- 3.74 Following endorsement at the National Police Chief's Council Victims and Witnesses Governance Group, a pilot trialling the role of a Special Measures Advisor (SMA) has been initiated, and South Yorkshire Police were provided with £28,000 funding to recruit a Special Measures Advisor role. The funding will provide support for a 12-month period, and the SMA is in now place and working within the force's Criminal Justice Unit. Whilst still a in its infancy, the role will support the promotion and application for special measures, providing training and support to staff within the force, and working as a liaison point between the police and the Court Prosecution Service, improving the quality of force submissions.
- 3.75 In October 2022, the force commenced with the Directors Guidance (Charging) Assessment, formerly the 'National File Quality Assessment' process.

- 3.76 The new joint assessment model captures compliance and enables the force to identify key themes and issues relating to file submissions, identifying where improvements can be made. Management information is also available to support local discussion and action between the force's Criminal Justice Unit and the Crown Prosecution Service.
- 3.77 The four criteria under the assessment process are:
- Evidential
  - Disclosure
  - Victim and Witnesses
  - Police charged cases contrary to the Directors Guidance
- 3.78 The force has a good understanding of the process, and it has been implemented very efficiently across the partnership. Appropriate challenges are made and well received when it is considered the assessments are not accurate. Internally, each crime manager at a district is provided with their respective for review and action. Rape cases are included as part of the wider review of cases, but these are additionally reviewed on a weekly basis by the RASSO Gatekeeper post discussed in previous reports.

### **Organisational culture**

- 3.79 Previous reporting has detailed the force focus on leadership and learning, and the HMICFRS inspectors found that 'The force has a 'no blame' culture and continues to use its organisational justice model to guide its decision-making. This model promotes a culture of learning and development'.
- 3.80 The inspectorate also notes the force is developing and professionalising its workforce for the future. Culture and leadership are seen by the force to be fundamental to this process.
- 3.81 The Organisational Development and Culture Team are currently undertaking an exercise to analyse the attendance at Leadership Academy courses to date. This will be presented at the Talent & Leadership Board in February 2023. The findings and next steps from this analysis will be reported in a future update.
- 3.82 Over the course of the coming six months, the key areas of focus for the team will be working with the Chief Constable's office to design and develop a Leadership Pledge event, that will be delivered immediately following promotion boards to successful participants.
- 3.83 The work will clearly define what good looks like within leadership at the specific level, and motivate and inspire each newly promoted leader to have a plan for developing a healthy, positive culture in their respective areas of the organisation.
- 3.84 Other priority areas of activity are to move forward with the current Promotion Process Review, and develop a Culture Toolkit, which will provide leadership teams across SYP with a blueprint for developing and embedding a culture within their areas that aligns with the SYP FIT Values & Behaviours Framework.



## **Workforce plans and representation**

### **Definitions<sup>2</sup>:**

**Ethnic minorities** – The sum of people who self-define their ethnicity as other than White British. Includes white non-British categories as well as categories with skin colour other than white. Does not include those who do not self-define.

**Other than white** - The sum of people who self-define their ethnicity in categories excepting White. Includes the Asian, Black, Other and Mixed categories only. Does not include those who do not self-define.

**LGBT+ (Lesbian, Gay, Bisexual, Transgender +)** – The sum of people who have disclosed a sexual orientation other than heterosexual and/or who identify as trans.

- 3.85 HMICFRS found that South Yorkshire Police is good at building and developing its workforce, with specific mention of increasing the diversity of the workforce. In general terms, the force has a good representation of women (which has been an area of focus over the years), and has been working on the wider representation challenge of attracting and retaining an ethnically diverse workforce.
- 3.86 South Yorkshire Police's workforce ethnicity demographics have remained a stable proportion of the overall workforce throughout the recent growth in headcount. Whilst the force has seen the individual numbers of each under-represented group grow, it has been in proportions similar to the force's original picture.
- 3.87 This is particularly relevant when looking at the Ethnic Minority and Other than white percentages, which have remained stable in percentage point terms over the past three years for both officers and staff. As a result, whilst the 2021 census data is reporting a growth in population for these groups, it has not yet transitioned in to a larger proportion of the workforce.
- 3.88 To actively change workforce proportions is proving difficult and there will need to be ongoing and sustained work to attract and retain diverse talent to South Yorkshire Police through the existing mechanism of community engagement, and by employing more opportunities for positive action.
- 3.89 The 2022/23 recruitment percentages for officers and staff show an encouraging start to this work and there is demonstrable progress in these efforts, as shown the in recruitment tables, but the investment in diversifying the force remains a long-term goal.

<b>Police officers 2022-23</b>	<b>% female</b>	<b>% ethnic minority</b>	<b>% other than white</b>	<b>% disclosed disability</b>
Q1	44.8%	6.7%	2.9%	7.6%
Q2	33.6%	9.1%	4.5%	2.7%
Q3	51.0%	12.2%	4.1%	6.1%
<b>Total</b>	<b>41.3%</b>	<b>8.7%</b>	<b>3.8%</b>	<b>5.3%</b>

<sup>2</sup> Cabinet Office guidance on Writing about Ethnicity: <https://www.ethnicity-facts-figures.service.gov.uk/style-guide/writing-about-ethnicity>

<b>Police staff 2022-23</b>	<b>% female</b>	<b>% ethnic minority</b>	<b>% other than white</b>	<b>% disclosed disability</b>
Q1	66.7%	6.9%	3.9%	4.9%
Q2	70.3%	9.5%	6.8%	9.5%
Q3	56.8%	8.0%	3.4%	11.4%
<b>Total</b>	<b>64.4%</b>	<b>8.0%</b>	<b>4.5%</b>	<b>8.3%</b>

3.90 The updated representation figures for Q3 2022/23 are shown in the table below:

<b>Employees</b>	<b>% female</b>	<b>% ethnic minority</b>	<b>% other than White</b>	<b>% identify as LGBT+</b>	<b>% disclosed disability</b>
Police Officers	36.6%	5.0%	3.4%	4.4%	3.5%
Police Staff	65.8%	5.1%	3.6%	3.0%	4.5%
Specials	23.9%	9.1%	8.0%	4.5%	8.0%
Volunteers	49.5%	5.9%	5.9%	0.0%	2.0%
<b>Total</b>	<b>49.7%</b>	<b>5.1%</b>	<b>3.6%</b>	<b>3.7%</b>	<b>4.0%</b>

3.91 The force would like to achieve a greater balance of female representation across police officer ranks, with a focused improvement at Sergeant level as this becomes the talent pool for the senior ranks over the next five to ten years.

3.92 Female representation in police sergeant posts is at 30.4 per cent in Q3 2022/23, (Q2 2022/23 it was 28.5 per cent female). There are police sergeant promotion boards taking place at this time, which are expected to open up further opportunities to increase female representation.

3.93 Detective sergeants have a higher female representation with 40.5 per cent of sergeant posts occupied by female officers. The detective ranks generally are more highly represented by female officers than their uniform rank counterparts.

3.94 The male/female representation split shows the most balance at the ranks of chief superintendent (50 per cent), chief inspector (41.5 per cent) and chief officers (42.9 per cent).

3.95 Ethnic minority representation in police officer leadership roles continues to be low at all levels. The force does not currently have any ethnic minorities officers above the rank of chief inspector (2.4 per cent), detective chief inspector (4.3 per cent) and inspector (3.7 per cent). That is no ethnic minority representation of superintendents, chief superintendents, or chief officers.

3.96 Ethnic minority representation at sergeant rank has remained stable (2.9 per cent) and detective sergeant (2.3 per cent) has not changed over the last 18 month period. Again, through the promotion process, these statistics will expect to see some change within Q3 and Q4 2022/23 as promotions are confirmed.

3.97 As the national Police Uplift Programme has progressed, the force has seen similar reductions in recruitment numbers, as experienced nationally in the scrutiny of new applications. South Yorkshire Police has through this time remained committed to the

professionalization of policing, and the degree programme scheme, with a focus on quality applications over quantity of applications.

- 3.98 To attract and develop the best talent, all of the force schemes take at least two years to complete, and are designed to provide the future officer workforce with both the professional qualifications and the skills required to deliver a high quality modern policing service to the communities of South Yorkshire.
- 3.99 The process for each applicant takes around ten months as candidates undertake several stages of assessment including the national assessment centre, force interview, occupational health and fitness assessments as well as a comprehensive vetting process before joining the force as a student officer.
- 3.100 The force runs advertising campaigns in cycles so they open and close throughout the year, and through careful planning, have been able to successfully recruit to all the required cohorts planned for 2022/23.
- 3.101 Four police officer cohorts will join the force in 2023, through the following routes:
- January and March - Police Constable Degree Apprentices - 74 officers
  - February – Degree Holder Entry Programme - 50 officers
  - March – Detective Now Programme - 24 officers
  - The force’s recruitment campaign for the Police Officer Degree Apprenticeship is open for applications until 28th February 2023, for a prospective October 2023 start with an anticipated cohort of 60 Officers.
- 3.102 The talent market for 2022/23 has been particularly turbulent nationally, where employees are reassessing their employer offer around work/life balance, wellbeing and reward packages. More officers are now reaching their ‘planned’ leavers points such as retirement, but this is coupled with an increase in ‘unplanned’ leavers from within the newer cohorts, which is resulting in an increased leaver ratio.
- 3.103 This is a complex picture so to understand the actions our force needs to take we need to look further at the wider evidence. The National Police Chiefs' Council (NPCC) strategic Assessment of Workforce 2022/23 report notes that forces nationally are seeing higher resignation rates for females and for ethnic minority officers, which have been consistently higher than for their white and male colleagues over time. Higher levels of leavers are also seen for female officers in mid service (10-20yrs), potentially linked to the practical application of ‘flexible’ working.
- 3.104 Leaver rates are higher for ethnic minority officers in early years, and specifically for Asian officers. The reasons are not fully understood but work is ongoing with the staff networks to understand this, which indicates a potential disconnect between religious and culturally sensitive workplace policies and actual practice. The College of Policing is developing a practical guide to support forces in this area.
- 3.105 The NPCC research shows that the decision to leave appears to be considered, rather than taken quickly, and for most leavers the decision took around six months to evolve. The main factors cited are:

- Perceptions of management support, and not feeling valued. This seems critical in determining commitment to the organisation. The immediate supervisor role is key.
- Perceived lack of opportunities for development, through promotion, diversification or specialisation.
- Organisational support and the culture of the organisation. Some studies highlight perceptions of unequal treatment/discrimination as factors leading to resignations.
- Balancing quality-of-life issues and family responsibilities with the job, particularly for female officers.
- Ongoing demand pressures including picking up demand from other parts of the public sector.

3.106 Actions South Yorkshire Police is taking to address some of these key factors include leadership development; the SYP Values and Behaviours Framework; Smarter Ways of Working; and the work of the Equality Hub and the 12 associated diverse networks.

#### **4 FUTURE DIRECTION/DEVELOPMENT**

4.1 SYP will focus on the following areas of delivery

- Continuing to deliver the Uplift programme and understand how resourcing requirements can best be met.
- Developing the opportunities presented through focus on organisational culture, with the embedding of the Values and Behaviour Framework and the continuing development of the next phases of the Leadership Academy
- Focussing on activity to support the effective recruitment and retention of a workforce representative of our communities
- Delivering an excellent service to victims of crime throughout the process of an investigation
- Assuring fair treatment of the public within all aspects of service, with a focus on developing advisory groups, ensuring transparency and appropriate scrutiny of force delivery.

#### **5 COMMUNICATIONS**

NONE

#### **6 EXCEPTION REPORTING**

NONE

**Chief Officer Lead:** Deputy Chief Constable, Tim Forber

**Report Author:** Head of Performance and Governance, Tania Percy

**END**

**PUBLIC ACCOUNTABILITY BOARD OF THE SOUTH YORKSHIRE POLICE AND CRIME  
COMMISSIONER AND THE CHIEF CONSTABLE**

**DATE: 08 MARCH 2023**

**REPORT OF THE CHIEF CONSTABLE**

**HMICFRS UPDATE REPORT**

**1 Report Objectives**

- 1.1 To inform the Public Accountability Board that South Yorkshire Police has effective arrangements in place to monitor and progress recommendations made by Her Majesty's Inspectorate of Constabulary, Fire & Rescue Services (HMICFRS).

**2 Recommendations**

- 2.1 That the Public Accountability Board consider and discuss the content of this report and are assured that the force has effective governance and monitoring arrangements in place to address recommendations made by HMICFRS.

**3 Background Information**

- 3.1 HMICFRS independently assess and report on the efficiency and effectiveness of police forces and policing, to drive improvements in the services provided to the public. Their annual inspection programme for police forces in England and Wales is subject to the approval of the Home Secretary under the Police Act 1996.
- 3.2 HMICFRS is an inspectorate, not a regulator. Where regulators have powers of intervention, direction and enforcement, inspectorates have powers to secure information, but no powers to give orders for change. The HMICFRS recommendations are not orders and it is for the Chief Constable and the PCC to take action resulting from those recommendations.
- 3.3 In 2018, the force established a strong internal governance process in support of delivery against HMICFRS actions and is committed to undertaking activity in support of improvement.
- 3.4 The Deputy Chief Constable holds a regular HMICFRS Gold Group meeting with the Senior Command Team, where they are accountable for progress against the HMICFRS causes of concern, areas for improvement and recommendations relevant to their areas of business. Each Senior Command Team member holds separate meetings with their respective portfolio heads of department and districts and feeds progress into this Gold Group.
- 3.5 The Strategic Delivery Unit within the Performance and Governance department supports the Deputy Chief Constable and the Senior Command Team with HMICFRS

related work and actions. The SYP HMICFRS Force Liaison Officer (FLO) working within the Strategic Delivery Unit provides an effective two-way link with the HMICFRS Force Liaison Lead Officer (FLL). The FLO attends regular meetings with HMICFRS to ensure the force is up to date with HMICFRS related work.

- 3.6 Every active HMICFRS action plan for SYP, with the causes of concern, areas for improvement and recommendations, is recorded on a “tracker<sup>1</sup>”. This aligns the strategic lead officers and the business area owners to current progress against the action plans (and now cross-references with the new force management statement areas). The console and tracker is managed by the FLO in the Strategic Delivery Unit and it allows the force to access other forces’ reports (where they are graded as outstanding) so best practice can be researched.

