

## **POLICE AND CRIME PANEL**

**Venue: Town Hall,  
Moorgate Street,  
Rotherham. S60 2TH**

**Date: Monday, 2nd December, 2013**

**Time: 1.00 p.m.**

### **A G E N D A**

1. Appointment of Chairman.
2. To determine if the following matters are to be considered under the categories suggested, in accordance with the Local Government Act 1972.
3. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
4. Apologies for Absence.
5. Questions from Members of the Public.
6. Minutes of the Previous Meeting held on 2nd September, 2013 (herewith) (Pages 1 - 5)
7. Centre for Public Scrutiny Support Session - 18th November, 2013 (report herewith) (Pages 6 - 12)
8. Update on the Operation of the Complaints Procedure (report herewith) (Pages 13 - 15)
9. Policing in Austerity: Rising to the Challenge (report herewith) (Pages 16 - 36)
10. Police and Crime Commissioners: Register of Interests Update (report herewith) (Pages 37 - 40)
11. Date and Time of the Next Meeting - Monday, 20th January, 2014 at 1.00 p.m.

**POLICE AND CRIME PANEL**  
**2nd September, 2013**

Present:- Councillor Mirfin-Boukouris (in the Chair); Councillors Councillor Roger Davison, Councillor M. Dyson, Bartlett, Harpham, Hussain, Councillor Ros Jones and Sharman.

Apologies for absence:- Apologies were received from Councillors Walayat.

**J8. QUESTIONS FROM MEMBERS OF THE PUBLIC**

A member of the public, who was unable to attend today's meeting, had submitted a question in writing:-

"The Police and Crime Plan stressed the importance of value for money. HMIC published a detailed report on the 18<sup>th</sup> July, 2013 – Response to the Funding Challenge (see website). This criticised several Police Forces, including South Yorkshire. Was the Panel aware of this report and how did they plan to respond?"

The Chairman confirmed that this report had been made available to Members of the Police and Crime Panel and would be formally writing to the Police and Crime Commissioner on the Panel's behalf to ask how he proposed to respond to this report.

**J9. MINUTES OF THE PREVIOUS MEETING HELD ON 17TH JUNE, 2013**

Consideration was given to the minutes of the previous meeting of the Police and Crime Panel held on 17<sup>th</sup> June, 2013.

Resolved:- That the minutes of the previous meeting held on 17<sup>th</sup> June, 2013 be agreed as a true record.

**J10. UPDATE FROM THE LEGAL ADVISER REGARDING REFERRALS UNDER THE COMPLAINTS PROCEDURE**

Consideration was given to a report presented by Stuart Fletcher, Deputy Monitoring Officer, which provided an update on the handling of complaints received against the Police and Crime Commissioner.

In accordance with Regulation 6(1) of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 the Panel had a duty to ensure it was kept informed of the handling of such complaints.

Since the previous meeting the following matters have been considered:-

1. Complaint that the Commissioner failed to take appropriate action regarding comments made by the Chief Constable.

As this matter concerned personnel issues the Panel decided, in accordance with the Complaint Procedure, to refer it for consideration by a Sub-Committee made up from three Members of the Police and Crime Panel.

2. Complaint that the Commissioner failed to respond to a matter reported to him.

Following consultation with the Chairman and Vice-Chairman it was clear that the complaint regarded an administrative failure and was not a complaint as envisaged by The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. Therefore, the matter was not further considered under the procedure.

3. Complaint that the Commissioner failed to declare an interest upon his register of interests.

Following clarification from the Commissioner it was clear that he did not hold the interest that it was alleged should have been declared. Therefore, the matter did not fall to be considered further under the procedure.

4. Complaint that the Commissioner had failed to register as a data controller, in accordance with the Data Protection Act 1998. As this allegation, if true, would constitute a criminal offence the matter had to be referred to the Independent Police Complaints Commission (IPCC).

The IPCC referred the matter back to the Panel and confirmed that, in accordance with transitional regulations, the previous data protection registration of the Police Authority transferred to the Police Commissioner.

Accordingly the complaint did not require further consideration by the Panel.

5. A complaint of poor service by South Yorkshire Police.

This was referred to the Commissioner for consideration.

Resolved:- That the report be received and the actions/contents noted.

#### **J11. UPDATE AND FUTURE WORK OF THE POLICE AND CRIME PANEL**

Consideration was given to a report presented by Deborah Fellowes, Scrutiny Manager, on issues that have arisen during the Summer period and suggested that the Panel discuss how it would like to take its work forward, now that its statutory commitments for the first year have been fulfilled.

Developments that have taken place considered as part of this report included:-

- Report of the House of Commons Home Affairs Committee on Police and Crime Commissioners Register of Interests (Printed 16th May, 2013).
- HMRC Policing in Austerity Report.
- Police and Crime Panel conference in Leeds, July 2013.
- Centre for Public Scrutiny are carrying out research assessing the impact of the first year's work of Police and Crime Panels.
- Expert Adviser support being offered through LGA and Centre for Public Scrutiny.

During July, a meeting was also held with support officers across South Yorkshire from both the Community Safety Partnerships and the Crime and Disorder Scrutiny functions. The purpose of this was to determine how best to support the work of the Police and Crime Panel going forward. As a result it was proposed that:-

- That appropriate officers from each authority ensure that their individual members of the Police and Crime Panel receive the necessary briefing support with locality Scrutiny Officers and Community Safety Partnership Officers potentially carrying out a key role.
- To hold a development or training session with the Panel Members to discuss work planning - following the priorities outlined in the Police and Crime Plan and any other emerging local issues. This could be supported by officers as outlined above.
- South Yorkshire's Police and Crime Panel to consider adopting a similar process to West Yorkshire who hold quarterly meetings with reports from all of the Community Safety Partnerships and invite Crime and Disorder Scrutiny Chairs to attend this also.
- Priorities to consider for working with the Expert Adviser around gathering and triangulating evidence and operating with constrained resources.

Discussion ensued on the issues that had arisen since the last meeting and it was suggested that, with the support of officers, all relevant community groups be kept informed of developments and that an invitation be extended to Crimestoppers to update the Panel on their work, alongside that of the developments of the Community Safety Partnerships with the appropriate arrangements being made.

The Panel welcomed the opportunity to develop a training session to discuss work planning.

It was also suggested that to aid forward planning, specific dates be identified for when information should be provided to the Panel by the Police and Crime Commissioner, specifically around the HMRC Policing in Austerity Report, which should be provided for the next meeting in December, 2013.

Resolved:- (1) That the report be received and the contents noted.

(2) That the response by the Police and Crime Commissioner to the HMRC Policing in Austerity report be submitted to the next meeting of this Panel in December, 2013.

(3) That arrangements be made to invite Crime and Disorder Partnerships to report on a quarterly basis to the Police and Crime Panel.

(4) That a training session be developed with relevant supporting officers in due course.

**J12. REPORT OF THE HOUSE OF COMMONS HOME AFFAIRS COMMITTEE ON POLICE AND CRIME COMMISSIONERS REGISTER OF INTERESTS**

Consideration was given to a report presented by Deborah Fellowes, Scrutiny Manager, which provided a briefing, focusing on the outcomes and implications for South Yorkshire.

The Local Government Association advised that there was likely to be a further hearing of the Home Affairs Select Committee before the end of the year which was likely to focus on the powers of Police and Crime Commissioners and Police and Crime Panels.

Recent comments from Keith Vaz MP who chaired the Committee indicated that this may have been triggered at least in part by the recent involuntary resignation of the Chief Constable in Gwent. This gave the impression that the operation of Police and Crime Commissioners and Panels and the balance of power between them needed to be looked at, particularly in relation to the dismissal of Chief Constables.

To help develop a wider position on the adequacy of powers available to Panels, the Local Government Association would like to gather any views from officers and Panel Members.

The Panel were mindful of its own role and holding the Police and Crime Commissioner to account, but believed that an update on progress and projections for the year by the Police and Crime Commissioner would be helpful and suggested that this be provided for the meeting in December, 2013.

Resolved:- (1) That the report be received and the contents noted.

