

**Her Majesty's Inspectorate of Constabulary**



**Baseline Assessment  
South Yorkshire Police**

**October 2005**

*South Yorkshire Police – Baseline Assessment  
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## Introduction to Baseline Assessment

This report is the outcome of HMIC's assessment of South Yorkshire Police's performance during 2004/05, measuring, where appropriate, the force's progress since the initial baseline assessment published in June 2004, and, where such comparison has not been feasible, gauging performance against agreed standards and known good practice.

Baseline assessment has been developed by HMIC to reflect a dynamic performance environment in which the Police Reform Act and the Policing Performance Assessment Framework (PPAF) have had a significant impact. Baseline assessment makes considerable use of self-assessment and grading criteria to produce one of four delivery grades – *Excellent, Good, Fair* or *Poor* – across a broad range of policing activities. In many cases, a 'direction of travel' grade – *Improved, Stable* or *Deteriorated* – is also noted. Baseline assessment is a diagnostic assessment that generates a tailored programme of inspection activity for each force – ie, future inspection activity will be intelligence-led and will reflect the overall performance of the force.

A number of changes were made to the evidence-gathering frameworks for 2004/05, but the core of the assessment is intact. The changes have:

- absorbed some less substantive issues such as prisoner handling into more comprehensive frameworks;
- enhanced coverage of citizen focus/neighbourhood policing issues; and
- differentiated internal diversity issues such as recruitment from outward-facing service quality and fairness policies.

In 2003/04 we used generic criteria to underpin the various grades, but, with the help of Association of Chief Police Officer (ACPO) business area leads and expert practitioners, specific grading criteria were developed to ensure a more reliable and robust approach to grading this year. Last year's gradings sought to reflect and give credit for improvement – and the converse for declining trends – whereas in 2004/05 the delivery grade is essentially a comparison with peers and performance over time is denoted by the direction of travel grade. Where the framework has changed significantly from last year, as is the case with the two diversity frameworks, it is inappropriate to denote the direction of travel. These frameworks will have a direction of travel assessment in future years. Professional Standards is the subject of a full inspection in all 43 forces in autumn 2005 and therefore has not been graded in this report.

Forces and authorities will be aware of work led by HM Inspector Denis O'Connor, in response to a commission from the Home Secretary to advise him on structural issues, which reviewed forces' capability to deliver 'protective services'. These reviews overlapped with baseline assessments in several areas, notably Tackling Level 2 Criminality and Major Crime Investigation, and HMI determined that the baseline grade should reflect the full body of evidence available. In other areas, such as implementation of the National Intelligence Model (NIM), HMIC is working closely with colleagues in the National Centre for Policing Excellence to arrive at consistent assessments of performance.

The delivery grades for each activity are derived from a combination of objective, quantitative evidence and qualitative assessments that seek to contextualise performance. Judgements are based on available evidence of performance in the year 2004/05, but unfortunately, in a small number of areas, end-of-year data was not available at the point (mid-September) when gradings had to be finalised. The main activities affected are Criminal Justice (absence of COMPASS data on file quality, etc) and Fairness and

Equality, where information on stop and search activity is not available. In these cases, the most up-to-date information available is used.

The baseline assessment reports for each force will be publicly available on HMIC's website but, for the first time, the summary results (ie, the delivery gradings and direction of travel gradings) will be combined with forces' results against statutory performance indicators (SPIs) to produce a combined assessment. This combined assessment shows performance for each baseline framework and SPI, then combines the results to produce a headline grading for each of the seven domains in the PPAF. So, for example, performance for the Reducing Crime domain might be expressed as *Good and Improved*.

The Local Policing domain is intended to show the impact of deploying police resources to meet local (either force or basic command unit (BCU)-level) priorities. HMIC will assess whether these priorities have been derived appropriately and will gauge success in meeting the relevant objectives. Until the Association of Police Authorities has issued guidance to ensure consistent and robust methods of setting local priorities, an interim approach has been agreed. The tripartite PPAF Steering Group has therefore agreed that, for this year and for 2005/06, the Local Policing domain will consist of HMIC's Neighbourhood Policing framework and SPI 1c – the British Crime Survey-based measure of confidence in the force concerned.

The police service is committed to continuous improvement in the quality of services it delivers to local communities. HMIC shares this commitment and sees its activities as a catalyst for improvement. The response of individual forces to last year's assessment has been highly commendable, and tangible improvement is evident in areas such as call handling and volume crime reduction. But because the comparison in performance terms is with the force's peers (using the most similar force (MSF) groupings), it is possible to improve over time and yet still receive a *Fair* or even *Poor* grade. This is notable in the grades for volume crime reduction and reflects the fact that expectations on forces are high, and that the performance of similar forces is the benchmark. Increasingly, the service is setting itself – or is being set by Ministers – demanding targets for the quality of services it provides; wherever such standards and targets have been set, HMIC will inspect against them.

#### *The Future Development and Application of Baseline Assessment*

As the name implies, this assessment represents a baseline against which the force's future performance will be gauged. Using NIM-type risk assessment, HMIC will use the results set out in this report to shape the extent and nature of inspection activity in the coming year. A number of forces will benefit from 'inspection breaks', with only a light-touch validation of their self-assessment in 2006 and an HMI-led assessment of leadership and corporate governance.

While seeking to minimise changes to the structure and content of the baseline frameworks, we will take expert advice on how to tighten them and make them absolutely 'fit for purpose'. Incorporating some of the 'protective services' issues is an important development. An ACPO lead has been identified for each framework area and will have a key role in agreeing the content and specific grading criteria (SGC), and will subsequently be involved in moderating the gradings in summer 2006. The revised frameworks and SGC will be issued together by December 2005.

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*Conclusion*

This assessment is the result of on-site work conducted by HMIC staff officers, on behalf of HM Inspector Mr Ken Williams, CVO, CBE, QPM, BA, in spring 2005. It takes account of a wide range of documentary evidence, structured interviews at headquarters and in BCUs, and the results of consultation with many of the force's partner agencies and other stakeholders. Performance data has been examined to identify recent trends and to make comparisons with other forces using financial year performance data.

The following forces have been identified as being most similar to South Yorkshire in terms of demography, policing environment and other socio-economic factors: Cleveland, Greater Manchester, Northumbria, Nottinghamshire, South Wales, West Midlands and West Yorkshire. When making comparisons in this report, the average performance in this group, known as the MSF group, will be used.

HM Inspector wishes to thank the members of the force and police authority for their assistance in supplying information, conducting self-assessment and setting aside time to speak to HMIC staff. The assessment would not have been possible without their assistance and contribution.

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<b>Baseline Assessment 2005 Frameworks</b>			
<b>1 Citizen Focus (PPAF domain A)</b>			
<b>1A Fairness and Equality</b> <ul style="list-style-type: none"> <li>• Equality of service delivery</li> <li>• Community cohesion</li> <li>• Engaging with minority groups</li> </ul>	<b>1B Neighbourhood Policing and Community Engagement</b> <ul style="list-style-type: none"> <li>• Effective mechanisms for obtaining community views</li> <li>• Responding to local priorities</li> <li>• Effective interventions and problem solving with partners and communities</li> <li>• Community involvement with police</li> </ul>	<b>1C Customer Service and Accessibility</b> <ul style="list-style-type: none"> <li>• Quality of service to victims and witnesses</li> <li>• Customer care</li> <li>• Responding to customer needs</li> <li>• Accessibility of policing services</li> </ul>	<b>1D Professional Standards</b> <ul style="list-style-type: none"> <li>• Investigation of public complaints</li> <li>• Improving professional standards</li> <li>• Combating corruption and promoting ethical behaviour</li> <li>• Reducing complaints and learning lessons</li> </ul>
<b>2 Reducing Crime (PPAF domain 1)</b>			
<b>2A Reducing Hate Crime and Crimes against Vulnerable Victims</b> <ul style="list-style-type: none"> <li>• Partnerships on child protection, reducing race crime, domestic violence (DV) and homophobic crime</li> <li>• Performance in reducing these crimes</li> <li>• Multi-agency police protection arrangements (MAPPA) and sex offenders</li> </ul>	<b>2B Volume Crime Reduction</b> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Performance in reducing volume crime</li> <li>• Problem solving</li> <li>• National Crime Recording Standard (NCRS) compliance</li> </ul>	<b>2C Working with Partners to Reduce Crime</b> <ul style="list-style-type: none"> <li>• Basic command unit (BCU) support for crime and disorder reduction partnerships (CDRPs)</li> <li>• Drugs prevention/harm reduction</li> <li>• CDRP crime reduction performance</li> </ul>	
<b>3 Investigating Crime (PPAF domain 2)</b>			
<b>3A Investigating Major and Serious Crime</b> <ul style="list-style-type: none"> <li>• Detection rates for murder, rape and other serious crime</li> <li>• Integration with overall crime strategy</li> <li>• Compliance with Association of Chief Police Officers (ACPO) murder manual</li> <li>• Early identification of critical incidents that may escalate into major inquiries</li> </ul>	<b>3B Tackling Level 2 Criminality</b> <ul style="list-style-type: none"> <li>• Crime that crosses BCU and/or force boundaries</li> <li>• Support for regional intelligence and operations</li> <li>• Asset recovery (Proceeds of Crime Act (POCA))</li> <li>• Effective targeted operations</li> <li>• Quality packages to National Criminal Intelligence Service (NCIS)</li> </ul>	<b>3C Investigating Hate Crime and Crimes against Vulnerable Victims</b> <ul style="list-style-type: none"> <li>• Investigation/detection of child abuse, race crime, DV and homophobic crime</li> <li>• Integration with overall crime strategy</li> <li>• Joint training (eg with social workers) and investigation</li> </ul>	
<b>3D Volume Crime Investigation</b> <ul style="list-style-type: none"> <li>• Crime strategy</li> <li>• Crime recording</li> <li>• Investigative skills, eg interviewing</li> <li>• Automatic number plate recognition (ANPR)</li> <li>• Detection performance</li> </ul>	<b>3E Forensic Management</b> <ul style="list-style-type: none"> <li>• Specialist scientific support</li> <li>• Use of National Automated Fingerprint Identification System (NAFIS), DNA, etc</li> <li>• Integrated management of processes</li> <li>• Performance in forensic identification and detection</li> </ul>	<b>3F Criminal Justice Processes</b> <ul style="list-style-type: none"> <li>• Quality and timeliness of case files</li> <li>• Custody management/prisoner handling</li> <li>• Youth justice</li> <li>• Police National Computer (PNC) compliance</li> </ul>	

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<b>4 Promoting Safety (PPAF domain 3)</b>		
<b>4A Reassurance</b> <ul style="list-style-type: none"> <li>Operational activity to reassure communities</li> <li>Use of media to market success</li> <li>Uniformed patrol and visibility</li> <li>Extended police family</li> <li>Performance in reducing fear of crime</li> </ul>	<b>4B Reducing Anti-Social Behaviour (ASB) and Promoting Public Safety</b> <ul style="list-style-type: none"> <li>Non-crime activities of CDRPs and other partnerships</li> <li>Use of ASB legislation, tools, etc</li> <li>Road safety partnerships</li> <li>Emergency planning</li> </ul>	
<b>5 Providing Assistance (PPAF domain 4)</b>		
<b>5A Call Management</b> <ul style="list-style-type: none"> <li>All aspects of call-handling and call-management</li> <li>Initial incident response</li> <li>Early identification of critical incidents</li> <li>Performance in answering and responding to public calls</li> </ul>	<b>5B Providing Specialist Operational Support</b> <ul style="list-style-type: none"> <li>Management of central operational support</li> <li>Police use of firearms</li> <li>Capability for policing major events/incidents</li> </ul>	<b>5C Roads Policing</b> <ul style="list-style-type: none"> <li>Effectiveness of arrangements for roads policing</li> <li>Integration/support for other operational activity</li> </ul>
<b>6 Resource Use (PPAF domain B)</b>		
<b>6A Human Resource (HR) Management</b> <ul style="list-style-type: none"> <li>HR strategy and costed plan</li> <li>Key HR issues not covered in 6B or 6C</li> <li>Health and Safety</li> <li>Performance in key HR indicators</li> </ul>	<b>6B Training and Development</b> <ul style="list-style-type: none"> <li>Costed training strategy and delivery plan</li> <li>Key training and development issues</li> </ul>	<b>6C Race and Diversity</b> <ul style="list-style-type: none"> <li>Action to promote fairness in relation to race, gender, faith, age, sexual orientation and disability</li> <li>Performance in meeting key targets</li> </ul>
<b>6D Resource Management</b> <ul style="list-style-type: none"> <li>Resource availability</li> <li>Effective use of resources to support front-line activity</li> <li>Devolved budgets</li> <li>Finance, estates, procurement and fleet management functions</li> </ul>	<b>6E Science and Technology Management</b> <ul style="list-style-type: none"> <li>Information systems/ information technology (IS/IT) strategy and its implementation</li> <li>Programme and project management</li> <li>Customer service</li> <li>Adequacy of key systems</li> <li>Business continuity/disaster recovery</li> </ul>	<b>6F National Intelligence Model (NIM)</b> <ul style="list-style-type: none"> <li>Extent to which structures, processes and products meet NIM standards</li> <li>Integration of NIM with force planning and performance management</li> <li>Use of community intelligence</li> <li>Application of NIM to non-crime areas</li> </ul>
<b>7 Leadership and Direction</b>		
<b>7A Leadership</b> <ul style="list-style-type: none"> <li>Extent to which the chief officer team is visible and dynamic, sets and upholds a vision, values and standards, promotes a learning culture, and sustains a well-motivated workforce</li> <li>Effectiveness of succession planning</li> <li>Promotion of corporacy</li> </ul>	<b>7B Strategic Management</b> <ul style="list-style-type: none"> <li>Integrated strategic planning framework</li> <li>External communication/consultation</li> <li>Relationship with local police authority (PA)</li> <li>Police reform implementation</li> <li>Internal communication/consultation</li> <li>Programme and project management</li> <li>Management of reputation/public expectations</li> </ul>	<b>7C Performance Management and Continuous Improvement</b> <ul style="list-style-type: none"> <li>Effective performance management structures and processes at all levels</li> <li>Quality and timeliness of performance/management information</li> <li>Internal inspection/audit/quality assurance (QA) systems</li> <li>Effectiveness of joint force/PA best value reviews (BVRs)</li> </ul>

## **Force Overview and Context**

South Yorkshire Police is the 13th largest of the 44 forces within England, Wales and Northern Ireland and has responsibility for policing the county's three boroughs of Barnsley, Doncaster, Rotherham and also the City of Sheffield. It covers a geographic area of approximately 1,554 square kilometres with a resident population in excess of 1.2 million people, of which 5% are classified as belonging to a non-white minority ethnic group, predominantly in Sheffield.

Historically, South Yorkshire had two main traditional industries: steel (based mainly around Sheffield) and coal mining (based around the towns of Barnsley, Doncaster and Rotherham). The last 20 years have seen a considerable decline in both industries, leading to an increase in unemployment and its related socioeconomic problems. However, there has been a move towards tertiary industry and substantial regeneration in those areas worst affected by the demise of the coal and steel industry, such as in the Lower Don Valley in Sheffield and the Dearne Valley area. Employment for the county now stands at 56.1%, still approximately 4% below the national average. The local average wage is approximately 82% of the national average.

South Yorkshire Police faces the challenges posed by policing five football league grounds, and sporting events such as the St Leger race in Doncaster and the World Snooker Championship. There is a large student population, especially at the two universities in Sheffield. Doncaster/Sheffield (Robin Hood) Airport, based at the former RAF Finningley airbase, officially opened to international flights in April and there is also the existing smaller airport in Sheffield.

The force headquarters (HQ) is in Sheffield, and each of the six basic command units (BCUs) of Barnsley, Doncaster, Rotherham, Sheffield Central, Sheffield North and Sheffield South, has a district HQ. The Association of Chief Police Officers (ACPO) team is based at force HQ and comprises the Chief Constable, deputy chief constable (DCC), assistant chief constables (ACC) (support services), ACC (community safety), ACC (personnel services) and the director of finance and administration. Meredydd Hughes was appointed Chief Constable in September 2004 having joined the force as deputy in 2002. Grahame Maxwell joined South Yorkshire Police as DCC in January 2005.

Barnsley, Doncaster and Rotherham districts have coterminous boundaries with their district council and crime and disorder reduction partnerships (CDRPs), but Sheffield Council and CDRP cover three policing districts: Sheffield North, South and Central.

The police authority (PA) has 17 members: nine are elected members of local authorities in Barnsley, Doncaster, Rotherham and Sheffield; three are local magistrates nominated by the magistrates' benches within the county; and five are independent members of the public selected following application to serve on the PA. The Chairman of the PA, Alan Hartley, has been in post since September 2004.

In terms of resources, South Yorkshire Police spend the lowest amount per head of population and receive less government grant per head of population of all metropolitan police forces. Furthermore it has the lowest ratio of council tax base to chargeable dwellings of any police force. As a consequence of these factors the

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South Yorkshire PA has until recent years minimised council tax increases and as a result recurrent expenditure was in excess of recurrent income.

As the first force in Europe to be 'Recognised for Excellence' by the European Foundation for Quality Management (2003), South Yorkshire is currently moving towards a more community-focused and partnership-enhanced style of policing, with local policing teams (LPTs) now established in Sheffield North and Barnsley. Other modernising initiatives include the establishment of major incident teams (MITs) in April 2004, which reduces abstractions of staff and thereby improves the tackling of volume crime.

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Summary of Judgements	Grade	Direction of Travel
<b>1 Citizen Focus</b>		
1A Fairness and Equality	<b>Good</b>	
1B Neighbourhood Policing and Community Engagement	<b>Fair</b>	<b>Improved</b>
1C Customer Service and Accessibility	<b>Fair</b>	<b>Improved</b>
1D Professional Standards		
<b>2 Reducing Crime</b>		
2A Reducing Hate Crime and Crimes against Vulnerable Victims	<b>Fair</b>	<b>Stable</b>
2B Volume Crime Reduction	<b>Good</b>	<b>Stable</b>
2C Working with Partners to Reduce Crime	<b>Good</b>	<b>Stable</b>
<b>3 Investigating Crime</b>		
3A Investigating Major and Serious Crime	<b>Good</b>	
3B Tackling Level 2 Criminality	<b>Good</b>	
3C Investigating Hate Crime and Crimes against Vulnerable Victims	<b>Fair</b>	<b>Stable</b>
3D Volume Crime Investigation	<b>Good</b>	<b>Improved</b>
3E Forensic Management	<b>Good</b>	<b>Improved</b>
3F Criminal Justice Processes	<b>Fair</b>	<b>Stable</b>
<b>4 Promoting Safety</b>		
4A Reassurance	<b>Fair</b>	<b>Improved</b>
4B Reducing Anti-Social Behaviour and Promoting Public Safety	<b>Good</b>	<b>Stable</b>
<b>5 Providing Assistance</b>		
5A Call Management	<b>Poor</b>	<b>Improved</b>
5B Providing Specialist Operational Support	<b>Fair</b>	<b>Improved</b>
5C Roads Policing	<b>Fair</b>	<b>Stable</b>
<b>6 Resource Use</b>		
6A Human Resource Management	<b>Fair</b>	<b>Improved</b>
6B Training and Development	<b>Poor</b>	<b>Improving</b>
6C Race and Diversity	<b>Fair</b>	
6D Resource Management	<b>Excellent</b>	<b>Stable</b>
6E Science and Technology Management	<b>Good</b>	<b>Stable</b>
6F National Intelligence Model	<b>Good</b>	<b>Improved</b>
<b>7 Leadership and Direction</b>		
7A Leadership	<b>Good</b>	
7B Strategic Management	<b>Fair</b>	<b>Improved</b>
7C Performance Management and Continuous Improvement	<b>Fair</b>	<b>Improved</b>

## 1 Citizen Focus (Domain A)

The Chief Constable is the force diversity champion, demonstrating a strong personal commitment to fairness and equality issues. The force is developing links and systems to ensure full integration of diversity, equality and fairness in all aspects of its business.

The development of safer neighbourhood teams (SNTs) builds on earlier work on neighbourhood policing in individual areas of the force. This places the force in a strong position to develop SNTs quickly across the remaining areas.

The force has well-developed consultation links, in conjunction with the PA, to ensure public views are actively considered and managed. There are a number of developments ongoing, to improve public accessibility to services.