#### 4. **PEEL 2021/22 – An inspection of South Yorkshire Police**

- 4.1 The HMICFRS PEEL Inspection for South Yorkshire Police was published on the 2<sup>nd</sup> of February 2023. The below graded judgements are how the force is performing in this round of PEEL:

Outstanding	Good	Adequate	Requires improvement	Inadequate
Preventing crime	Recording data about crime	Responding to the public		
Protecting vulnerable people	Investigating crime			
Good use of resources	Treatment of the public			
	Managing offenders			
	Developing a positive workplace			

- 4.2 South Yorkshire Police was graded in 9 of the 10 judgement areas: ‘outstanding’ in three areas, ‘good’ in five areas and ‘adequate’ in one area. The force is yet to receive its graded judgement for disrupting serious and organised crime (SOC) and vetting and counter corruption until further inspections have taken place. The PEEL Inspection report is now available to the public and can be viewed in full via the official HMICFRS website.<sup>2</sup> South Yorkshire Police has made a significant improvement, reflected in the highest grades it has achieved so far.
- 4.3 During the PEEL inspection, South Yorkshire Police have had one longer standing Cause of Concern signed off by HMICFRS, including six Area for Improvement. In

<sup>1</sup> Interactive excel IT solution

<sup>2</sup> HMICFRS (2023) PEEL 2021/22 – An Inspection of South Yorkshire Police. Access Online: <https://www.justiceinspectorates.gov.uk/hmicfrs/publications/peel-assessment-2021-22-south-yorkshire/>

summary, the force received four Areas for Improvement (AFI) during this inspection and retains one AFI which still applies from 2018. The AFIs listed within this report are already progressing within South Yorkshire Police, which is positive. The below summary provides all main findings and AFIs within the report.

- 4.4 There is no graded judgement for victim service assessment. The inspectorate reports the following:
- The force needs to improve the time it takes to answer emergency and non-emergency calls. Repeat and vulnerable victims are identified well.
  - The force, in most cases, responds to calls for service in a timely way
  - The force is good at recording reported crime
  - Investigations are allocated to staff with suitable levels of experience
  - The force carries out effective and timely investigations
  - The force doesn't always assign the right outcome type. Victims' wishes and offenders' backgrounds are usually considered but an auditable record of victims' wishes isn't always held
- 4.5 HMICFRS has rated the force as **GOOD** for crime data integrity. Within this section, the inspectorate describes the force as good at recording crime and report the following:
- The force is good at recording rape offences
- 4.6 There are no Causes of Concern set by HMICFRS. There was one Area for Improvement under 'Crime Data Integrity':
- AFI from 2018 still applies: the force should improve how it collects diversity information from victims of crime and how it uses this to inform its compliance with its equality duty.
- 4.7 HMICFRS has rated the force as **GOOD** for engaging with and treating the public with fairness and respect. Within this section, the inspectorate reports the following:
- The force engages well with diverse communities to understand and respond to local problems
  - South Yorkshire Police actively seeks the views of people in the local area
  - The force seeks advice on how to engage specific audiences
  - The force uses technology in an innovative way for the external scrutiny of stop and search encounters
  - The force understands the make-up of its local communities and communicates well with them
  - The force encourages people to share their concerns so that it can act on them
  - The force makes good use of social media to engage with different audiences
  - The force seeks independent advice from community representatives to inform its communication and engagement
  - The force encourages people to get involved and works well with volunteers from its local communities
  - Officers and staff are trained in how to communicate effectively with the public and without bias
  - Officers and staff receive training in how to use force appropriately and how to interact during a stop and search encounter
  - The force is improving its recording of the use of force

- The force acts in response to scrutiny and challenge to improve officers' use of stop and search powers and use of force
- 4.8 There are no Causes of Concern set by HMICFRS within this section. There was one Area for Improvement:
- The force should improve its recording of reasonable grounds for stop and search occurrences.
- 4.9 HMICFRS has rated the force as **OUTSTANDING** for preventing crime and anti-social behaviour. Within this section, the inspectorate describes the force as outstanding at prevention and deterrence and reports the following:
- The force actively engages with children, young and older people to educate them about how to protect themselves and deter them from crime
  - The force uses innovative campaigns to prevent people from being drawn into crime or becoming a victim of crime
  - The force's approach to problem-solving extends beyond neighbourhood teams and is focused on understanding root causes to achieve sustainable results
  - The force works well with other organisations to prevent and deter people from becoming involved in crime
  - The force is using out-of-court disposals to tackle the root cause of offending to prevent crime
  - The force has a comprehensive performance framework for neighbourhood policing teams
  - The force has a highly effective neighbourhood policing model that prioritises the prevention of crime, anti-social behaviour and vulnerability
  - The force has a good understanding of neighbourhood demand to inform how many officers and staff it needs
  - The force has professionalised neighbourhood policing
  - The force understands what is happening in local communities to inform its approach with partner organisations
  - There is a positive culture of problem-solving across the force, using a structured approach
  - The force actively seeks out and applies evidence-based policing practice
  - The force works well with partners to prevent crime, anti-social behaviour and recurring demand by supporting vulnerable people
  - The force carries out effective problem-solving, with partners, to protect vulnerable people and reduce crime and anti-social behaviour
  - The force values and recognises neighbourhood policing and problem-solving
- 4.10 There are no Causes of Concern or Areas for Improvement set by HMICFRS within this section.
- 4.11 HMICFRS has rated the force as **ADEQUATE** for responding to the public. Within this section, the inspectorate reports the following:
- Officers and staff are trained to identify and assess vulnerable children when incidents are reported
  - The force has professionalised its workforce to better understand mental health
  - Call resolution officers treat callers politely and with respect



- The force is improving how quickly it answers emergency calls and reducing the number of non-emergency calls that are abandoned
- The force has improved how quickly it answers 101 non-emergency calls
- Vulnerable people are identified quickly and risk assessed when they contact the force
- The force has a good understanding of the demand it receives from calls and the staff numbers it needs to address this
- The force has professionalised staff working in its control room
- The force considers the well-being needs of staff working in its control room
- Incidents are prioritised and allocated appropriately by the force control room
- Officers attending incidents understand and assess vulnerability well
- The force has a good understanding of the demand it receives from incidents and the number of officers it needs
- The force has professionalised officers working in its response teams

4.12 There are no Causes of Concern set by HMICFRS within this section. There was two Areas for Improvement:

- The force needs to make sure that call resolution officers give appropriate advice on the preservation of evidence and crime prevention.
- The force should attend all calls for service in line with its published attendance times.

4.13 HMICFRS has rated the force as **GOOD** for investigating crime. Within this section, the inspectorate reports the following:

- Innovative practice highlighted for an investigator handbook which gives guidance on investigating different crime types
- A domestic abuse handbook guides investigators and supervisors on how to support victims of domestic abuse
- The force provides supplementary learning and development for police staff investigators wanting to progress to the next level
- The force is good at investigating crime
- The force has comprehensive oversight of the performance and quality of investigations
- The inspectorate found a more effective and consistent approach to child protection and vulnerable adult investigations
- The force has a comprehensive view of its crime demand, skills and capability
- Provision of digital forensic evidence isn't always timely
- The force has invested in the development of its investigators

4.14 There are no Causes of Concern set by HMICFRS within this section. There was one Area for Improvement:

- The force should improve its consideration of enhanced services to vulnerable victims and how it records victim needs assessments in investigations.

4.15 HMICFRS has rated the force as **OUTSTANDING** for protecting vulnerable people. Within this section, the inspectorate reports the following:

- The force knows who the most vulnerable repeat victims are to be able to safeguard them

- Partner organisations provide information and intelligence that support future plans to safeguard children
- The force makes good use of a police staff team to take forward protection orders to safeguard victims of domestic abuse
- The force uses GPS to locate people who go missing and keep them safe
- The force has a child-centred approach when children are held in custody
- The force communicate well with people who are vulnerable and detained in custody
- The force has highly effective governance in place to protect vulnerable people
- The force understands the scale and nature of vulnerability
- The force has an effective performance and quality assurance framework
- The force listens to the views of victims to improve its processes
- The force works well to protect victims and children from domestic abuse
- The force works well with other organisations to keep vulnerable people safe
- The force works well with other organisations to keep children safe
- The force has access to mental health support services for people in need of support
- The force has stopped the use of custody as a safe place for people detained under section 136
- The force understands the capacity and capability it needs to respond to vulnerable people
- The force has improved the well-being of officers and staff who investigate complex cases involving vulnerable people

4.16 There are no Causes of Concern or Areas for Improvement set by HMICFRS within this section.

4.17 HMICFRS has rated the force as **GOOD** for managing offenders and suspects. Within this section, the inspectorate reports the following:

- The force pursues offenders and suspects well
- The force makes good use of bail conditions to prevent re-offending
- The force has effective structures in place to manage offenders
- The force works well with partner organisations to prevent individuals from re-offending
- The force works hard to protect victims from domestic abuse offenders
- The force understands the benefits and outcomes of managing offenders
- The force has improved its management of registered sex offenders
- The force is effective in its investigations of indecent child abuse images
- The force uses ancillary orders to keep people safe
- The force understands its demand and the resources it needs to manage suspects and offenders effectively

4.18 There are no Causes of Concern or Areas for Improvement set by HMICFRS within this section.

4.19 HMICFRS now inspect serious and organised crime (SOC) on a regional basis. The new inspection seeks to understand how well forces and regional organised crime units (ROCU) work in partnership. The inspectorate will now inspect ROCUs and

their forces jointly and report on regional performance, including their grades in a regional SOC report. South Yorkshire Police will be inspected for SOC later this year, and a grade subsequently published at a later date.

- 4.20 HMICFRS has rated the force as **GOOD** for building, supporting and protecting the workforce. Within this section, the inspectorate describes the force as good at building and developing its workforce and report the following:
- The force is increasing the diversity of its workforce
  - The force raises its workforce's awareness of well-being and where to find help
  - The force helps its workforce manage their mental health
  - The force has trained and developed its volunteer officers to the same level as regular officers
  - The force continues to have an ethical and inclusive culture
  - The force encourages the reporting of genuine mistakes and inappropriate behaviour
  - The force understands the well-being of its workforce
  - The force looks for and removes barriers to well-being
  - The force maintains the well-being of its workforce
  - The force has a good range of well-being initiatives available to staff, but some struggle to find the time to participate
  - The force is expanding its workforce for the future
  - The force is developing and professionalising its workforce for the future
- 4.21 There are no Causes of Concern or Areas for Improvement set by HMICFRS within this section.
- 4.22 HMICFRS now inspect forces separately for vetting and counter corruption. The new inspection seeks to understand how well forces apply national standards, and use of specialist resources and assets. The inspectorate will now report on national risks and performance in this area, including a grade and report on a forces' performance. South Yorkshire Police will be inspected for vetting in the coming months, and a grade subsequently published at a later date.
- 4.23 HMICFRS has rated the force as **OUTSTANDING** for strategic planning, organisational management and value for money. Within this section, the inspectorate describes the force as operating efficiently and report the following:
- The force is efficient in its use of police staff roles to free up officer time
  - The force seeks opportunities to improve through problem-solving and innovation
  - The force has an effective strategic planning and performance framework, which tackles what is important locally and nationally
  - The force understands and manages its current demand well
  - The force has a good understanding of its future demand and is planning to make sure it has the right resources in place to meet future needs
  - The force makes the best use of the money it has available, and its plans are both ambitious and sustainable
  - The force effectively tracks the benefits its changes achieve, leading to better value for money

- The force has an ambitious IT strategy, which will help it improve its effectiveness

4.24 There are no Causes of Concern or Areas for Improvement set by HMICFRS within this section.

#### **2022/23 Inspections for South Yorkshire Police**

- 4.25 In January 2023, South Yorkshire Police was selected to be part of a thematic inspection lead by HMICFRS (with support from the National Police Chief's Council and College of Policing) focusing on how forces prevent homicide, adoption of the NPCC framework and barriers to prevention. South Yorkshire Police is one of eight forces that HMICFRS intend to visit and was the first to be inspected, which took place late January this year. The homicide prevention report will not to be published until late 2023 to early 2024.
- 4.26 South Yorkshire Police are scheduled for a vetting inspection in the coming months, and a regional SOC inspection due to take to place later this year by HMICFRS.

#### **4 Links to the OPCC and/or SYP strategic objectives, and/or links to other key reports/decisions/standards/frameworks**

- 5.1 The PCC's statutory requirement to comment on reports published by HMICFRS regarding police matters under section 55(5) Police Act 1996.
- 5.2 The PCC's holding to account arrangements of the Chief Constable under the Police Reform and Social Responsibility Act 2011.
- 5.3 The South Yorkshire Police Plan on a Page – governance and compliance. The force has effective governance and support arrangements in place to enable it to manage and address the HMICFRS causes of concern, areas for improvement and recommendations.

#### **5 Financial and VfM Implications**

- 6.1 There are no specific financial or value for money implications associated with this report.

#### **6 Implications for service delivery incl: HR, Equality, Legal, Partners, Public**

- 7.1 None

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**Background papers: N/A**

**Other sources and references:** [www.justiceinspectors.gov.uk/hmicfrs/](http://www.justiceinspectors.gov.uk/hmicfrs/)

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## **PUBLIC ACCOUNTABILITY BOARD**

**DATE 08 MARCH 2023**

## **SOUTH YORKSHIRE POLICE PERFORMANCE AGAINST THE POLICE AND CRIME PLAN PRIORITIES**

### **THEME: CHILD SEXUAL EXPLOITATION (CSE)**

## **REPORT OF THE CHIEF CONSTABLE**

### **1 PURPOSE OF REPORT**

- 1.1 This report has been produced following a request from the Police and Crime Commissioner (PCC) to provide information around how South Yorkshire Police (SYP) responds to Child Sexual Exploitation (CSE).

This report aims to provide re-assurance that the ongoing response by SYP supports the OPCC Safer Streets Plan 2022 – 2025 and 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 the contents of this report.

### **3 EXECUTIVE SUMMARY**

- 3.1 South Yorkshire Police (SYP) continues to improve its response to the strategic priority area of Child Sexual Exploitation (CSE), which harms some of the most vulnerable in our communities. As a subject of significant local and national interest, SYP remains committed to accurately representing its capability to reassure the public by adopting a culture of continuous development based on recognised national best practice.