(2) That a progress report by the Police and Crime Commissioner be submitted to the next meeting of this Panel in December, 2013.

**J13. INTRODUCTION TO THE CFPS EXPERT ADVISOR**

The Chairman offered a warm welcome to the newly appointed Centre for Public Scrutiny Expert Advisor, Cath Saltis, who gave a brief resume about her background, her current role and how best she could provide assistance with work programming and priorities, gathering and triangulating evidence from a variety of different sources, carrying out work within significant resource constraints and in the engagement with the Police and Crime Commissioner.

The Panel looked forward to working with the Expert Adviser in the future.

**J14. INDEPENDENT CO-OPTEE**

The Chairman reported that, due to a clash of responsibilities, Mrs Maureen Tennison had had to tender her resignation from the Police and Crime Panel.

With this in mind and, due to the resources and time constraints, it was suggested that the third candidate who originally applied to be an Independent Co-optee be contacted to ascertain his willingness to participate.

Resolved:- (1) That a letter of thanks be forwarded to Mrs. Tennison for her work and involvement with the Police and Crime Panel.

(2) That arrangements be made to contact the third candidate to ascertain whether or not he still wished to be an Independent Co-opted Member of the Police and Crime Panel.

**J15. DATE AND TIME OF NEXT MEETING**

Resolved:- That the next meeting of the Police and Crime Panel take place on Monday, 2<sup>nd</sup> December, 2013 at 1.00 p.m.

**SOUTH YORKSHIRE POLICE AND CRIME PANEL – REPORT TO MEMBERS**

|           |                      |   |
|-----------|----------------------|---|
| <b>1.</b> | <b>Meeting:</b>      | <b>South Yorkshire Police and Crime Panel</b>                                   |
| <b>2.</b> | <b>Date:</b>         | <b>2<sup>nd</sup> December 2013</b>   |
| <b>3.</b> | <b>Title:</b>        | <b>Centre for Public Scrutiny Support Session 18<sup>th</sup> November 2013</b> |
| <b>4.</b> | <b>Organisation:</b> | <b>RMBC – Host Authority</b>  |

**5. Summary**

This report provides members of the Panel with a summary of key issues arising from the support session, facilitated by the Centre for Public Scrutiny, and held on the 18<sup>th</sup> November 2013.

**6. Recommendations**

**That the Panel:**

- **Notes the key issues as summarised in this report**
- **Considers and agrees the next steps for the Panel.**

## 7. Proposals and details

The South Yorkshire PCP received confirmation over the summer that the Centre for Public Scrutiny would pay for a number of hours of Expert Adviser time to help with its development needs. All advisers are well-versed, from professional experience, in accountability and governance at local level. These Expert Advisers can provide assistance in a number of areas, such as:

- Work programming, and understanding how work can be prioritised;
- Gathering and triangulating evidence from a variety of different sources;
- Carrying out work within significant resource constraints;
- Engaging with the PCC – developing relationships and understanding the culture of the police, and the Chief Constable's strategic relationship with the PCC;
- Understanding the wider community safety and criminal justice landscape;
- Skills needed to ask effective questions, and chairing skills.

As a result of this a support session was held on the 18<sup>th</sup> November, facilitated by the expert adviser, Cath Saltis. A copy of the agenda is attached at Appendix A.

The detailed notes of the session are attached at Appendix B, however, a summary of the issues arising are listed below:

- Scrutiny of budgets is important and needs to be more detailed by the Panel. This will require earlier and regular sight of information from the Commissioner and access to financial/accountancy advice by the Panel.
- Performance management still needs to improve. The Panel would like to develop a performance management framework with the Commissioner. This would include clear, measurable targets, including targets from the district community safety partnerships.
- To request a breakdown of information by local authority from the Commissioner, for example number of police officers in each and movement between them.
- Support for the Panel is important, in addition to the finance issue. Other areas identified included understanding of the role of the Police and Crime Commissioner, partnerships to work with (Community Safety Partnerships, Local Authority Scrutiny panels and the Criminal Justice Board).
- Task and Finish groups should be established to facilitate this interagency working and sharing of information. It was suggested that this could be piloted with Domestic Abuse.
- A clear understanding of roles and responsibilities between the partners is required and agreed through protocols.
- Local Authority Scrutiny panels should share work programmes with the PCP to help with the development of South Yorkshire wide priorities
- The Panel needs a work plan based on the priorities within the Police and Crime Plan.



- Pre-meetings, briefings and triangulation of information should be used to make meetings more effective.

The Panel are therefore asked to consider the following next steps:

- Make a request to the Police and Crime Commissioner for timely and regular financial information, including early discussions around the proposed precept
- Set up a task and finish group to look at a performance management framework for the Police and Crime Commissioner. Officer support from both the panel's and the commissioner's perspective to be incorporated.
- Information sheets on key partner agencies to be provided (Jo Sykes already actioning)
- Consider also establishing a task and finish group to look at Domestic Abuse.
- Development of protocols in conjunction with the Commissioner, Community Safety Partnerships, Local Authority Scrutiny Panels and Criminal Justice Board
- Development and approval of a work plan. First draft to be available for the meeting.

## **8. Finance**

There are no immediate financial implications of this report.

## **9. Risks and Uncertainties**

Effective work programming and understanding of the appropriate role for PCPs are both key to avoiding undue risks in carrying out their functions.

## **Background Papers and Consultation**

### **Contact**

Deborah Fellowes,  
Scrutiny Manager  
Legal and Democratic Services  
Rotherham Metropolitan Borough Council  
[deborah.fellowes@rotherham.gov.uk](mailto:deborah.fellowes@rotherham.gov.uk) Tel: 01709 822769



## South Yorkshire Police and Crime Panel

### CFPS Support Session

Monday 18<sup>th</sup> November

Town Hall Rotherham

10.00am to 12.30 pm

- 10.00 Welcome and Introduction- Acting Chairman- Councillor Sharman  
*(Aims of the session)*
- 10.05 Overview of the Police Reform and Social Responsibility Act 2011  
*(Roles and Responsibilities)*
- 10.10 Challenges for Police and Crime Panels
- 10.20 Workshop- reviewing the first year
- 10.50 Relationships with others  
*(PCC- Community Safety Partnerships- Local Authority Scrutiny- Criminal Justice Board)*
- 11.00 Break
- 11. 15 Workshop – Developing Protocols
- 12.00 Going Forward  
*(Prioritising- Programme Planning- what next for the panel)*
- 12.45 Finish

**Appendix B:**  
**SY Police and Crime Panel – support session**

**Held on Monday 18<sup>th</sup> November 2013, Rotherham Town Hall**

**In Attendance**

Councillor Ralph Sixsmith (BMBC)  
Councillor Nikki Sharpe (SCC)  
Councillor P Schofield (DMBC)  
Caroline Martin (DMBC)  
Alan Carter (Co-optee)  
Councillor Joe Blackham (DMBC)  
Councillor Terry Sharman (RMBC)  
Jacqueline Collins (RMBC)  
Christine Majer (RMBC)  
Councillor Pat Bartlett (DMBC)  
Deborah Fellowes (RMBC)  
Kash Walayat (Co-optee)  
Talib Hussain (SCC)  
Matthew Boland (SCC)  
Councillor Roger Davison (SCC)

Cath Saltis (specialist advisor, CfPS)

**Apologies:**

Councillor Jahangir Akhtar (RMBC)  
Councillor Harry Harpham (SCC)

**Welcome and Introduction**

Councillor Terry Sharman, Acting Vice Chair, introduced everyone to the meeting, outlining the purpose of the session. He welcomed new members to the Panel – Councillor Sharpe and Alan Carter. He also welcomed to the meeting representatives from the Scrutiny functions across the four districts, including the Chair of Doncaster's Scrutiny function Councillor Schofield.

**Overview of the Police Reform and Social Responsibility Act 2011**

Cath Saltis presented this information to bring all up to speed with the roles and responsibilities of both the Commissioner and the Panel. The issue of the level of power for the Panel, particularly with regard to sanctions regarding complaints was discussed. It was noted that the Panel may only take steps to informally resolve complaints. It was agreed that the most powerful role the Panel has is to monitor the performance of the Commissioner in delivering the Police and Crime Plan.