### 1A Fairness and Equality

Good
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#### Strengths

- The Chief Constable leads on the implementation of the Strategy for Improving Performance in Race and Diversity 2004–09. A dedicated programme manager has been appointed to work alongside the organisational diversity manager.
- The Chief Constable chairs the strategic diversity group (SDG), which manages tasks and actions through the diversity steering group (DSG).
- The PA administers the South Yorkshire Police race advisory group, which is chaired by an independent member of the community and involves a cross section of community leaders, members of the race equality council (REC), representatives from various multi-agency partnerships and other agencies. This group has been instrumental in building trust and confidence, by being used as policy and change advisers, community contacts, critical friends and links to other agency work.
- The community safety department (CSD) in partnership with the PA also uses the force independent advisory groups (IAGs) to communicate and consult upon new policies and procedures.
- The impact of South Yorkshire race equality scheme (RES) has been initially assessed through consultation with the two IAGs and a number of small focus groups. Feedback on the impact of the scheme has been used to inform the wider communication of the scheme through community focus groups and meeting venues.
- The national race equality action plan for the police service is being implemented locally and is the responsibility of the diversity manager. This includes the national and local race and diversity learning and development strategy.
- Data from complaints is analysed by professional standards and fed back to district and department heads. Issues or trends in respect of diversity are identified through this process. The Learning the Lessons programme has been designed to ensure corporate responses to address these issues.

- The South Yorkshire Police Race and Diversity Learning and Development programme is based upon the results of consultation with the IAGs, national diversity trainers' network and regional forum.
- The CSD manages a significant number of community contacts with a wide range of communities within the county. This provides a means of community advocacy and allows third-party reporting with confidence. The True Vision reporting system provides the means for anonymous reporting of hate crime.
- South Yorkshire Police has conducted a Disability Discrimination Act (DDA) compliance audit, which was included in the Chartermark submission for 2004. All new building and alterations are designed to be DDA-compliant.
- The use of stop and search powers is reviewed and monitored at the force operations and performance meeting. It is also monitored by the PA.
- Initiatives are in place across districts to tailor services to meet specific needs, such as the lesbian, gay, bisexual and transgender (LGBT) group packages and the sexual exploitation project in Rotherham.
- In satisfaction surveys, the force is above the MSF and national averages for the percentages of victims of racist incidents satisfied or very/completely satisfied with the overall service provided, placing it in the second quartile of MSF comparisons. It is also above the MSF and national averages for the percentage of black and minority ethnic users satisfied or very/completely satisfied with the overall service provided.
- The force has experienced a 9.2% reduction in the percentages of racially or religiously aggravated offences detected, while during the same period experiencing a significant increase in the numbers of offences recorded because of improved systems to allow third-party reporting. The force remains in the top quartile of MSF comparisons for religiously or racially aggravated recorded offences per 1,000 population and in the second quartile for such offences detected.

#### **Areas for Improvement**

- In satisfaction surveys, the percentages of white users who are satisfied or very/completely satisfied with overall services provided is below the MSF and national averages and places the force in the third quartile of MSF comparisons.
- Feedback from support networks and focus groups expressed concern at the amount and quality of training provided on fairness and equality within force. There is a need to review the overall provision.
- The CSD is developing a community safety strategy, with work streams to engage children and young people, disenfranchised and hard-to-reach groups. The work streams recognise the need for improved focus on vulnerable communities and communities with special needs.
- One element of the force strategy is to have neighbourhood partnership policing embedded in every police district by March 2007, which will enhance the ability of the force to create more effective community links, tailor policing services to

communities and take prompt action to resolve problems at an early stage.

- The True Vision reporting system, which allows for anonymous reporting of hate crime, is to be further enhanced after planned work is completed with the Asian women's groups, Chinese groups, LGBT groups and IAGs.

**1B Neighbourhood Policing and  
Community Engagement**

Fair	Improved
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**Strengths**

- South Yorkshire Police works closely with council officers in developing consultation with communities and provides opportunities for genuine involvement in determining policing priorities.
- There are three pilot local area agreement sites and the CSD has an overview of these. These areas are developing enhanced consultation and engagement methods linked to their planning and delivery mechanisms to ensure communities derive the maximum benefit from the agencies involved.
- The force-wide use of safer neighbourhood units (SNUs) gives a dedicated ring-back service providing regular updates to callers and providing ongoing consultation, identification and immediate resolution of community problems.
- Neighbourhood surveys are being commissioned through SNTs. The golden line provision at Barnsley and Sheffield North gives local people access to local service action.
- Barnsley BCU has a dedicated community intelligence analyst. All other local intelligence units have a nominated or dedicated community intelligence officer.
- The Barnsley SNT has implemented a partnership approach to operational delivery of local policing services which involves the multi-briefing and tasking of police officers, police community support officers, local authority impact officers, housing officers and tasking officers. This gives a comprehensive approach to joint problem solving, joint deployment and joint assessment of impact.
- The policy for safer neighbourhoods policing is being driven centrally by the Chief Constable, co-ordinated through the CSD. Local variation is permitted to support the local policing context and this is central to the force approach.
- South Yorkshire Police attendance at community forums is high and in Barnsley district there is a consistent attendance from the SNT tasking officer. Feedback is given on policing at each meeting, views and concerns of the public are analysed and used to inform further consultation and central and local planning.
- Public feedback and consultation is sought on a force-wide basis twice yearly (Police talk) and also the force newspaper, *Serving You*. These surveys about policing in a local area are designed by the corporate development department (CDD) in consultation with the district. Local authority survey results are also taken into account.
- SNT-based community surveys are used initially to assess the scale of problems (Scanning under SARA (scanning, analysis, response, assessment)). After the policing intervention, a follow-up survey is used to assess impact. These surveys are routinely hand delivered by police community support officers/wardens to maximise community engagement and reassurance.

### Areas for Improvement

- Further development is required in linking district and SNT priorities and plans to the specific priorities of local communities. Not all local communities have been actively engaged in problem-solving groups, but this is being addressed through the SNT developments.
- The community safety strategy that is being developed should provide a clear focus on local, regional and neighbourhood-level partnerships.
- SNT developments are not yet consistent across the force and their infrastructure is not yet well advanced in some areas. There is a need for considerable development around community intelligence so that the National Intelligence Model (NIM) processes drive the business of SNTs and partner agencies. Work is already ongoing within the reassurance unit in the CSD (Open All Hours) to improve the gathering and dissemination of community intelligence.
- The development of SNTs requires the force to consider a refocusing of resources to deliver the stated outcomes. It will also need to consider the scale of investment required for support and infrastructure as well as the personnel issues.
- The head of press and PR is currently working on the development of an overarching communications strategy, together with a communications strategy group, which will inform and progress the debate around SNTs and their development within local communities.
- The Barnsley structure has been adopted as the core template for the roll-out of SNTs force-wide and is already largely in place on three districts. The remaining three districts are being monitored for progress.
- The development of community summits designed to identify and problem solve with the community and other local agencies and partners is developing within Barnsley. Other districts are to adopt similar approaches to address the requirements of 'building safer communities'.
- Work is under way to extend community involvement into areas of training design, planning and evaluation following the recent Association of Police Authorities' publication *Involving Communities in Police Learning Development*. Actions are in place to bring community representatives into the work on the Initial Police Learning Development Programme and intend, as part of HMIC's development plan, to consult with local RECs.

## 1C Customer Service and Accessibility

Fair	Improved
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### Strengths

- The DCC has responsibility for progressing and improving customer services. The CDD oversees the process and enables a variety of approaches to be adopted.
- Values and standards of customer service have been clearly articulated by the Chief Constable as part of his vision, and one of the force's priorities for 2005/06 is to reduce people's concern about crime, anti-social behaviour (ASB) and disorder and provide a citizen-focused police service.
- In line with the Chief Constable's vision, the force has improved its survey capacity in order to feed the demand for measuring and responding to reassurance issues. South Yorkshire Police implemented the police performance assessment framework (PPAF) user satisfaction surveys process in line with the guidance in 2004/05. Detailed analysis reports are produced, broken down by both BCU and process, which include analysis of diagnostic questions.
- The Chief Constable's Matrix programme and associated projects have been used to manage implementation and action against areas for improvement identified from a variety of external and internal sources.
- The use of the excellence model is embedded in the organisation as an improvement tool and as such enables an holistic approach to be used in developing services.
- The results of PPAF surveys are broken down in detail for discussion at the operations and performance conference chaired by the ACC (community safety) and actions are then assigned. Overall survey responses are fed into the monthly performance bulletin and the performance review process run by the DCC and ACC.
- The DCC meets twice a year with a member of the PA and the steering group of the consultation co-ordination group to discuss survey results and customer satisfaction data. Actions are agreed and support identified for any force initiatives. Police talk results are also broken down to postcode level and fed to district commanders who are required to respond to the PA showing how these results influence policing services.
- The Lessons Learnt programme analyses information from specific cases and organisational trends and provides feedback to PA and force level meetings as well as to individual districts and departments.
- Focus groups are conducted with minority groups. The results from one group of people with impaired hearing have been used to identify special equipment requirements for Atlas Court communications centre.
- The opening hours of enquiry desks are under constant review as part of the developments around neighbourhood policing and SNT structures throughout the force. Mobile police stations have been utilised in one of the areas in Doncaster district (Edlington). A survey was conducted prior to the location of the 'copshop'

and another once it had been relocated, to determine the public's views.

- Considerable work has been done in developing the force internet and intranet sites to enable the public to better access services and find information they require.

#### **Areas for Improvement**

- South Yorkshire is in the bottom quartiles of both MSF and national comparisons for victim satisfaction with making contact and for action taken around domestic burglary, violent crime, vehicle crime and road traffic collisions (RTCs). For being kept informed of progress, treatment by staff and overall service provided, performance remains within the third quartile of MSF and national comparisons.
- The force has completed the ACPO impact assessment for the implementation of the national quality of service commitment. A project team commences work in January 2005 to ensure implementation of the above by November 2006.
- Work is ongoing, as part of the quality of service commitment, to publish a comprehensive set of service standards. This will incorporate the existing internal standards in relation to correspondence handling, including e-mail and telephone call handling, as well as information already displayed in enquiry desk areas. It is intended to publish them as a public document.
- The results of the young people's survey have been subjected to detailed analysis and will be incorporated into the youth strategy being developed through the CSD.
- As part of the Chief Constable's commitment to neighbourhood policing, Doncaster district is planning to implement a joint local contact centre, covering both the police and local authority, merging Doncaster's community service desk and the 'CC online' (Customer Care online). This project is seen as a model for other BCUs.

## **1D Professional Standards**

HMIC has a statutory responsibility to remain fully informed as to the effectiveness of forces' handling of complaints. Following the transition to baseline assessment, and the high-profile outcomes of three separate national inquiries, HMIs identified the need for a focused inspection of professional standards (including complaints) in each force to provide a robust comparative baseline for ongoing assessments of progress.

In October/November 2005, every force will undergo a focused inspection of professional standards. The programme has been designed in conjunction with ACPO, the Association of Police Authorities, the Home Office and the Independent Police Complaints Commission to ensure that the respective interests of each are addressed and that duplicative inspection activity can be avoided.

The programme of inspections will produce separate public reports and gradings for each force and, in addition, a national thematic inspection report that will consolidate themes, trends and transferable good practice. In view of the scale and timing of the full programme of inspections, the 2004/05 grading for professional standards has been deferred to 2006. As a result, there is no professional standards framework content within this report.

## 2 Reducing Crime (Domain 1)

The force has experienced a reduction in overall crime of 1%. Recorded offences of domestic burglary have decreased by 22%, robberies by 19.2% and vehicle crime by 17.1%. However, violent crime offences have increased by 49.8%, which the force attributes mainly to changes in its application of the National Crime Recording Standard (NCRS) rules, resulting in a regrading to Green in a follow-up review by the Audit Commission. It remains a focus for the force during 2005/06.

There is active chief officer commitment to partnership working and there are a number of effective partnership structures in place throughout the force, with noteworthy examples of effective integration of police, public sector and other resources that are intelligence led and focused on providing benefits to communities and victims.

### 2A Reducing Hate Crime and Crimes against Vulnerable Victims

Fair	Stable
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#### Strengths

- South Yorkshire has extended the range of reporting systems for hate crime, which has resulted in an increased number of recorded offences. Notwithstanding an increase of 81.9% in the numbers of racially or religiously motivated crimes, the force still remains below the MSF and national averages for offences per 1,000 population recorded in these categories.
- The ACC (community safety) is the ACPO lead for hate-crime reduction and has responsibility for BCU performance issues, holding them to account for hate crime within the operations and performance conference.
- Each district now has a 'hate crime champion' (superintendent) to ensure priority is given to raising the profile of responses to hate crime and to take an active lead in resolving any hate crime-related issues arising on its district.
- The South Yorkshire Police hate-crime policy and procedural instructions were published in November 2004. These are based on the ACPO hate-crime manual and incorporate feedback from district minorities' officers, victim surveys and consultation with community groups. Each CDRP within South Yorkshire has a hate-crime reduction strategy.
- There are multi-agency groups to address racist incidents established in three of the four boroughs/cities in South Yorkshire. The multi-agency groups link into their respective CDRPs with the attendant support at district management team level and through the dedicated inspectors attached to each CDRP. Information-sharing protocols are established. All districts use both the daily and biweekly tasking and co-ordination group (TCG) processes to monitor performance in relation to hate crime.
- Some district control strategies refer to hate crime under the banner of community cohesion. All districts include it in their strategic assessment in line with NIM processes. Hate crime is one of the three main objectives in the newly adopted

force crime strategy.

- Community intelligence is gathered in this category at all districts and is linked to Operation Marble, which collates all community cohesion and hate-crime issues within the force intelligence system. This is used by the minorities unit at community safety to monitor overall tension in the force area.
- The Safe in South Yorkshire website provides a 'notice board', advice on all hate-crime issues and forced marriages and also provides a secure means of reporting incidents.
- The force and all BCUs are fully involved in the four area child protection committees (ACPCs) within the four metropolitan areas. The child abuse investigation unit (CAIU) plays a lead role in a number of the ACPC subgroups and projects.
- Structures are in place to ensure that where officers attend domestic violence (DV) and/or missing from home incidents, information regarding children within those households deemed to be at risk is recorded and child protection unit officers are informed together with other relevant partners. Sexual exploitation policies are in place in relation to children under 18 years who are engaged in prostitution, and other forms of sexual exploitation.
- The ACC (community safety) is the active lead for all elements of DV. At county level, multi-agency DV crime reduction is co-ordinated by the South Yorkshire civil and criminal justice working group for domestic abuse. Support groups and partner agencies are co-ordinated by this group and produce a range of literature targeting and reducing DV.
- At district level, multi-agency crime reduction is NIM-based and targeted through the TCG. This identifies repeat victims and offenders and tasks action to reduce crime. Additionally, where appropriate, referrals are made to the CDRP multi-agency task group forum to reduce instances of DV.
- Vulnerable missing persons are referred to the force incident manager (FIM) for assessment and liaison with BCU supervisors. The current missing person policy clearly identifies and defines vulnerable missing persons. It includes instruction for the duty inspector to inform both the operations and crime managers where there is cause for concern.
- Management of missing persons enquiries is undertaken by the daily tasking and co-ordinating process where cases are reviewed.

#### **Areas for Improvement**

- The force is presently undertaking a review of all racially aggravated offences reported over the preceding 12 months. A good practice guide has been produced and circulated to assist with this.
- Doncaster now has a council-appointed racist incident co-ordinator who links in with the district minorities officer, and a more formal multi-agency group will be established in due course.

- DV policy and strategy is currently co-ordinated by the CSD and has lead officer ownership from the superintendent and chief inspector community safety. This policy adherence is maintained by district daily TCG. Following a review of policy and performance around DV it is anticipated that it will move to specialist crime services (SCS) in line with its priority within the new force crime strategy and the development of vulnerable victims units.
- The force has plans to create vulnerable victims units, which will encompass all issues around hate crime, child abuse, DV and vulnerable missing persons.
- DV data is not available in a consistent and comparable form across the force and remains an area for priority development.

## 2B Volume Crime Reduction

Good	Stable
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### Strengths

- Overall recorded crime has reduced by 1% over the previous 12 months to position the force in the second quartile of its MSF group. Within that overall crime reduction, domestic burglary has been reduced by 22% over the previous 12 months to position the force in the second quartile of its MSF group. Similarly robbery has reduced by 19.2% to position the force in the second quartile of its MSF group.
- The ACC (support services) is the ACPO lead on volume crime. A new force crime strategy has been written and gives a clear framework to address volume crime, hate crime and serious crime. It is based on the 5Ps: people, policy, processes, partnerships and performance. The first four strands are each headed by a detective superintendent, who leads a team working on each of these areas. The work of the teams is agreed, prioritised and reviewed by the executive crime strategy board, chaired by the ACC (support services). Performance is monitored via the operations and performance conference.
- The NIM is fully embedded within the force for crime-related matters. Strategic assessments and control strategies set the agenda for crime reduction and investigation. Tactical assessments are prepared systematically for the biweekly TCG meetings and are clearly focused on volume crime reduction. A daily tasking process at each BCU ensures that resource deployment, crime reduction and investigation activities are prioritised.
- There has been substantial work to further problem-oriented policing in South Yorkshire. Force-wide initiatives are reviewed at the conclusion of each campaign (eg Beat the Sneak, Crucial Crew, Operation Mischief, Rat on a Rat) and good practice is highlighted and circulated.
- Districts are taking effective action with partners against alcohol-related crime. Rotherham District has used a preventative approach by utilising police cadets in test purchase operations. The district also operates 'crucial crew' which gives input to young people about the dangers and likely consequences of drinking alcohol to excess.
- In Sheffield, Operation Delta involved a comprehensive approach to policing the night-time economy, which included a new patrol strategy and robust supervision of licensed premises through the establishment of a specific district licensing team. This resulted in the closure of three nightclubs and a 40% reduction in alcohol-related crime. The initiative now forms part of the crime and disorder workstreams co-ordinated by the CSD crime and disorder unit.
- A specific approach initiated by South Yorkshire Police is the production of an operating guide for licensees, which assists them in obtaining an operating schedule under the Licensing Act 2003.
- South Yorkshire was regraded Green on data quality, under NCRS compliance tests by the Audit Commission in spring 2005. This followed two previous

assessments where it was graded Red.

### **Areas for Improvement**

- South Yorkshire Police has experienced a 49.8% increase in recorded violent crime, the majority of which is street level or drink-related offences. The force attributes the rise principally to revised recording procedures under NCRS and is focusing activity on it through the revised crime strategy and the development of SNTs.
- While recorded vehicle crime has reduced by 17.1% over 2003/04 figures, the force still remains above the MSF and national averages for incidents in this crime category.
- Work is ongoing to develop best practice guides and to ensure that those already published are adopted effectively. The burglary guide is already contained within the e-library. The detective chief inspector (DCI) (policy) within SCS is continuing development work on rationalising and implementing central guidance from ACPO and other sources.
- An information technology (IT) system to handle SARA (problem solving) across the force is under consideration. Problem-solving training is also under review in addition to a training package to specifically support the neighbourhood policing role.
- The NIM requires further development around community intelligence and low level nuisance and disorder to ensure there is a full analysis of problems around violent crime and that partnerships are also fully involved in tasking and held accountable for delivery.

## 2C Working with Partners to Reduce Crime

Good	Stable
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### Strengths

- Senior command team (SCT) support for partnership working is strong, with the Chief Constable participating in the South Yorkshire forum and the ACC (community safety) engaging with all of the county's CDRP steering groups. Senior members of all BCU command teams are involved in respective local strategic partnerships and CDRPs. Each CDRP area has a designated chief inspector (partnerships) and a local authority liaison officer at inspector rank seconded to the CDRP.
- Information from partners suggests that South Yorkshire Police is totally committed to working in partnership. In one area, close planning has taken place between the force and council officers in the new neighbourhood programme area of the local authority to develop a neighbourhood approach to policing.
- Partners have experienced good support and involvement from senior officers in shaping the housing market renewal programme for the local authority and in developing investment plans for decent homes.
- Three of the six districts in South Yorkshire have coterminous boundaries with their metropolitan boroughs, and the three Sheffield BCUs jointly share their boundaries within Sheffield.
- The CDRPs have a close working relationship with the drug action teams, and each CDRP has a drug theme/activity group. At Rotherham the two bodies have merged and are governed by one steering group. South Yorkshire Police supports partnership engagement in this area by a dedicated analyst within the drugs strategy unit funded by BCU and building safer communities funds.
- Drug intervention programmes (DIPs) have been in place in Sheffield and Doncaster since April 2004. During this time, the criminal justice administration department (CJAD) has effectively supported the programme through testing and referral provision. Rotherham and Barnsley will shortly implement their DIPs.
- Each CDRP has a community safety manager, local area liaison officer, and administrative support. Financial contributions are made to each CDRP from the PA.
- Corporate funding is maintained through the CSD business development unit and its administration of the inward investment policy. The inward investment policy provides guidelines for all non-core funded project bids. The business development unit monitors all applications and provides a technical appraisal to the inward investment management board, which is chaired by the ACC (community safety).
- BCU commanders are held to account for performance in partnerships by regular update meetings with the ACC (community safety). Individual CDRPs have their own performance monitoring processes by which lead agencies are held to account.