- 3.1.1 CSE is a form of Child Sexual Abuse (CSA) that continues to ruin childhoods and blight communities. Many victims do not disclose abuse at the time exploitation is occurring and some victims/survivors never feel able to disclose, meaning children and future adults continue to suffer in silence, whilst perpetrators may continue offending.

- 3.1.2 CSE offending and risk has continued to evolve during the Covid period, with online based CSE now being recorded as the most prolific offending method within SYP. This is reflective of the national picture around a development from a predominantly community-based contextual risk of CSE to that of a digital threat.

- 3.1.3 Although all children can be at risk of exploitation, it is often those with additional vulnerability that are targeted. The trauma inflicted by exploitation can have a life-changing impact on any child and may prevent them from engaging with professional support. It is essential that the response provided by SYP and safeguarding partners is bespoke to the victim and delivered by professionals that are trauma informed in their practices. Every professional interaction with a victim of exploitation matters and could be the difference in a child accepting support or disengaging.
- 3.1.4 To enhance victim care, SYP continue to develop the trauma informed approach to victims, placing trauma at the centre of how we deliver a compassionate and engaged service through six key principles:
- Safety – keeping and supporting victims to feel safe
  - Trust & Transparency – being clear and transparent with victims to build their trust
  - Peer Support – providing victims with access to peers who are best placed to support them through shared similar experiences
  - Collaboration – continue working with relevant partners to support the victim
  - Empowerment – ensuring the victim is allowed to recover and move on in their life
  - Humility & Responsiveness – ensuring we listen and act on feedback when we make mistakes

## **3.2 GOVERNANCE**

- 3.2.1 CSE continues to be a high priority for SYP and remains a key element on the force's Plan on a Page and Control Strategy, due to the significant impact offending has on vulnerable victims.
- 3.2.2 SYP has appointed leads for CSE:
- Executive Lead – ACC Sarah Poolman
  - Strategic Lead – Chief Supt Shelley Hemsley
  - Thematic Lead – T/DCI Gary Magnay
- 3.2.3 SYP has invested in a dedicated CSE Analyst who produces an annual Strategic Intelligence Profile, which includes a public facing version available via the SYP website. CSE also features within the Force Intelligence Requirement. Identified intelligence gaps are being addressed through the development of a SYP CSE intelligence collection plan.
- 3.2.4 SYP has a dedicated CSE Policy (Pi 10.33) which is refreshed annually, a Child Abuse and Exploitation Strategy 2021 – 2023 and a CSE Delivery Plan. These provide direction and policy as to how districts and officers/staff should respond to reports.
- 3.2.5 Across the force, CSE is supported through a monthly tactical meeting, chaired by the CSE Force Thematic Lead – T/DCI Gary Magnay. This links in to the Monthly PVP Performance Meeting, chaired by Det Supt Paul Murphy – Head of PVP Performance and Governance. Operating above this is the Vulnerability



Theme Leads Meeting, chaired by ACC Poolman, which then links to the Force Performance Day, chaired by DCC Tim Forber. This provides the force with a senior level of oversight from local delivery of CSE to force wide governance. The governance structure has recently been highlighted as an area of strength which allowed senior leaders to have a good level of oversight during the recent HMIC group based CSE thematic inspection.

3.2.6 SYP continue to engage with regional and national partners to ensure we are informed and sighted on best practice, innovation and share collective learning. The collaborative approach increases SYP's ability to be dynamic and to evolve to accommodate changing victim needs and offending behaviour. This includes:

- National Group Based CSE Offending Group
- National Child Sexual Abuse Prevent/Pursue Boards
- Regional CSEA Threat Reduction Group
- Regional Joint Vulnerability and Children & Young Persons Meeting

### **3.3 OVERVIEW**

#### **Crimes**

3.3.1 There were a total of 364 CSE crimes (keyworded) recorded in 2022. This is a reduction of 45 compared to 2021. Since 2013, there has been a year-on-year increase in recorded crimes with a peak in 2018. Since then, however, the numbers have fluctuated, with a reduction in 2019, before a rise in 2020 and then a reduction in 2021. It is unknown what the true extent of the Covid pandemic will be yet, but there will always be some natural fluctuation that is seen in all aspects of monitoring.

3.3.2 From the 364 crimes recorded in 2022, 238 of these related to offences committed in 2022. This leaves 126 reports (35%) that would be termed non-recent reports. This highlights that non-recent reporting still makes up a significant amount of all crimes reported and shows the continuing difficulties faced by victims who are not ready to report crimes.

3.3.3 From the 238 crimes committed and reported in 2022, 61% (145 crimes) had an online element. This is an increase on 2021 by 5%. This increase is in line with national crime recording, yet still sits below the national average of approximately 70%. With the nature of this offending, this will also be a crime type that is under reported, especially with the advances in technology and the fact that younger children are living increasingly internet-enabled lifestyles.

3.3.4 Whilst online offending may be the start of an exploitation cycle, there is evidence that shows the longer this takes place, the more likely it will move to physical contact. SYP has a dedicated Internet Sex Offenders Team (ISOT) which conducts activity to identify and target offenders, working with other

agencies in doing so. SYP is also represented in the regional online exploitation team, which uses covert tactics to identify and target offenders, gathering intelligence and evidence. Regularly throughout 2022, SYP ISOT team were assisted by the regional organised crime unit (ROCU) to conduct proactive targeted activity for those suspected to sexually exploit children.

### **3.4 Outcomes**

- 3.4.1 Securing successful prosecutions for CSE related offences can be challenging. Victims, due to the grooming process, fear, or a genuine belief that they are in a loving relationship, can be reluctant to disclose offences when they are occurring. Some victims report offences a period of time later, when they realise they have been subjected to exploitation, whilst others never feel able to report the abuse they suffered. This aspect is understood to be one of the reasons why non-recent reporting remains so high. To tackle this, police and partners must make determined efforts to build up the trust and confidence with victims, without prejudicing any subsequent attempts for prosecution. Intelligence development and conducting disruption activity relating to offenders and locations remains an essential way of doing everything possible to safeguard victims, to prevent offences occurring and to relentlessly pursue perpetrators. Evidence-led prosecutions are considered at every opportunity; however, these can be difficult to obtain when the main piece of evidence is from victim disclosure. Any consideration for an evidence-led prosecution will always include focus on the victim, their wishes and the potential impact of the action.
- 3.4.2 SYP continues to promote positive outcomes through successful prosecutions and convictions. This is proven to give victims and survivors more confidence to report their own abuse. In addition to this, SYP conduct regular victim surveys and receive national updates about how they can improve engagement with victims/survivors. Training and CPD for officers and staff ensure knowledge and awareness and SYP maintains close working relationships with partners to tackle this together. 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.
- 3.4.3 In 2022, 330 CSE related crimes received a formal outcome, with 7% resulting in a positive disposal, charge/summons or adult caution. However, 8% were closed outcome 14 (Evidential Difficulties Victim Based- Suspect Not Identified: Crime Confirmed But The Victim Either Declines Or Unable To Support Further Police Investigation To Identify The Offender) and 19.4% were closed outcome 16 (Evidential difficulties – Victim does not or has withdrawn support for police action). This clearly shows the challenges that exist in SYP and nationwide in obtaining positive outcomes.

### **3.5 Recording Ethnicity**

- 3.5.1 SYP has continued to maintain robust mechanisms for recording ethnicities for both victims and suspects named on CSE investigations, to ensure compliance with recommendations identified in the most recent independent inquiry into child sexual abuse (IICSA) report. All crimes with identified inaccuracies have been updated, leaving only a small number where it is not possible to know the ethnicity due to the limited information obtained. To ensure continual improvement in this area, SYP now conducts monthly audits to specifically review ethnicities for both suspects and victims in CSE keyworded offences in addition to key data quality markers. Any identified deficiencies are returned to districts for prompt remedy and informs ongoing training plans to ensure we continually learn and improve. The continuous assessment of both organisation and district performance in this area is also part of the monthly PVP performance meetings.

### **3.6 Intelligence**

- 3.6.1 In 2022, there were a total of 528 intelligence reports submitted that related to CSE. This is a decrease of 33 from the 561 that were submitted in 2021. The identified intelligence gaps are highlighted within the CSE Strategic Intelligence Profile and CSE features with the Force Intelligence Requirement, with a dedicated CSE intelligence collection plan now in place to drive performance in this area internally.
- 3.6.2 Each district has in place a partnership third party reporting form so that partners can submit CSE intelligence directly into the respective Local Intelligence Cell (LIC). The submission of intelligence by this route is actively encouraged during partnership meetings. Via the South Yorkshire Child Exploitation Partnership forum, the importance of timely submission of intelligence has been highlighted and training material provided to all partners with regards to the process to do this.
- 3.6.3 Each District LIC has an appointed CSE SPOC. They are responsible for monitoring all CSE intelligence and bringing this to the Child Exploitation Tasking Group (CETG), or district THRIVE, where intelligence is discussed and actioned for development. The CSE SPOC is also responsible for ensuring the district CSE briefing page is maintained and updated as appropriate. ire
- 3.6.4 SYP 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.

Again, this was an area of strength identified by HMIC during the group based CSE thematic inspection.

- 3.6.5 SYP currently has no mapped Organised Crime Groups (OCG) with an identified primary or secondary assessed offending risk of CSE. There are however a small number of individuals who are mapped OCG nominals who have a risk marker for CSE. Organised criminality with regards to CSE has been identified as an intelligence priority and is highlighted on the CSE Strategic Intelligence Profile. The Force Intelligence Requirement and dedicated CSE intelligence collection plan seeks to fill this intelligence gap.
- 3.6.6 All four districts have CSE/Child Criminal Exploitation (CCE) briefing pages on Connect. These contain information primarily about children at risk of CSE/CCE with appropriate development/intelligence collection plans included as required. The briefing pages are maintained by the district LIC CSE/CCE SPOCs and are utilised by all departments across the respective district when briefing their staff. The dedicated briefing pages allow for greater awareness for all local officers regarding victims, suspects, and locations of concern.

### **3.7 VICTIM CARE**

- 3.7.1 SYP continues to adopt a victim-focused approach with the victim being placed at the centre of everything we do. The trauma-informed approach that is being developed will enhance the victim experience further and should provide victims with the additional compassion that supports them through the investigation and subsequent criminal justice system. Bespoke trauma-informed training is being delivered to staff in PVP and other key roles from March 2023.
- 3.7.2 Through our central Investigation Improvement Unit, governance is provided with regards to the quality of all CSE investigations via the Quality Assurance Thematic Testing process. QATT provides an evidence base to identify our qualitative areas requiring investment under 4 key pillars. An identified priority area for all CSE or CSA cases is our ability to provide a victim-focussed approach. The specific question set for supervisors utilising QATT to review investigative quality allows them to deconstruct investigative actions and considerations to ensure this principle is being appropriately applied. This approach directly references recommendations made in both the Jay report and recent Op Linden report from the IOPC. The investigative quality and performance reviewed by the QATT process is captured in the monthly PVP performance packs, which looks to identify trends and developing investigative issues to ensure prompt rectification.
- 3.7.3 SYP has access to ISVA and CHISVA provision ensuring victims of all ages and backgrounds are supported across all four districts.
- 3.7.4 SYP and partners have embedded and tested multi-agency processes for any child identified as being subjected to or at risk of exploitation, as per 'Working

Together to Safeguard Children 2018'. This can take the form of a multi-agency Section 47 (child at risk of significant harm) strategy meeting, Child Protection Conference or referral to MACE – Multi-Agency Child Exploitation meeting. All four local authorities have Child Exploitation Teams which work closely with police to identify, safeguard and support victims. South Yorkshire has a dedicated children's Sexual Assault Referral Centre (SARC) based within the Sheffield Children's Hospital, which provides a dedicated quality provision for all child victims of a sexual, violence or neglect offence.

### **3.8 MACE (Multi Agency Child Exploitation)**

- 3.8.1 The primary mechanism for multi-agency oversight on cases involving Child Exploitation continues to be the MACE process. This is a national framework and is embedded across all four districts of South Yorkshire. All districts hold a weekly MACE which is well attended by multi-agency professionals, including education, health, social care, police, probation, youth crime prevention, youth offending services and psychological services.
- 3.8.2 Children most at risk of exploitation are referred into the MACE process, which includes children subjected to both CSE and/or CCE. Action relating to safeguarding, diversion, prevention, and additional support are outcomes from MACE, which is a victim-focused process.
- 3.8.3 SYP has recently appointed a centralised, dedicated child exploitation officer, whose role will include responsibility for the review of MACE decision making, ensuring consistency of approach across all four districts.
- 3.8.4 South Yorkshire Police were subject to a peer review in September 2021 by the National County Lines Coordination Centre and recognition provided as to how the MACE process had been embedded with partners across the four districts. Since then, the Vulnerability Assessment Tracker has been expanded to incorporate both a CSE question set which includes the signs, symptoms, and indicators of a child at risk of CSE, in addition to a CCE question set. This is a multi-agency tool through which all available information from partners is shared to assess the risk to the child and then create actions in line with best practice guidance from a range of resources such as VKPP, NWG and NPCC. The risk to others such as wider family members or other children is also captured.

### **3.9 Missing**

- 3.9.1 Missing children and sexual/criminal exploitation are known to be intrinsically linked. Children will go missing for a reason and it is important to understand why this is and whether this is due to ongoing exploitation. Following the

implementation of the new Compact missing persons system, SYP has continued to develop and hone the response to missing children, which includes the full review of the return interview process (both SYP and independent) to ensure all intelligence gathering opportunities are being maximised. Recognised national best practice is being identified through the College of Police and the Vulnerability Knowledge and Practice Program (VKPP).

- 3.9.2 SYP continues to ensure all new officers/staff have received additional training for the Compact missing persons system, this includes inputs on recognising and assessing risk, conducting quality reviews, and utilising trigger plans and return to home interviews effectively.
- 3.9.3 All four districts/partnerships are signed up to using the Philomena Protocol when responding to missing children. This provides an evidence-based response to missing episodes, which creates opportunities for officers to make directed enquiries to enhance the prospect of locating the missing child promptly.
- 3.9.4 The use of dedicated trigger plans is now embedded practice across SYP. This has ensured a consistent across the force in what is a key aspect of responding to missing incidents. Like the Philomena Protocol, an effective trigger plan can provide responding officers with a directed approach to increase the prospect of locating the missing child promptly.