### **Challenges for Police and Crime Panels**

Issues discussed included:

- Access to financial advice for effective scrutiny of budgets
- Lack of targets in the Police and Crime Plan
- Need to work up smart targets/ performance management framework
- Local Authority based targets should be clearly identifiable in there
- Panel need to see the complete picture and the breakdown across local authorities – the Commissioner should be asked to provide this
- Concern about the moving of resources between local authorities.

### **Workshop – reviewing the first year:**

Smaller groups discussed what has worked well, what hasn't worked so well and what improvements could be made around three key functions; the annual report, budget/precept setting, Police and Crime Plan.

Issues arising from this discussion:

- Panel has met its statutory obligations for the first year
- Need to develop a clearer role and purpose
- Targets and performance management required
- Precept needs to be expressed as a %
- Travelled a long way and starting to ask the right questions
- Does the Chief constable need to start attending?
- Support for new members is required

### **Partnerships and protocols**

It was agreed that a description of the key partners would be useful for Panel members – community safety partnerships, Scrutiny Panel and the Criminal Justice Board. (JS and DF to action)

What would we want from them?

- Assistance with setting realistic targets
- Issues that cut across the authorities e.g. domestic abuse, adult safeguarding
- Assistance with resources
- Support for Task and Finish groups
- Use of information for triangulation
- Sharing of scrutiny work plans and priorities
- Assistance with sub regional priorities

The relationship should be two way and open and transparent – protocols should be agreed. It was also agreed that Domestic Abuse could be a pilot for a Task and Finish group approach.

Task and Finish Groups were felt to be a good way forward for the Panel to tackle a work programme. It was also agreed that pre-meetings, briefings and triangulation of information and data would better prepare the Panel for the

scrutiny role. Handouts were received and discussed around effective scrutiny and questioning skills. The Panel should also look at areas of policy they think the Commissioner should concentrate on.

It was agreed that a draft work plan should be developed for discussion at the meeting on the 2<sup>nd</sup> December.

**SOUTH YORKSHIRE POLICE AND CRIME PANEL – REPORT TO MEMBERS**

|           |                      |  |
|-----------|----------------------|--|
| <b>1.</b> | <b>Meeting:</b>      | <b>South Yorkshire Police and Crime Panel</b>                  |
| <b>2.</b> | <b>Date:</b>         | <b>2<sup>nd</sup> December 2013</b>                            |
| <b>3.</b> | <b>Title:</b>        | <b>Update on the operation of the Complaints Procedure</b>     |
| <b>4.</b> | <b>Organisation:</b> | <b>Report of the Monitoring Officer, RMBC – Host Authority</b> |

**5. Summary**

To update the Panel with regard to the nature and level of complaints received by the Panel and to consider the operation of the complaints procedure.

**6. Recommendations**

**That the Panel considers the update regarding the operation of the Complaints Procedure and, if appropriate, approves the amendments to the procedure.**

## 7. Analysis

The Police and Crime Panel approved its Complaints Procedure on 28<sup>th</sup> January 2013. The Panel wished the procedure to be reviewed after its initial period of operation.

There have been a total of ten complaints received. Those complaints have been processed in the following ways:-

| <b>Procedure Followed</b>   | <b>Nature of Complaint</b>                               | <b>Total</b> |
|---|--|--------------|
| Considered by Panel   | Political Support for parliamentary candidate            | 1            |
| Not proceeded with (a decision of the Monitoring Officer of the Host Authority following consultation with the Chair and Vice Chair)                                      | Lack of response   | 4            |
|   | Political support for mayoral candidate                  |              |
|   | Failure to declare honorary membership of a club         |              |
|   | Poor service from Police                                 |              |
| Not accepted as falling within the Complaints Procedure (a decision of the Monitoring Officer of the Host Authority following consultation with the Chair and Vice Chair) | Unhappy with support for Chief Constable                 | 2            |
|   | Failure to respond                                       |              |
| Considered by a sub-committee of the Panel  | Failure to discipline Chief Constable regarding comments | 1            |
| Referred to the Independent Police Complaints Commission  | Failure to register as a data controller                 | 1            |
| Under consideration   | Failure to act   | 1            |

The details of all of the complaints, other than the one currently being considered, have been reported to the Panel.

The Complaints Procedure has been drafted in accordance with the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. To ensure the appropriate balance of the proper overview of the Police and Crime Commissioner and the consideration of only those matters which are of sufficient significance to be resolved by the Panel, the following minor amendments (in bold) are suggested to the Complaints Procedure.

“Circumstances when the Panel does not need to deal with a complaint

22. The Monitoring Officer can decide, having consulted the Chair and Vice Chair, not to refer the complaint for resolution, or to take no action at all, in the following circumstances:-

- A complaint by a member of the Commissioner's staff, arising from their work
- A complaint that is more than 12 months old where there is no good reason for the delay or the delay would be likely to cause injustice
- A complaint about conduct that is already the subject of another complaint
- An anonymous complaint
- A complaint which is vexatious, oppressive, *trivial* or otherwise an abuse of process for dealing with complaints
- A repetitious complaint
- ***A premature complaint***

23. The complainant will be notified if the decision is taken not to deal with a complaint.”

The panel is asked to consider whether the proposed amendments will assist the proper administration of the Complaints Procedure.

## **8. Finance**

There are no financial implications arising from the report.

## **9. Risks and Uncertainties**

None

## **Background Papers and Consultation**

None

## **10. Contact**

Jacqueline Collins,  
Monitoring Officer  
Legal and Democratic Services  
Rotherham Metropolitan Borough Council  
[jacqueline.collins@rotherham.gov.uk](mailto:jacqueline.collins@rotherham.gov.uk) Tel: 55768



|   |
|---|
| <b>REPORT TO SOUTH YORKSHIRE POLICE AND CRIME PANEL</b> |
|---|

|           |                      |  |
|-----------|----------------------|--|
| <b>1.</b> | <b>Meeting:</b>      | South Yorkshire Police and Crime Panel         |
| <b>2.</b> | <b>Date:</b>         | 2 December 2013                                |
| <b>3.</b> | <b>Title:</b>        | Policing in Austerity: Rising to the Challenge |
| <b>4.</b> | <b>Organisation:</b> | Police and Crime Commissioner                  |

**5. Summary**

This report provides members of the Panel with information in relation to the Her Majesty's Inspectorate of Constabulary (HMIC) report Policing in Austerity: Rising to the Challenge report and the response by the Police and Crime Commissioner to the South Yorkshire Police's response to the funding challenge report.

**6. Recommendations**

**That the Panel note the contents of the report and comment on any matters arising.**

## 7. Proposals and details

At the last meeting, the Police and Crime Panel considered a report on issues that had arisen during the summer period, including in that report was the HMIC Policing in Austerity Report. Members requested that the response by the Police and Crime Commissioner to this report be submitted to the next Police and Crime Panel meeting.

In October 2010, the Government announced that central funding to the Police Service in England and Wales would reduce by 20% in the four years between March 2011 and March 2015.

HMIC's Valuing the Police Programme has tracked how forces are planning to make savings to meet this budget demand each year since summer 2011. The South Yorkshire Police's response to the funding challenge report, published July 2013, identifies what HMIC found in the third year (see Appendix A).

The inspection focused on three questions:

1. How is the force responding to the budget reduction?
2. What is the impact for the workforce and the public?
3. How is the force managing current and future risks?

To answer these questions, HMIC collected data and plans from forces, surveyed the public to see if they had noticed any changes in the service they received from the police as a result of the cuts, and conducted in-force inspections. HMIC also interviewed the Chief Constable, Police and Crime Commissioner and the chief officer leads for finance, change, human resources and performance in each force, and held focus groups with staff and other officers.