### **Areas for Improvement**

- The best value review (BVR) of partnerships has identified the need for the force to establish more clearly defined structural arrangements and to establish clear corporate policies on engagement with partners and CDRPs. As part of the BVR of partnerships, the force is testing the effectiveness of resources being invested in partnership working and their contribution towards outcomes achieved.
- The benefits of being coterminous will be a key feature in any decisions arising from the review of the Sheffield districts' structure, an issue highlighted during the BVR of partnerships.
- The CDD and community safety are currently working with the Government Office for Yorkshire and The Humber on integrating the planning cycles of partner organisations and the benefits of this are being experienced in areas such as Barnsley. Joint planning and target alignment have been developing across the force through application of the BCU/Building Safer Communities funds and is likely to develop further with three of the four boroughs being pilots for local area agreements.
- Work is continuing with the Government Office for Yorkshire and The Humber to align force targets with CDRPs, and all targets agreed will be fed in to the performance-monitoring process at the PA.
- Partners are becoming more aware and involved as the joint action group processes at Doncaster, Barnsley and Sheffield North develop. Partners are already involved in the TCG process at Barnsley. The BVR of partnerships has already recognised the need to develop a more consistent approach in the tasking and accountability arrangements.

### 3 Investigating Crime (Domain 2)

Serious and organised crime, together with issues around level 2 criminality, feature in the force strategic assessment and the force actively seeks and shares intelligence across a wide spectrum of sources and partners.

In the main indicators for this domain, South Yorkshire is positioned in either the top or second quartiles of its MSF comparisons.

There have been identifiable improvements in the management of forensic resources, which have contributed to the performance around volume crime investigation.

The arrangements for the investigation of offences involving hate crime or vulnerable victims continue to improve, with a number of developments highlighted for attention during 2005/06.

#### 3A Investigating Major and Serious Crime

Good
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##### Strengths

- The ACC (support services) is the ACPO lead and ensures that major incidents are resourced in line with national guidance and force policy. There is a comprehensive South Yorkshire Police major crime investigation manual that was completely rewritten last year and updated to reflect national guidance. This is held electronically and accessible through the police national legal database. There is adherence to the advice given within major incident room standardised administrative procedures (MIRSAP) and South Yorkshire are actively involved in the review and rewrite of MIRSAP 2005.
- MITs have reduced abstractions of BCU-based CID officers. The recently conducted MIT review and evaluation identified that it is fulfilling its purpose. The MITs provide post-charge support for file preparation and disclosure, Criminal Procedure Investigations Act and public interest immunity through to the post-conviction stage.
- The force has in place trained FIMs, scenes of crime officers (SOCOs), crime-scene managers and supervisors, a senior investigation officer (SIO) and district detective inspector call-out, and specific detective training programmes. All front-line staff receive 'golden hour' training, and suitable equipment for cover, light, preservation and cordons is quickly available.
- Major incidents are subject to 7 and 28 day reviews and issues around crime-scene preservation are specifically addressed. Any areas of good practice or areas for improvement are highlighted via the HOLMES (Home Office Large Major Enquiry System) unit.
- There are clear written protocols for call-out arrangements and roles and responsibilities within major crime investigations. There is an on-call rota for force SIOs (detective superintendents).

- MITs also rotate to include weekend cover for the whole of the force area. The HOLMES unit maintains a database of ongoing enquiries, containing abstractions from BCUs and ensuring an equitable deployment of resources.
- Within the MIT there are sufficient trained staff to form appropriate HOLMES team(s). These staff are supplemented by sufficient district-based detectives, trained in the same disciplines, who receive annual refresher training. Within the HOLMES unit a family liaison co-ordinator looks after the training and welfare needs of 40 trained force liaison officers.
- Dependent upon the categorisation of the incident, MITs undertake action and documentation management utilising HOLMES2. MIRSAP 2005 recognises HOLMES2 as a much more flexible tool and SCS frequently utilise the software on 'smaller' incidents.
- A Crown Prosecution Service (CPS) special caseworker takes an active part in cold case reviews and is a point of reference for pre-charge issues. The force undertakes continuous active case management and through the robust application of the review process, undertakes periodic review of undetected incidents.
- The force major crime investigation manual contains clear guidance on the format, timeliness and responsibility for community impact assessments. An IAG is available to assist if required. District commanders have strong links with key community leaders and can address issues in a quick and effective manner.
- A structured approach to debriefs both post charge and post conviction is facilitated by the HOLMES department, the minutes of which are published and distributed among the major incident community and cascaded to the force head of training for inclusion in future training courses.

The Protective Services Review conducted by HMIC in July/August 2005 identified the following strengths :-

- There is evidence of the use of Osman procedures and a policy underpinning this practice.
- The work done to identify and tackle gun crime has been effective in stemming this area of criminality and South Yorkshire identifies the standing resource in this area as key assets in achieving community impact.

#### **Areas for Improvement**

- SCS is in the process of reviewing and rewriting the policy, plan and procedures around casualty bureau issues ahead of taking ownership of the business process, from the personnel department, during 2005.
- The force is reviewing approaches to rape and sexual assault and is looking at a partnership approach in dealing with certain elements. The investigation packages are also being reviewed with the intention of setting a minimum investigative standard.
- The debrief processes are currently subject to review by the force intelligence working group which will assimilate the Bichard Inquiry recommendations. In

addition, where training gaps are identified they will be brought to the attention of the learning and development board for consideration.

- Work is in progress to educate officers via the Initial Crime Investigators' Development Programme and the use of impactful briefings where major incidents are involved.

The Protective Services Review conducted by HMIC in July/August 2005 identified the following areas for improvement :-

- Statistical information on levels of serious crime is included in the Force Strategic Assessment but there is no detailed analysis of murder or manslaughter. There is only a limited overview of vulnerable communities.
- The Major Incident Team provides SIO, Major Incident Room and administration support for major crime events. The detective/investigative capability is still abstracted from divisions and monitored weekly. At times of peak demand, abstractions can reach up to 35% of divisional detective capability.
- Whilst the force has a policy of review for detected and undetected cases and is currently undertaking cold/unresolved case reviews, it does not have a policy or practice of reviewing sudden or unexplained deaths and relies on the coroner's officer to identify issues arising from sudden deaths or from those in care facilities.
- The force has experienced an increase in serious assaults and threats to kill offences but there has been no detailed analysis of the causation factors within the Strategic Assessment.

### 3B Tackling Level 2 Criminality

Good
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#### Strengths

- The ACC (community safety) is the force lead for level 2 crime and chairs the force TCG, the force operations and performance meeting, and is the NIM champion.
- South Yorkshire set a target of 65 confiscation orders for 2004/05 based on the capacity of the number of financial investigators in post. By the end of 2004/05 they had obtained 71 confiscation orders to a total value of almost £894,797, which was an increase of 63.2% on the previous year. It also obtained 18 forfeiture orders with a value of almost £251,825.
- The force strategic assessment clearly identifies appropriate level 2 issues. Organised crime is prioritised within the force control strategy, with areas for action and identified action managers under the intelligence, enforcement and prevention priorities. There are dedicated resources to deal with this level of crime, which are tasked through the force and SCS TCG meetings.
- The operational support services (OSS) department gives support to proactive operations in this area and is included in the force tasking and co-ordinating process. At level 2 the proactive resources at the disposal of the TCG include the serious and organised crime unit, Operation Maple, the central robbery team, the intelligence development team and the dedicated source unit. South Yorkshire has a dedicated surveillance unit, whose primary function is to support level 1 activity at district, but it also supports level 2 operations centrally.
- The force is proactive in relation to gun crime with Operation Maple, and it also places a high priority on tackling any such incidents robustly. The serious and organised crime unit and Operation Maple (drug related gun crime) each has a surveillance capability for use in its own operations. These units are supported by their own analysts, with appropriate access to force intelligence board (FIB) analysts and other specialist resources.
- All level 2 operations are continually assessed from first being adopted in the FIB and are overseen through each stage by the SCS TCG and the force TCG. On completion, operations are debriefed and reviewed for outcomes, areas of good practice, and areas for improvement.
- High quality intelligence is regularly disseminated to and from the National Criminal Intelligence Service (NCIS) regarding most level 2 operations. NCIS is also used as a firewall to ensure that intelligence can be disseminated and actioned securely.
- Intelligence is disseminated between South Yorkshire and other agencies, depending on need and frequency and the force has United Kingdom Immigration Service officers who retrieve intelligence relevant to current operations. South Yorkshire Police work effectively in a multi-agency role through Operation Reflex for which it has an intelligence team as well as a tactical team and is the lead force for the region.
- During 2004/05 the force has collaborated effectively with other law enforcement agencies through Operations Marlborough, Merchant, Magna and Malaise, which

have proven to be highly successful enquiries with NCIS support. With the Immigration Service, Operation Maple has seen some notable successes. In respect of Her Majesty's Customs and Excise, Operation Man presents a good example, which resulted in the seizure and recovery of large quantities of heroin and cocaine.

- Within the covert policing unit are two officers dedicated to witness protection. They work to the ACPO witness protection policy, and have regular liaison with other similar units and the covert departments of other agencies.
- The service plan within SCS is now used to reflect performance. This has been achieved by breaking down the objectives of each unit within the department and identifying performance measures for each objective. These are accessible across the force via the SCS website. The FIB units meet performance indicators around the number of target profiles produced and are accountable to the force via the tactical TCG process.
- During 2004/05, a number of high profile and priority organised crime groups have been disrupted and effectively dismantled. Of particular note are Operations Molly, Mahogany, Malaise and Merriment.
- The force special branch has undergone a structural review in order to meet the changing requirements upon it following the increased threat levels from international terrorism. A dedicated source unit has been formed leading to better quality and quantities of intelligence. The department has also improved its surveillance capability through additional vehicles, equipment and trained personnel. The department has been involved in a number of national terrorism investigations.

The Protective Services Review undertaken by HMIC during August 2005 identified the following strengths :-

- A high quality strategic assessment has been produced around Serious and Organised Crime Groups which clearly identifies the challenges facing the force in this area.
- In spite of lack of IT compatibility with surrounding forces, South Yorkshire has effectively used the regional structures to share intelligence, supplemented by personal relationships. There has been effective linking of HOLMES systems.
- There are good examples of effective intelligence sharing with partners, for example Operation Magna with HMCE and NCIS.
- South Yorkshire has effectively mapped Organised Crime Enterprises through its organised crime strategic assessment but has yet to supplement it with clear methods of using the information to drive activity. In the meantime, it tasks its Surveillance and Serious and Organised Crime Units through the force level 2 tasking process.

#### **Areas for Improvement**

- During 2004/05 the force experienced an increase of 6.8% in trafficking of controlled drugs but nonetheless remained below the MSF and national averages

for this type of offence. The detection rate, however, decreased by 9.1% to 86.1%, which placed the force below both MSF and national averages.

- An officer from the surveillance unit is reviewing the adequacy and planning of specialist training within force. The force is also reviewing the structure of level 2 resources to ensure their adequacy and role.
- Money laundering is being developed as a tactical option within SCS TCG. The commercial branch is being restructured into an economic crime unit, within which will be a proactive level 2 money laundering team.
- Some operations have been referred to the regional asset recovery team; however, its capacity is limited and operationally it is unable to deal effectively with all aspects of a Proceeds of Crime Act (POCA) investigation eg surveillance activity, execution of warrants, seizure and recovery of property. The force will use the restructure of the commercial branch to effectively work in partnership in this area.

The Protective Services Review undertaken by HMIC during August 2005 identified the following areas for improvement :-

- The force dedicated surveillance unit suffers from abstractions and might benefit from an increase in numbers to maintain its ability to fully deploy without having to seek support from other groups.
- The force has limited ability to measure harm in communities and very limited profiling of communities which is being partially addressed through the development of community intelligence.

### 3C Investigating Hate Crime and Crimes against Vulnerable Victims

Fair	Stable
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#### Strengths

- The ACC (community safety) is the ACPO lead on hate-crime investigation. The detective chief superintendent (SCS) owns the hate-crime policy. Each of the six districts has a hate-crime champion at superintendent level.
- District commanders are held to account for their performance in relation to hate crime at the force operations and performance meetings. This has led to the present initiative where all racially aggravated crimes from the preceding year are being re-examined and if necessary, reinvestigated.
- The force hate-crime policy has recently been published and is based on the ACPO hate-crime manual. Hate crime is one of the action areas within the South Yorkshire strategic policing plan and features as a priority in three of the four CDRP strategies. The new force crime strategy has the investigation of hate crime as one of its three main objectives.
- There are multi-agency groups to address racist incidents established in three of the four boroughs in South Yorkshire. The fourth, Doncaster, now has a council-appointed racist incident co-ordinator who links in with the district minorities' officer.
- Multi-agency groups link into their respective CDRPs. Information-sharing protocols are established and all groups aim to ensure hate incidents are professionally dealt with and have an emphasis on prevention and reduction. They receive copies of police incident reports and, particularly in Barnsley and Sheffield, undertake detailed analysis to identify trends, hotspots and whether certain communities are disproportionately affected.
- There are LGBT groups in all four boroughs, with two of the four undertaking casework. All are actively supported by the South Yorkshire Police LGBT officer who acts as a link in promoting best practice. The force has been instrumental in the establishment of the South Yorkshire racist incident forum with borough groups beginning to shape county-wide strategies.
- The HQ minorities inspector attends regular meetings with all of the CPS hate-crime specialist prosecutors and uses the information to inform force policies.
- All districts use both the daily and biweekly TCG processes to monitor performance in relation to hate crime. This includes individual crime breakdown on a daily basis. Many of the district control strategies refer to hate crime under the banner of community cohesion.
- Posters and flowcharts have been sent to all police stations to raise awareness of definitions, importance and correct procedures for investigations and documentation. They were reinforced through general order entries together with comprehensive references in the recently published patrol directory. All staff have access to policy and procedural guidelines through the force intranet and access to relevant police national legal database entries.

- The ACC (support services) is the lead officer in relation to child protection matters. The force is represented on ACPCs by the DCI (CAIU), SCS and district partnership chief inspectors and superintendents.
- Where vulnerable victims or intimidated witnesses are identified, this information is shared with the CPS for action. Victim support and court support officers are also involved throughout the process. Information packs are retained at police stations, child abuse units and are provided to victims/witnesses.
- The CAIU is headed by a DCI who is directly accountable to the force crime manager. The SCS departmental service plan clearly outlines the role of the unit and how its performance is measured against set criteria.
- The CAIU has a clearly defined remit to which it works and this is published on the force intranet. There are clear guidelines for the reporting of, and dealing with, child abuse allegations. The training officer within CAIU visits all duty groups on a rotating basis in order to deliver new policies/procedures and update staff about new legislation. The CAIU also works to the area child protection procedures.
- Adequate supervision is provided within child abuse units to ensure the vigorous supervision of investigations into crimes committed against children with referrals being reviewed by a detective sergeant prior to them being allocated for investigation. All referrals are clearly endorsed by both the officer in charge of the investigation and supervisor with the nature of enquiries and the results.
- The force phoenix bureau is staffed 24 hours a day and has access to all South Yorkshire Police IT systems and the information contained within them. The child abuse unit staff are also available 24 hours a day and have access to information stored on their systems. All relevant information is shared with partner agencies and policies are in place to ensure this takes place.
- A full DV policy is in existence and is championed by the ACC (community safety). Monitoring and review of the DV policy is the responsibility of the chief inspector (community safety). A clear process of tagging incidents on PROCAD (force incident logging system) is in place, supported by a DV reporting form to complement. This records all necessary detail for follow-up investigation and supervision. Each district has a community safety unit with terms of reference that include specialist roles for DV officers.
- Control room supervisors are required to authorise personally the closure of all DV incidents ensuring all flagging and NCRS compliance are achieved. The force crime registrar, through her role, ensures that incidents are disposed of correctly in accordance with Home Office counting rules.
- Front-line officers are fed information on any previous DV incidents at a location prior to arrival via the PROCAD system. Data-sharing protocols are in place and data is shared in relation to children under ACPC procedures. All data-sharing protocols are currently being reviewed and updated in light of National Centre for Policing Excellence (NCPE) guidance.
- Good links and information sharing on DV are apparent across all districts between DV officers, child protection officers, minorities officers and youth services.

Intelligence is fed into the operational intelligence system of particular cases of a sensitive nature.

### **Areas for Improvement**

- During 2004/05, the force had a detection rate of 38.6% for racially and religiously aggravated offences, which placed it in the second quartile of its MSF group. This represents a fall of 9.2% over the previous year but has to be regarded in the context of an increase of almost 81.9% in recorded offences due to a proactive programme of improved communication and third-party reporting systems.
- The force performance around DV is poor, with an arrest, where a power existed, being made in only 46% of incidents attended. This compares with an MSF average of 66.8% and a national average of 55.7%.
- Among front-line operational officers, levels of knowledge of what constitutes a racially motivated incident vary, and there is a need to reinforce the importance of the information available to them. Policy changes and information are principally circulated within force by e-mail. There is evidence that the importance of some information is being missed due to the volume of e-mail messages in circulation.
- The No Witness, No Justice programme, under the South Yorkshire criminal justice board, is presently addressing the needs of vulnerable witnesses in some depth. Procedures are in place to ensure vulnerable victims are identified on all files submitted to the CPS.
- South Yorkshire is presently reviewing the NCPE guidance on CAIUs and a working group has been set up, chaired by the ACC (support services), to ensure that the force is compliant with those guidelines.
- Detective sergeants in CAIU and, where appropriate, the detective inspector, investigate and supervise all serious allegations, taking the lead role. The unit is introducing the electronic case administration tracking system. This will contain all policy decisions, administrative details, tasking, supervision and an audit trail.
- The CAIU is in the process of ensuring all officers reach detective status by December 2005 as recommended in the Climbe report.
- A DV gap analysis has been conducted and submitted to the SCT for consideration along with a review of the policy in response to the NCPE implementation plan. Established staff who have not received DV training have been identified and training needs have been submitted to the learning and development board for action.
- The force has appointed a detective superintendent as force champion of the public protection project, which will bring child protection, DV, missing persons and Bichard issues under the same lead.

### 3D Volume Crime Investigation

Good	Improved
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#### Strengths

- The force is positioned well within the top and second quartiles of MSF total detections for vehicle crime, violent crime, domestic burglaries, robberies and total crime. Each of the categories, with the exception of violent crime, shows an improvement over 2003/04.
- Sanction detections data shows a similar profile with the exception of violent crime, where there has been a reduction of 11.8%. This has been attributed to the effects of NCRS where there has been an increase of 49.8% in recorded violent crime per 1,000 population.
- The percentage of offences resulting in a charge, summons, caution or being taken into consideration (TIC) has remained relatively steady compared with 2003/04 at 22.3%. This places the force fifth out of eight in its MSF group, but above the national average of 21.4%.
- The ACC (community safety) is the force lead for volume crime. He chairs operations and performance meetings every four weeks to review progress against force targets. Each commander is asked to account for both good and poor performance with the emphasis on accountability and sharing good practice throughout the force.
- A new force crime strategy has been written and gives a clear framework to address volume crime, hate crime and serious crime. It is based on the 5Ps: people, policy, processes, partnerships and performance. The first four strands are each headed by a detective superintendent, who leads a team working towards improvements in each of these areas. Performance is monitored through the operations and performance meetings.
- The NIM is fully embedded within force for crime-related matters. Strategic assessments and control strategies set the agendas for crime reduction and investigation. Tactical assessments are prepared systematically for the fortnightly TCG meetings and are clearly focused on volume crime reduction and investigation. A daily tasking process at each district ensures that resource deployment around reduction and investigation activity is well managed.
- SCS and HR department are currently looking at identifying potential future SIOs to schedule them into the 'professionalising the investigative programme of training' and manage their development. One of the strands within the crime strategy addresses 'people issues', which includes crime-related training and development. The strategy is also developing clear guidance and minimum standards of investigation to support operational officers at district level.
- The force centralised crime recording over five years ago and the crime recording bureau (CRB) is a well-established unit and is fully civilianised. There are clear policies in place and also a user group for the CRB. A new system of officer reporting has been devised to improve the service to the public.
- The force has comprehensively overhauled its management and monitoring

arrangements around NCRS since failing its compliance test in 2004. Robust data recording and evaluation arrangements are now in place which has resulted in it being regraded Green. The force has experienced a significant increase in minor offences of violence since the new arrangements were implemented.

- Each district now has a compliance function for NCRS. This is a supervisory officer who checks through PROCAD incidents to ensure they have been finalised correctly and to check whether a crime report has been submitted in those cases where it is appropriate.
- Crime management units are responsible for checking the quality of crime investigations and allocate lines of enquiry to officers who have responsibility for the investigation. A comprehensive crime management policy has recently been launched and a key part of this policy focuses on supervisory officers and gives clear guidance on their role within the investigative process. Systems and processes are an integral part of the new crime strategy and form part of the portfolio of the detective superintendent who has responsibility for processes.