### **3.10 SUSPECT MANAGEMENT**

- 3.10.1 SYP takes a positive approach when dealing with all individuals suspected of committing CSE-related offences. All districts have processes in place to proactively identify suspects through intelligence development and conduct activity to relentlessly pursue offenders, taking all police and partnership opportunities to prosecute and/or disrupt their unlawful activities.
- 3.10.2 To strengthen this proactive response, SYP are currently developing a bespoke training package, assisted by SYP legal services, that will educate our staff on civil orders (such as sexual risk orders) and how to make a successful application to mitigate the risk posed by individuals, whom we are unable to obtain convictions for.

### **3.11 Child Abduction Warning Notices (CAWN)**

- 3.11.1 Child Abduction Warning Notices are intended as a disruption tool to prevent inappropriate contact by adults with children who may be at risk of harm because of their relationship. When used appropriately they have been proven

to be an effective measure to prevent further contact. The use of CAWNs has been highlighted in the Home Office enhanced exploitation disruption toolkit as a tactical option for all applicable exploitation concerns.

3.11.2 During the course of 2022 a total of 79 CAWNs were recorded as being issued.

3.11.3 SYP is currently reviewing the use of Child Exploitation Warning Notices (CEWN), a concept originally developed by Merseyside Police. CEWNs could assist in providing an addition tactical option, in circumstances where the limitations of the CAWN prevent its use, for example children aged 16 and above and not in local authority care.

### **3.12 SYP RESPONSE**

#### **District Structures**

3.12.1 Sheffield and Rotherham districts currently have a dedicated CSE/CE team based within a partnership setting. The teams are responsible for the investigation of all CSE crimes as well as intelligence development opportunities. This includes building trust and confidence with victims, considering evidence-led prosecutions and conducting disruption activity, including the proactive targeting of offenders. With the emergence of CCE/County Lines, both teams are responsible for picking up the safeguarding for victims that have been referred through the national referral mechanism (NRM). The team provides representation at the weekly MACE meetings.

3.12.2 Barnsley and Doncaster districts currently do not have a dedicated CSE/CE team, but do have a CSE/CCE SPOC, an appointed officer who attends the weekly MACE meetings and picks up all engagement with partners regarding CSE/CCE. The responsibility for the investigation of CSE crimes falls to the district PVP teams. Disruption activity is conducted by Fortify teams and neighbourhood resources and is managed through the Child Exploitation Tactical Group or equivalent and the district Threat, Harm, Risk, Investigation, Vulnerability and Engagement (THRIVE) process.

### **3.13 PVP Review**

3.13.1 SYP is currently undergoing a force-wide PVP review, which is considering all aspects of PVP delivery. This is being led by Det Supt Paul Murphy (PVP Performance and Governance) and facilitated by our Business Change Team. Included within this review is the force response to child exploitation, including planning around the future structures and resources for each district. Recommendations raised in phase 1 of the PVP review have now been agreed by the chief officer team, which includes the increase in provision in both

Barnsley and Doncaster to create dedicated child exploitation teams. Work has begun to develop the new teams and recruit into the identified roles.

### **3.14 Child Exploitation Tactical Group (CETG)**

3.14.1 All four districts now have a CETG in place. Rotherham takes place weekly, whilst Sheffield, Barnsley and Doncaster are bi-weekly. The CETG is an intelligence led meeting where police and partners attend to review all new and ongoing intelligence submissions, with a view to identifying and understanding the risks and concerns, along with any safeguarding, evidential or disruption opportunities. Information is shared and actions and plans are identified to mitigate/eliminate risks or create further intelligence development avenues. Missing children deemed to be at risk of exploitation are also considered during this process. Partners who attend the CETG include police, children's social care, health, youth offending services, Barnardo's (Rotherham only), local authority CSE teams, housing, licensing and anti-social behaviour (ASB) officers. The CETG process was identified as an area of strength during the recent HMIC thematic CSE inspection;.

3.14.2 All four districts have a monthly Child Exploitation Subgroup Meeting, which falls out of the local safeguarding children partnerships. In Rotherham this is known as a Child Exploitation Delivery Group. Here, strategic decisions are taken with regards to the delivery of child exploitation across the partnership, which are reported back to the Local Safeguarding Children's Partnership Board (LSCPb) for sign off.

### **3.15 Training**

3.15.1 CSE training is embedded within student officer training. This is delivered online by the university and includes the following:

- Definition
- SYP policy in full
- The new Enhanced Disruption toolkit
- Film where a survivor of CSE speaks about her experiences
- Appropriate language toolkit
- Spot the Signs
- Panorama – Stolen Childhoods - film looking at what grooming is
- Models of exploitation and dealing with children at risk of CSE
- Partners and referrals (inc. NRM)
- Instruction to access College of Policing Authorised Professional Practice (APP)
- A paper feed exercise around a missing person (MISPER) investigation where the MISPER is at high risk of CSE



3.15.2 Training around CSE continues to be delivered to officers and staff around the force. Recent examples include district supervisor away days; local referral unit Continuing Professional Development (CPD); Child Matters Training; Op Hydrant CPD.

3.15.3 A dedicated CSE Hydra package has been developed in collaboration with the Metropolitan Police, which will allow frontline officers the opportunity to test their response in an interactive scenario-based environment. This is expected to launch in summer 2023.

### **3.16 Op Makesafe**

3.16.1 Op Makesafe is the national response to raising awareness of child sexual and criminal exploitation to the hotel and leisure industry. It focuses on ensuring that people working within these sectors are aware of the warning signs of CSE/CCE and know how and when to report concerns to the police. SYP has an Op Makesafe SPOC and is a prominent member of the Op Makesafe National Working Group.

3.16.2 Through our dedicated Op Makesafe lead, SYP has participated in the recent national working group along with other forces to design and implement a new national training package for Makesafe. This was after it was discovered that a standardised approach was not being taken force to force. A decision at this panel was that no further test purchase (TP) operations shall be carried out unless it is for a specific operation. The ultimate penalty for not passing a TP is further training so we have recognised that TP in fact puts up unnecessary barriers between the police and the staff when education is the ultimate goal.

3.16.3 SYP has taken receipt of the new national marketing material. These have been branded in house by SYP's Corporate Communications Team and have been distributed to districts via the local Makesafe SPOCs. The material continues to be distributed across South Yorkshire to relevant professionals and establishments.

3.16.4 A flag has been created on Connect specifically for Makesafe investigations in order for appropriate monitoring and governance to take place within SYP, with a refresh of the script provided to call handlers within our force control room.

3.16.5 SYP's intention is to think wider than hotels, in the knowledge that offenders no longer use budget hotels to quite the extent as previously before. We are therefore looking to continue to engage with taxi firms, fast food/dessert restaurants and other locally identified hotspots, an approach which has already been adopted successfully across the borough during the evolution of the operation. Once the new training package has been delivered, visits will take place to test understanding and build relationships to increase reporting.

### **3.17 Child Exploitation Awareness Campaign**

3.17.1 SYP will imminently be launching a new child exploitation awareness campaign, which will focus on CSE, CCE and County Lines. Led by the Corporate Communications Team, there will be an internal and external element of this which will have the primary aim of continuing to raise awareness of child 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 child exploitation will be the focus of the internal campaign, as well as promoting the submission of intelligence for police and partners. The new campaign has been developed in consultation with Rotherham CSE survivors.

3.17.2 The SYP Corporate Communications Team constantly review outcomes, including positive prosecutions with a view to promoting the excellent work conducted by the organisation. Not only does this send out a positive message about what work is being done, but it is shown that this gives confidence to both victims and survivors to engage with Police and report any abuse or exploitation that has occurred. As highlighted in the HMICFRS group-based CSE thematic inspection, it is vital that SYP continue to highlight its current capability to tackle child exploitation and development in its understanding of the issue.

### **3.18 CHALLENGES**

3.18.1 The application of CSE keywords continues to be a challenge. This is a national issue, which is mostly due to the subjective nature of the CSE definition. Nationally, the National Police Chiefs' Council (NPCC) Group Based CSE Offending Group is looking at this issue with a view to producing guidance at a point in the future. Recommendations raised in the Independent Inquiry into Child Sexual Abuse (IICSA) report in 2022 refer to the requirement to accurately record specific data regarding CSE victims and offenders. To ensure this is applied consistently, an internal governance procedure has been developed to monitor overall force and district performance in this area, via monthly auditing and reporting via the PVP performance meetings.

3.18.2 Online offending continues to present challenges to police and partners. Due to the nature of offending, in that it mostly takes place behind closed bedroom doors and out of the sight of parents/carers, this will inevitably be vastly under reported. Online offending is an intelligence gap for SYP and requires officers to be professionally curious when engaging with children. This is a national issue, and the Home Office are fully aware of the challenges. SYP is awaiting further guidance following the national thematic inspection regarding group

based CSE which will offer specialist advice and guidance for the identification of online risk and safeguarding of children from this digital threat.

3.18.3 Reflective of the national picture regarding CSE, SYP face the ongoing challenge to secure prompt charges and convictions for CSE offending. This challenge has identified the need to create a proactive approach to help mitigate the risk posed by those suspected of child exploitation. Due to the relatively low prosecution rates for CSE offenders, the prospect of obtaining Sexual Harm Prevention Orders on conviction is therefore impacted. Whilst Sexual Risk Orders have been obtained, these are relatively low in number, primarily due to the high threshold required for applications to succeed. This is a national issue, not just bespoke to SYP. Further review and auditing has been conducted via our PVP performance team, which has resulted in the development of a bespoke training and internal awareness package from SYP legal services which will aim to increase internal knowledge and performance regarding future applications outlined above.

3.18.4 Following the recommendations made by the IICSA, forces are being asked to collect data on all known or suspected CSE cases involving groups or networks. SYP has now developed a dedicated CSE keyword and flag to correctly highlight this data. Dedicated supervisor briefings and officer guidance flow charts have been created to ensure the new process is followed. Performance will be monitored via monthly audits and reported via the PVP performance process.

## **4 GOOD PRACTICE**

4.1 In May 2022, following concerns raised regarding the response to CSE in Rotherham, an independent review was commissioned by Rotherham Safeguarding Children's Partnership. The review identified strong and robust multi-agency practice across the district:

4.1.1 *"There is strong evidence by SYP in Rotherham and RMBC not just of a robust performance framework and effective pathways for intelligence, but also identified areas of good practice that the National Working Group (NWG) Network will be happy to point to in its work with other forces"*

Link: [REPORT TEMPLATE FOR CABINET & COMMISSIONER \(rotherham.gov.uk\)](https://rotherham.gov.uk/reports-and-accounts/2022-23/annual-report-2022-23)

## **5 FUTURE DIRECTION / DEVELOPMENT**

- 5.1 SYP is committed to doing everything possible in conjunction with our partners to tackle CSE offending, to identify emerging issues as they arise and to continue to learn and improve our response so that children are safeguarded.
- 5.2 We are currently awaiting the formal national thematic report from HMICFRS regarding group-based CSE which is due for publication in late Spring 2023. Guidance and recommendations highlighted in this report, following the thematic inspection, will be assessed and adopted by SYP as required through the CSE delivery plan.

## **6 EXCEPTION REPORTING**

NONE

**Chief Officer Lead:** Assistant Chief Constable Sarah Poolman

**Report Author:** T/Det Chief Inspector Gary Magnay

**END**

## **PUBLIC ACCOUNTABILITY BOARD**

**8 MARCH 2023**

## **SUSTAINABILITY UPDATE**

### **1. Report Objectives**

- 1.1 To provide an update on the delivery of the force sustainability strategy, highlighting achievements and outlining aspirations for 2023.

### **2 Recommendations**

- 2.1 To support and endorse the report.

### **3 Background Information**

- 3.1 The current force sustainability strategy was launched in 2020 and includes holistic and updated approach to sustainability, which is aligned to the UN Sustainable Development Goals; and which focuses on the following seven priority areas:
- Good Health and Wellbeing
  - Quality Education
  - Reduced Inequalities
  - Responsible Production and Consumption
  - Climate Action
  - Partnerships for the Goals
  - Peace Justice and Strong Institutions
- 3.2 This is the second annual sustainability report to be produced.
- 3.3 South Yorkshire Police continues to be recognised as a leading force from a sustainability perspective.

### **4 Comments**

- 4.1 None.

### **5 Financial and Value for Money Implications**

- 5.1 The agenda as a whole is not financially driven but delivery of the strategy does have financial implications the most significant being:
- Generation of savings from the estate, via investment in renewables and energy efficiency measures.
  - Avoided cost associated with enhanced efficiencies such as a reduction in waste, a reduction in paper use (as processes are digitised); and a reduction in fuel use (as people travel less).

- Quantitative and qualitative social economic and environmental benefits for the communities we serve, generated by Social Value\* commitments, delivered through contracts we procure.

*\* **Social value** measurement tries to understand and record the relative importance we place on the wellbeing changes we experience. It helps to inform better decision-making to increase positive change, and decrease the negative for all materially affected peoples.*

Author's Name      Danielle Taylor  
Title                      Sustainability Manager

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**Designation:**

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**Background papers**

# Annual Sustainability report 2022

## Introduction

Throughout 2022, South Yorkshire Police continued to work towards achieving its overarching ambition: striving “to embed sustainability in all that we do”. Implementation of the sustainability strategy advanced further with positive outcomes realised around wellbeing, partnership working, process development and Climate Action. We worked hard to build upon the foundations laid in 2021; where we established governance structures, created monitoring and reporting processes, and developed the principle of sustainability as a shared responsibility across the force.

Our continued focus on **engagement**, **embedding** and **monitoring and reporting** as mechanisms to facilitate strategy delivery have been highly effective and we have made good progress against all sustainability priorities. This report will include updates on these themes and will highlight progress on each of our 7 priority areas (below), providing a spotlight on the work of the Sustainability Impact Leads; and concluding with some key activities for the year ahead.



## 1. Engagement, Embedding and monitoring progress

Effectively engaging our people, our partners and our public in our commitment to sustainability is crucial and this was a key area of focus for the sustainability team in 2022. Delivering our ambition is a shared endeavour, and one where we want our people to feel included, informed and empowered to take action. We therefore continued to approach engagement from a number of different levels, using a number of techniques outlined below.