National findings and patterns across all 43 forces are given in our thematic report, Policing in Austerity: Rising to the Challenge, which is available from [www.hmic.gov.uk](http://www.hmic.gov.uk)

Section 55(5) of the 1996 Police Act requires PCCs to prepare comments on any HMIC's published reports that relate to their force, and then publish these in the manner they see fit. Section 55(6) requires PCCs to send a copy of these comments to the Home Secretary. Commissioner Wright publishes his responses to HMIC on his website site [www.southyorkshire-pcc.gov.uk](http://www.southyorkshire-pcc.gov.uk)

Attached at Appendix B is Commissioner Wright's response to the HMIC report South Yorkshire Police's response to the funding challenge.

## 8. Finance

The budget challenges referred to by HMIC show no signs of abating. Detailed discussions with the Chief Constable and his Command Team colleagues are ongoing with a view to addressing cost reduction requirements for 2014/15 and establishing a 'strategic vision' to guide budget and resourcing considerations in the medium term.

These matters will be the subject of further reports to the Panel in due course.

## **9. Risks and Uncertainties**

Possible deterioration of force performance, quality of service, delivery and impact on community confidence.

## **10. Background Papers and Consultation**

HMIC thematic report Policing in Austerity: Rising to the Challenge  
HMIC south Yorkshire Police's response to the funding challenge

## **11. Contact**

Sally Parkin  
Interim Assistant Chief Executive  
Office of the Police and Crime Commissioner  
Email: [sparkin@syjs.gov.uk](mailto:sparkin@syjs.gov.uk) Telephone: 01226 772925

**EMBARGOED  
UNTIL 12:00  
THURSDAY 18  
JULY 2013**



Inspecting policing  
in the public interest

This document contains PROTECTED statistics that are covered by National Statistics protocols. These statistics are not for sharing before publication at 09:30 on 18 July 2013. Any accidental or wrongful release should be reported immediately and may lead to an inquiry. Wrongful release includes indications of the content or the trend of the figures including descriptions such as 'favourable' or 'unfavourable'.

## **South Yorkshire Police's response to the funding challenge**

**July 2013**

# Contents

|   |           |
|---|-----------|
| <b>South Yorkshire Police: Executive summary</b>                                    | <b>3</b>  |
| <b>The challenge</b>  | <b>5</b>  |
| Progress in making savings: Years 1–2   | 5         |
| Plans for Year 3–4  | 5         |
| Looking beyond the current spending review  | 5         |
| The scale of the challenge in South Yorkshire Police                                | 6         |
| Demand  | 6         |
| How difficult is the challenge?   | 6         |
| <b>Response to the challenge</b>  | <b>7</b>  |
| Changes to workforce numbers  | 7         |
| Changes to the proportion of workforce on the front line                            | 7         |
| Collaboration   | 9         |
| Managing change   | 10        |
| How is the force engaging police officers, PCSOs and staff in the change programme? | 10        |
| How effective has the response been?  | 11        |
| <b>Impact of the changes on the public</b>  | <b>12</b> |
| Visibility  | 12        |
| Calls for service   | 13        |
| Crime   | 13        |
| Victim satisfaction surveys   | 14        |
| Changes to how the public can access services                                       | 14        |
| <b>Conclusion</b>   | <b>15</b> |

# South Yorkshire Police: Executive summary

South Yorkshire Police faces a more difficult challenge than some other forces. Although spending on policing is lower than in most forces and staff costs higher, South Yorkshire has not embraced the level of change or achieved the savings seen elsewhere.

The force still has £9.6m to find by March 2015. HMIC is concerned that this outstanding financial gap means that South Yorkshire Police will find it very hard to make any further savings required in the future.

## Financial challenge

South Yorkshire Police has identified that it needs to save £49.3m over the four years of the spending review (i.e. between March 2011 and March 2015).

While as a proportion of its overall budget (16%) this savings requirement is broadly in line with most other forces, HMIC considers that South Yorkshire Police faces a particularly difficult challenge. This is because the amount of money it spends on policing is lower than most other forces, [REDACTED] The amount it spends on each officer and staff member is also higher than most other forces.

## Progress in making savings

South Yorkshire Police has planned how it will save £39.6m. It therefore still has £9.6m<sup>1</sup> to find. Most other forces have worked out how they will make all the required savings; South Yorkshire Police's funding gap is therefore a concern.

## How the force is making savings: Changes to the workforce

All forces spend most of their money on staff costs (such as wages and overtime), and so have focused on reducing this expenditure in order to cut costs.<sup>2</sup> South Yorkshire Police is no exception.

It is reducing police officer numbers by limiting recruitment and holding vacancies; as a result, by the end of the spending review period, it is planned there will be 256 fewer police officers in the South Yorkshire Police. This means the number of police officers is planned to reduce by 9% between March 2010<sup>3</sup> and March 2015; this is a smaller reduction than in most other forces.

There is evidence that South Yorkshire Police is successfully protecting frontline posts as it makes these cuts: between March 2010 and March 2015, the proportion of police

<sup>1</sup> The amount to save may not add up to the total due to rounding.

<sup>2</sup> See *Adapting to Austerity*, HMIC, London, July 2011, p13. Available from [www.hmic.gov.uk](http://www.hmic.gov.uk).

<sup>3</sup> We use 2010 as our baseline as many forces started to make staff reductions in anticipation of the spending review.

officers in frontline crime-fighting roles is planned to increase from 91% to 93%. This compares to an overall increase across England and Wales from 89% to 93%.

The force has also made some police staff redundant and not replaced others as they have left (e.g. through retirements and resignations); as a result, by the end of the spending review period, it is planned there will be 555 fewer police staff in the South Yorkshire Police. This means the number of police staff is planned to reduce by 23% between March 2010 and March 2015; this is considerably higher than in most other forces. South Yorkshire intends to maintain its police community support officer (PCSO) numbers compared to a reduction in most other forces.

However, with an outstanding funding gap the force may need to make more workforce reductions than it is currently planning.

## Impact on the public

HMIC expects forces to make savings without damaging the service provided to the public. We monitor whether they are achieving this by examining crime rates and the results of the victim satisfaction surveys which all forces conduct.

Over the first two years of the spending review, recorded crime (excluding fraud)<sup>4</sup> fell by 9% [REDACTED]. Victim satisfaction remains high at 85.4%<sup>5</sup> [REDACTED]

## Future challenges

South Yorkshire Police faces a more difficult challenge than some other forces to save the necessary money. The force also still has £9.6m to find by March 2015.

HMIC is concerned that South Yorkshire has not embraced the level of change or achieved the savings seen elsewhere. With an outstanding financial gap to close South Yorkshire Police will find it much more difficult to make any further savings required in the future.

---

4 Crime excluding fraud, as per the new crime classifications released in July 2013 by the Office for National Statistics.

5 ± 1.4%

## The challenge

Over the four years of the spending review (March 2011 to March 2015), South Yorkshire Police identified that it needs to find savings of £49.3m, which equates to 16% of its total expenditure<sup>6</sup> (which in 2012/13 was £268.6m). Across England and Wales a 17% reduction in total expenditure is required.

### **Progress in making savings: Years 1–2**

The force successfully made 53% (£26.1m) of the total savings required by March 2015 in the first two years of the spending review period. It achieved this by: not recruiting any new police officers; reducing the number of police staff it employs (which it started to do in 2010); and restructuring how the force delivers elements of its policing, e.g. centralising human resources, finance and procurement.

### **Plans for Year 3–4**

The force has plans in place to achieve further savings of £6.8m in 2013/14, and another £6.7m in 2014/15. This leaves a funding gap of £9.6m at the end of the spending review period. This differs from most other forces in England and Wales which have developed plans for how they will make all the necessary savings.

### **Looking beyond the current spending review**

The force has started to consider what savings it might need to make after March 2015. The challenge for South Yorkshire Police in preparing for future funding pressures will be much greater if the existing savings plans are not achieved or they take longer to deliver.

---

<sup>6</sup> Based on a gross expenditure baseline in 2010/11.



## The scale of the challenge in South Yorkshire Police

While as a proportion of its overall budget its savings requirement of 16% is broadly in line with that of most other forces, South Yorkshire Police faces a particularly difficult challenge because:

- it spends less per head of population than most other forces in England and Wales; but

[REDACTED]

- the cost of police officers and police staff per head is higher than most other forces in England and Wales.