#### **Areas for Improvement**

- The force has been successful in asset recovery at the conclusion of some level 1 and 2 operations. The provisions of POCA are not yet fully integrated into district-based tactics around volume and acquisitive crime. The new economic crime unit will introduce a force strategy integrating POCA legislation with NIM in order to improve performance around asset recovery, cash seizure, money laundering and lifestyle criminals at this level.
- The use of automatic number plate recognition (ANPR) needs further marketing and development within force. The value of this capability is being recognised in some partnership areas and work is currently under way with local authorities to equip CCTV systems with ANPR readers. Funding has been obtained to provide a full-time intercept team and for back office police staff. A funding application for money from SR2004 (Spending Review 2004) is being prepared to further enhance ANPR capability.
- The performance development department is seeking to expand the use of learning express (which is a web-based interactive distance learning facility) to support operational officers in forensic awareness and scene attendance. The patrol directory also supports front-line operational officers by providing clear and concise guidance.
- Officers are required to ring directly from the crime scene to the CRB and provide the complainant with a crime reference number. Officers are asked to report one crime per phone call to avoid external telephone lines from being permanently engaged when the public need to make contact. This causes frustrations when officers are unable to get through, creating delays at the scene and leading to crimes being left off the system for longer than necessary during periods when they are redeployed to another incident in the meanwhile.
- The NCRS training package delivered by district training officers is now out of date and needs revising. There have also been some problems in getting NCRS onto the training agenda because of the volume of changes currently experienced in force.

### 3E Forensic Management

Good	Improved
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#### Strengths

- The lead ACPO officer for forensic management is the ACC (support services) who meets regularly with the scientific support manager (SSM), force crime manager and forensic science service.
- There is a comprehensive scientific support management strategy. All internal processes are mapped and monitored through performance measures and indicators. The performance information is used to hold department and district managers to account and to drive performance improvements. Performance and timeliness is centrally tracked at all stages of the forensic process from scene attendance through to the disposal of suspects through fingerprint and DNA hits.
- All policies for the effective use and management of scientific support services, including those relative to the effective use of the national automated fingerprint identification system and the DNA expansion, programme are documented. They have been circulated to staff and are posted on the force scientific support intranet site. Compliance and performance are continually monitored and are reported to district managers on a monthly basis. Where non-compliance is identified the SSM writes to individual officers to highlight the problem and reinforce policies.
- There has been significant investment in technology and equipment over the last financial period. The importance of forensic science has also been recently recognised at chief officer level by upgrading the rank of the SSM from chief inspector to superintendent. The force is also managing a £2.6-million procurement of a dedicated scientific support building.
- The force has implemented all of the recommendations from ‘under the microscope’ and has seen the business benefits. As a result of a screening policy, the force has higher attendance rates at burglary dwelling offences but lower attendance rates at other crimes such as theft of motor vehicles, albeit that attendances have increased compared with previous years through the use of targets. In terms of effective use of resources, the force is exceeding its performance targets in most areas in relation to forensic evidence recovery and the conversion of identifications to detection.
- The latest police standards unit (PSU) report on the use of the national automated fingerprint identification system commented favourably on the performance of the South Yorkshire bureau.
- The force has a central submissions facility consisting of five officers who evaluate all requests for forensic examination. Previously the force has been overdrawn on this budget but the revised processes arising from central submissions management has created efficiency savings.
- The force SSM is leading a project for ACPO North East region, to take forward the national procurement framework for forensic services on a regional basis.
- Managers have recognised the value of footwear intelligence in the investigation of volume crime. The force has a dedicated footwear database manager and a review to make best use of such intelligence is currently being undertaken under the

direction of the SSM.

- Service provision documents outlining clear responsibility for department and district staff in the investigation of crime have been agreed and published. Scientific support services have an active service improvement group and a published cyclical meeting schedule allows department staff at all levels to influence ways of working and identify improvements.
- At an operational level the SSM reports on forensic issues monthly to district operational superintendents and district crime managers at the force operations and performance management meeting.
- The SSM or other appropriate departmental managers are involved in the planning of all operations at an early stage to assess the impact and possible contribution of scientific support. Although centrally controlled, SOCOs are district-based and supervisors attend briefings and tasking and co-ordinating meetings on a regular basis. The head of department attends TCG at level 2 and the strategic TCG.
- DNA and fingerprint identifications are researched by the forensic intelligence unit where they are checked against all forensic databases before being forwarded as a package to districts. The identifications are then allocated through tasking and co-ordinating under the Gold, Silver and Bronze prioritisation system as agreed between scientific support and district crime managers.
- The force recognises the need to ensure that operational staff are forensically aware. SOCOs, forensic submissions and fingerprint staff all have an input into probationer training at stages three and five as well as to the initial CID course. In addition to these formal presentations and talks, district SOCO supervisors have visited all duty groups within their district and delivered relevant training in initial crime-scene preservation and management.
- The department has a policy in place to identify poor scene management. If a SOCO visits such a scene they are expected to contact the officer in charge of the case and give relevant advice. If it happens again, the SOCO supervisor brings the issue to the attention of the relevant duty group supervisor. Where the problem persists, the SSM is informed and formally raises the issue with the district crime manager.
- Over the last 12 months the department has played host to all the South Yorkshire magistrates. In order to assist their understanding on the subject the department has delivered awareness training to them on the use of forensic evidence in case presentation, particularly around DNA and fingerprints.
- In the 2004 baseline assessment, concern was expressed regarding the poor performance of the fingerprint bureau in relation to fingerprint identifications as a percentage of submissions, and the percentage identifications to checkable cases. The SSM invited the PSU to undertake a review of the bureau. As a result, processes and procedures have been revised and efficiency savings have been identified and implemented.

#### **Areas for Improvement**

- The head of department has identified a need to develop the investigative abilities

of SOCOs to match their technical expertise, which should improve their overall performance at scenes. The department has developed an induction programme that includes placements to the CJAD and operational environments.

- The question of administrative support highlighted in the previous baseline assessment has been addressed and a finance and administration unit will be formed on restructuring of the department during 2005.
- The civilianisation of SOCO posts was identified during the last baseline assessment. The internal review being undertaken at that time has now been completed. It has been agreed that the six police officer posts becoming vacant over the next two years will become police staff posts. The savings made will be invested in growth posts in areas of increased demand within scientific support such as computer forensics.

### 3F Criminal Justice Processes

Fair	Stable
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#### Strengths

- The ACC (support services) is the chief officer lead for criminal justice processes and also represents the force on the local criminal justice board (LCJB). The head of the CJAD has responsibility for policy and custody together with criminal justice units (CJUs) and trials units.
- The Chief Constable is the chair of the LCJB, from 1 April 2005, which the ACC (support services) will also continue to attend. The head of the CJAD sits on the county performance group (all CJS partners are involved) and the head of the CJAD and chief inspector sit on the strategic management board with the CPS. A comprehensive countywide performance framework has been established under the LCJB together with a delivery plan and a performance report.
- The national criminal case management programme with its three elements of statutory charging, No Witness, No Justice and the effective trials management programme (ETMP) provides the overarching strategic direction for the department for 2004–06. Details of these have been advertised to staff through billboard, briefings and the intranet.
- Any feedback on cases and performance is incorporated in the No Witness, No Justice and LCJB performance report, which is produced by the LCJB performance officer. This is circulated to all LCJB members and the court performance group. There is also an electronic version of this report on the LCJB website.
- There is an effective police and CPS strategic management board within South Yorkshire and this has introduced statutory charging, the No Witness, No Justice programme and the ETMP in 2004. Each has its own working party and has been reviewed by the national policy review and inspection teams from the Home Office.
- There are local performance groups at each court area with police, CPS and court officers examining persistent young offenders, ineffective trials and pre-trial review data. The court user groups (crown and magistrate) meet on a quarterly basis and the No Witness, No Justice group meets on a monthly basis with local operational meetings each week. The ETMP working party meets monthly led by the new head of the unified courts service.
- All CJUs are fully co-located with the CPS, which allows for some localised shadowing to take place. Senior police managers have spent some time with lawyers in court at pre-trial reviews to ascertain common file problems.
- The police have the lead role in the Persistent and Prolific Offender initiative, chairing the county working group and local district groups as well as liaising with the CDRPs and Government Office.
- As an adjunct to the DIPs, drug referral arrangements are in place where adults charged with 'trigger' offences are drug tested. Testing positive can result in a programme of drug intervention and the defendant can agree to enter into a cycle of rehabilitation and treatment. Following a successful pilot, the process became a

force-wide scheme in March 2005.

- South Yorkshire is one of the pilot forces for the No Witness, No Justice programme. The scheme was piloted in Sheffield but is now being rolled out force-wide. Under the scheme the force is working towards full compliance with the issues contained within the new Victim's Charter.
- The CJAD is working with the CPS to deliver a specific witness care training course to all staff working in victim care units throughout the force. Facilities are available for victims of sexual offences, within force, in line with the Speaking Up for Justice report recommendations. The force is compliant with the Home Office circular 44/2001 and has a good referral system to other agencies, in particular the probation service, for access to victim units.
- Quality control staff are tasked with undertaking quality assurance procedures to ensure staff who update the Police National Computer (PNC) do so within the rules laid out in the national PNC manual.
- In-house trainers and mentors take responsibility for ongoing process and procedural issues once formal training has been undertaken, working closely with the quality control staff. Professional development journals, quarterly and annual reviews are utilised to record progress in relation to training issues and performance.
- The force has modern custody facilities. CCTV is fitted in all Sheffield suites and upgraded to digital at Barnsley, Rotherham and Doncaster. Every custody suite has special cells for detainees who are under the influence of alcohol.
- The custody standards documents have all been translated into procedural guidelines and all guidance is contained within the overarching force policy entitled 'reception, detention and processing of persons in custody suites'. Risk assessments are conducted for all persons entering a custody suite in line with Home Office circular 32/2000.
- Each custody suite now has specific performance targets regarding the taking of fingerprints, photographs, DNA, and providing constant supervision. This allows officers to return to operational duties more speedily. This is monitored on a monthly basis by the departmental head.
- Each custody inspector is required to check a specific number of custody records. The inspectors check to ensure that legislation and policies are adhered to. Feedback is provided not only to individual custody officers when required, but also to any other person involved in the custody process (eg reviewing officer, superintendents). In addition, district supervisors are also encouraged to visit custody suites and dip sample custody records.
- The interviewing of young suspects is catered for in the interview training delivered by the training department. For the decision-making process involved in the administration of the cautioning, warning and reprimand systems, training is delivered on both inspector and sergeant courses.
- Young people are subject to a risk assessment and are detained in specific detention rooms with cells only used as a last resort. Custody suites in the Sheffield

districts use an established scheme, which contains a number of volunteers who come to the police station and act as appropriate adults.

- There are positive relationships with the CPS in implementing statutory charging. The police and CPS have undertaken the prosecution team performance pilot, which is providing performance information at all levels, including district level.
- A civilianisation programme is well under way in the CJAD. The crown court office has 12 file preparation staff, of which 5 are police officers. This has dropped from 8 out of 12 in the previous year and will continue in 2005/06 as police posts become vacant.

### **Areas for Improvement**

- Performance data for 2004/05 showed that the force did not meet its target of 90% of arrest/summons data being entered on the PNC within one day – it achieved 86.1%, a drop of 1.9% over the previous year. For the percentage of court results entered onto the PNC within ten days, it achieved 33.1%, an increase of 24.9% over the previous year but leaving it well below the target of 50% and the MSF and national averages for this indicator.
- The force does not have an ACPO-led PNC steering group and was graded poor on the interim assessment of performance by the PNC inspection team.
- The increased use of visually recorded interviewing, for vulnerable and intimidated witnesses, may require additional record of video interviews staff in the near future. The No Witness, No Justice programme will require additional resources, some of which will be centrally funded for the next three years, to sustain the project and achieve minimum standards of victim and witness care.
- Conditional cautioning and restrictions on bail are being piloted as alternatives to existing processes in Doncaster. During the baseline assessment visits, there had been an extremely low use of these options and they should be revisited.
- QUEST and VODS-trained staff are available 24 hours a day within the bureau. Work is currently under way to encourage wider use of these applications by operational and specialist officers.
- The force has begun to review its custody estate in the light of changing divisional structures. It is currently examining the requirements for the Sheffield districts, with the option of a single site development being actively considered.
- Custody inspectors have individual, identified links with a district command team, so that any issues raised during district briefings, user groups etc, are fed back to custody staff. A representative from the CJAD also attends each operation and performance committee, chaired by the ACC (community safety), so that there is a full contribution to performance issues.
- The prosecution team performance is COMPASS (CPS computer)-based, and still developing. Both the police and the CPS are working together to ensure that quality information can be produced to enable the district champions to manage performance effectively. The reports from the new system will focus on outcomes at court.

- Following an interim review of statutory charging, there is an action plan to refine and improve the scheme. South Yorkshire have recognised that effective supervision is a problem and needs to be addressed. Linked to this is the question of support to officers in police stations in preparing the required paperwork for pre-charge advice.
- The new manual of guidance and statutory charging mean that more paperwork has to be completed at the pre-charge stage to allow reviewing CPS lawyers to reach a decision on the full code test. This is balanced by earlier discontinuances of cases that are unlikely to succeed. The department is currently examining possible ways of extending more case-building support to pre-charge stages through the CJU structures.
- Working with professional standards, the CJAD is reviewing and refining the policy for deaths in police custody or police contact to ensure the force is fully compliant.
- Dedicated prisoner handling units are being researched by the CJAD, in an effort to release operational officer time, improve performance within custody and to improve the effectiveness in assisting in volume crime detection.
- The CSD is finalising the children and young persons strategy which details South Yorkshire's role within the criminal justice system and in other proactive interventions with the youth offending service.

## 4 Promoting Safety (Domain 3)

South Yorkshire is committed to providing reassurance through its planning, resourcing and management of the development of safer neighbourhood teams (SNTs), supported by safer neighbourhood units (SNUs). This builds on previous structures within force and aims to provide a locally-based, locally-responsive policing presence throughout the force, supported by partnership and intelligence developments.

Working with partners, the force has introduced effective systems and structures to deal with ASB. Having invested in problem solving throughout the force, there are effective links into the tasking and co-ordinating processes which result in police and partnership resources being effectively targeted to complement the developing SNTs.

### 4A Reassurance

Fair	Improved
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#### Strengths

- The ACC (community safety) leads the reassurance theme. The reassurance focus has been extended by the provision of a specific team within the CSD. This team will oversee the development of SNTs within a corporate framework. The team is constructing a reassurance, accessibility and visibility (RAV) work programme as a key element within the community safety strategy 2005–08.
- Each district now has an SNU. Their primary roles are to assess each incident that involves ASB and re-contact the complainant to check on progress, gather information and offer advice and assistance. Repeat calls and the quality of services offered are monitored monthly by the SNU user group.
- The force has established guidelines for the effective deployment of community support officers (CSOs) across the force. All of the posts are attached to SNT structures focused around specific communities and targeted towards ASB and quality of life issues. Training for CSOs has been revised, with recommendations already in place for further developments.
- The force is currently using civilian caseworkers and civilian detention officer powers have been extended to include searching and fingerprints (DNA). Posts released by the civilianisation programmes within departments will be used to supplement SNTs.
- Community beat officers (CBOs) are recruited to a central template. Barnsley district has specifically amended the CBO role profile under the national competency framework to reflect their local partnership team structure in liaison with HQ personnel and the national competency framework team.
- All district (and force) control strategies include community cohesion, which is a particular focus at district TCG meetings. District control strategies make extensive use of intelligence-led, directed patrols, which are linked directly into the national briefing model.
- Problem solving uses the SARA model which encourages the use of intelligence in

the scanning phase. Hotspot analysis (location, victim and offender) is commonplace and feeds directly into problem-solving activity and TCG deployments.

- The RAV work programme coupled with the move to SNTs will ensure the integration of the wider police family. As well as the Special Constabulary and CSOs, local authority wardens are built into the structure, with neighbourhood watch also being tasked and focused within SNT boundaries.
- The levels of recorded crime per 1,000 populations are lower than the MSF average, and the British Crime Survey results show that levels of worry about burglary are lower than the MSF average.

### **Areas for Improvement**

- The levels of recorded crime per 1,000 population are lower than the MSF average, yet despite this, the British Crime Survey results show that levels of worry about vehicle crime, violent crime and particularly perceived disorder are higher than MSF averages.
- A corporate deployment policy for the Special Constabulary is being developed which will focus its role within the SNT structures. Full use has been made of the capacity building funding from the Home Office around the Special Constabulary. Three key roles are now in place, targets have been set and advertising and marketing activity has recently been carried out.
- SNU's have, until now, been used to develop staff on restricted duties. This has resulted in inconsistent application of delivery across the force. For 2005/06 it is intended to specifically recruit 12 police staff to provide consistency in this area.
- There is a lack of suitable performance measures for SNTs and the force is currently addressing this. It is recognised that while there will be some core indicators, the wider suite of measures adopted needs to be reflective of the individual roles and communities served.
- There is a complete lack of definition for community intelligence across the force and the director of intelligence is working with districts to develop proposals and then bid for resources to supplement existing divisional intelligence units.
- Marketing of the reassurance agenda will be a key part of the work recently proposed by the head of media and communications and an essential element in the development of a comprehensive communication strategy.
- The force command team have given approval for the development of an accreditation scheme during 2005. The Vehicle and Operator Services Agency is to be accredited, and the background research is being carried out to set out the first locally focused accreditation scheme. This will fit with the RAV work programme and, coupled with the move to SNTs, will ensure the integration of wider police family resources.
- The overall implementation of effective problem solving has been difficult to achieve with a balance between call handling and problem solving being difficult to resource. There is a requirement to separate response and neighbourhood

functions with clear deployment protocols to better manage existing abstractions from neighbourhood policing.

- It is South Yorkshire's aim to have a minimum of one CSO team per SNT across the force and to secure this it will pursue further rounds of national funding streams and continue negotiation with partners.
- In view of the developments around neighbourhood policing, the reassurance agenda and the skills that will be required, the training for CBOs is currently under review.

#### 4B Reducing Anti-Social Behaviour and Promoting Public Safety

Good	Stable
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##### Strengths

- There is an active ASB lead via the ACC (community safety). Corporacy and effective application of policy is delivered by the CSD through the local authority liaison officers and the chief inspector (partnerships) meetings.
- A full ASB strategy is in place with action schedules and this is updated bimonthly. A key element of the strategy is to ensure effective use of ASB legislation. From April to December 2004 South Yorkshire Police and partners were involved with 17 civil Anti-Social Behaviour Orders (ASBOs), 45 ASBOs on conviction, 452 acceptable behaviour contracts, 13 Section 30 dispersal orders, 10 crack house closures and 216 football banning orders. In the same period, 170 vehicles were seized using the new legislation to deal with the ASB use of vehicles.
- ASB is a central theme of each of the four CDRP strategies and actioned according to identifiable problems. There are numerous examples of effective partnership activities that have been identified from strategic analysis. These range from initiatives to tackle firework misuse, to doorstep crime and binge drinking. The initiatives are fully evaluated and one example, Operation Mischief (October/November 2004), saw a reduction of 8.3% in ASB incidents and a reduction of 17.2% in malicious firework incidents.
- Protocols in respect of the use of new legislation have been agreed with the CPS and all the relevant tools are used in respect of ASB.
- The PA makes grants to community groups who work with the police to address policing priorities and engage in local problem solving. There are a number of locally constructed groups that have police support, in particular community alliances and local warden schemes, which provide a means of local problem solving, but also provide reassurance and additional communication links with communities.
- Business contacts furthered through People United against Crime have resulted in locally-based initiatives providing an internet cafe and skateboarding facilities. Active watch initiatives include neighbourhood watch, truck watch, horse watch, and badger watch.
- The SARA problem-solving model is used by the force and its partners. Joint problem-solving training has been employed in Rotherham for police and partner agencies. The force also sponsored attendance at the national problem-solving conference at which all districts (and the PA) were present.
- Operations and intelligence gathering (problem and person profiles) are commissioned through district TCG meetings held fortnightly at districts and monthly at level 2. This structure is fully NIM-compliant and ensures that tasks are debriefed and reviewed.
- The tasking and co-ordinating processes and the effectiveness of the national

briefing model have been evaluated in all districts by the reassurance team of the CSD to ensure compliance and corporacy. Partners are involved in these processes.

- As districts move to SNT structures they are now being provided with statistical information regarding ASB that is broken down to meet neighbourhood needs. The CSD monitoring of ASB interventions is providing statistics regarding outputs in the key areas.
- Co-location with partners occurs at Atlas Court communications centre, where the force call-handling centre shares premises with Sheffield City Council Streetforce call-handling facilities.
- The Chief Constable is the ACPO road policing enforcement technology chair and is vice chair of the ACPO road policing operations forum. The ACC (support services) holds the portfolio for roads policing and OSS. OSS (superintendent operations) represents the force on a number of national and regional roads policing forums. Chief inspector, roads policing group (RPG) represents road policing on a county-wide and regional level.
- The RPG has its own strategy, which is linked to the ACPO road policing strategy. This has been developed through consultation with the Highways Agency and local authorities. The RPG strategic objectives document is linked directly to the force's strategic policing plan and is accessible on the force's intranet site.
- The RPG has bimonthly casualty reduction meetings where current collision location and causation trends are identified and set as targets for a two-monthly period.