### Theme

### Outcomes and progress

- |                         |  |
|-------------------------|--|
| <b>1. Engagement:</b>   | Engagement continues to act as the bedrock underpinning all sustainability activity at SYP   |
| a) Strategic engagement | <p>Maintained regular strategic level engagement activity including:</p> <ul style="list-style-type: none"> <li>- Provision of updates to key strategic meetings including Senior Command team Meetings, Joint Independent Audit Committee and Public Accountability Board meetings</li> <li>- Leadership for Sustainability sessions delivered at force Organisational Business Days (attended by our Chief Constable, Senior Command Team and all senior leaders).</li> <li>- Continued regular Sustainability Advisory Board meetings chaired by Assistant Chief Constable Thorpe and attended by key leaders.</li> <li>- Attendance and participation at the Equality Diversity and Inclusion Board</li> <li>- Sustainability representation included within the newly established Futures Board.</li> <li>- In November 2022, South Yorkshire Police attended the “Working together to tackle climate change and build a</li> </ul> |

Working together to tackle climate change and build a sustainable future for Sheffield

Gill Fenina  
Louise Marix Evans  
15<sup>th</sup> November 2022



sustainable Sheffield” event together with partners from across the city.

- b) Operational and departmental engagement
- Expanded our network of Sustainability Impact Leads (SILs) by 7% and delivered training and support to ensure all areas of the force have their own sustainability action plan. Our SILs continue to be supported by 22 Senior Sponsors from all areas of the force, and are involved in updating action plans and attending drop-in sessions.
  - In June and July, we offered 1to1 support sessions for over 50% of SILs and Sponsors.

- c) All staff engagement
- Maintained ongoing activity to engage everyone within the organisation in order to raise awareness and share news, so that sustainability impacts (both positive and negative) are identified, managed and enhanced as part of day-to-day business. This year we:

- released our Understanding Sustainability video - a short film designed to explain why sustainability is so important for SYP.
- continued to offer our Cycle2work scheme to encourage alternative travel which reduces CO2 emissions, generates savings and supports staff wellbeing.
- invited colleagues to attend our first ever sustainability conference, held at Potteric Carr Nature Reserve in March.
- shared over 10 articles on our intranet, wellbeing magazine and /or social media pages.



“In 2022, 98 staff joined the cycle2work scheme.



Overall 737 staff have participated (since 2017), generating over £90,000 of NI savings and an income of over £45,000 for the force.”

**2. Embedding in systems and processes**

Achieved further embedding through inclusion of sustainability in a number of force processes. We already have sustainability included within a range of processes from financial reporting to procurement, and we have achieved further embedding in 2022.

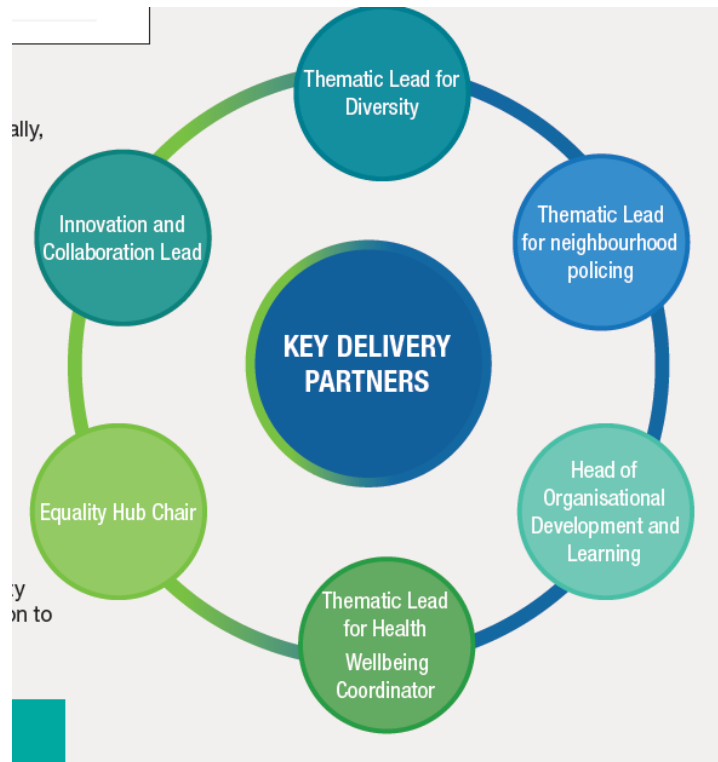
SYP Processes where sustainability is embedded:

- Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) force management statement
- Equality, diversity and inclusion board
- Business planning process
- Estates strategy
- Police and crime delivery plan
- Police Procurement sustainability tool
- Innovation Station applications.

**Additional embedding activity in 2022:**

- Inclusion of sustainability within Organisational Infrastructure –the tool used to manage performance from all districts and departments
- Development of a sustainability section within Senior Command Team (SCT) reports
- Embedding of sustainability impact assessments with major force projects, managed by our Business Change and Innovation department.

A key ambition for embedding, was to further develop relationships with key delivery partners (groups or individuals already responsible for delivering a specific work strand aligned with any one or more of the targets) – see below, and for these leads to provide data, information and updates to the sustainability team. This was achieved in 2022 with a range of key delivery partners contributing to this annual report.



## Delivering strategic priorities as part of business as usual

So many of our day-to-day operations, activities, projects, engagements and interventions create positive social outcomes, which contribute to several of our sustainability priorities. A large proportion of the work we deliver is designed to enhance the wellbeing of our communities, to tackle inequalities and to deliver lasting benefits, while working together with a range of partners. As a force we strive, by default, to support and empower the communities we serve in a meaningful way and there are several examples of projects which deliver a range of outcomes which link directly to sustainability. Below are just a few illustrations...

Child Matters is an example of a project, which supports community wellbeing (specifically child and family welfare), reduced inequalities, and demonstrates excellent partnership working. Child Matters is a unique training programme designed and delivered by South Yorkshire Police, in partnership with the NSPCC, Diabetes UK, British Paediatric Dental Association and Dr Jodie Howarth Beal; to prioritise child protection and achieve a reduction in vulnerabilities linked to abuse and exploitation.

The course has been running since 2021 and the objective is for all staff (of all ranks) who have contact with public to complete the course, along with Specialist Departments, Colleagues from the Specials, Senior Leaders and Partners.

The training has been attended by 5,000 people and by all of the following Partners:

- South Yorkshire Fire and Rescue
- Doncaster Social Care
- Rotherham Social Care
- Sheffield Social Care
- Doncaster and Bassetlaw Health
- Rotherham Doncaster and Humber Health Service
- National Crime Agency
- RSPCA
- Education – various schools
- Barnsley Housing
- North Yorkshire Police
- Derbyshire Police
- Cheshire Police
- Durham Police
- West Midlands Police
- Devon and Cornwall
- South Wales Police



The training is designed to develop a broader understanding of neglect and its impact on babies, children & young people with a view to developing:

- a consistent, corporate approach
- improved partnership working and quality of referrals
- a common language between agencies
- benefits for practice, families and SYP as a whole.

The message we share is simple: “The voice of the child is key -Every pair of child shoes should be filled with a child who is happy and safe – if we do not act to protect and ensure the safety of children in South Yorkshire, we will have empty shoes”.

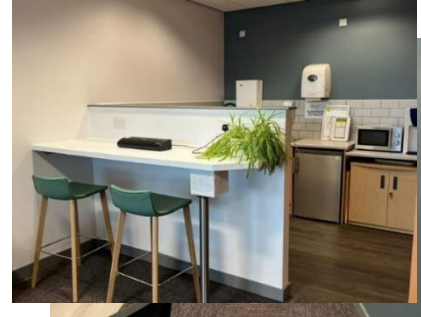
“Put yourself in my shoes”



**The Smarter Ways of Working Project** is an example of a project which highlights how we are taking action to improve resource efficiency, rationalise our estate and enhance our people's wellbeing.

Agile working was already on the 'road map' as an area for development within SYP and the Smarter Ways of Working (SWW) project was established to ensure we:

- Equip our people with the technology, training and culture required across the force to work in smarter ways
- Ensure our estate continues to adapt to meet the needs of the organisation.



In 2022, the SWW Project Board undertook a full sustainability impact assessment to ensure positive impacts of the programme would be enhanced, and negative impacts mitigated. Our refurbishment works were created in line with our sustainability strategy and the team have worked to achieve a range of positive outcomes, linked to sustainability priorities.

Reupholstering furniture for reuse

Creating working environments that better support the health and wellbeing of our staff

Furniture removed, upcycled and donated to a number of charities

Relocating and reusing furniture elsewhere in the estate

Taking responsibility for the resources we use

Working in partnership on furniture donations to create a positive social impact

Reducing our estates carbon footprint by bringing teams to work collectively together from fewer buildings

Computer screens reviewed- reuse of those in good working order to avoid purchasing new items

"We are committed to ensuring all our projects consider sustainability at the outset, so that we can take appropriate action to reduce the negative environmental impacts and enhance any positive social impacts. The SWW project is a really great example of how managing these impacts enables us to generate positive outcomes". Head of Business Change & Innovation, Matt Bradshaw



## Our sustainability priorities

In 2022, we made progress across all seven strategic priorities, delivered some positive impacts and outcomes, and stimulated change in many areas. Progress against our seven priorities, is outlined in the following pages, including a Spotlight on SILs as part of the first priority (Peace, Justice and Strong Institutions).

### Peace, Justice and Strong Institutions

Our Peace Justice and Strong Institutions priority acts as an overarching theme that represents our core police functionality. It is through this goal that we focus on embedding sustainability throughout the organisation in its entirety. The delivery and demonstration of the embedding, is largely facilitated via our network of Sustainability Impact Leads (SILs) and Sponsors and their local sustainability action plans, using our online bespoke tool which launched in 2021.

The online sustainability action planning tool which was built around our strategic priorities, is the way in which we capture sustainability commitments and actions from all across the force. Using the tool, we are able to identify and understand:

- issues which are selected by many
- actions which are in progress, completed, or not yet started
- evidence to demonstrate what action has been taken
- issues which have not yet been selected or considered.



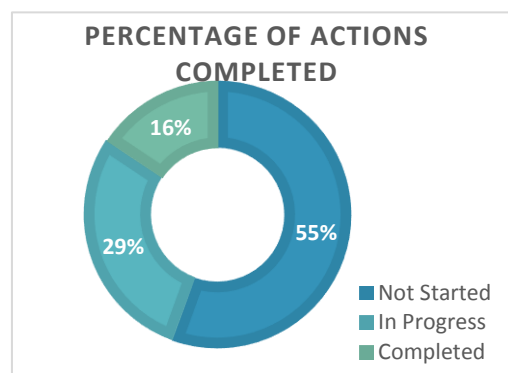
The work of our SILs, who capture the sustainability activity from within their respective teams, generates a wealth of best practice examples, many of which are outlined below; and which we plan to use to develop resources to inspire others to take positive action into 2023. The following page showcases the excellent work of our SILs to date and highlights their success, as a small but expanding network. The stories highlight our wide-ranging commitment to sustainability, with examples from all of our strategic priorities, which we intend to build upon and share more widely throughout the network. We also plan to highlight areas where less action is being taken, to support and facilitate more work in these areas.

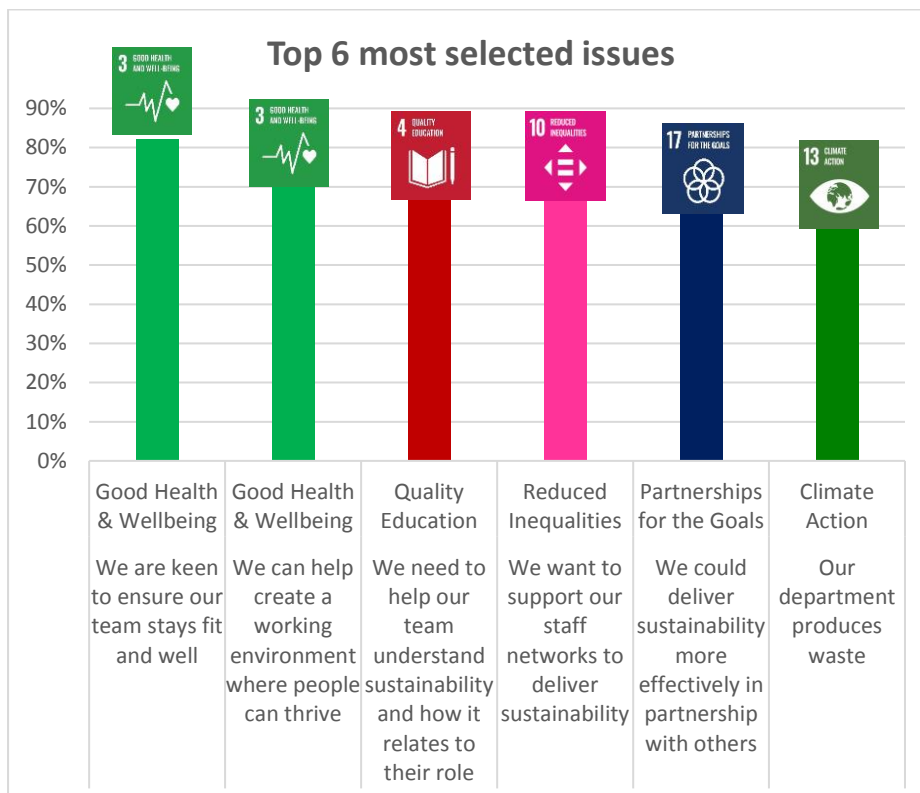
**Our action plans cover actions from all areas of our strategy with wellbeing and climate action being the most popular.**

### Spotlight on SILs

These pages highlight our position and our progress in relation to our strategic commitments and the work of our SILs, all generated by our sustainability action-planning tool.

**We have 62 SILs, 23 SIL Sponsors and XX sustainability action plans.**  
**So far, the action plans generated by SILs have committed to 861 actions.**





### Sustainability action planning tool – key actions

Top 6 completed actions	Top 6 in progress actions
Ensure the Wellbeing Plan on a Page is visible in your team or department	Identify opportunities to build health and wellbeing into your team culture
Encourage all staff to undertake the online sustainability training session	Signpost to support and resources
Make links to sustainability in plans and papers	Use the Wellbeing calendar to promote participation in events and activities
Question the need to travel between buildings and sites	Identify equipment that can (and cannot) be switched off across the department
Build sustainability into departmental procurements	Ensure the Wellbeing Plan on a Page is visible in your team or department
Signpost to support and resources	Promote and participate in activity linked to the culture programme

**Spotlight on SILs** – the below are examples of best practice from across the force, across a range of priorities, extracted from our action planning tool.