## Demand

Forces face different levels of demand for the service they provide to the public. This section looks at three of the key indicators of demand to provide an overall impression of the challenges each force faces:

- the number of calls the force receives from the public;
- the number of crimes the force deals with; and
- the number of prosecutions (suspects charged with offences) the force brings.

| 12 months to March 2013                           | South Yorkshire Police | England and Wales |
|---|------------------------|-------------------|
| Emergency and priority calls per 1,000 population | 116                    | [REDACTED]        |
| Victim-based crime per 1,000 population           | 62.1                   | [REDACTED]        |
| Prosecutions (charges) per 1,000 population       | 10.6                   | [REDACTED]        |

[REDACTED]

## How difficult is the challenge?

It is HMIC's assessment that South Yorkshire Police faces a more difficult challenge to save money, as it spends less on policing, has more officers, and expenditure on pay costs are higher than most other forces.

## Response to the challenge

Forces deliver their response to the savings requirement through a change programme. Over 80% of a police budget (on average) is spent on staff costs,<sup>7</sup> and it is not surprising that the change programmes of forces across England and Wales plan to achieve most of their savings by reducing the number of police officers, police community support officers (PCSOs) and police staff employed.

South Yorkshire Police is no exception. It made an early start on this in 2010, when it slowed its recruitment of new police officers and police staff, and reduced the number of police staff. The force plans to make 91% of its spending review savings requirement from its pay budget. This is much higher than most other forces and indicates South Yorkshire Police has not borne down on expenditure on goods and services to the same degree as other forces.

### Changes to workforce numbers

The following table shows the force's planned changes to workforce numbers over the spending review period, and compares these to the change for England and Wales.<sup>8</sup>

|                 | 31-Mar-10<br>(baseline) | 31-Mar-15    | Change      | South<br>Yorkshire<br>Change % | % Change for<br>England and<br>Wales |
|-----------------|-------------------------|--------------|-------------|--------------------------------|--------------------------------------|
| Police Officers | 2,953                   | 2,697        | -256        | -9%                            | -11%                                 |
| Police Staff    | 2,408                   | 1,853        | -555        | -23%                           | -16%                                 |
| PCSOs           | 328                     | 328          | 0           | 0%                             | -17%                                 |
| <b>Total</b>    | <b>5,688</b>            | <b>4,878</b> | <b>-810</b> | <b>-14%</b>                    | <b>-13%</b>                          |
| Specials        | 227                     | 650          | +423        | 186%                           | +60%                                 |

Overall, the table shows that South Yorkshire Police plans to lose fewer officers but more police staff than in other forces; and will maintain the number of PCSOs. However, the outstanding funding gap means that the force will need to make more workforce reductions than it is currently planning.

### Changes to the proportion of workforce on the front line

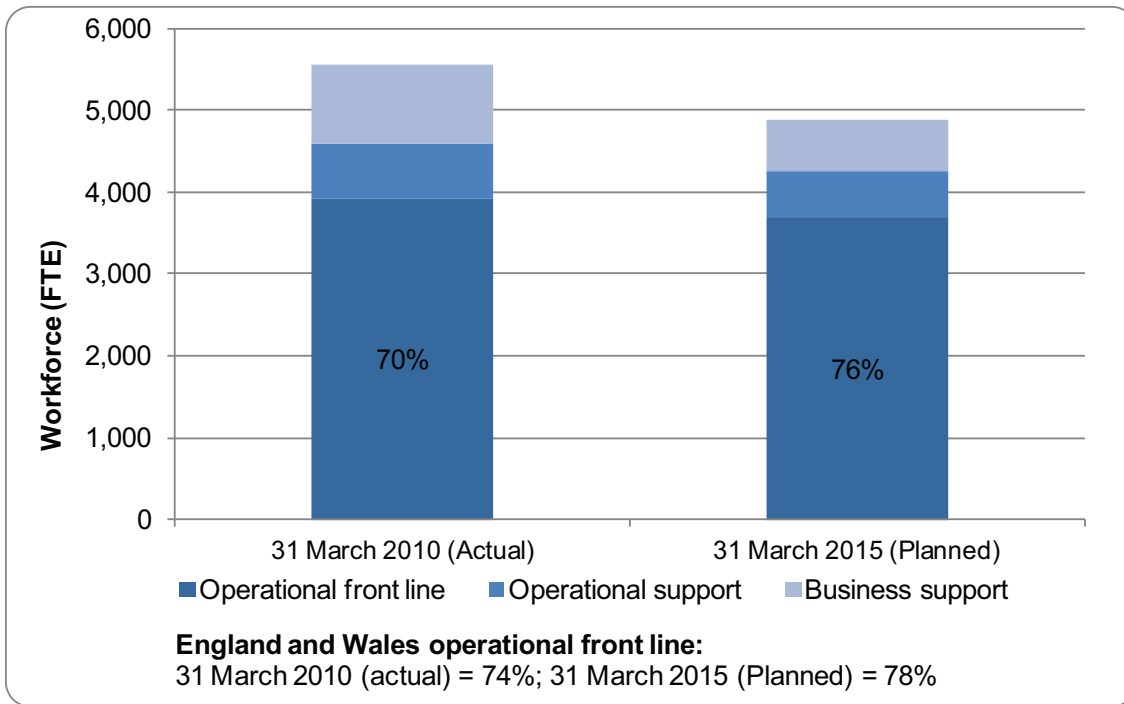
HMIC defines the people who work on the police front line as: *“those who are in everyday contact with the public and who directly intervene to keep people safe and enforce the law”*. It is important that as forces reconfigure their structures and reduce workforce

<sup>7</sup> See *Adapting to Austerity*, HMIC, London, July 2011, p13. Available from [www.hmic.gov.uk](http://www.hmic.gov.uk)

<sup>8</sup> Workforce figures for March 2010 show the actual number of people working for the force in permanent posts on the 31st March in that year. People on long-term absences (such as maternity leave) are included in these 'actual' figures, but vacant posts are not. Workforce projections for March 2015 are for budgeted posts, so the actual number of people who will be working for the force at that point in reality may be different, because some posts will be vacant or filled by temporary staff. Forces' projections may also exclude people who will be on long-term absences. The difference between actual workforce numbers and projected numbers should therefore be taken as an approximate expected change.

**numbers**, they focus on maintaining (or if possible increasing) the **proportion** of people in these crime-fighting roles.

The following chart shows the change in the workforce frontline profile in South Yorkshire Police<sup>9</sup>.