#### **Areas for Improvement**

- Work is ongoing via the reassurance team to develop an officer home page on the intranet to search and access corporate systems.
- SNT-based surveys are conducted prior to and after policing intervention. This commissioning of custom surveys is increasing and is co-ordinated by the CDD performance review unit in order to assist in evaluating the outcomes of problem-solving operations eg Grimethorpe, Sheffield North and Doncaster.
- The force does not have a current casualty reduction strategy that is fully supported by the districts and departments. There is a lack of effective prioritisation or integration by CDRPs around casualty reduction measures, albeit the long-standing links with highways departments still exist with the RPG.
- The safety camera partnership, which is geared towards casualty reduction, does not have an analyst or effective targeting of the mobile facility towards casualty hot spots within force.
- Data for 2004/05 shows that RTCs resulting in death or serious injury remain above MSF averages, placing the force in the lower quartiles.

## 5 Providing Assistance (Domain 4)

The force continues to build on developments at Atlas Court to improve the management and performance around call management. During 2004/05 a number of technical, structural and resource problems have been tackled and resolved. However, while performance since December 2004 has improved this has not, as yet, influenced the full year data. There are additional developments planned for 2005/06 and there is a confidence within force that the improvements will be increasingly reflected in the quarterly data monitored by the Chief Constable and the PA.

While roads policing and OSS are effective in responding to events, there are a number of developments proposed to link them more effectively to the core business of the force through improved tasking and co-ordinating and a review of existing skills and systems.

### 5A Call Management

Poor	Improved
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#### Strengths

- The Chief Constable is leading the Communications for the Future project (C4F). Line management is through the ACC (support services). The superintendent (communications) reports personally to the Chief Constable on a weekly basis.
- The C4F project board chaired by the Chief Constable is updated on performance issues monthly. A monthly performance and quality (satisfaction) report is circulated to all districts and the PA. The results are used through the management team process to initiate actions and drive performance. Room managers meet separately to discuss elements of good practice they have developed.
- In Atlas Court the processes from receipt of call to final classification are clear and understood by all staff. Staff were all aware of the need to ensure NCRS was complied with and the timelines involved. Each of the inspectors at Atlas Court has been allocated a key area of NCRS compliance, has developed a call-handling guide for it and circulated this to staff. The NCRS compliance forum meets every two months, has a robust agenda and is well attended by districts.
- FIMs have been detached from duty groups to concentrate on incident management. Computerised systems have been adjusted to allow potentially critical incidents to be referred to the FIM at the earliest stage. An incident management protocol has been developed and agreed with districts.
- The switchboard is now appropriately staffed through the use of flexible working practices to ensure resources best-fit demand. There is a clear process identified for handling emergency calls. The 999 call-handling process has been mapped.
- The crime-recording bureau is co-located with call handling to improve communication. Each district has an SNU linked into the call-handling processes, with terms of reference, and a representative from Atlas Court attends the SNU user group.

- FIMs each have district liaison roles and communications department senior managers are representatives at the operations and performance meetings, information systems steering group (ISSG), PNC steering group and policy advisory group spring and autumn seminars.
- A recruitment and training strategy has been developed and staff have been recruited on fixed hours and flexible contracts to meet peak demand. A financial bid for additional staff has been agreed in a bid to reduce the use of overtime. The PROCAD incident handling system has been rebuilt to comply with NCRS and national standard for incident recording requirements.
- The department has funding for and is developing a frequently asked questions database for both internal and external access as part of the e-policing drive. Atlas Court is fully equipped to handle SMS messaging and minicom, and is currently evaluating customer relationship management software.
- A tutor unit has been established and the training has been reviewed and improved. Staff undergoing training are assessed against competencies for initial call-handler training and for upgrade to operators.
- There is a clear absence management policy and close liaison with the personnel and occupational health unit to reduce incidences of absence. Clear reporting procedures and the use of recuperative duties to effect early returns to work are widely used. Through the use of these measures there has been a positive reduction in sickness.
- The communications department is in regular liaison with the fire and ambulance services. Atlas Court has adopted the SEND protocol for ambulance attendance. There is a mutual support structure for handling other services' 999 calls and they work together to resolve critical incidents (eg Operation Fresco emergency planning exercises, and loan of Airwave terminals to improve communication on New Year's Eve).
- The force has been involved in benchmarking activities with other forces regarding call-handling standards.

#### **Areas for Improvement**

- The force has handled a 17.8% increase in the number of calls answered within the 15 seconds local target time, but performance has remained stable at 73.4%. The force remains at the bottom of its MSF group and nationally.
- There are plans to invest in further staffing and equipment at Atlas Court. Extra call-handling staff and analysts are required. The force intends to re-establish the communications user group and a review of shift patterns is under way.
- Vanguard Systems (consultants) are currently examining information and processes in an attempt to better understand the varying demand profiles. Vanguard is sampling calls, identifying demand type and frequency and looking to identify opportunities to resolve the call at the first point of contact.
- The communications department is actively pursuing appropriate workforce management software that will accurately predict demand in call handling and

dispatch and match staffing to this demand.

- A private sector call-handling manager is to be employed, with funding released from the Sheffield restructure of three BCUs into two.
- A stable management structure is required and the force is considering making communications a separate command (presently it is a department of OSS).
- An OSS communications strategy has recently been developed and is in final circulation as part of the consultation process.
- Two sergeants and six police constable posts in the Phoenix bureau will be civilianised as the positions become vacant. Staff are now mainly police staff but there are still 19 police officers seconded to cover vacancies. There is a need to reduce these posts and recruit properly trained operators, thereby releasing the police officer posts for operational needs.
- Demand management is in its infancy and there is a need to provide a local response to manage calls and provide a resource for lower graded calls. This is part of the development planned around SNU's but which currently remains to be progressed.
- The communications department is reviewing the competencies required for crime recording, call taking and switchboard management to provide a common training programme which can then be tailored appropriately to the technology involved. Career progression issues are being discussed which will ensure suitable staff are retained and employed in the most appropriate roles.
- While there has been success and sickness absences are reducing, there is an accepted need to be more rigorous in the approach to attendance management to further accelerate reductions.
- Significant delays are still being caused by pending logs for action at a later date. This is tending to cause failures in NCRS compliance and frustrate dispatchers as they have numerous logs on their system with which they can do nothing. Examples were given of officers going on rest days and creating four-day delays because of the force duty rota.
- The force has internally published standards for call handling, e-mail and correspondence. South Yorkshire Police was awarded the Charter Mark award for the fifth time in January 2005 and this has highlighted co-ordination and external publication of customer service standards as an area for continuous improvement. The force is currently progressing this issue through the quality of service commitment.

## 5B Providing Specialist Operational Support

Fair	Improved
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### Strengths

- The present structure of OSS was implemented following a BVR, which recommended the current range and scale of specialist services to be contained and delivered from it.
- OSS mirrors the tasking and co-ordinating processes advocated in NIM. The operational planning and deployment system(OPAD) within OSS co-ordinates requests and prioritises deployment of specialist resources across the force eg mounted, PSU, firearms and underwater search. A representative from OPAD attends level 2 tasking meetings and any competing demands are referred to the chair. Otherwise, unallocated resources are deployed to districts through a daily tasking process.
- OPAD is responsible for mobilising PSU staff (with the appropriate authority) through a tested mobilisation plan. Similarly, public order tactical advisers, who are OSS staff, are called out.
- In order to minimise abstractions, OPAD pre-plans as far in advance as possible to provide prior notification to districts. OPAD records all abstractions from duty and every effort is made to minimise abstractions and ensure they are equitable across the force.
- Policies are continually reviewed through a departmental review mechanism against any changes or developments in national policies and guidance or operational issues.
- The force currently has 16 Silver Commanders and 3 Gold Commanders, with another member of the SCT due to receive Gold Commander training in November 2005. The Silver Command cadre has just been reviewed to improve competence and resilience.
- A systematic process exists for the debriefing of all firearms incidents based around the submission of a debrief form. This ensures that, following the operational debrief, all relevant parties have an opportunity to comment and learn from the incident. Training, operational, tactical and policy issues are all extracted. The firearms steering group oversees the whole process to ensure that all issues are dealt with.
- Major public order incidents are subject to a similar process with the involvement of public order tactical advisers and then linked to public order training. This ensures that lessons are fed directly back into training and policy changes.
- The firearms support group has recently conducted a comprehensive review of its standard operating procedures for armed response vehicles (ARVs) and firearms team deployments. In relation to ARV cover, the force has a mutual aid agreement with Humberside Police to cover armed incidents occurring on the extremities of geographical borders.
- Further specialist joint training is planned in disciplines such as rifle, tactical adviser

and Bronze Command. South Yorkshire Police has also developed hospital protocols in partnership with Trent Regional Health Authority at the Northern General Hospital, Sheffield, and is in the process of extending these to Doncaster, Rotherham and Barnsley.

- The force has actively prepared for the opening of the new Doncaster/Sheffield (Robin Hood) Airport and is actively engaged in consultation with public and private sector partners. Additionally, authorised firearms officers have already participated in airport hijack contingencies at Stansted Airport.
- Firearms support group specialist roles are trained to nationally approved standards, either internally or externally, and all roles are subject to comprehensive selection and review procedures through personal development journals, knowledge checks and tactical ability.
- Regular skills audits are conducted to ensure that specialist skills are maintained. In conjunction with the firearms training and development unit, the firearms support group is also in the process of developing a specialist tactics team to deal with the more complex tactical operations. This training will be delivered by instructors who have attended a nationally approved course delivered by Kent Police.
- The force has recently planned and executed a major security operation around a meeting of G8 representatives which involved other police forces, security agencies, the military, foreign security services and specialist resources, which was managed through the operational planning resources within OSS.

#### **Areas for Improvement**

- OSS does not have a dedicated intelligence analyst or independent intelligence capability. OSS is currently working towards integration with SCS facilities under the FIB to ensure full incorporation within the NIM structures of the force.
- Work is ongoing to organise the numbers of staff trained in public order skills into a formal command and tactical advisory cadre that will better complement the new Gold and Silver Command structures.
- The role of critical incident commander is being reviewed in force. This involves benchmarking a best in class qualification and conducting a skills gap analysis with existing staff. Once resolved, it is intended to adopt a cadre system.
- A performance framework for all units within OSS is at a very early stage. OSS has already attended the PA performance committee. The OSS (superintendent support) is benchmarking other forces and progressing this.
- The force is in the process of arranging a regional meeting to update existing cross-border protocols. The force is also progressing a regional bid to provide a dynamic entry and intervention capability with Humberside and North Yorkshire Police that will also include a capability to deal with CBRN (chemical, biological, radiological and nuclear) and other specialist tactics.
- Following the HMIC review of firearms, the force was identified as requiring further development around the selection and training of Bronze Commanders and reassessment of tactical advisers, Silver and Bronze commanders.

## 5C Roads Policing

<b>Fair</b>	<b>Stable</b>
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### Strengths

- The Chief Constable is the ACPO road policing enforcement technology chair and is vice-chair of the ACPO road policing operations forum. The ACC (support services) holds the portfolio for roads policing and OSS. OSS (superintendent operations) represents the force on a number of national and regional roads policing forums. The chief inspector, RPG, represents road policing on a county-wide and regional level.
- The RPG has its own strategy, which is linked to the ACPO road policing strategy; this strategy has been developed through consultation with the Highways Agency and local authorities. The RPG strategic objectives document is linked directly to the force strategic policing plan and is accessible on the force's intranet site
- The RPG is centrally managed under the OSS department. The group is split into two bases, east covering Doncaster and Rotherham and west covering Sheffield and Barnsley. This enables effective and co-ordinated delivery of roads policing and serious injury and fatal collision investigation as well as policing the motorway network.
- The RPG has set new targets in relation to dealing with 100% fatal and life-threatening collisions and 50% serious collisions. South Yorkshire is achieving the two former targets; however, the serious collision target is currently around 39%.
- In relation to fatal collision files within targets for quality and timeliness, the RPG works closely on case review with the CPS from initial collision through to charge and there are no issues about quality and timeliness.
- Performance is monitored by OPAD on a monthly basis. Daily return sheets are completed by each supervisor at the end of a tour of duty and capture KSI patrols, arrests, vehicle examinations, seizures, collisions and other processes. These daily returns are fed to OPAD, which produces monthly bulletins as to work achieved and support to districts. These reports are monitored by the superintendent (operations) who quality assures the work of the RPG.
- The OSS strategic analyst in OPAD has recently reviewed resource allocation and shift allocations to ensure staffing mirrors demands. Spreadsheets are kept and monitored in relation to workloads of SIOs in the RPG to ensure support and sharing of fatal and life-threatening collision investigations.
- The RPG is intelligence led on traffic matters on a daily basis, responding to intelligence and tasking by the briefing system. Hot handovers and tasking sites are employed to pass on intelligence and KSI work to oncoming staff to avoid duplication of work. The RPG has bimonthly casualty reduction meetings where current collision location and causation trends are identified and set as targets for a two-monthly period.
- The safety camera partnership is also represented at the bimonthly meeting enabling the exchange of information and discussion on sites for speed camera

enforcement.

- ARVs are not part of the roads policing function but they are all Tactical Pursuit and Containment (TPAC) trained. They are also equipped to carry out speed enforcement.
- The ACPO road death investigation manual is used to train SIOs and family liaison officers (FLOs). The manual is implemented on all fatal and life-threatening collisions. The force currently has 20 FLOs within the RPG. The chief inspector, roads policing, acts as the FLO co-ordinator, with team leaders at each base.
- South Yorkshire Police link into the local authority engineering and highways departments through three traffic management posts. Three constables sit within a road safety partnership office that also includes the education officer and is led by a road safety partnership sergeant and inspector.
- The traffic management constables link the local authority priorities and initiatives back in to RPG-focused activity through the casualty reduction meetings. Joint initiatives regularly take place with South Yorkshire Police, the Vehicle and Operator Services Agency, local authorities and other agencies.

#### **Areas for Improvement**

- Work is ongoing with the four CDRPs within South Yorkshire to develop road safety partnerships within these areas. There are some blockages within CDRPs in relation to road safety and casualty reduction issues and there appears to be a difference in input across the four South Yorkshire districts. There is evidence of some effective partnership working in silos but these need co-ordination at a strategic level. The force is considering, with partners, the development of a county-wide casualty reduction strategy group.
- The development and use of intelligence is to be reviewed within the RPG to ensure that there are clear links between the force NIM analysis and processes and the focus of the RPG outputs. Effective incorporation into level 1 and 2 TCG are seen to be priorities for development.
- Data for 2004/05 shows that RTCs resulting in death or serious injury remain above MSF averages, placing the force in the lower quartiles.

## 6 Resource Use (Domain B)

Active management and monitoring of the force HR strategy has resulted in a reduction in the number of hours lost to sickness by police staff and in the numbers of medical retirements per 1,000 police officers. This has been offset by an increase in the numbers of hours lost to sickness by police officers and an increase in the number of medical retirements per 1,000 police staff. While there are some issues over data, the force is considering proposals to further enhance its management, monitoring and accountability arrangements during 2005/06.

Training and development issues are being reviewed, with an increased emphasis on the provision of skills development to support the changes planned by the force.

The Chief Constable leads on the implementation of the Strategy for Improving Performance in Race and Diversity 2004–09. He has appointed a dedicated programme manager, who works alongside the organisational diversity manager.

Resource management is well structured and effective and there are proposals to devolve further elements of the budget to district commanders and departmental heads during 2005/06, once the systems and policies are finalised.

The NIM is effective in delivering results around crime-related matters and the key developments for 2005/06 will be to deliver improvements around community intelligence and the contributions of support departments.

### 6A Human Resource Management

Fair	Improved
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#### Strengths

- The lead on HR for the force is the ACC (personnel services). The HQ personnel department has been restructured and includes police officers and police staff to provide a balance of skills and knowledge.
- The HR strategy contains management activities, plans and targets. The strategy is linked to the force strategic plan, and contains targets for recruitment of officers, minority ethnic recruitment, females and special constables' recruitment, plus targets on medical retirements and sickness.
- Monthly monitoring of targets and plans takes place at departmental management meetings and is reported to the PA on a six-weekly basis. Papers on specific issues are submitted to the PA on a regular basis, a recent example being a paper on identifying the barriers to minority ethnic recruitment and retention. There is active involvement of PA members in key issues, for example member involvement in the implementation of the DDA and health and safety issues.
- The ACC (personnel services) visits all districts to discuss HR issues with command teams. The attendance management policy is reviewed with stakeholders and any relevant criteria amended.
- The central personnel department provides guidance and policies for implementation locally, with issues owned and resolved locally by devolved teams.

There have been difficulties in attracting and retaining Chartered Institute of Personnel Development (CIPD) qualified personnel managers but this has been addressed by the development of existing staff with financial support to gain professional qualifications.

- The force continues to invest in occupational health services and has expanded the services provided through external funding. There have been a number of examples of proactive interventions to tackle specific problems leading to positive outcomes in welfare and sickness absence reductions. The force has also introduced preventative counselling in high-risk roles.
- The force has been proactive in using unsatisfactory attendance procedures and has achieved some positive results in this area.
- The force projects the requirements for all ranks and specialist posts on a 12-monthly basis. The head of department analyses the figures and compares them with the district and departmental allocation and then plans activities for recruitment and selection to meet allocation.
- Integrated competency framework (ICF) and national occupational standards for senior officer selection and appraisal and the recruitment of probationer constables are currently used. The use of role profiles and validation panels allows the selection of staff with the identified skills and abilities. Competitive selection processes with promotion boards based on ICF behaviours are in place.
- The force has fully adopted the national recruiting standards and is achieving high success at the assessment centres. All recruitment has been achieved in line with these standards.
- A well-developed work-life balance toolkit promotes retention of all staff and the force offers a full range of flexible working options, with over 700 staff opting for some form of flexible working (not including flexitime).
- The childcare co-ordinator provides support and options for working parents including a discount voucher scheme, holiday clubs and specialist and out-of-hours childcare.
- The force has created a dedicated policy unit within the personnel department, which is staffed by appropriately qualified police staff. All policies are reviewed for human rights compliance through an established procedure.
- The force uses the performance development review (PDR) system to recognise good performance. This is supported by commendations given by district and departmental heads locally. At the force level, the Chief Constable's commendations, supported by higher honours and awards, are managed by HQ personnel and awarded at ceremonies attended by ACPO officers.
- The force has implemented the police reforms including special priority payments, competency-related threshold payments, and bonus payments. Bonus payments have recently been extended to include police staff. Special priority payments are reviewed on an annual basis and assessed against attendance management criteria, principally focusing on operational roles.

- The local personnel managers are responsible for ensuring quality and timeliness of the current PDR system, with the ACC (personnel services) as the force champion. The ACC monitors timeliness targets for all departments.
- The establishment of the absence management unit and the post of employee relations manager linked through six-weekly meetings with the occupational health unit and the force medical adviser has resulted in a robust approach to ill-health cases.
- There is an active lead by the ACC (personnel services) who chairs the quarterly force health and safety forum and the ACC (community safety) who leads the staff protection working party. The ACC (personnel services) receives all audit reports and manages resolution through the computerised service plan. There is an established reporting procedure to the PA business support committee and the PA is represented on the force health and safety committee.
- The health and safety unit has three full-time members of staff who are appropriately graded. There is a range of traditional training courses available internally and these are linked to the position and responsibility of the post holder. Minutes of all district and department health and safety committees are monitored by the force health and safety officer.
- All districts and departments operate an accident reporting system with appropriate links to the Health and Safety Executive and regular review of policies and risk assessments.

### **Areas for Improvement**

- The ACC (personnel services) is considering revised attendance management criteria that will initially look at recent sickness figures for districts and departments and the trends over the last three years. A system of exception reporting will identify good practice or other key factors affecting the rates of sickness.
- The ACC (personnel services) has acknowledged that more needs to be done to improve recognition of the contributions by police staff, particularly at district level. During focus groups, police staff perceived that the existing systems were weighted towards police officers and would welcome the development of a more equitable system.
- The force is looking to develop a policy that addresses 'squad hopping', which would maintain a facility for fluid movement of staff, but more importantly retain operational skills and resilience at a time when the force is moving towards SNTs.
- The local personnel structures for each district and department require further skills developments and investment with the proposed devolution of pay budgets in September 2005.
- The force is continuing to develop the ICF and the national occupational standards. Full implementation will be during 2005 with ICF being the basis for all officer and staff selection processes.
- The force has a dedicated project team to introduce a corporate duty management system to ensure that it meets its corporate responsibilities under the working time

directive. Currently, a variety of local systems exists to capture working hours up to inspector level and the superintendents association, in agreement with the ACC (personnel services), has recently introduced a separate database to monitor the working hours of its members.