#### **Good health and wellbeing**

##### **Staff wellbeing:**

**Regional Procurement** We have introduced and promoted initiatives including suggestion boxes, fresh fruit Mondays, Wednesday walking, office plants, food bank donations and a future community litter. And [all our staff are encouraged to visit the People Portal and Wellbeing section of the SYP Intranet.](#)

**Professional Standards Department (PSD)** We have regular visits from one of the force wellbeing dogs and have canvassed staff for suggestions of wellbeing activities.

**Professional Standards, Complaints and Conduct, Investigations, Anti-Corruption and Vetting** The nature of our work means that there is a unique pressure on staff and officers within the department who are undertaking potentially career-ending investigations into their own colleagues. They are also involved in the framework of support for the staff undergoing such investigations and ensuring that appropriate risk management is in place to ensure the health and wellbeing of those affected. We developed a significant programme of training and support to assist these staff, and those across SYP who operate in the Welfare Support Officer (WSO) role. This has included a significant project in conjunction with our IT department, to ensure a more accessible and reliable resource for allocating and managing WSO activity and maintaining associated welfare records. This is about to move to an online cloud based platform, rather than using existing paper based resources, which will deliver both practical, operational, financial and physical resource benefits.

#### Community wellbeing:

**Community Safety Department (CSD)** We have a Force-wide remit to engage with all communities. Our work contributes to the wellbeing of communities by encouraging children and young people to refrain from becoming involved in crime or antisocial behaviour, which affects all communities in South Yorkshire. For over 20 years one of the main engagement programmes has been Crucial Crew, which is a scenario based learning experience for year 6 pupils (aged 10 -11). The pupils participate in a number of sessions to provide them with the skills and knowledge to keep themselves safe in a range of everyday situations. In 2021-22 the pupils participated in scenarios that included crime and consequence, knife/hate crime, child criminal exploitation, home safety, arson, travel safety, road safety and first aid.

- 14,462 pupils and 1558 school staff from 356 main stream schools attended (379 invited)
- 119 pupils and 51 school staff from 10 SEND/PRU attended.
- 55 sessions delivered to 6,254 young people with topics relating to social media, inappropriate images and child criminal exploitation.
- 71 sessions relating to Weapons and being involved in gangs and the consequences of that delivered to 12,955 pupils, mainly in secondary schools.

**Doncaster NPT** – we attended the Mexborough Christmas Light Switch on event and brought along our Force Mounted officers, as people love to meet the horses. We had a stall together with our partners and enjoyed the opportunity to meet people, engage with community members and be part of the celebratory event.

**Violence Reduction Unit (VRU) and the Office of the Police and Crime Commissioner (OPCC).** The Commissioner's Community Grant's Scheme is aimed at empowering non-profit organisations to enable South Yorkshire to be a safe place to live, learn, work and travel. We provide annual and one off grants. In 2022, the grant focused around young people, and supported **3492 young people and 9 above the age of 25**. Grant recipients ranged from organisations providing support to excluded children to supporting young people with mental health issues including anxiety, grief, trauma and psychological effects of isolation.

#### Spotlight on SILs: Quality Education

**Business Change and Innovation** We have a significant or unique contribution to make in this area (quality education) and Sustainability is built into the approach to change process within the department, meaning sustainability assessments are built into all future projects. This will ensure other departments are thinking about their own sustainability plans and actions.

**Doncaster District** we have ongoing work across Doncaster Neighbourhoods to promote careers in SYP. Many Neighbourhood Policing Team Officers are trained in current recruitment processes and are equipped to engage with members of the public in this area. Specific engagement events have



been held in Doncaster throughout 2022, to specifically target under-represented groups. Each NPT has a representative to link in with the Force Positive Action recruiting team.

### **Spotlight on SILs: Reduced Inequalities**

**Vehicle Fleet Management** We worked with P&OD and the Talent & Acquisition Team to look at ways of attracting candidate into certain hard to recruit roles and we plan to develop a case study around these roles. We have links with local colleges and in 2022, we held a meeting with Barnsley College to explore opportunities around work experience and Apprenticeship placements. We are looking to upskill and train our existing staff and in 2022, advertised an Apprentice secondment opportunity.

**Operational Support Unit Dog Training Unit** We have developed a partnership relationship with the Dogs Trust and staff have been taking part in webinars and CPD events regarding dog welfare, nutrition and enrichment during downtime at work. We are increasing the number of trainers on the core teams to support development and enabling our trainers to complete higher education qualifications.

### **Spotlight on SILs: Climate Action**

“Staff briefed to be mindful of leaving lights on etc. when not in use” **Doncaster NPT**

“There is a positive 'switch off' culture within the department.” **PSD**

“Signage to be sourced/ created to ask 'turn me off' ” **Crime Services Business Support Unit**

“Victim recovery handlers train with the Yorkshire and the Humber Marine Unit in Humberside periodically searching watercourses on boats. Funding obtained, training undertaken, small boat and PPE purchased. This has reduced travel to and from Humberside and giving us the capability to carry out small scale waterborne training.” **OSU Dog Training**

“Operational dog handlers told to stop leaving vehicles idling, reinforced by email reminders” **OSU Dog Training**

“We will ensure sustainability is a factor in all business cases. “ **Estates and Facilities Management, Barnsley District,**

“Our Business Manager will act as the 'social conscience' of the department and challenge proposals which may run against the principles of sustainability” **Crime Services.**

“We have included sustainability tips within our weekly updates to encourage more sustainable habits whilst home working.” **Business Change and Innovation.**

“Our decision records include sustainability so we fully consider the impacts of our decision making” **Office of the Police and Crime Commissioner**

### **Submitting ideas to save energy at Rotherham**

The District has a regular innovation station meeting and staff are encouraged to submit ideas via this forum. An Innovation idea submitted in 2022, was relating to Road Traffic Collision flashing lights; to replace existing batteries to rechargeable batteries, which can be charged in the vehicle. This is a cost and efficiency saving and will be rolled out Forcewide.

**Lights out at the Dogs** Automated lights installed recently ensuring the previous practice of leaving lights on all night is no more.



**Questioning the need to travel at Doncaster NPT** Significant volume of partnership meetings are now held on line, and travel for face-to-face meetings only takes place when necessary; car sharing prioritised.

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**Changing the way we work and reducing our footprint** Professional Standards Department has recently committed to introducing Hybrid working for most staff within the department to reduce the department's carbon footprint and that of our individual staff members. The department has undergone a process of practical and cultural change, moving to electronic processing of complaint, conduct and death or serious injury investigation cases. This has delivered significant savings in relation to the consumption of consumables related with paper based processing and other associated efficiencies.

#### **Spotlight on SILs: Partnerships for the Goals**

**Co-locating to maximise efficiency** Barnsley District are working with partners to co-locate teams and utilise space efficiently. Also ensuring our staff have a fit for purpose working space in partner buildings.

**Partnering to direct resources** The Off-road Bike Team in the Operational Support Unit, are in the process of forming new stakeholder relationships with local authority partners to help identify TRUE demand across the force area and look to better direct resources as a result rather than ad-hoc general patrol.

**Championing Sustainability with partners** The Police and Crime Commissioner is in a position of influence locally and nationally he will continue to raise issues of sustainability as required.

**Integrating within District Policing** Sustainability is discussed as part of the multi-agency 'Localities' meetings at Doncaster. For example, the Doncaster East partnership group have set Sustainability, Climate Change and Frailty as priority areas for discussion and joint working.

## Peace Justice and Strong Institution's

**What we are trying to do:** Embed Sustainability in all that we do

**Our targets:** Embed the use of the sustainability spectrum (Appendix B) ACROSS South Yorkshire Police and report on our progress annually.  
Embed sustainability in the governance and reporting processes to Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services.

**Our ambition is to:**

Manage our network of Sustainability Impact Leads to enable them to catalyse action and integrate sustainability within their team or department.

Use the sustainability action planning tool to enable a targeted approach for supporting SIL's while capturing everyday progress from across the force.

Create a sustainability section within the force management statement for our HMICFRS Inspections.

**In 2022 we:**

- Maintained and grew our network of sustainability Impact leads
- Embedded our requirement for District and Department action plans into our Quarterly Performance system (Organisational Infrastructure)
- Explored opportunities to embed at our Sustainability Advisory Board meetings
- Achieved further embedding in our processes (refer to page X [insert hyperlink to the "Embedding in systems and processes" section](#)).

### SUCCESS STORY

In September 2022, the first-ever South Yorkshire Sustainability Awards took place at Magna Science and Adventure Park and SYP was named Public Sector Organisation of the Year.

The awards aimed to recognise and reward the businesses, organisations and individuals leading the way in sustainability in South Yorkshire and the UK.



South Yorkshire Police Chief Constable Lauren

Poultney said: "We are committed to delivering ongoing activity to engage everyone in the organisation, to raise awareness and encourage participation and involvement.

"This award is both a fantastic recognition of the hard work that has taken place so far, and an incentive to push on, achieve more and inspire others as we continue on our sustainability journey."

South Yorkshire Police and Crime Commissioner, Dr Alan Billings, said: "If we are to make a significant difference in moving to net zero in South Yorkshire, there must be a collective effort by all individuals and organisations. That includes the public sector. We face the same challenges as any other business.

"South Yorkshire Police is working hard to embed sustainability in all they do. Implementing a 'Road to Net Zero' report, working as an active member of the climate partnership network for each of the four local authorities and developing a programme to expand the number of bikes for Neighbourhood Policing Teams - these are just a few of the steps they have taken to reduce the organisation's environmental impact. It is encouraging to see this recognised at the Sustainability Awards."

## Good Health and Wellbeing

**Priority:** Good Health and Wellbeing

**What we are trying to do:** Improve the health and wellbeing of our employees and those we work with

**Our targets:** Develop and implement the actions arising from our health and wellbeing strategy.  
Identify mechanisms to enhance community wellbeing through neighbourhood policing.

**Our ambition is to:** Align sustainability activity with health and wellbeing activity.  
Creating opportunities for all staff to get involved.  
Promote the links between community wellbeing and the environment.

### **Statistics from our action plans**

- 30% of teams completing action plans identify they have a role to play in supporting health and wellbeing in the local community.
- 21% of all actions selected are Health and Wellbeing related with a commitment to ensure our people stay fit and well, being the most popular issue of all.

### **In 2022 we:**

- Launched OK9 – the force Wellbeing Dogs: we have a cohort of 30 dogs and our dog handlers are mental health first aiders. INSERT PICTURE OF wellbeing dogs?
- Established local wellbeing groups across all areas of force supported by champions and wellbeing leads
- Developed a structure for meetings with local Wellbeing leads attending Wellbeing Board meetings
- Recorded an increase in the uptake of Employee Assistance Programme services
- Established a Cost of Living working group to identify opportunities to support our staff
- Continued to deliver the Mind over Mountain programme - with over 200 staff benefiting from guided wellbeing walks to date
- Created and shared the ever-popular quarterly SYP&Me wellbeing magazine.
- Continued to offer a wide range of support services to assist our staff with wellbeing issues including the Employee Assistance Programme, our Back-up Buddy app and funded access to the Calm app.



In addition to offering our range of existing wellbeing support services, and expanding our wellbeing offer; in 2022, South Yorkshire Police were announced as winners of not one but three awards at the national Oscar Kilo Award event. The SYP Mind over Mountain scheme (which focuses on getting police officers and anyone from the policing family into the outdoors, walking in groups); the Ok9 Wellbeing Dogs; and the SYP&Me magazine - all received awards.

## **SUCCESS STORY**

### **Wellbeing away day at Harlow Carr**

In partnership with the Royal Horticultural Society, in autumn of 2022, we arranged for staff from the Protecting Vulnerable People (PVP) team to experience a wellbeing away day at Harlow Carr, which involved a wellbeing walk, meditation, the creation of "Eat Me Drink Me planters" and an activity reviewing the health benefits associated with various herbs which can be used to make tea, including making bespoke tea bags to take home. The team found the day to be invaluable and feedback included comments such as "Really enjoyable day out. Treated exceptionally well by our hosts at RHS. Day planned well to involve interesting, thought provoking activities in an amazing setting. Came home with a boot full of fruits of our labour – bulb planter/bird feeder/terrarium equipment. Thank you for organising such a fantastic well being away day."



## Quality Education

**Priority:** Quality Education

**What we are trying to do:** Provide our people with the skills, knowledge and confidence to contribute to sustainability and share this widely

**Our targets:** Empower 100 per cent of staff with the skills, knowledge and confidence to contribute to sustainability.

Increase our contribution to social value within schools, colleges and universities across the region

**Our ambition is to:** Support a network of trained SIL's and Sponsors.

Providing sustainability training for all staff.

Build confidence needed for teams and individuals to take practical action

### **Statistics from our action plans**

58% of our action plans commit to demonstrating sustainability leadership in their team/department.

25% of Sustainability action plans acknowledge we have a role to play in supporting education and/or skills development in the local community.

### **In 2022 we:**

- Launched our "understanding sustainability" video
- Held our first Sustainability conference at Potteric Carr Nature Reserve
- Delivered multiple training sessions for SILs and Sponsors including 1to 1support sessions
- Delivered bespoke training for our People and Organisational Development People Business Partners, and Project Managers from Business Change and Innovation.

### **Quality Education SUCCESS STORY**

#### ***SYP holds its first ever Sustainability Conference***

On 1st March 2022, delegates from across the force gathered at Potteric Carr Nature Reserve for a day of learning and sharing ideas. Throughout the day, officers and staff heard from a number of inspiring guest speakers, who shared their expertise and knowledge on a range of sustainability topics including the links between wellbeing and nature, the importance of individual action for climate change, and social value. There was also the chance to put some of that learning into action, with an outdoor activity on the nature reserve, led by the Yorkshire Wildlife Trust.

South Yorkshire Police Chief Constable, Lauren Poultney said:  
"Our sustainability strategy sets out our ambition to embed sustainability in all that we do. Delivering sustainability is a shared responsibility across the force, with everyone committing to take action.

"It has been fantastic to be a part of our first ever Sustainability Conference, and to hear from experts in their respective fields. It is also wonderful to have a group of enthusiastic and innovative Sustainability Impact Leads who are helping to drive this agenda in their teams and departments across the force."