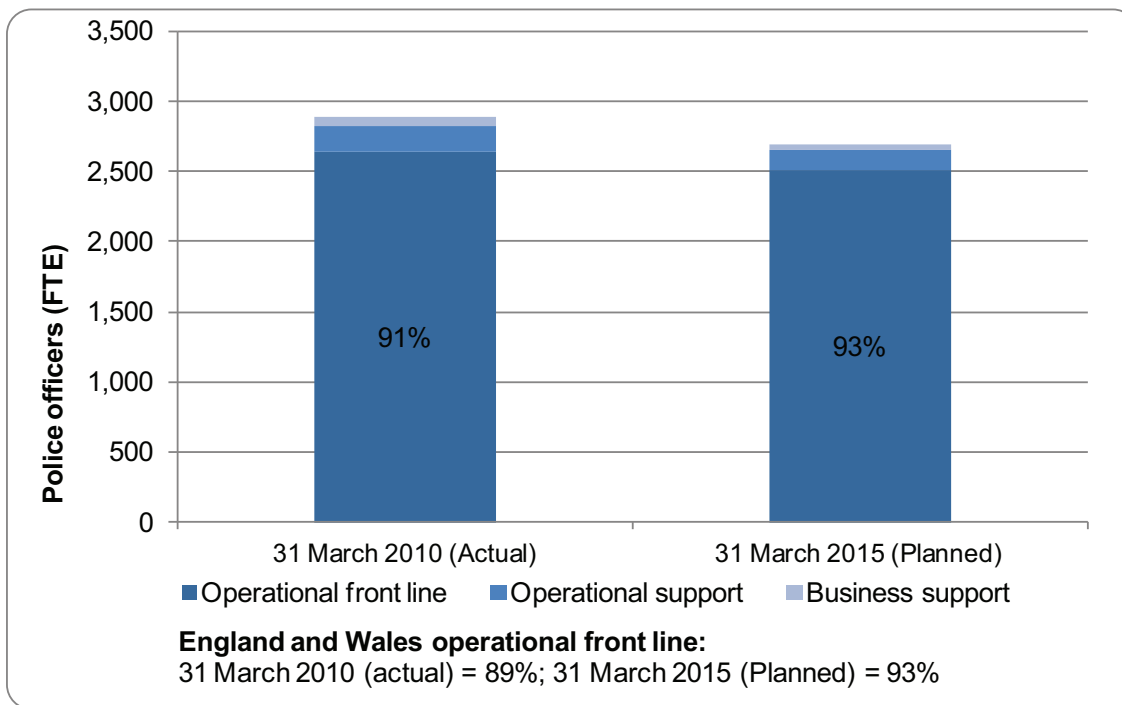


The **number** of officers, PCSOs and staff (i.e. of the force's total workforce) working on South Yorkshire's front line is planned to reduce by 6% between March 2010 and March 2015 (from 3,918 to 3,690).

Over the same period, the **proportion** of South Yorkshire's total workforce allocated to frontline roles is planned to increase from 70% to 76%. This compares with an overall increase across England and Wales from 74% to 78%.

<sup>9</sup> From 2010, Gwent, the MPS, Wiltshire and North Wales police forces chose to code those officers and staff who are on long term absence from duty due to maternity/paternity leave, career break, full time education or suspension and those on long-term leave to their normal working role. This has the effect of inflating their workforce and frontline figures by up to 1% compared to other forces.

The **number** of South Yorkshire's police officers in frontline roles is planned to reduce by 5% from 2,640 in March 2010 to 2,510 in March 2015, as the following chart shows. The **proportion** of those remaining on the frontline is planned to increase from 91% to 93%. This compares to an overall increase across England and Wales from 89% to 93%.



## Collaboration

HMIC monitors forces' progress on collaboration<sup>10</sup> because it offers the opportunity to deliver efficient, effective policing and help achieve savings.

HMIC found that the force has actively pursued collaborative opportunities at a local, regional and national level which have resulted in a number of policing services being delivered with other forces. The four forces in the Yorkshire and Humber region, of which South Yorkshire is one, currently collaborate on services such as marine and underwater; firearms; procurement; and forensic support services.

In addition to the four-force collaboration, South Yorkshire is working closely in partnership with Humberside Police. They currently share a single HR structure headed by a chief officer and have a single information systems/information technology department.

The election of the Police and Crime Commissioners (PCCs) in November 2012 has introduced a new layer of scrutiny of these arrangements. The PCCs of Humberside and South Yorkshire have taken the opportunity to review these current two-force arrangements. A review of human resources (HR) and information systems (IS) was commissioned by the South Yorkshire PCC and was carried out by the College of Policing. Its observations and recommendations are currently being considered.

Despite this, in 2014/15 the force expects only to spend only 7% of its total expenditure

<sup>10</sup> HMIC defines collaboration as "all activity where two or more parties work together to achieve a common goal, which includes inter force activity and collaboration with the public and private sectors, including outsourcing and business partnering".

on collaboration, which is lower than the 11% figure for England and Wales. Overall, collaboration is expected contribute to 4% of the force's savings requirement, which is lower than the 7% figure for England and Wales.

## Managing change

Reductions in police budgets have inevitably led to a shrinking workforce. HMIC expects forces also to have an eye within their change programmes on the longer term transformation<sup>11</sup> which can help maintain or improve the service they offer to the public and prepare for future funding reductions.

The force's strategic approach to the spending review has purposely been incremental based on strong financial management of resources e.g. holding budget holders to account, controlling expenditure and reviewing budget allocations. In particular, reductions in the workforce through the use of voluntary redundancies and natural wastage to achieve the required savings. The overall framework for the reductions has been to maintain a 'balanced force' built essentially around existing structures, albeit with fewer staff and by centralising business support and related functions. The broad approach follows three steps: remove, reduce and reconfigure.

Organisational change and savings are delivered through South Yorkshire Police's Diamond Programme. The Diamond Programme oversees a number of targeted reviews of identified functions to reconfigure how they are delivered and match them against the new resource levels in line with the staff reductions. To date reviews have been conducted in a number of functions including human resources and finance; front counters; canteens; and operational planning. During 2013/14, Diamond is to review major incident teams; operational support; and call handling. It is anticipated by the force that savings could be made in these areas, which should enable it to reduce the current outstanding savings gap for 2014/15.

The force recognises that as it looks to the end of the current spending review and beyond, it will need to take a more strategic and integrated approach to changing the organisation to achieve the required savings and ensure effective service delivery. The force is currently developing a strategic vision for the force which will deliver the requirements of the PCC's Police and Crime Plan (which sets the strategic direction for the force and the PCC's ambitions) and will shape a new structure for the force. Core to this vision is the delivery of local policing (police and staff who respond to calls from the public and who patrol local communities) will be undertaken in four policing areas, supported a small corporate centre and working with other forces to provide specialist functions such as traffic; firearms; dogs; and the investigation of serious and major crime.

## How is the force engaging police officers, PCSOs and staff in the change programme?

Staff reported good early communication of the force's response to the spending review and the results of early Diamond reviews and changes that were being made to the force.

---

<sup>11</sup> Transformation is a process of radical change that orientates an organisation in a new direction and takes it to an entirely different level of effectiveness. It implies a fundamental change of character, with little or no resemblance to the past configuration or structure.

The relationship between both officer's staff associations and staff unions with the chief officer group is strong. Regular meetings are held to discuss plans and issues from across the force.

A 'Questions for the Chief' facility allows staff to raise concerns directly. The questions and answers are published on the intranet for all staff to read. The Chief Constable also produces a short monthly video, which is published via the intranet where he can address any issues and send out simple messages across the force.

The force also has a staff suggestion scheme. Staff may make suggestions on anything they think may benefit the force. This can be about areas such as performance as well as savings.

More recently, staff members describe less proactive engagement and greater reliance on staff actively searching the intranet for news, developments and results for themselves. Operational demands mean that staff do not always have time to locate this information and update themselves.

The force has conducted a staff survey, which shows staff are uncertain about the depth of future cuts and the ability of the force to continue to perform with a much reduced budget.

As South Yorkshire Police looks to achieve future savings the force will need to consider how it continues to communicate with, engage and involve staff on the challenges that lie ahead.

### **How effective has the response been?**

The force's strategic approach to the spending review has been to undertake a series of reviews of individual reviews supported with strong financial management. While this approach can deliver savings it does not provide a sustainable approach for the future. This is now recognised by the force.

HMIC is concerned that South Yorkshire has neither embraced the level of change nor achieved the savings seen elsewhere. With an outstanding financial gap to close, South Yorkshire Police will find it much more difficult to make any further savings required in the future.

## Impact of the changes on the public

The challenge for forces is not just to save money and reduce their workforce numbers, but to ensure the choices they make in deciding how to achieve this do not have a negative impact on the service they provide to their communities. HMIC therefore looked for evidence that the force had kept a consideration of the effect on the public at the heart of their choices.

### Visibility

The work done by police officers and staff in visible roles (such as officers who respond to 999 calls, deal with serious road traffic collisions or patrol in neighbourhoods) represents only a part of the policing picture. Chief Constables need to allocate resources to many other functions in order to protect the public, such as counter terrorism, serious and organised crime, and child protection (to name just three).

That being said, research shows that the public value seeing visible police officers on patrol in the streets, and that those who see police in uniform at least once a week are more likely to have confidence in their local force.<sup>12</sup> HMIC therefore examined how far the changes being implemented by the force had affected the visibility of the police on the streets of South Yorkshire.