- A new service has been developed to provide online health and safety training. This has been piloted within the personnel department and rollout will take place across the force in 2005.
- The PDR process currently holds little credibility among some officers and staff and is viewed as only being completed out of necessity or when applying for a specialist role or promotion. There is a lack of understanding of its purpose among police officers and police staff, which probably resulted from the way in which it was implemented. There is a need to reinforce its use.

## 6B Training and Development

Poor	Improving
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### Strengths

- The force is actively engaged with the North East region generally on a range of training developments, and was able to evidence the sharing of practice with forces outside the region.
- There are effective client/contractor relationships.
- The business planning process for the force commences in the summer of each year. It involves the capture and subsequent collation of perceived training needs from across the force for the forthcoming year.
- The force has created the learning and development board to ensure that there is an effective client/contractor split in the management and provision of training. This ensures that commissioning of training passes through an appropriate filter. The board operates under clear terms of reference and meets every six weeks.

### Areas for Improvement

- The force training strategy, while compliant with Home Office guidance, has not been approved or circulated to the force.
- The costed training plan has not been completed or approved. However, a dedicated resource has been established to populate the plan, on an ongoing basis, which ought to address the delays that have been experienced previously.
- A quality assurance strategy has been produced for the force training department. However, in spite of this now being over one year old, it remains in 'draft status'. Implementation of the strategy is not regularly monitored, nor is it 'driven'. In addition, there is no supporting prioritised schedule to follow that would ensure, for example, that all course materials have been quality assured.
- There is no evidence of meaningful, systematic and ongoing evaluation of training in the force either presently or in the past 12 months. In short, evaluation appears to be ad hoc and irregular, with no clear commissioning process or systematic monitoring of the outcomes being in place. Approval has recently been given to appoint an evaluator, but to date the post remains unfilled.
- There is only limited evidence of engagement with communities in relation to training. While these are not to be dismissed, the focus was limited, as was the range of application.
- There is no evidence of the force having adopted the recently published national guidance in relation to training needs analysis or training design. The force evaluation strategy is compliant, although the absence of implementation renders this of little practical utility.
- At the time of the Inspection the work to implement the ICF was still in progress. As such, there has been no work to map the relevant competencies against training programmes.

## 6C Race and Diversity

Fair
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### Strengths

- The Chief Constable chairs the SDG, which manages the DSG. The DSG has responsibility for carrying out tasks and actions relating to all diversity issues. The DSG consists of internal and external representation including the PA, the chairs of the IAGs, the Black Police Association, LGBT, women's management group and the REC.
- The diversity manager is supported by a diversity network made up of 80 police officers and police staff, all of whom have attended the extended diversity training course. In addition each district and department has an identified diversity champion to further support the role of the diversity manager.
- Race and diversity is a competence area for all senior officers within their PDR and all superintending ranks must attain grade A in this area to be considered competent. Chief officers' PDRs are conducted by the Chief Constable and the PA, in accordance with the recent Home Office guidance.
- The RES and diversity strategies are widely publicised through general orders, diversity newsletter (*Axiom*), diversity intranet and internet site, promotional brochures, table talkers, wall posters and a variety of leaflets.
- Staff surveys are conducted on a biannual basis and identify trends in relation to diversity and equality through specifically focused questions. Trends identified in the surveys are managed through the staff survey action group, which reports directly to the Chief Constable.
- The force has a full-time positive action recruitment officer who, as well as arranging seminars and community visits, has an involvement during the application process. The positive action mentoring scheme is a key scheme in supporting minority ethnic recruitment and retention and includes the training of mentors who make contact with recruits at initial application and remain available for as long as necessary throughout their service.
- A clear policy is in place for dealing with staff with a disability and the implementation of reasonable adjustments has been developed, accompanied by awareness raising workshops throughout the force area. A force disability adviser at HQ supports the network of district and department advisers, who have the ability to ensure appropriate support is made available to all line managers.
- The force equality statement specifically includes all strands of diversity and encompasses specific strands of diversity legislation. From the overarching equality statement there are policies, strategies and schemes in place addressing legislative requirements, plus the requirements to raise awareness. The introduction of specific legislation is accompanied in force by the production of reading material workshops or directed training.
- South Yorkshire has a fairness at work procedure, introduced in October 2003 and managed by the force diversity manager, which is supported by some 70 resolution officers. Each of these officers has received initial training through ACAS and is

required to attend quarterly network and training events to ensure continuous professional development. Diversity champions at senior level have been appointed across the force. Monitoring, evaluation and review is conducted by the force diversity manager.

- In relation to complaints involving race and diversity issues, professional standards investigators have received specific training and each case is referred for the individual attention of the DCI (professional standards department).
- South Yorkshire has an active Black Police Association and women's management group, which represent the interests and concerns of their particular membership. Both of these groups, together with LGBT, are supported by the force and representatives form part of the DSG.
- A revised exit interview policy has been introduced in conjunction with the force diversity manager and staff associations. This has a main focus on minority ethnic groups, staff in probationary periods, employees with disabilities and female staff, but is applicable to all staff.
- South Yorkshire achieved an increase in the recruitment of minority ethnic and female applicants appointed during the year, which raised the percentage of female officers compared with overall force strength.

#### **Areas for Improvement**

- South Yorkshire's retention rate of minority ethnic and female officers deteriorated through the year with higher than MSF and national ratios of voluntary resignation rates, which placed it at the bottom of its MSF group.
- South Yorkshire Police does not currently have a confidential reporting system for diversity issues but relies on the first contact network, which is well publicised and supported by local resolution officers at districts.
- There is an absence of effective monitoring of disproportionality across districts and departments within the organisation, albeit some limited monitoring is carried out on a monthly basis. The ACC (personnel services) is introducing enhanced monitoring arrangements.
- A cultural audit involving internal and external research was last undertaken in 2001/02, actions from which were reviewed by the SDG and completed in the period up to 2004. The organisation needs to consider a further audit given the changes in staff and policies that have occurred in the interim.
- The force's estates strategy includes an ongoing programme of development supported by the PA. When buildings are renovated, purchased or leased they have in place a requirement to be DDA-compliant.
- The RES has initially been assessed for impact through consultation with the two IAGs and a number of small focus groups. Feedback will be used from May 2005, when wider circulation using community focus groups and public meeting venues will be used to enhance communication and understanding of it.
- During the baseline assessment focus groups and interviews a number of issues were raised about the effectiveness and quality of the diversity training currently

being delivered. This should be reviewed to ensure that it is meeting the current needs of the organisation.

## 6D Resource Management

Excellent
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Stable
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### Strengths

- The director of finance and administration is a full ACPO and SCT member. Operational and financial planning are combined in the force service plan which is used to record efficiency savings and budget bids alongside operational considerations. Budget bids are scheduled for members with full details of their operational purpose and likely outcome. Post-implementation reviews are undertaken.
- The force has a well-developed three-year financial forecast that is central to a budget-setting process that fully considers the implications of budget decisions on future years. An inward investment board exists, supported by a business development manager, to control external funding.
- New financial regulations, clearly setting out the respective roles and responsibilities of the force director of finance and administration and the PA clerk and treasurer, were agreed with the PA on 14 January 2005. The PA has recently implemented a revised committee structure of community affairs, performance and business support. The annual budget and Audit Commission management letter is still dealt with in the first instance by the full PA.
- Corporate finance employs ten members of the Consultancy Committee of Accountancy Bodies (including the director of finance and administration). All districts and most departments have a finance officer qualified by the Association of Accounting Technicians.
- The force has exceeded its efficiency plan savings targets for each of the last five years and has done so again for 2004/05. Actual year-end savings were £8.44 million against a target of £4.35 million.
- The force participates in the IPF benchmarking club annual survey.
- The director of finance and administration and head of finance are both subject to annual PDRs. The head of finance and other departmental heads are annually held to account for performance by the PA business support committee.
- The director of finance and administration is involved in individual PDRs for district and department administration managers. The corporate finance department produces a monthly schedule of performance indicators. Resource management skills and ownership are assessed as part of SCT performance visits to districts and departments.
- South Yorkshire Police has a fully integrated Oracle HR and financial system that records all employee particulars. Each district and department locally manages duties, with a requirement for all officers to book on and off duty. Overtime budgets are devolved to districts and departments and there is local management of the duties to minimise overtime payments.
- South Yorkshire Police has a comprehensive suite of flexible working options and work to a principle that all roles are suitable for flexible working, unless a business

need overrides this principle. Cases that have been turned down locally can be appealed to head of personnel.

- There is corporate and local analysis of demand and intermediate shift patterns for police officers that are used to match resources to demand. In the Audit Commission national activity-based costing (ABC) data quality report issued in May 2005, the results for the force are shown as:

Force	2003 Issues	Costing	Internal Controls	Information Sources	Reasonableness	Use of Costing Data
South Yorkshire	GOOD	GOOD	GOOD	WEAK	GOOD	GOOD

- The force has demonstrated its commitment to implement ABC and will now, with the PA, wish to continue to develop the use of ABC and activity analysis in particular as a key element of management information to drive the linking of resources to performance. Progress will be monitored on an annual basis by the Audit Commission with results included in future baseline assessments.
- The supply chain department launched the South Yorkshire Police procurement and commissioning strategy, which was amended in October 2004 to re-emphasise the existing South Yorkshire Police competition strategy, recognise the existence of the national procurement strategy for local government, and highlight the three-year milestone targets. Supply chain is fully accountable for its actions, decisions and contribution to the effectiveness of the organisation.
- An annual 'value for money' report has been produced and submitted to the PA. The report details the savings made during the previous year and other areas of value-added activity delivered across the department. The procurement section has five managers (four fully MCIPS-qualified) who have full or part-time involvement in the procurement process.
- South Yorkshire Police relies very heavily on networking with other forces especially in the North East region. As lead force and Chair of the group, South Yorkshire Police seeks to ensure that best practice ideas and information is shared as widely as possible within the group and other local authorities.
- The estates management strategy is linked to the accommodation strategy outlined to the policy advisory group and PA. This will enable facilities to be provided to support LPTs. Specialist services such as vehicle repair and forensic science will be provided with more appropriate accommodation. South Yorkshire is also part of the national police property benchmarking group.
- The vehicle replacement strategy ensures vehicles are replaced at the optimum time, giving officers and staff a reliable, safe and cost effective tool to enable them to respond to the varying demands of policing. The selection and maintenance policy ensures vehicles have the least whole-life cost and that down time is kept to a minimum.
- Numerous key performance indicators are monitored to enable management to strive for continuous improvement and these are integrated into the force's

performance data to contribute to the force best value ethos.

### **Areas for Improvement**

- Currently the force has devolved the bulk of its budgets excepting the payroll ones where devolvement is largely confined to overtime and temporary staffing. The SCT determined in October 2004 that the force will have full devolvement from 1 September 2005. A project board, chaired by the director of finance and administration, has been established to oversee the expansion of devolved budgeting. The membership includes a district commander, a departmental head, a departmental administration manager and a district administration manager.
- The force is currently developing a force-wide and integrated duty management system, through a dedicated project team of three employees. The force utilises ABC for all officers across the force on a periodic measurement.
- The force has been involved in the national study of shift patterns and is currently reviewing the force standard duty roster that was introduced two years ago. South Yorkshire moved from a traditional quick changeover pattern to 12-hour shifts, which are now seen to be inhibiting developments and performance in key areas.
- The force operated a corporate resource allocation formula in assigning resources during the force restructure in 1994. The model is based upon crime, non-crime incidents and population density and sparsity. The criteria are weighted in line with activity analysis sampling. CDD is currently revisiting the resource allocation formula. Benchmarking has been undertaken with other forces and the model has been updated and repopulated. The formula will be debated and its use agreed prior to any district restructuring.

## 6E Science and Technology Management

Good	Stable
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### Strengths

- The DCC holds the information systems portfolio. He chairs the ISSG, C4F project board and web policy group. The head of the information services department (ISD) is a member of the policy advisory group and the learning and development board.
- ISSG has representatives from the key business and operational units of the force. These include the DCC, Director of Finance and Admin, ACC (community safety), head of CDD, force crime manager, district representative and project managers from current information systems (IS) projects. All major projects follow the force standard Kepner Tregoe project management methodology.
- To ensure that both local and national needs are taken into account in all decision-making processes, the head of IS takes the force control strategy, national policing plan, the science and technology strategy and the Police Information Technology Organisation (PITO) central customer prioritisation capability plan to the force ISSG. At this forum all local and national needs are considered together.
- All IS projects are subject to a business case paper that must be submitted to ISSG for agreement, approval and prioritised within the overall programme of work. Projects requiring additional funding are subject to the bidding process through the service plan and must demonstrate how they support the force's aims and objectives.
- The force is committed to the national information systems strategy for the police service (ISS4PS – the head of ISD sits on the national board) and uses the national strategy rather than create a second one for the force. Technical standards within the strategy are monitored by the head of IS, the IT manager and the technical architect.
- The force actively participates in national working groups and the head of ISD is a member of the information technology advisory group.
- The force's systems are modern and robust and run on a three tier infrastructure which is web based. Suppliers and technology used include Oracle (database and application server), Sun (range of server and desktop hardware), EMC/Legato (suite of storage and storage management technologies), Microsoft (desktop operating system, browser, personal productivity tools and web server software), HPQ and Dell (desktop and laptop hardware). The network and data carrier suppliers are Cisco, BT and Vodaphone.
- A small team in ISD use performance-monitoring tools to monitor the capacity of all systems on a continuous basis and the monitoring can identify any potential bottlenecks in performance. Any recommendations for improvement made by this team are evaluated by the ISD policy team, discussed with suppliers and, dependant on cost, are sourced by either ISD budgets or forwarded for the consideration of ISSG as a project.
- South Yorkshire lease much of the key IT infrastructure, and equipment is refreshed under the leasing arrangements to ensure that it is up to date and, where

necessary, has increased capacity. During this process consideration is taken of the current market values to ensure that value for money is obtained.

- ISD has categorised all IT/IS systems into either 'critical' or 'standard'. Critical systems are given 24/7 cover and written procedural instructions are held within the communications centre. Engineers are on immediate call-out to these systems. Standard systems are attended to by the next working day. Infrastructure work has been carried out to all systems to increase resilience and reduce potential failure.
- The helpdesk has increased its productivity and increased its first line support from 25% to 90%. The service desks act as the focal point of contact between ISD and the users to provide updates on current service issues, including expected response and repair times.
- All posts have job descriptions and person specifications produced as part of the recruitment process. The person specifications require professional qualifications and appropriate specialist experience. All senior ISD managers have acquired foundation certificates in IT service management under the IT infrastructure library (ITIL). Staff salaries are linked through the Hay Paynet system to ensure that they are competitive against current market rates.
- ISD has a specific technical training budget to develop and enhance the skills of the staff in accordance with the needs of the service plan. The PDR process is used to help identify individual needs. Spending on IS technical training is included in the force's training plan monitored through the learning and development board.
- South Yorkshire Police has a stable infrastructure that forms the foundation on which business continuity and disaster recovery plans are based. Data is replicated in real time between the main production data centre and a secondary data centre both of which are situated in Sheffield. Critical systems are engineered to provide business continuity and are tested on a regular basis. This is complemented by a comprehensive backup strategy.
- The business continuity plan for Atlas Court relies on a new fallback facility using Airwave, which was commissioned at Snig Hill in the spring of 2005.

#### **Areas for Improvement**

- Performance monitoring systems are in place to measure the performance of the systems but currently there are no formal systems in place to evaluate IS projects against intended outcomes. This has been recognised and ISD is in the process of recruiting a business analyst. Part of this role will be to work with the users and review how the benefits management package recently delivered by PITO might be used to best effect.
- Customer satisfaction surveys give a good indication of perception and the results are used to highlight areas for improvement. A need has been identified for a post of business analyst specifically to deal with this issue because few current staff have specific user requirement identification experience. ISD has made efficiency savings and is using the saving to fund this post but has made a financial bid for a further two posts.
- ISD is not currently involved in projects at the requirements stage. Users go direct

to suppliers and application providers and generally only involve IS later. ISD has identified this as an area for improvement and the additional business analyst posts are intended to also address this issue. The main improvement surrounds projects where third-party suppliers are identified and the need to find solutions that integrate force systems with their products. This is less the case for enhancements to systems developed in house or through existing main suppliers.

- The force has identified a lack of functional knowledge in some crucial third-party supplied systems, eg HOLMES, COMRAD, PNC, within the current workforce. This potentially leads to ISD becoming provider of patches to applications with no real understanding of its purpose. The roles of business analysts will also aid in resolving this issue, enabling ISD to lead on negotiations with suppliers.
- In terms of meeting user expectations the department is working towards an ITIL support model. Ten staff have undertaken the ITIL foundation model and the plan is to implement an ITIL culture by use of appropriate terminology within the department and develop internal service level agreements between user departments and ISD to set expectation levels.
- The process of producing role competency-based job descriptions for IS posts is proving difficult due to a lack of a national library of suitable IT competencies.
- The ACPO information management benchmarking tool kit has been completed. Results have been compared with other forces in the North East region. At this stage it is difficult to draw conclusions from detailed comparisons as the way the information is compiled varies from force to force. The North East region group continues to provide information as to how the benchmarking process might be improved.

## 6F National Intelligence Model

Good	Improved
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### Strengths

- The force has established NIM processes that are in line with NIM minimum standards, and has produced a manual of guidance on NIM. This manual of guidance, which forms part of force policy, has been approved by the NCPE NIM team and is adhered to in force. It ensures that the strategic TCG commissions strategic assessments and formulates a control strategy to national standards.
- The force has a comprehensive intelligence strategy that has recently been reviewed. There is a clear chief officer lead, the ACC (support services), who chairs the force intelligence strategy management board (ISMB).
- The force continues to have a clear development plan for NIM beyond minimum standards in NIM2, with a specific work schedule accountable to the ISMB.
- NIM is fully included in the strategic process for the force, with strategic and tactical meetings aligned to other key meetings. The NIM is embedded in the local policing plan.
- Control strategy and strategic assessments are widely publicised at both force and district level via the intranet.
- The DCC, as a member of ACPO NIM, maintains an oversight of NIM standards in force. Recent work has been done to ensure synergy between business planning processes and the NIM process. This ensures a two-way flow between strategic and organisational developments and the strategic assessment and control strategy.
- Force level TCG meetings are chaired at strategic and tactical levels by the Chief Constable and appropriate ACC respectively. At district level, TCG is chaired by a superintendent. Level 1 and 2 strategic assessments and control strategies are produced in line with force policies.
- HQ analysts review district strategic assessments and a feedback mechanism exists to ensure continuous improvement in the production of intelligence products. Strategic analysts are now in place at each district.
- Work towards the NIM2 standards is largely complete and the force is well positioned for full compliance. The 2003 minimum standards are constantly reviewed through the ISMB and through a rolling programme of thematic inspections under the intelligence directorate.
- In addition to dedicated source units, the force operates a comprehensive covert operations programmes at both district and force level.
- Core roles and training requirements for NIM are defined in force policy. Staffing levels are left to districts as requirements vary.
- All districts have daily management briefings which produce clearly owned actions for which individuals are held to account. At level 2, principal resources are

accounted for through an SCS TCG process where bids are heard from all districts and departments. This process is then audited at force TCG.

- Police Talk results are used as part of a package of information provided to the PA to support their priority setting seminar held in November. The force strategic analyst is involved in the Police Talk process, and results are used internally to write the strategic assessments for the force and district control strategies.

### **Areas for Improvement**

- The force is introducing dedicated source controllers at sergeant level. They will be trained to a common standard and be subject to competency assessment with compliance, standards and ethical practices being the key to increased productivity and tasking. The force is aiming to identify the right individuals together with a good succession planning process.
- Cell intervention, which is the responsibility of the intelligence development team, is due for policy review and it is intended to programme this for completion in September 2005. It needs to be looked at as part of wider tactics together with more cold-calling and disruption tactics. There is also a need to consider the skills and abilities of custody staff as part of this.
- More work has been identified around the OSS tasking process so that it better reflects the control strategy. OSS has a strategic analyst but no intelligence function, with intelligence reports still going to districts. More development work has been identified around the daily tasking processes throughout the force.
- A full-time project team has been formed to address post-Bichard issues and is led by a chief inspector. Its report will identify changes required in force. South Yorkshire is committed to implementing the required changes.
- A dedicated working group exists in relation to the structure and requirements of community intelligence. The report has not yet been completed but is anticipated to have a resource requirement to supplement the existing district intelligence units.
- A programme of continuous personal development exists in relation to the Regulation of Investigatory Powers Act, telecommunications, source handling and sex offender management. These are being addressed as priorities.
- At a regional level, all relevant systems are in place to ensure that NIM processes are adhered to through regional TCGs and the regional intelligence group. However, there are significant practical difficulties regarding the effective use of regional processes, relating mainly to a lack of credible target referrals from all forces, due to the lack of natural geographic links, which encourage cross-border crime.