## Reduced Inequalities

**Priority:** Reduced Inequalities

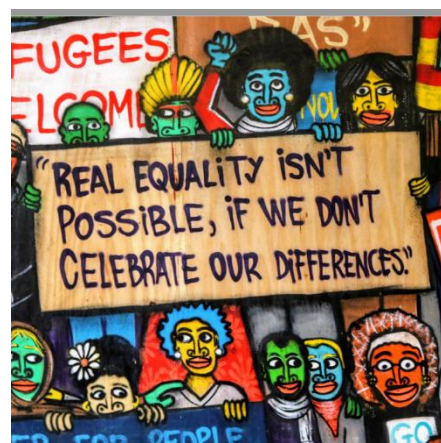
**What we are trying to do:** Promote environmental, social and economic equality in all that we do

**Our targets:** Review and update our policies and processes to promote equality across our business activities.  
Work with partners and stakeholders to support the reduction of inequalities in the communities we serve.

**Our ambition is to:**

Align sustainability activity with ED&I activity

Promote the links between inequalities in the community and the work of our Neighbourhood Policing Teams



### Statistics from our action plans

Over 65 actions relate to the importance of exploring the links between sustainability and our ED&I activity; and to the need to support and promote our staff networks.

58% of our action plans acknowledge that we can play an active role in creating an inclusive culture.

### In 2022 we:

Held our first an inclusion conference attended by over 200 staff from across the force.

Further developed the twelve staff networks (opposite) within our Equality Hub which are networks developed and run by colleagues for colleagues to represent and support our diverse Workforce.

Established Quarterly Equality Hub meetings allow the chairs of the different staff support networks to come together, network and share good practice. Continued to deliver our Equality, Diversion and Inclusion Strategy (2021-26) which sets out key commitments, goals and objectives (opposite) and where we have seen significant progress across all areas including:

- Identification of opportunities where EDI can be embedded in key governance and business processes and inclusion within Senior Command Team papers.
- Improvements in relation to community involvement in monitoring and scrutiny via a review of the Independent Advisory Groups
- Delivery of the EDI curriculum strategy with inputs included within Continued Professional Development sessions and the Policing Education Qualifications Framework (PEQF) programmes.

## Our networks



## Our commitment

Our commitment is to take action that focuses on all elements of equality, diversity and inclusion.



To help us identify required improvements, target our actions and track our progress, we have clearly defined our organisational goals and established a robust governance framework.

## Our goals

Based upon our vision and strategy aims our goals are to:

1. Be a diverse and representative organisation
2. Retain and value a diverse workforce
3. Be viewed as an employer of choice
4. Deliver services that inspire trust and confidence in SYP
5. Ensure our services are accessible and cater to all
6. Reduce disparity in confidence and satisfaction

## **SUCCESS STORY**

### **Positive action to improve equality in the workplace**

Positive Action stems from the Equality Act 2010 which allows us to take 'positive action' in terms of promoting our job opportunities within underrepresented communities; by holding events at community centres, places of worship and areas where we are likely to reach our target demographic. "It is about taking specific steps to improve equality in the workplace".

As an organisation we have an underrepresentation of certain protected characteristics such as females in police officer roles and ethnic minorities across both police officer roles and police staff roles. We have an obligation to ensure we represent the communities that we serve and this in turn brings benefits to SYP in terms of a wider pool of talented, skilled and experienced people from which to recruit and they of course bring with them their own knowledge of languages, cultures and lived experiences.

We are hoping to close the gap between our workplace demographics and the data which came out of the 2021 Census.

*"The 2021 Census showed that ethnic minorities make up 12% of South Yorkshire's communities but in SYP they only make up 3.6% of our workforce."*

*"In 2022, we trained 14 x Neighbourhood Policing Team Officers to be **Positive Action Ambassadors**"*

Our work to deliver positive action:

- **Community outreach events** - delivered by the Positive Action Officer and positive Action Ambassadors.
- **Coaching and mentoring** worked with the Equality Hub and the staff support networks to increase the number of trained coaches and mentors from different backgrounds.
- **Face to face and online familiarisation workshops** - provided support with each stage of the selection process.
- **Job Related Fitness Test (JRFT)** - supported candidates by providing contact with personal trainers at our force training centre and offering opportunities to practice the JRFT with Positive Action Officer.
- **Police Now Frontline Leadership Programme (FLP) for aspiring sergeants** - ensured the FLP was promoted to our underrepresented groups in force and provided support to encourage people to apply.
- **Staff networks such as Association of Muslim Police and Race, Equity and Inclusion Association** used to help promote and support our events and promote initiatives.

*"In 2022 32% of the successful candidates for the Frontline Leaders Programme were female and 32% BAME which compares to 29% female and 2.9% BAME that make up the current sergeant demographics in SYP."*

## **Responsible Production and Consumption**

**Priority:** Responsible Production and Consumption

**What we are trying to do:** Embed sustainability considerations into the purchase, use and disposal of the resources we use

**Our targets:**

Embed sustainability within the procurement process and support the transition to a circular economy.

Work with our suppliers to understand and improve the sustainability credentials of our supply chain.

**Our ambition is to:**

Support the Regional Procurement team build sustainability into purchases over 50K.

Helping teams embed sustainability into all other purchases within the force.

Have better scrutiny of our suppliers' sustainability performance.

**Statistics from our action plans**

Over 50 actions in our plans relate to considering sustainability in our purchasing: from working more closely with Regional Procurement to including sustainability within contract management and supporting our people to make lower-carbon purchasing choices.

**In 2022 we:**

- Launched the new Social Value Toolkit, which uses the national Themes, Outcomes and Measures (TOMs) to integrate measures within projects over £50k.
- Developed a new under £50k project including a commitment to sustainability.
- Continued to use the Blue light Commercial Social Value Action Planning tool, to monitor and understand suppliers' social value and sustainability activity in relation to our contracts.

### **SUCCESS STORY**

**Police involved in project to improve Sheffield woodland**

In April 2022 Officers from neighbourhood policing teams joined SYP colleagues, partners and volunteers at Greno Woods to support a range of environmental improvements to deliver a project funded by SYP's estates and facilities management provider, J Tomlinson, developed in partnership with the Sheffield and Rotherham Wildlife Trust. The programme of work was developed as a result of J Tomlinson's social value commitments included in the contract with SYP and the scheme was designed to make the woods safer and more accessible for people of all ages whilst making sure wildlife is protected.

Chief Inspector Sarah Gilmour, of South Yorkshire Police, said: "Our officers are more than happy to support projects like this as they are focusing on working with the community to make improvements that have a range of benefits for local people."

And Helena Palmer, operations manager at J Tomlinson, said:

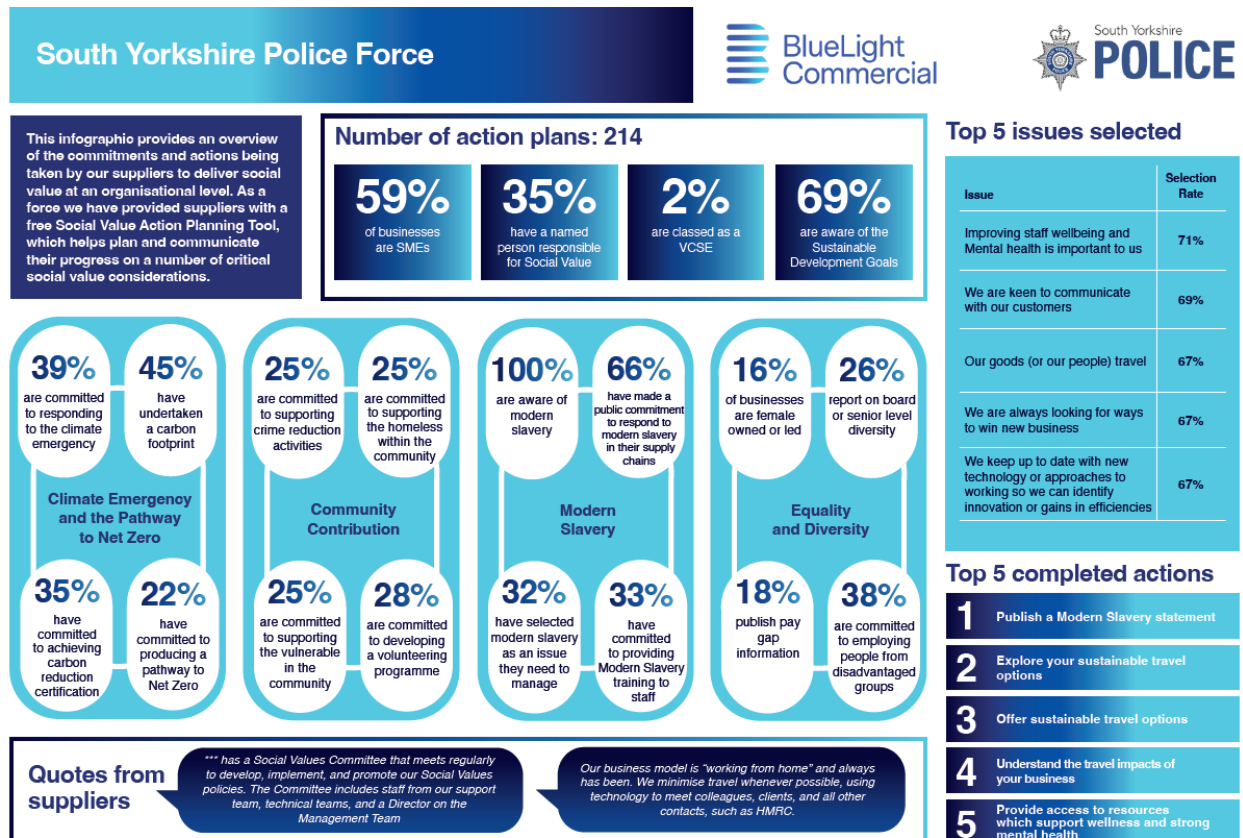
"Social value is embedded in J Tomlinson's culture and we are committed to leaving a positive legacy in the communities we operate in. Funding and volunteering to enhance Greno Woods in partnership with South Yorkshire Police and the Sheffield and Rotherham Wildlife Trust forms part of our ongoing commitment to the South Yorkshire area."





## Understanding our supply chain

In 2022, we continued to invite our suppliers to complete the supplier BLC Social Value Action Planning Tool, enabling them to report on their social value commitments and to share their progress in a meaningful way. The statistics below demonstrate how members of our supply chain are actively engaged and taking action around the environmental, social and economic impacts associated with their work: from taking climate action, to supporting vulnerable people in our communities and from managing modern slavery to being fair and inclusive employers.



## Climate Action

**Priority:** Climate Action

**What we are trying to do:** Take urgent action to combat the impacts of climate change.

**Our targets:** Reduce greenhouse gas emissions by 75% by 2030 and to achieve net zero by 2050. Play an active role in supporting South Yorkshire to respond to the climate emergency.

**Our ambition is to:** Identify ways to achieve our carbon reduction targets  
Supporting key departments in embedding carbon considerations at the outset of all projects to decarbonise the estate and transition to low emission fleet.

### **Statistics from our action plans**

- 58% of plans confirm that we could do more to improve departmental energy efficiency.
- 55% of plans highlight “Our staff travel as part of their work”.
- 39% of force districts and departments have a significant or unique contribution to make to climate action.

### **In 2022 we:**

- Engaged with departments to identify key activities which will contribute to emissions reduction
- Applied for Public Sector Decarbonisation Scheme funding
- Joined the climate lead networks in each of the four Local Authority's in the sub region
- Started our Electric Vehicle Charging Infrastructure (EVCI) programme.
- Undertook a review to outline what could be achieved across the estate with additional investment into key buildings and with a reduction in fleet emissions; this formed the start of mapping our road to NETzero.
- Worked together with the Energy Saving Trust to produce a Transport Decarbonisation report to establish how SYP's fleet could be transitioned to net zero emissions, using available vehicle technology
- Reviewed netzero commitments across our supply chain
- Worked together with other emergency service organisations.

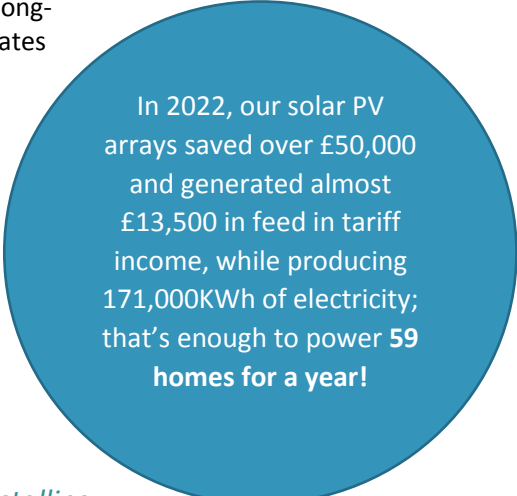
## **SUCCESS STORIES**

### Integrating carbon reduction in our estates projects

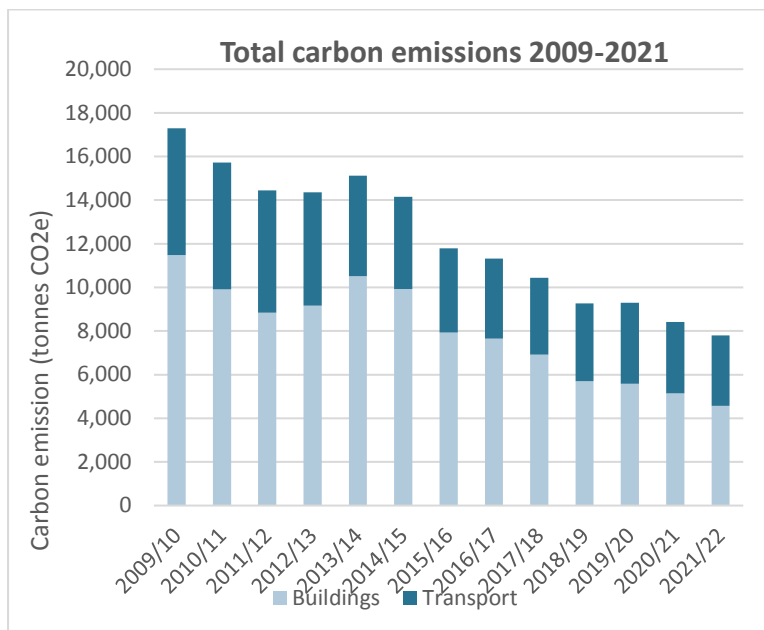
We have been managing our carbon emissions since 2010 and have a long-standing commitment to delivering energy efficiency. In 2022, our Estates and Facilities Management team delivered over 20 major capital and minor works projects, including refurbishments across our estate, 5 of which also included energy and carbon saving aspects. We replaced boilers, improved building controls, fitted LED lighting and installed new and improved air conditioning, all of which helped to reduce our carbon emissions and saved energy costs.