In March 2013, South Yorkshire Police allocated 60% of its police officers to visible roles. This is the same proportion as it allocated in 2010,[REDACTED]).

Police visibility is further enhanced by PCSOs who principally support community policing. Looking at the proportion of police officers and PCSOs, the South Yorkshire Police allocates 65% to visible roles. This is one percentage point higher than it allocated in 2010 [REDACTED].

HMIC conducted a survey<sup>13</sup> of the public across England and Wales to assess whether the public had noticed any difference in the way their area is being policed. Of those people surveyed in South Yorkshire, 10%<sup>14</sup> said that they have seen a police officer more often than they had 12 months ago; this is broadly in line with the 13% average across all survey respondents in England and Wales.

Of those people surveyed, 69%<sup>15</sup> said they felt either as safe or safer in the areas where they live compared with two years ago. This is lower than the figure for most other forces which is 75%.

### Calls for service

<sup>12</sup> See *Demanding Times*, HMIC, London, 2011. Available from [www.hmic.gov.uk](http://www.hmic.gov.uk)

<sup>13</sup> A YouGov survey was carried out during a four-week period during March 2013. Satisfaction and confidence surveys are also carried out at a national level by the Crime Survey of England and Wales. These use larger sample sizes and are carried out quarterly over a rolling-year period. Some forces also carry out their own surveys of the general public. More information can be found at [www.crimesurvey.co.uk](http://www.crimesurvey.co.uk), [www.hmic.gov.uk](http://www.hmic.gov.uk) or from force websites.

<sup>14</sup> ± 5%

<sup>15</sup> ± 5%

HMIC examined whether South Yorkshire Police was taking longer to respond to calls for help, as a result of its workforce reductions and other changes designed to save money. Forces are not required to set response times or targets and are free to determine their own arrangements for monitoring attendance to calls so information between forces is not comparable.

In 2010/2011 and 2011/2012, South Yorkshire Police had maintained the same target response time of attendance within 15 minutes for calls classed as 'emergency' (also known as grade 1) and within 60 minutes for calls classed as 'priority' (also known as grade 2). The force did not set a target response time for the year 2012/2013.

Over the periods 2010/2011 and 2011/2012, the force met its target response time for 'emergency' calls 95% of the time. It met its target response time for 'priority' calls 87% of the time in 2010/2011 and 86% of the time in 2011/2012.

## Crime

In 2010 the Home Secretary, Theresa May, set a clear priority for the police service to reduce crime.

Between 2010/11 and 2012/13 (the first two years of the spending review), South Yorkshire Police has reduced recorded crime by 9% [REDACTED] Over this period victim based crime (that is crimes where there is a direct victim – an individual, a group, or an organisation) has reduced by 8% [REDACTED]

By looking at how many crimes occur per head of population we can see how safe it is for the public in that police area. The table below shows crime and anti-social behaviour rates in South Yorkshire (per head of population) compared with the rest of England and Wales.

| 12 months to March 2013         | Rate per 1,000 population in South Yorkshire | England and Wales rate per 1,000 population |
|---------------------------------|--|---|
| Crimes (excluding fraud)        | 68.0   | [REDACTED]                                  |
| Victim based crime              | 62.1   | [REDACTED]                                  |
| Burglary                        | 12.5   | [REDACTED]                                  |
| Violence against the person     | 7.7  | [REDACTED]                                  |
| Anti-social behaviour incidents | 59.9   | [REDACTED]                                  |

It is important that crimes are effectively investigated and the perpetrator identified and brought to justice. When sufficient evidence is available to identify who has committed a crime, it can be described as detected.

South Yorkshire Police's sanction detection<sup>16</sup> rate (for crimes excluding fraud) for the 12 months to March 2013 is 26.1%. [REDACTED]

We have chosen these types of crime to give an indication of offending levels in South Yorkshire. For information on the frequency of other kinds of crimes in your area, go to

<sup>16</sup> A sanction detection is a 'solved crime' where a suspect has been identified and notified as being responsible for committing that crime and what the full implications of this are, and has received an official sanction. Official sanctions included are: charges, cautions, penalty notices, offences taken into consideration (TICs) and cannabis warnings.



[www.hmic.gov.uk/crimeandpolicingcomparator](http://www.hmic.gov.uk/crimeandpolicingcomparator)

## **Victim satisfaction surveys**

An important measure of the impact of changes to service delivery for the public is how satisfied victims are with the overall service they receive when they seek police assistance.

In the 12 months to March 2013, 85.4%<sup>17</sup> of victims were satisfied with the overall service provided by South Yorkshire Police. [REDACTED]

## **Changes to how the public can access services**

Forces are exploring different ways in which the public can access policing services. South Yorkshire Police is planning to close 13 front counters<sup>18</sup> and 30 police stations between 2010 and 2015.

However, they are making more use of the internet and social media to communicate with the public and developing different mechanisms for the public to contact the police.

---

<sup>17</sup> ± 1.4%

<sup>18</sup> A police building open to the general public to obtain face-to-face access to police services.

## Conclusion

While South Yorkshire Police faces a more difficult financial challenge than some other forces, it has not embraced the level of change nor achieved the savings seen elsewhere. The force still has £9.6m of savings to find by March 2015.

Over the spending review period the force has not achieved the levels of crime reduction achieved elsewhere and continues to have higher crime per head of population than in other forces. HMIC is concerned that with this outstanding financial gap South Yorkshire Police will find it very hard to make further savings without impacting on performance and service delivery. In addition it will be much harder for the force to make any additional savings that may be required in the future.

We will continue closely to monitor progress made in implementation of South Yorkshire's savings plans, in particular how it will close the gap and improve performance and service delivery. A further inspection will be undertaken later this year to review the ongoing achievement of the planned savings.

In October 2010, the Government announced that central funding to the Police Service in England and Wales would reduce by 20% in the four years between March 2011 and March 2015.

HMIC's Valuing the Police Programme has tracked how forces are planning to make savings to meet this budget demand each year since summer 2011. This report identifies what we found in the third year.

Our inspection focused on three questions:

1. How is the force responding to the budget reduction?
2. What is the impact for the workforce and the public?
3. How is the force managing current and future risks?

To answer these questions, we collected data and plans from forces, surveyed the public to see if they had noticed any changes in the service they receive from the police as a result of the cuts, and conducted in-force inspections. We also interviewed the Chief Constable, Police and Crime Commissioner and the chief officer leads for finance, change, human resources and performance in each force, and held focus groups with staff and other officers.

National findings and patterns across all 43 forces are given in our thematic report, *Policing in Austerity: Rising to the Challenge*, which is available from [www.hmic.gov.uk](http://www.hmic.gov.uk).

This report provides the findings for South Yorkshire Police.



Our Ref: ID: HMIC/SP

21 August 2013

The Rt. Hon Theresa May MP  
Home Secretary  
Home Office  
2 Marsham Street  
London SW1P 4DP

Dear Home Secretary

HMIC Inspection – Valuing the Police 3

I write with regard to the above recent inspection and published reports. I would firstly like to thank the inspection team for the support shown throughout this process and for the balanced advice given.

It is reassuring to note the recognition given to the size of the challenge faced by South Yorkshire Police in particular, and especially the impact of the additional funding gap we face. I accept the observation that the force has not yet embraced the level of change or achieved the savings seen in many other forces, though I would emphasise that they have successfully delivered the target savings in each of the first two years of this CSR and are on target to achieve the remaining savings. The challenge for South Yorkshire Police is around meeting the additional funding gap, while maintaining their strong record of performance and keeping the people of South Yorkshire safe.

I also acknowledge the concerns raised regarding the balance of police officer and police staff numbers, a concern and which I share which has been the focus of attention for the Force Diamond Change Management Team since the start of the CSR period. Over the last two years, I have sought to protect the frontline and in particular, this year I have sort to maintain police officer and PCSO numbers in line with my manifesto commitments. This strategy has enabled the force to maintain performance and increase confidence levels while they have focussed attention on redesigning and reducing support functions. I recognise that this means they are not currently projecting the level of reductions seen elsewhere in terms of police officer and PCSO numbers, though their strategy is one of flexible responsiveness and this is something we will be considering in more detail as we move to the next phase of the CSR.