## 7 Leadership and Direction

The SCT has now begun to drive developments in force following the reallocation of portfolios and the appointment of a new DCC. A number of structural changes are proposed but the main emphasis is on developing middle management and releasing the potential within force through empowerment of staff, working within a managed accountability framework. The Chief Constable's vision for the force needs to be effectively communicated through a revised media strategy. The changes in planning and financial management should benefit the proposed developments, together with the changes in performance management.

### 7A Leadership

Good
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#### Strengths

- The Chief Constable has been in post since 1 September 2004, following on from two years as the DCC. The DCC, Mr Grahame Maxwell, took up post on 4 January 2005.
- The Chief Constable has completed the PDR process for all the command team and established their likely career path for the next three years. The PDR process is up to date, complete for all parties, and is discussed by the Chief Constable with the Chair of the PA.
- SCT 'away days' are held every three months at different force locations to ensure visibility. All members of the SCT have a structured series of visits to districts and departments. SCT and PA members hold annual feedback events in every district.
- The Chief Constable has outlined his vision for the future of the force at policy advisory group and the PA meetings. Intranet and force newspaper articles have been produced and the statement of policing principles has been rewritten to take this forward. The force is familiar with the statement of policing principles documentation produced and first principles are continuously referred to in policy documents and documentation raised by officers and staff.
- The Chief Constable leads the strategic diversity board and regularly updates the PA on progress. The PA is represented on the DSG, which brings a wider range of participants together to influence policy. This has created an impact outside the organisation on diversity issues and senior officers are both visible and known by community leaders.
- The link member scheme allows a mechanism by which PA members can more fully develop their understanding of the complexities of policing. The service improvement board (overseeing all corporate service improvement) is co-chaired by a PA member and the DCC.
- The staff survey results are published not only at the PA but also on the force website together with the Chief Constable's action plan and force responses. Both the JNCC and the force SDG consider the results of grievance procedures, discipline and complaints matters, to ensure corporate health is maintained.

- Feedback received from both the public and PA members indicate that the force is well represented in both broadcast and written media. The major local newspaper recently ran its own opinion survey followed by six nights of in-depth analysis of the service. Overall response from the public to this has been very good.
- In addition to the Centrex leadership development programme, the force actively supports the common purpose leadership programme and integral leadership, a programme run locally by a prominent local businessman. A new programme has been developed for newly promoted sergeants.
- There is a structured process in place for the consideration of all nominations for Chief Constable's commendations and other higher awards. This ensures that there is a consistent approach. Chief Constable's commendations are presented personally by the Chief Constable at the force long service award ceremonies.
- There are a number of internal awards for staff including Special Constable of the Year and Community Officer of the Year.
- The bonus payment scheme, introduced for police officers as part of the reform agenda, has been extended to include members of police staff in recognition of the important and difficult work they undertake.
- The force makes consistent use of a Lotus notes-based service plan system. Actions at all tiers in the organisation from SCT monthly meetings downwards are identified on the action plan and updates are automatically prompted by the system and can be easily captured to ensure compliance with policy and legislation.

### **Areas for Improvement**

- The SCT has a clear focus on skills development, which will need to be managed alongside the change programme that it is implementing. Empowerment of individuals is seen as a high priority to achieve these changes. Devolution of additional budgets within a controlled framework is recognised as a priority area to deliver further empowerment and change. Inspectors are also seen as a key rank for development to further enable the planned changes.
- The recent portfolio changes are beginning to deliver on integrated projects within the change programme. The development of business change management meetings structures will assist in this, when implemented.
- South Yorkshire proactively recruits from minorities and the Chief Constable personally opens all recruit meetings at HQ for minority ethnic staff. Given the length of time this has been in place, it is still probably too early to judge the effectiveness of this approach in terms of numbers of recruits and retention.
- The Chief Constable is increasing the involvement of the PA within force (link members and meetings) so it is party to the information and discussions around the future. Some examples of current involvement include operations and performance meetings, communications for the future project, training meetings and discipline and complaints, among others.
- The Chief Constable has identified the need to express his vision in different ways to stimulate internal debate and challenge, which will lead to new developments

around policing services. Some key players currently feel they are not involved at a strategic level in the proposed changes, particularly at programme development board level.

- The Chief Constable has articulated the need for the force to become more innovative in delivering its police services. Some evidence of this is now emerging in both districts and departments but will be reinforced by the potential for the appointment of senior managers from outside South Yorkshire Police. The New Eyes project is intended to promote innovation.

## 7B Strategic Management

Fair	Improved
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### Strengths

- The Chief Constable has clearly articulated his vision to staff (via billboard and personal site visits) and to stakeholders (through the membership of South Yorkshire Police in CDRPs, LCJBs and other agencies).
- The new vision for the force is the basis for the South Yorkshire strategic policing plan, published in February 2005. The South Yorkshire Police communications strategy will use the vision to ensure corporate branding throughout the force.
- Neighbourhood policing is being defined and implemented through a strategic board chaired by the ACC (community safety). There will be 29 SNTs in force by the target date of 31 March 2007 and the teams will run alongside inspector-led response teams.
- The planning cycle has been championed and endorsed by the Chief Constable and the DCC, and is managed by a dedicated planning officer. It is published on the South Yorkshire Police intranet and website with links to relevant strategies and plans.
- The DCC has lead responsibility for the business planning process and is involved in all stages of the cycle. The process has been developed to ensure integration of priority setting with budget and performance processes, by supplying all PA members with a full pack of information in preparation for the priority setting seminar in September/October each year.
- The recommendations following the review of the local policing plan by the Audit Commission are also managed through the electronic service plan. A project definition document and action plan captures all objectives, actions and deadlines in order to manage the planning process.
- Force priorities are created using results and analysis of community consultation, alongside other relevant information, with PA members receiving a pack of relevant information in order to inform the priority setting process. The process is also supported by a set of tables that clearly shows how each local priority is linked to the public service agreements, national priorities, CDRP priorities, PPAF and finance/resources.
- National, force and BCU priorities are being captured and publicised on posters on display in all force buildings. For 2005/06, each BCU will have a poster demonstrating the link between its priorities and the force and national agenda.
- In the budget round and planning process, the PA is fully involved, with draft proposals, priorities and targets submitted to the relevant committee for debate, amendment or approval. Corporate governance is also managed by the PA through its committee and meeting structures.
- The Chief Constable is the sponsor of the Matrix programme, being used via the electronic service plan to manage implementation of outstanding actions from HMIC, European quality assessment and the force self-assessment. Regular

updates are given to the Policy Advisory Group and Senior Command Team on progress. Success is linked to HMIC baseline grading. A new electronic service plan policy has been developed to ensure that the Matrix methodology is used to track implementation and actions from external and internal reports and assessments.

- Work on reducing bureaucracy is being managed under a project led by the DCC. Areas for improvement are also being identified in force by focus groups, run by the CDD, to identify further improvements in the reduction of bureaucracy. Other actions have arisen out of suggestions

### **Areas for Improvement**

- The current planning cycle includes actions to further develop the relationship between the corporate planning process and NIM which, when completed, will enhance the ability of the force to derive maximum benefits from the complementary changes in business change management. Other actions include work to involve partner agencies in the planning cycle.
- The head of media and communications is currently in the process of developing a communications strategy group and identifying appropriate membership. Discussions are also taking place with officers of the PA in order to build evaluation methods into current public consultation work.
- The force now has an organisational development programme chaired by the DCC, with a chief superintendent as the programme manager, to co-ordinate ongoing change, and central to this is the South Yorkshire Police business change model. This will bring a more structured framework to corporate business by implementing a meeting structure that aligns all current issues for the force, does not just focus on performance but also links NIM into the business structure.
- A recent agreement has been to create a policy forum, where the heads of the major departmental policy units will meet on a quarterly basis to discuss issues. Part of the forum's responsibility will be to identify and route strategic risks to the risk management board. This development should enable the force to properly oversee the numerous policy units within force and ensure that there are clear and effective cross-departmental links between business changes, policy changes and effective outcomes.
- A BVR of leadership and direction, in conjunction with the PA, will be started in 2005 which will look at the requirements for the force and the development required at all levels.
- The New Eyes project is about introducing new people to the force with requisite skills to drive and manage changes which are currently identified around:
  - demand management;
  - devolution;
  - technology;
  - accommodation;

- rationalisation project;
  - reducing bureaucracy;
  - NCRS;
  - call management;
  - roads policing;
  - NIM;
  - Sheffield restructure; and
  - LPT introduction/partnership working.
- The head of training currently only attends the PAG but has identified the need to become involved in the force programme development board to ensure training properly supports the change programme.
  - The force, through the CDD, is currently refreshing the resource allocation formula, which had fallen into abeyance. Benchmarking has been undertaken with other forces and the previous model has been repopulated. The results of the formula will be debated and its use agreed through the force PAG.

## 7C Performance Management and Continuous Improvement

Fair	Improved
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### Strengths

- The ACC (community safety) chairs the monthly operations and performance conference, attended by district DCIs, superintendents and representatives from specialist departments, where performance of districts is discussed, actions identified and good practice shared. The ACC (community safety) also holds regular performance reviews with each district commander.
- This process, together with the internal performance and PA visits processes is supported by up-to-date information from the force management information system (MIS).
- The DCC and appropriate ACC chair the internal performance visit process, whereby each district and department is subjected, once a year, to a full scrutiny of performance against a range of indicators, both qualitative and quantitative.
- The DCC and appropriate ACC attend the six-weekly performance committee at the PA where two of the districts or departments are subjected to scrutiny and where other performance issues such as NCRS are discussed. The SCT has increased the quantity and quality of performance provided to the PA to enable it to achieve this aim over the last 12 months.
- The DCC meets twice a year with members of the PA and the steering group of the consultation co-ordination group to discuss survey results, including customer satisfaction data, and agreed actions and support for any force initiatives.
- The ACC (personnel services) chairs a bonus payment scheme panel, including PA members, four times a year, whereby bonuses are awarded for excellent work that falls within the bonus payment criteria of the Police Reform Act. Underperformance is managed as robustly as possible.
- PA seminars are used to ensure the performance framework is linked to corporate planning, budgeting and resource management. The strategic assessment and resulting control strategy feed directly in to this. A seminar is held in October of each year to decide force priorities and another is held in January to assign funding to each priority for which targets are set.
- The chair and vice chair of the PA performance committee have a standing invitation to the operations and performance conference, and the chair of the performance committee regularly attends. The chair is also a member of the NCRS and national standard for incident recording steering groups.
- Where systems failures result in significant underperformance, project teams and nominated project managers are identified to resolve the issues. Support and assistance is provided through the CDD, management support services section. This team makes available specialist project support services, such as project management, O and M work study techniques, process design and mapping and problem-solving techniques.

- HQ departments are held to account as well as districts. The large departments, for example the CJAD and personnel, are subjected to the same performance review process as the districts, using up-to-date performance information provided by the performance review unit. As trend data on their performance indicators develops, this will also be included in the monthly performance bulletin.
- The smaller departments, for example legal services and facilities management, are subject to a different review process. Assisted by CDD, they are required to submit a written report to the PA business support committee around a framework of written questions. The head of these departments is also required to attend in person to answer any queries.
- Citizen focus issues are included as a core element of the performance management framework, both with satisfaction results, and also NCRS data. In advance of the PA performance committee, the district commander is asked to provide written answers to a series of qualitative questions.
- The CDD regularly inspects both districts and departments, following HMIC methodology. The findings are presented to the district commander/head of department, and the SCT, which then oversees the implementation of an action plan. The corporate review department (formerly best value) and the professional standards department also conduct reviews across the force, and co-ordination takes place between the CDD, corporate review and professional standards to ensure that recurring themes are identified and issues are not looked at in isolation.
- The Learning the Lessons programme is managed by the head of professional standards and ensures that learning is taken from all aspects of misconduct, civil, and direction and control complaints. The PAG and the PA form part of this learning process. All operations are subject to debrief, with firearms and public order having specific processes for feeding back lessons into training and tactics.
- A fully revised performance review mechanism was put in place during autumn 2004 and a schedule of district and department reviews was published. A format of reviews was also published and developed with the PA. This programme has now been extended to all departments and the CDD is responsible for monitoring and managing this process.
- There is clear commitment from and comprehensive involvement of the PA in the best value process and all corporate service improvement matters. In relation to HMIC best value reports, the action plans are regularly submitted to the PA and include updated information.
- Reviews are identified following the priority setting process and are carried out to support delivery of the local policing plan. The review programme is sufficiently flexible to allow for support to be provided in areas that subsequently emerge as a greater priority.
- The implementation support and assurance team, within the corporate review department, uses the electronic service plan directive jointly with the CDD to implement improvement actions from BVRs. The improvement actions are linked to targets and performance measures which are then monitored and updates provided to the PA performance and business support committees. Efficiencies are also

'tagged' through this process and linked to resource monitoring. HMIC has previously recognised the innovation and strength of this approach through best value inspections.

### **Areas for Improvement**

- The corporate review department and CDD are in the process of coming under the management of the service improvement board. This restructure is part of the development of the new business model and is introducing 'holding to account' mechanisms.
- A new MIS will be introduced in September 2005, which will operate from a data warehouse system and should have hourly update capability. The new MIS should free up time for performance clerks to concentrate on analysis of data rather than production.
- The PDR process is currently under review. However, there are recent improvements in completion rates and linking of objectives to performance. The local personnel managers are responsible for ensuring quality and timeliness of the current system, with the ACC (personnel services) as the force champion. During the baseline assessment focus groups and interviews there was a lack of understanding of the role of PDR in performance management and improvement.
- A suggestion scheme is in place and was reviewed in December 2004 by the quality improvement unit. Amendments will be introduced together with a revision of the role of quality groups during 2005.
- The force is in the process of developing meaningful performance indicators for HQ departments. These will set a baseline position against which further assessments will be undertaken in 2005/06.

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**Appendix 1: Performance Tables**

1A: Fairness and Equality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of racist incidents very/completely satisfied with respect to the overall service provided <b>(SPI 3a)</b>	N/A	54.4%	N/A	45.2%	4 out of 8	48.6%	16 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided <b>(SPI 3a)</b>	N/A	73.7%	N/A	68.8%	3 out of 8	71.5%	18 out of 37
% of white users very/completely satisfied with respect to the overall service provided <b>(SPI 3b)</b>	N/A	55.8%	N/A	58.4%	6 out of 8	56.8%	25 out of 37
% of users from BME groups very/completely satisfied with respect to the overall service provided <b>(SPI 3b)</b>	N/A	47.0%	N/A	46.2%	5 out of 8	44.1%	24 out of 37
Difference between very/completely satisfied rates <b>(SPI 3b)</b>	N/A	8.83 pts	N/A	12.1 pts	N/A	12.7 pts	N/A
% of white users satisfied with respect to the overall service provided <b>(SPI 3b)</b>	N/A	75.9%	N/A	78.3%	5 out of 8	78.0%	28 out of 37
% of users from BME groups satisfied with respect to the overall service provided <b>(SPI 3b)</b>	N/A	75.0%	N/A	73.8%	3 out of 8	71.2%	17 out of 37
Difference between satisfied rates <b>(SPI 3b)</b>	N/A	0.89 pts	N/A	4.5 pts	N/A	6.8 pts	N/A
% of PACE stop/searches of white persons which lead to arrest <b>(SPI 3c)</b>	*	*	*	*	*	*	*
% of PACE stop/searches of persons from BME groups which lead to arrest <b>(SPI 3c)</b>	*	*	*	*	*	*	*
Difference between PACE arrest rates <b>(SPI 3c)</b>	*	*	*	*	*	*	*
% detected violence against the person offences for victims from BME groups <b>(SPI 3d)</b>	N/A	29.8%	N/A	34.9%	5 out of 7	24.7%	20 out of 34
% detected violence against the person offences for White victims <b>(SPI 3d)</b>	N/A	35.3%	N/A	37.0%	4 out of 7	34.6%	18 out of 34
Difference in violence against the person detection rates. <b>(SPI 3d)</b>	N/A	5.488 pts	N/A	2.06 pts	N/A	9.9 pts	N/A
Difference between PACE stop/searches per 1,000 white and per BME population	*	*	*	*	*	*	*
Racially or religiously aggravated offences per 1000 population	0.20	0.37	81.9 %	0.85	1 out of 8	0.70	9 out of 42
% detected racially or religiously aggravated offences	47.9%	38.6%	-9.2 Pts	32.6%	3 out of 8	36.4%	25 out of 43

1B: Neighbourhood Policing and Community Engagement							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of people who think that their local police do a good job <b>(SPI 2a)</b>	N/A	43.5%	N/A	45.9%	7 out of 8	48.6%	36 out of 42

\* This data was not available at time of publication

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1C: Customer Service and Accessibility							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to making contact with the police <b>(SPI 1a)</b>	N/A	60.6%	N/A	68.0%	8 out of 8	65.9%	32 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to action taken by the police <b>(SPI 1b)</b>	N/A	52.0%	N/A	55.8%	7 out of 8	54.9%	31 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to being kept informed of progress <b>(SPI 1c)</b>	N/A	35.5%	N/A	40.1%	7 out of 8	38.8%	31 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to their treatment by staff <b>(SPI 1d)</b>	N/A	68.6%	N/A	70.1%	6 out of 8	69.5%	28 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs very or completely satisfied with respect to the overall service provided <b>(SPI 1e)</b>	N/A	54.9%	N/A	57.2%	6 out of 8	55.6%	26 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to making contact with the police <b>(SPI 1a)</b>	N/A	81.8%	N/A	88.0%	8 out of 8	87.8%	36 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to action taken by the police <b>(SPI 1b)</b>	N/A	71.2%	N/A	75.5%	7 out of 8	75.4%	33 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to being kept informed of progress <b>(SPI 1c)</b>	N/A	52.8%	N/A	59.3%	6 out of 8	58.5%	31 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to their treatment by staff <b>(SPI 1d)</b>	N/A	86.1%	N/A	87.5%	5 out of 8	87.8%	28 out of 37
% of victims of domestic burglary, violent crime, vehicle crime and RTCs satisfied with respect to the overall service provided <b>(SPI 1e)</b>	N/A	75.7%	N/A	78.0%	5 out of 8	77.3%	27 out of 37
% of people who think that their local police do good job <b>(SPI 2a)</b>	N/A	43.5%	N/A	45.9%	7 out of 8	48.6%	36 out of 42
% of victims of racist incidents very/completely satisfied with respect to the overall service provided <b>(SPI 3a)</b>	N/A	54.4%	N/A	45.2%	4 out of 8	48.6%	16 out of 37
% of victims of racist incidents satisfied with respect to the overall service provided <b>(SPI 3a)</b>	N/A	73.7%	N/A	68.8%	3 out of 8	71.5%	18 out of 37
% of PA buildings open to the public which are suitable for and accessible to disabled people	*	42.3%	*	73.8%	6 out of 7	76.9%	32 out of 38

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<b>2A: Reducing Hate Crime and Crimes Against Vulnerable Victims</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident <b>(SPI 8a)</b>	N/A	46.0%	*	66.8%	6 out of 6	55.7%	26 out of 28
% of partner-on-partner violence <b>(SPI 8b)</b>	*	60.3%	*	76.0%	-	74.1%	-
Racially or religiously aggravated offences per 1000 population	0.20	0.37	81.9 %	0.85	1 out of 8	0.70	9 out of 42
% detected racially or religiously aggravated offences	47.9%	38.6%	-9.2 Pts	32.6%	3 out of 8	36.4%	25 out of 43

<b>2B: Volume Crime Reduction</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) <b>(SPI 4a)</b>	6.2%	3.7%	-2.4 Pts	5.6%	2 out of 8	5.3%	10 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime <b>(SPI 4b)</b>	26.6%	22.9%	-3.7 Pts	20.2%	7 out of 8	17.9%	37 out of 42
Domestic Burglary per 1,000 households <b>(SPI 5a)</b>	24.99	19.49	-22 %	20.14	4 out of 8	14.40	37 out of 43
Violent crime per 1,000 population <b>(SPI 5b)</b>	12.44	18.64	49.8 %	22.74	3 out of 8	22.44	20 out of 42
Robberies per 1,000 population <b>(SPI 5c)</b>	1.10	0.89	-19.2 %	1.93	3 out of 8	1.68	29 out of 42
Vehicle crime per 1,000 population <b>(SPI 5d)</b>	22.94	19.02	-17.1 %	17.93	6 out of 8	13.99	39 out of 42
Life threatening crime and gun crime per 1,000 population <b>(SPI 5e)</b>	0.65	0.69	6 %	0.87	5 out of 8	0.61	35 out of 42
Total recorded crime per 1000 population	111.42	110.30	-1 %	118.48	3 out of 8	105.37	33 out of 42
Violent Crime committed by a stranger per 1,000 population	5.67	7.63	34.7 %	8.99	4 out of 6	9.87	20 out of 34
Violent Crime committed in a public place per 1,000 population	9.05	13.29	46.9 %	14.39	3 out of 6	13.86	25 out of 34
Violent Crime committed under the influence of intoxicating substances per 1,000 population	2.56	5.71	123 %	3.01	5 out of 6	4.16	22 out of 32
Violent crime committed in connection with licensed premises per 1,000 population	1.24	1.71	37.6 %	1.36	5 out of 6	1.44	22 out of 32
% of domestic burglaries where the property has been burgled in the previous 12 months	12.9%	10.3%	-2.6 Pts	9.4%	5 out of 7	8.3%	33 out of 37