We are committed to integrating energy saving measures within our major projects, and also investing in additional decarbonisation measures.

Louise Murray, Head of Estates & Facilities Management stated:  
*“Decarbonising our buildings forms a key part of our Estates Strategy. Upgrading and improving our sites to ensure they operate in the most energy efficient and cost effective way, installing renewable energy technology and preparing the electric vehicle charging infrastructure, are all part of our approach as we work to reduce emissions”.*



In 2022, our solar PV arrays saved over £50,000 and generated almost £13,500 in feed in tariff income, while producing 171,000KWh of electricity; that's enough to power 59 homes for a year!



“We have reduced our emissions by 52% (based on 2009/10 baseline)”

“We have installed low carbon or renewable energy technologies across in 19% of our operational sites.”

## **SUCCESS STORIES**

### **Use of bikes**

One of the ways we are reducing our carbon emissions is through the use of alternative methods of transport – and increasing the use of bikes and e-bikes for operational policing and personal commuting, generates multiple benefits for our people, our environment, our communities and our ability to tackle crime.

#### **A Wheelie Good Arrest for bike cop!**

Sgt Cook and PC Shirt spent yesterday out on their bikes, getting to parts of the beat, we can't get to by car. Whilst cycling through Concord Park other members of the team spotted a stolen car entering the car park. Being nearby they responded to assist their colleagues, and were first on scene meaning the three occupants of the vehicle were quickly arrested.



#### **The long awaited Ringinglow road close pass with the South West team**

Six laps up and down between Common lane and Sheep Hill road and drivers stopped for five due care offences with one warning issued and four prosecutions. We had to break off for an RTC on Hathersage road in which a young driver failed to drive to the conditions, putting their car in a ditch. Yet another RTC report to follow.

We had to cut the op short when we were approached by some worried carers who had lost a vulnerable young person. When we were told he was on a footpath in a wooded area we deployed on mountain

bikes to search a large area quickly. We rode past sheep through fields over walls and uphill and down dale until we could direct officers in to help get this young person back to a place of safety. This is a good example of where we had to throw away the plan and use the resources at our disposal (bikes, legs) to best effect.

### **Sheffield North East NPT receive funding for new police bikes**

The bikes were donated following a proposal from Councillor Ann Whitaker to the North Local Area Committee (LAC), in a bid to help in the prevention and detection of crime in the North East area of Sheffield, which consists of areas including Ecclesfield, Chapeltown, High Green and Grenoside.

Councillor Ann Whitaker said: “Increasing Police community engagement and promoting safety and confidence in the area fits in with the North LAC’s proposed priorities to promote the work of the local Neighbourhood Policing Teams, and being able to donate these bikes is a great way to support the work of the team, who do their utmost to protect the community.”

Sergeant Matt Cook, who received the bikes said: “We’re thrilled to have been accepted for funding for these two bikes which will enable us to have increased visibility in the community which is a priority for us.

*“We know that being visible reduces anti-social behaviour and other crimes which is important to not just ourselves and the North Local Area Committee, but also members of the community. Having these bikes is a welcome addition to the work that we already do and continue to do, and we hope these new additions will bring more reassurance to our communities that we are taking a good proactive approach to cracking down on crime.”*

## Partnerships for the goals

**Priority:** Partnerships for the goals

**What we are trying to do:** Develop effective partnerships to support a positive contribution to the communities we serve

**Our targets:** Work in 50 partnership initiatives to support the delivery of the SDG's

Work with colleagues from the Police and Fire services to support a national response to sustainability.

**Our ambition is to:** Identify existing partnerships within the force  
Develop new partnerships to ensure the delivery of our strategic priorities

### **Statistics from our action plans**

- 65% of action plans accept we could deliver sustainability more effectively in partnership with others
- 36% of action plans affirmed that we could use sustainability to develop new partnerships

### **In 2022 we:**

- Developed further sustainability partnerships, joining local authority climate leaders networks
- Delivered a session on Partnerships to our Sustainability Advisory Board.
- Continued active membership of the Emergency Services Environment and Sustainability Group.

### **SUCCESS STORY**

#### ***Tree-mendous effort as officers help plant orchard***

Barnsley's Neighbourhood Policing Teams (NPT's) worked to support the Barnsley Council's 10,000 trees initiative as part of the Joining Forces programme. The first planting project involved Officers working with Barnsley Council and the Yorkshire Wildlife Trust to create the brand new community orchard with 20 different trees on Inckerman Fields. The orchard was created to provide a range of benefits for the local community to enjoy including educational resources, healthy food being harvested and an improved green space. NPT staff returned to the site in the Spring and assisted in repairing fence panels. SYP's Barnsley Neighbourhoods Inspector Rebecca Richardson said: "Our officers are more than happy to support projects like this as they are focusing on working with the community with the ultimately aim of increasing green spaces. We are here to serve our communities in many ways, and working with partner agencies to improve the quality of life for residents definitely ticks that box."



## Ambitions for the year ahead

We have a number of programmes in train, which will continue into 2023 and also have plans to mobilise new activity in a number of areas including:

1. Developing sustainability modules for inclusion in our Leadership Academy to help develop knowledge
2. Working together with Neighbourhood Policing Teams to enhance embedding
3. Developing our Climate Action delivery plan to encapsulate our EV charging infrastructure programme, Decarbonisation projects and transition to Ultra-low emission vehicles. .
4. Further embedding Decarbonisation programmes within Estates and Facilities Management to support the delivery of the Estates Strategy; to include projects funded by the Public Sector Decarbonisation Scheme, along with schemes funded from within force decarbonisation budgets
5. Developing a new Communication Strategy to maintain effective engagement
6. Recruiting additional/replacement SILs and developing SIL events to showcase best practise and provide networking opportunities.

The scale and complexity of sustainability means that South Yorkshire Police's ability to contribute positively and to make progress will not cease as our primary goals are achieved. We recognise that Sustainability is not something you can acquire or become, rather it is a mind-set, a way of working – and one that we hope to continue to build into our culture, as a golden thread permeating force activity.

## **PUBLIC ACCOUNTABILITY BOARD**

**8 MARCH 2023**

## **REPORT BY THE PCC'S CHIEF EXECUTIVE AND SOLICITOR**

## **POLICE AND CRIME COMMISSIONER DECISIONS**

### **1 Report Objectives**

- 1.1 This Report is to provide the Public Accountability Board (PAB) with a record of key decisions taken by the Police and Crime Commissioner (PCC) outside of this Board since the last PAB meeting.

### **2 Recommendations**

- 2.1 The Board is recommended to note the contents of the report and to comment upon any issues arising.

### **3 Background**

- 3.1 The Police Reform and Social Responsibility Act 2011 sets out the functions and responsibilities of the PCC.
- 3.2 The Elected Local Policing Bodies (Specified Information) Order 2011 sets out the requirements of the PCC to publish information about decision-making.
- 3.3 The PCC has a Framework for decision-making by both the PCC and those exercising delegated authority on behalf of the PCC. It details the arrangements put in place to enable the PCC to make robust, well-informed and transparent decisions, and hold the Chief Constable to account.
- 3.4 Decisions taken by the PCC will primarily arise from discharging his statutory functions and are likely to include, but not be limited to, the following areas:
- Collaboration/partnerships
  - Strategic Direction
  - Governance, including policy
  - Budget setting
  - Commissioning
  - Capital programme spend
  - Asset requisition/disposal

### **4 DECISIONS**

- 4.1 The PCC has made 53 decisions in 2022/23.



4.2 For the period 23 January 2023 (the date of the last report) to 26 February 2023 the PCC has made the following decisions to draw to the attention of the Public Accountability Board.

4.2.1 Drug Testing in Custody

The PCC approved external funding totalling £184,000 to drug test detainees for the presence of Class A drugs in custody. This is designed as a rehabilitation tool with the principle aim of reducing reoffending.

4.2.2 Digital Forensics Hub

The PCC approved capital funding to refurbish the former Ecclesfield training centre to expand the Digital Forensics service.

4.2.3 Creation of Force Archive

The PCC approved capital funding to locate the Force Archive at the former garage at Rotherham Main Street police station.

4.3.4 Rotherham Main Street Boiler House Upgrade

The PCC approved the funding required for the proposed works to the Boiler House at Rotherham Main Street, including new gas boiler and the hot water to be provided by a solar hot water system.

4.3.5 Priority Based Budgeting (PBB)

The PCC approved the Priority Based Budgeting Business Case. The first phase of a PBB approach is anticipated to generate net financial savings of £1.6m<sup>1</sup>.

4.3.6 Alteration works to Wombwell Station

The PCC approved the scheme for the reconfiguration of Wombwell in line with proposals to provide agile improved building facilities and co-locate the neighbourhood teams as agreed with Barnsley District command.

4.3 A log of PCC decisions can be found on the PCC's website at <https://southyorkshire-pcc.gov.uk/openness/publications/?search=&publication-type=decision-record&start-date=&end-date>. There are a number of PCC decisions which we are unable to publish for reasons such as, being commercially sensitive, operationally sensitive or, they involve ongoing criminal proceedings (this is not an exhaustive list).

**Report Author:** Sally Parkin  
**Designation:** Governance and Compliance Manager, OPCC  
**Contact:** [sparkin@southyorkshire-pcc.gov.uk](mailto:sparkin@southyorkshire-pcc.gov.uk)

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<sup>1</sup> Saving of £2.5m (5% of across a budget portfolio of £50m). less contract cost Phase 1 - £398,326.00, less Staff costs £464,758



# PUBLIC ACCOUNTABILITY BOARD (PAB)

## 3 MONTH - WORK PROGRAMME

MEETING DATE: 4 MAY 2023 AT 1400 HOURS – BARNSELEY

	OPCC	SYP	Purpose
<b>Force Performance Reporting – (District Report to be First on Agenda)</b>			
<b>Force Performance</b> – Barnsley District Summary Update		✓	Provide the PCC with an update on Barnsley District's performance against Police and Crime Plan priorities.
<b>Force Performance Against the Police and Crime Plan (2023-2025)</b> – Tackling 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.
<b>Force Delivery Plan</b>		✓	Inform the PCC how the Force will deliver activity and how the Force will work with Partners to deliver activity (For the new P&C Plan 23/24)
<b>Outturn Report for 2022/2023</b>		✓	Provide final year end position of Force performance against Police & Crime Plan 2022-2025. To inform PCC's Annual Report
<b>Chief Executive Reporting</b>			
<b>OPCC Delivery Plan</b>	✓		Inform the PCC how the OPCC will cover activity by Commissioned Providers, Grant Recipients and Other Partners the OPCC works with (For the new P&C Plan 23/24)
<b>PCC Decisions</b>	✓		Provide the Public Accountability Board (PAB) with a record of key decisions taken by the Police and Crime Commissioner (PCC) outside of this Board since the last PAB meeting
<b>Assurance Panel Reporting</b>			
<b>JIAC Assurance Report</b>			Provide an overview of the Committees areas of exception reporting for PCC's information / action
<b>IEP Assurance Report</b>			Provide an overview of the Committees areas of exception reporting for PCC's information / action

# PUBLIC ACCOUNTABILITY BOARD (PAB)

## 3 MONTH - WORK PROGRAMME

**MEETING DATE: 6 JULY 2023 AT 1400 HOURS - SHEFFIELD**

	OPCC	SYP	Purpose
<b>Force Performance Reporting – (District Report to be First on Agenda)</b>			
		✓	
<b>Force Performance</b> – Sheffield District Summary Update		✓	Provide the PCC with an update on Sheffield District's performance against Police and Crime Plan priorities.
<b>Force Performance Against the Police and Crime Plan (2023-2025)</b> – Protecting Vulnerable People		✓	Provide update to PCC re Force progress towards the priority Protecting Vulnerable People in the Police and Crime Plan.
<b>Missing Children Update</b>		✓	<b>Action 447</b> - Further information on missing children to be received at a future Update - Superintendent B Kemp will attend a future meeting
<b>Chief Executive Reporting</b>			
<b>PCC Decisions</b>	✓		Provide the Public Accountability Board (PAB) with a record of key decisions taken by the Police and Crime Commissioner (PCC) outside of this Board since the last PAB meeting
<b>Assurance Panel Reporting</b>			
<b>JIAC Assurance Report</b>	✓		To seek PCC approval / agreement to proposals as requested (to be notified 10 working days before date of meeting)
<b>IEP Assurance Report</b>	✓		To seek PCC approval / agreement to proposals as requested (to be notified 10 working days before date of meeting)

# PUBLIC ACCOUNTABILITY BOARD (PAB)

## 3 MONTH - WORK PROGRAMME

**MEETING DATE: 7 SEPTEMBER 2023 AT 1400 HOURS – DONCASTER**

	OPCC	SYP	Purpose
<b>Force Performance Reporting – (District Report to be First on Agenda)</b>			
<b>Force Performance</b> – Doncaster District Summary Update		✓	Provide the PCC with an update on Doncaster District's performance against Police and Crime Plan priorities.
<b>Force Performance Against the Police and Crime Plan (2023-2025)</b> – Treating People Fairly		✓	Provide update to PCC re Force progress towards the priority of Treating People Fairly in the Police and Crime Plan.
<b>Force</b> Quarterly Budget Monitoring Overview (Q1)		✓	SYP's financial position for (1 April to 30 June) Q1 2023/24
<b>Firearms Licensing Update</b>		✓	<b>Action 452</b> (2/2/23) - A further Firearms Licensing Update Report be brought to the Public Accountability Board in six months' time
<b>Chief Executive Reporting</b>			
<b>PCC's Annual Report</b>	✓		To receive and approve the Police and Crime Commissioner's (PCC's) Annual Report 2022/23 for publication
<b>Strategic and Financial Planning Update</b>	✓		To present an update on the strategic and financial planning timetable
<b>PCC Decisions</b>	✓		Provide the Public Accountability Board (PAB) with a record of key decisions taken by the Police and Crime Commissioner (PCC) outside of this Board since the last PAB meeting
<b>Assurance Panel Reporting</b>			
<b>JIAC Assurance Report</b>	✓		Provide an overview of the Committees areas of exception reporting for PCC's information / action

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