In adopting this flexible, threat and risk based, responsive strategy, South Yorkshire Police have been able to adapt their approach in response to evolving challenges.

South Yorkshire Police and Crime Commissioner Shaun Wright  
18 Regent Street Barnsley S70 2HG  
Tel: 01226 774600

Email: [thepcc@southyorkshire-pcc.gov.uk](mailto:thepcc@southyorkshire-pcc.gov.uk)  
[www.southyorkshire-pcc.gov.uk](http://www.southyorkshire-pcc.gov.uk)

For example, having digested the contents of both the national and the South Yorkshire specific HMIC reports, they have already developed a detailed action plan that seeks to incorporate the independent advice and observations into the Diamond programme. Having reviewed the support functions across the force, the Diamond Programme has more recently focussed attention on the Protective Services portfolio, which it is anticipated will deliver considerable savings in terms of both police officer and police staff numbers. They have now reached the point where the force is able to consider the most fundamental area of service delivery, local policing. The Local Policing Review has recently been commissioned and as part of its terms of reference will consider many of the issues raised within the HMIC reports.

As we move into the latter stage of this CSR period, the Chief Constable has requested that the Greater Manchester Police conduct a peer review of the Diamond Programme so that we can be sure the methodology is of sufficient rigor to meet the remaining challenge. Having streamlined all areas of the force as part of a Systems Thinking approach, I am conscious that we now need to give consideration to alternative options for delivering transformational change. I acknowledge, for example, that the scale of the funding gap may now require the force to return to less palatable savings options that were previously discounted, or indeed to adopt a different Operating Model. In addition, as part of recent discussions with the other Chief Constables and Police and Crime Commissioner's within the Yorkshire and the Humber Region, we have now decided to move to a Lead Force delivery model for specialist functions, as part of our continued commitment to collaboration.

Finally, I welcome the recognition you have given to the scale of our challenge and the higher demand experienced in South Yorkshire in terms of victim-based crime. Regrettably, the force also faces the additional financial challenges and special circumstances posed by Hillsborough which present a considerable cost implication for the force over the next few years. Unless these significant costs are supported by the Home Office, it is likely the impact on the public of South Yorkshire will be even more severe than that already highlighted in this report. We would therefore seek your support in accessing funds that will enable the force to meet these costs, so that we can continue to focus our energy on addressing the considerable financial challenge of the CSR.

I look forward to discussing this in more detail with you when you return for our re-inspection later in the year, at which point the Chief Constable will also be able to share with you the progress he has made in relation to your wider concerns. My focus, together with the Chief Constable, is currently on addressing the remaining funding gap as part of delivering transformational change and improving service delivery and I welcome the opportunity to discuss this with you when you visit.

Yours sincerely



Shaun Wright  
Police and Crime Commissioner

South Yorkshire Police and Crime Commissioner Shaun Wright  
18 Regent Street Barnsley S70 2HG  
Tel: 01226 774600  
Email: [thepcc@southyorkshire-pcc.gov.uk](mailto:thepcc@southyorkshire-pcc.gov.uk)  
[www.southyorkshire-pcc.gov.uk](http://www.southyorkshire-pcc.gov.uk)

**REPORT TO SOUTH YORKSHIRE POLICE AND CRIME PANEL**

|                         |  |
|-------------------------|--|
| <b>1. Meeting:</b>      | South Yorkshire Police and Crime Panel                       |
| <b>2. Date:</b>         | 2 December 2013  |
| <b>3. Title:</b>        | Police and Crime Commissioners: Register of Interests Update |
| <b>4. Organisation:</b> | Police and Crime Commissioner                                |

**5. Summary**

This report provides members of the Panel with a progress update by the Police and Crime Commissioner in relation to the Report of the House of Commons Home Affairs Committee on Police and Crime Commissioners: Register of Interests.

**6. Recommendations**

**That the Panel note the contents of the report and comment on any matters arising.**

## 7. Proposals and details

On 23 May 2013 the House of Commons Home Affairs Committee published Police and Crime Commissioners: Register of Interests, First Report of Session 2013-14.

The aim of the report was to show that regular, national comparisons are important for public confidence and draw together the first register of PCCs interests.

The report considered the following areas:

- The Scrutiny of Police and Crime Commissioners (PCCs)
- Who are the Police and Crime Commissioners
- Salaries and Offices
- Police and Crime Commissioners profile

Set out below is a progress report by the Police and Crime Commissioner in relation to the points raised relating to South Yorkshire.

Police and Crime Commissioners are required to publish the information that they consider necessary to enable the local public to assess their performance and that of the Chief Constable. In addition they are required to publish particular information specified by the Home Secretary in regulations issued under section 11 of the Police Reform and Social Responsibility Act 2011. The current regulations are the Elected Local Policing Bodies (Specific Information) Order 2011.

The report identified that on 19 April 2013 only 10 PCCs had met their statutory obligations and published the full financial data required (South Yorkshire was not included in this list). However the report goes on to acknowledge that this was rectified before 3 May 2013.

The full financial data was published on the Police and Crime Commissioner's website on 26 April 2013. The Commissioner is also compliant with the requirements of the Specified Information Order.

The report identified the staff in the Office of the Police and Crime Commissioner (OPCC) along with the salaries of their deputies and senior staff members.

It identified that the overall force budget for South Yorkshire was (£m) 252,728,773 with the budget for 2013/14 for the South Yorkshire OPCC being (£m) 3,144,717. The percentage of the budget utilised by the OPCC in South Yorkshire was 1.24%.

The House of Commons Committee also identified the force areas where the OPCC budget was more than the Police Authority budget 2012/13 and South Yorkshire was included in this list.

On 22 May 2013 the Commissioner wrote to the Home Affairs Committee clarifying the OPCC budget for 2013/14 as being £2.035m, which is marginally below the equivalent budget for the former Police Authority.. The figure contained within the Report had included other costs which were not valid for comparison purposes, including the capital financing (borrowing) costs of previous year's Capital projects.

Also included was funding which passes through the PCC budget from Central Government and other sources and is ultimately used to commission additional services from South Yorkshire Police and other agencies. In previous years much of this was passed directly to the Chief Constable.

On the day the report was published the Commissioner also issued a press release which stated that the report was incorrect and that his office was not given the opportunity to validate the figures prior to the report being published.

A detailed analysis of the errors in the Report was sent to appropriate officials by the Office of the Police and Crime Commissioner and subsequently published on the Select Committee's website.

On 6 November 2013 the Home Affairs Committee launching an inquiry on police and crime commissioners – progress to date.

The inquiry will examine the work and effectiveness of police and crime commissioners to date, including:

- The effectiveness of commissioners in reducing crime and delivering an effective police service within their police force area;
- The role of commissioners in holding their chief constables to account;
- The role of police and crime panels in holding their commissioners to account;
- The division of functions and staff between commissioners and chief constables following the Stage 2 transfers under the Police Reform and Social Responsibility Act 2011;
- The role of commissioners in budget and precept setting;
- The effectiveness of commissioners in promoting local policing priorities;
- Progress on establishing collaboration agreements with other commissioners, policing organisations and partners; and
- Transparency of and reporting by commissioners to date.

The Committee invites written submissions on these issues by noon on Wednesday 11 December 2013.

## **8. Finance**

As per the information in the report.

## **9. Risks and Uncertainties**

Possible reputational risk to the Commissioner if information provided to the Home Affairs Committee is significantly different to responses of other Police and Crime Commissioners.

## **10. Background Papers and Consultation**

House of Commons Home Affairs Committee – Police and Crime Commissioners:  
Register of Interest, First Report of Session 2013-14



Select Committee Announcement – New Inquiry: Police and Crime Commissioners –  
Progress to Date

**11. Contact**

Sally Parkin  
Interim Assistant Chief Executive  
Office of the Police and Crime Commissioner  
Email: [sparkin@syjs.gov.uk](mailto:sparkin@syjs.gov.uk) Telephone: 01226 772925