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2C: Working with Partners to Reduce Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% risk of an adult being a victim once or more in the previous 12 months of a personal crime (excluding sexual offences) (SPI 4a)	6.2%	3.7%	-2.4 Pts	5.6%	2 out of 8	5.3%	10 out of 42
% risk of a household being victim once or more in the previous 12 months of a household crime (SPI 4b)	26.6%	22.9%	-3.7 Pts	20.2%	7 out of 8	17.9%	37 out of 42
Domestic Burglary per 1,000 households (SPI 5a)	24.99	19.49	-22 %	20.14	4 out of 8	14.40	37 out of 43
Violent crime per 1,000 population (SPI 5b)	12.44	18.64	49.8 %	22.74	3 out of 8	22.44	20 out of 42
Robberies per 1,000 population (SPI 5c)	1.10	0.89	-19.2 %	1.93	3 out of 8	1.68	29 out of 42
Vehicle crime per 1,000 population (SPI 5d)	22.94	19.02	-17.1 %	17.93	6 out of 8	13.99	39 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.65	0.69	6 %	0.87	5 out of 8	0.61	35 out of 42
Total recorded crime per 1000 population	111.42	110.30	-1 %	118.48	3 out of 8	105.37	33 out of 42

3A: Investigating Major and Serious Crime							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.65	0.69	6 %	0.87	5 out of 8	0.61	35 out of 42
Number of abductions per 10,000 population	0.031	0.	-100 %	0.013	1= out of 8	0.016	3= out of 42
% of abduction crimes detected	25.0%	0.0%	-25 Pts	41.2%	N/A	34.9%	N/A
Number of attempted murders per 10,000 population	0.14	0.11	-22.2 %	0.19	5 out of 8	0.14	23 out of 42
% of attempted murder crimes detected	72.2%	100.0%	27.8 Pts	67.2%	1= out of 8	72.7%	7= out of 43
Number of blackmail per 10,000 population	0.063	0.12	87.5 %	0.21	3 out of 8	0.28	8 out of 42
% of blackmail crimes detected	50.0%	33.3%	-16.7 Pts	30.8%	5 out of 8	26.2%	18= out of 43
Number of kidnappings per 10,000 population	0.322	0.36	12.2 %	0.56	4 out of 8	0.53	22 out of 42
% of kidnapping crimes detected	80.5%	58.7%	-21.8 Pts	47.3%	4 out of 8	44.3%	13 out of 43
Number of manslaughters per 10,000 population	0.016	0.016	0 %	0.026	1 out of 8	0.025	14 out of 42
% of manslaughter crimes detected	50.0%	150.0%	100 Pts	84.8%	2 out of 8	119.2%	5= out of 43
Number of murders per 10,000 population	0.086	0.11	27.3 %	0.166	4 out of 8	0.138	26 out of 42
% of murder crimes detected	109.1%	92.9%	-16.2 Pts	92.9%	6 out of 8	94.5%	26 out of 43
Number of rapes per 10,000 population	1.43	2.26	57.7 %	2.89	2 out of 8	2.65	19 out of 42
% of rape crimes detected	37.9%	30.3%	-7.6 Pts	29.1%	3 out of 8	29.5%	18 out of 43

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3B: Tackling Level 2 Criminality							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Violent crime per 1,000 population (SPI 5b)	12.44	18.64	49.8 %	22.74	3 out of 8	22.44	20 out of 42
Life threatening crime and gun crime per 1,000 population (SPI 5e)	0.65	0.69	6 %	0.87	5 out of 8	0.61	35 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.16	0.25	56.5 %	0.32	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	12.3%	25.0%	103.7 %	20.5%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	55.5%	50.6%	-8.7 %	51.0%	N/A	43.7%	N/A
Number of joint operations between the force and NCS	1.00	1.00	0 %	2.20	N/A	3.94	N/A
Number of joint operations between the force and Revenue and Customs	2	5	150 %	7.2	N/A	6.78	N/A
No. of confiscation orders	21	71	238.1 %	40.0	N/A	43.16	N/A
Total value of confiscation orders	£548,373	£894,797	63.2 %	£558,214	N/A	£1,179,340	N/A
No. of forfeiture orders	25	18	-28 %	13.4	N/A	18.21	N/A
Forfeiture value	£158,628	£251,825	58.8 %	£50,563	N/A	£79,822	N/A
Trafficking in controlled drugs per 1000 population	0.41	0.44	6.8 %	0.52	3 out of 8	0.45	26 out of 42
% detected trafficking in controlled drugs offences	95.2%	86.1%	-9.1 Pts	91.7%	7 out of 8	91.7%	37 out of 43

3C: Investigating Hate Crime and Crime Against Vulnerable Victims							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% of domestic violence incidents with a power of arrest where an arrest was made related to the incident (SPI 8a)	N/A	46.0%	*	66.8%	6 out of 6	55.7%	26 out of 28
% of partner-on-partner violence (SPI 8b)	*	60.3%	*	76.0%	*	74.1%	*
Racially or religiously aggravated offences per 1000 population	0.2	0.37	81.9 %	0.85	1 out of 8	0.7	9 out of 42
% detected racially or religiously aggravated offences	47.9%	38.6%	-9.2 Pts	32.6%	3 out of 8	36.4%	25 out of 43

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3D: Volume Crime Investigation							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
% detected of vehicle crimes (SPI 7e)	8.4%	11.8%	3.4 Pts	9.4%	3 out of 8	10.1%	24 out of 43
% detected of violent crime (SPI 7c)	60.7%	56.7%	-3.9 Pts	49.6%	2 out of 8	49.5%	17 out of 43
% detected of domestic burglaries (SPI 7b)	15.6%	20.6%	4.9 Pts	13.4%	1 out of 8	15.9%	14 out of 43
% detected of robberies (SPI 7d)	31.0%	31.6%	0.6 Pts	21.9%	3 out of 8	19.9%	11 out of 43
% of notifiable/recorded offences resulting in a charge, summons, caution or taken into consideration at court (SPI 7a)	22.4%	22.3%	-0.2 Pts	22.4%	5 out of 8	21.4%	25 out of 43
% total crime detected	24.4%	26.4%	2 Pts	24.4%	3 out of 8	25.7%	27 out of 43
% sanction detected of vehicle crimes	8.2%	11.3%	3 Pts	8.8%	3 out of 8	9.3%	20 out of 43
% sanction detected of violent crime	50.1%	38.3%	-11.8 Pts	41.0%	6 out of 8	34.3%	22 out of 43
% sanction detected of domestic burglaries	15.1%	19.0%	3.9 Pts	12.6%	1 out of 8	14.3%	12 out of 43
% sanction detected of robberies	30.3%	29.4%	-0.9 Pts	20.9%	3 out of 8	17.2%	10 out of 43
% detected racially or religiously aggravated offences	47.9%	38.6%	-9.2 Pts	32.6%	3 out of 8	36.4%	25 out of 43
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6a)	24741	29331	18.6 %	42102	N/A	27381	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court (SPI 6b)	16.3%	20.9%	4.6 Pts	22.4%	6 out of 8	20.7%	28 out of 42
Number of Class A drug supply offences brought to justice per 10,000 population (SPI 6c)	0.16	0.25	56.5 %	0.32	N/A	0.25	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to cocaine (SPI 6c)	12.3%	25.0%	103.7 %	20.5%	N/A	21.9%	N/A
% of all Class A drug supply offences resulting in a caution or conviction that relate to heroin (SPI 6c)	55.5%	50.6%	-8.7 %	51.0%	N/A	43.7%	N/A

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<b>3E: Forensic Management</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
Burglary Dwelling - % scenes examined	75.0%	74.7%	-0.3 Pts	84.9%	8 out of 8	85.4%	39 out of 42
Theft of motor vehicle (MV) - % scenes examined	32.0%	38.3%	6.3 Pts	43.6%	7 out of 8	40.1%	34 out of 42
% fingerprint recovery from burglary dwelling scenes examined	56.0%	35.5%	-20.5 Pts	27.2%	1 out of 8	32.1%	24 out of 42
% fingerprint recovery from theft of MV scenes examined	51.0%	54.0%	3 Pts	47.7%	4 out of 8	48.9%	18 out of 42
% DNA recovery from burglary scenes examined	5.0%	8.2%	3.2 Pts	6.6%	2 out of 8	8.2%	22 out of 42
% DNA recovery from theft of MV scenes examined	26.0%	28.5%	2.5 Pts	18.8%	1 out of 8	20.1%	5 out of 42
% fingerprint idents from recovery at burglary dwelling scenes	14.0%	15.3%	1.3 Pts	18.8%	6 out of 8	16.8%	26 out of 42
% DNA matches from recovery at burglary dwelling scenes	*	44.9%	N/A	40.3%	2 out of 8	35.5%	7 out of 42
% DNA matches from recovery at theft of MV scenes	*	43.2%	N/A	31.3%	2 out of 8	38.3%	12 out of 42
% fingerprint idents from recovery at theft of MV scenes	27.0%	23.3%	-3.7 Pts	27.9%	6 out of 8	27.9%	30 out of 42
% conversion of fingerprint idents to primary detections	68.0%	56.3%	-11.7 Pts	42.8%	2 out of 8	45.3%	14 out of 41
% conversion of fingerprint idents to total detections (incl. secondary)	120.0%	109.9%	-10.1 Pts	78.0%	1 out of 8	82.5%	8 out of 41
% DNA primary detections per match	57.0%	56.8%	-0.2 Pts	45.8%	4 out of 8	49.5%	16 out of 42
% DNA total detections per match (incl. secondary)	116.0%	103.1%	-12.9 Pts	80.3%	2 out of 8	88.7%	14 out of 42

<b>3F: Criminal Justice Processes</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
Number of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court <b>(SPI 6a)</b>	24741	29331	18.6 %	42101.6	N/A	27380.9	N/A
% of notifiable/recorded offences resulting in conviction, caution or taken into consideration at court <b>(SPI 6b)</b>	16.3%	20.9%	5 Pts	22.4%	6 out of 8	20.7%	28 out of 42
% of arrest summons entered onto the PNC in one day (target 90%)	88.1%	86.1%	-1.9 Pts	84.0%	2= out of 8	82.0%	10 out of 43
% of court results entered onto the PNC in 10 days	8.2%	33.1%	24.9 Pts	56.3%	6= out of 8	54.5%	41 out of 43
Number of sanction detections	31,802	31,269	-1.7 %	42,072.5	N/A	27,659.4	N/A
PYO's arrest to sentence within 71 day target (from COMPASS)	*	*	*	*	*	*	*
Prosecution Team performance measurement - using COMPASS data	*	*	*	*	*	*	*
Management and targeted execution of warrants (COMPASS)	*	*	*	*	*	*	*
Implementation of pre-charge advice and monitoring of 47(3) bail (COMPASS)	*	*	*	*	*	*	*

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4A: Reassurance							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
BCS Fear of Crime (% very worried about burglary) (SPI 10a)	16.9%	12.9%	-3.9 Pts	13.7%	4 out of 8	11.3%	33 out of 42
BCS Fear of Crime (% high levels of worry about vehicle crime) (SPI 10a)	23.7%	16.7%	-7 Pts	16.4%	5 out of 8	12.5%	36 out of 42
BCS Fear of Crime (% high levels of worry about violent crime) (SPI 10a)	21.8%	18.4%	-3.4 Pts	17.7%	6 out of 8	15.1%	34 out of 42
BCS Feeling of Public Safety (% high levels of perceived disorder) (SPI 10b)	19.7%	23.3%	3.5 Pts	18.3%	8 out of 8	15.8%	41 out of 42
% of reported domestic violence incidents that involved victims of a reported domestic violence incident in the previous 12 months.	*	*	*	42.2%	*	37.8%	*
% of domestic burglaries where the property has been burgled in the previous 12 months	12.9%	10.3%	-2.6 Pts	9.4%	5 out of 7	8.3%	33 out of 37

4B: Reducing Anti-Social Behaviour and Promoting Public Safety							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled (SPI 9a)	*	6.04	*	6.02	*	5.69	21 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.46	*	0.43	4 out of 6	0.51	12 out of 34

5A: Call Management							
Indicator	2003/4	2004/5	Change	MSF Ave 2004/5	MSF Rank 2004/5	National Ave 2004/5	National Rank 2004/5
The local target time for answering 999 calls (secs)	15.	15.	0 %	11.25	N/A	11.1	N/A
Number of calls answered within local target time	183,429	215,993	17.8 %	313,064	N/A	254,988	N/A
% of 999 calls answered within locally set target time	73.7%	73.4%	-0.3 Pts	86.7%	7 out of 7	87.3%	39 out of 39

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<b>5B: Providing Specialist Operational Support</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
Total number of operations involving the authorised deployment of Authorised Firearms Officers where the issue of a firearm was authorised	178	546	206.7 %	629.9	N/A	378.5	N/A
Number of operations where the officers have not commenced operations before being stood down	5	6	20 %	28.5	N/A	22.5	N/A

<b>5C: Roads Policing: Annual indicators</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
Number of RTCs resulting in death or serious personal injury per 100 million vehicle kilometres travelled <b>(SPI 9a)</b>	*	6.04	*	*	4 out of 6	5.69	21 out of 35
Number of RTCs resulting in death or serious injury per 1,000 population	*	0.46	*	0.43	4 out of 6	0.51	12 out of 34

<b>6A: Human Resource Management</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
Number of working hours lost due to sickness by police officers <b>(SPI 13a)</b>	78.75	83.75	6.3 %	74.64	4 out of 6	70.57	23 out of 37
Number of working hours lost due to sickness by police staff <b>(SPI 13b)</b>	88.46	79.27	-10.4 %	71.06	5 out of 6	63.72	31 out of 37
Medical retirements per 1,000 police officers	4.11	0.91	-77.9 %	2.01	2 out of 7	2.9	3 out of 39
Medical retirements per 1,000 police staff	1.89	4.34	129 %	2.55	6 out of 7	2.16	30 out of 39

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<b>6C: Race and Diversity</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
% of police recruits from BME groups ( <b>SPI 12a</b> )	*	3.3%	*	6.9%	N/A	3.9%	N/A
% of people from BME groups in the economically active population of the force area ( <b>SPI 12a</b> )	N/A	3.8%	N/A	7.8%	N/A	8.0%	N/A
Ratio of BME groups resigning to all officer resignations ( <b>SPI 12b</b> ) (White officers: visible minority ethnic officers)	1: 1.22	1: 2.31	89.8 %	1: 1.5	6 out of 6	1: 1.47	30 out of 37
% of female officers compared to overall force strength ( <b>SPI 12c</b> )	21.0%	21.9%	0.8 Pts	22.1%	4 out of 8	21.2%	16 out of 42
% of female police staff compared to total police staff	66.0%	64.8%	-1.2 Pts	63.6%	4 out of 8	62.3%	14 out of 42
% of white police officer applicants appointed	2.1%	26.4%	24.3 Pts	22.1%	N/A	26.9%	N/A
% of BME police officer applicants appointed	7.0%	20.0%	13 Pts	16.0%	N/A	24.0%	N/A
Difference in % of applicants appointed	4.87	6.4	153 Pts	6.1 pts	N/A	2.8 pts	N/A
% of female police officer applicants appointed	3.5%	29.1%	25.6 Pts	24.9%	N/A	29.1%	N/A
% of male police officer applicants appointed	1.8%	24.5%	22.7 Pts	18.8%	N/A	24.2%	N/A
Difference in % of applicants appointed	1.6	4.5	290 Pts	6 pts	N/A	4.9 pts	N/A
Difference between voluntary resignation rates of male and female officers	1: 0.98	1: 1.83	86.4 %	1: 1.49	6 out of 7	1: 1.41	30 out of 39

<b>6D: Resource Management</b>							
<b>Indicator</b>	<b>2003/4</b>	<b>2004/5</b>	<b>Change</b>	<b>MSF Ave 2004/5</b>	<b>MSF Rank 2004/5</b>	<b>National Ave 2004/5</b>	<b>National Rank 2004/5</b>
% of police officer time available for frontline policing ( <b>SPI 11a</b> )	*	*	*	*	*	*	*
% of time spent on frontline duties (including crime prevention activities) by all police officers and staff (including CSOs)	*	*	*	*	*	*	*
% of police officer time spent on visible patrol	*	*	*	*	*	*	*
% of police officers in operational posts	91.1%	90.6%	-0.5 Pts	92.1%	6 out of 8	88.2%	23 out of 41
Total spending per police officer	£62,673.54	£65,495.99	4.5 %	£61,069.13	N/A	£121,668.41	N/A
Total spending per 1,000 population	£162,822.86	£170,178.61	4.5 %	£177,730.69	N/A	£320,496.85	N/A

\* This data was not available at time of publication

## Appendix 2: Glossary of Terms and Abbreviations

ABC	activity-based costing
ACC	assistant chief constable
ACPC	area child protection committee
ACPO	Association of Chief Police Officers
ANPR	automatic number plate recognition
ARV	armed response vehicle
ASB	anti-social behaviour
ASBO	anti-social behaviour order
BCS	British Crime Survey
BCU	basic command unit
BME	black and minority ethnic
BVR	Best Value Review
C4F	Communications for the Future
CAIU	child abuse investigation unit
CBO	community beat officer
CDD	crime development department
CDRP	Crime and Disorder Reduction Partnership
CJAD	criminal justice administration department
CJU	criminal justice unit
COMPASS	a national information technology system for tracking, managing and recording caseload information
CPS	Crown Prosecution Service
CRB	crime recording bureau
CSD	community safety department

CSO	community support officer
DCC	deputy chief constable
DCI	detective chief inspector
DDA	Disability Discrimination Act
DIP	drug intervention programme
DNA	deoxyribonucleic acid
DSG	diversity steering group
DV	domestic violence
ETMP	effective trials management programme
FIB	force intelligence board
FIM	force incident manager
FLO	family liaison officer
HMIC	Her Majesty's Inspectorate of Constabulary
HOLMES	Home Office Large Major Enquiry System
HQ	headquarters
HR	human resource
IAG	independent advisory group
ICF	integrated competency framework
IPF	Institute of Public Finance
IS/IT	information services / information technology
ISD	information services department
ISMB	intelligence strategy management board
ISSG	information systems steering group
ITIL	IT infrastructure library

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LCJB	local criminal justice board
Level 2 Criminality	criminal activity that takes place on a cross-boundary basis
LGBT	lesbian, gay, bisexual and transgender
LPT	local policing team
MAPPA	multi-agency police protection arrangements
MIRSAP	major incident room standardised administrative procedures
MIS	management information system
MIT	major incident team
MSF	most similar force(s)
MV	motor vehicle
NAFIS	National Automated Fingerprint Identification System
NCIS	National Criminal Intelligence Service
NCPE	National Centre for Policing Excellence
NCRS	National Crime Recording Standard
NCS	National Crime Squad
NIM	National Intelligence Model
OPAD	Operational Planning and Deployment
OSS	operational support services
PA	police authority
PACE	Police and Criminal Evidence Act
PAG	Policy Advisory Group
PDR	performance development review
PNC	Police National Computer
POCA	Proceeds of Crime Act 2004

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PPAF	police performance assessment framework
PYO	persistent young offender
QA	quality assurance
RAV	reassurance, accessibility and visibility
REC	race equality council
RES	race equality scheme
RPG	roads policing group
RTC	road traffic collision
Sanction Detections	offences that are detected by way of charge, summons, caution, fixed penalty for disorder or offences admitted on a signed 'taken into consideration' schedule
SARA	scanning, analysis, response, assessment
SCS	specialist crime services
SCT	senior command team
SDG	strategic diversity group
SGC	specific grading criteria
SIO	senior investigating officer
SNT	safer neighbourhood team
SNU	safer neighbourhood unit
SOCO	scenes of crime officer
SPI	Statutory Performance Indicators (SPIs) are used to monitor key aspects of police performance and form a critical component of performance assessments. SPIs are set each year following consultation with partners in line with powers under the Local Government Act 1999. SPIs are also known as 'best value performance indicators'
SSM	scientific support manager
TCG	tasking and co-ordination group

Volume Crime

not a technical term but normally refers to high incidence vehicle crime, burglary and in some areas robbery