

## **POLICE AND CRIME PANEL**

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

**Date: Friday, 2nd May, 2014**

**Time: 1.30 p.m.**

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

1. To determine if the following matters are to be considered under the categories suggested, in accordance with the Local Government Act 1972.
2. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
3. Apologies for Absence.
4. Questions from Members of the Public.
5. Minutes of the Previous Meeting held on 31st March, 2014 (herewith) (Pages 1 - 6)
6. Report of the Police and Crime Commissioner - Refreshed Police and Crime Plan (report herewith) (Pages 7 - 49)
7. Report of the Police and Crime Commissioner - Response to the HMIC Report on Child Sexual Exploitation (report herewith) (Pages 50 - 56)
8. Report of the Task and Finish Group - Website Proposals for the South Yorkshire Police and Crime Panel (report herewith) (Pages 57 - 59)
9. Date and Time of the Next Meeting - Wednesday, 30th July, 2014 at 1.00 p.m.

**POLICE AND CRIME PANEL  
31st March, 2014**

Present:-

Barnsley Metropolitan Borough Council:-

Councillor R. Sixsmith

Doncaster Metropolitan Borough Council:-

Councillor P. Bartlett

Councillor J. McHale

Rotherham Metropolitan Borough Council:-

Councillor J. Akhtar (Chairman)

Councillor T. Sharman

Sheffield City Council:-

Councillor R. Davison

Councillor T. Hussain

Co-opted Members:-

Mr. A. Carter

Mr. K. Walayat

Apologies for Absence were received from:-

Councillor M. Dyson (Barnsley Metropolitan Borough Council)

Councillor H. Harpham (Sheffield City Council)

**J32. QUESTIONS FROM MEMBERS OF THE PUBLIC**

(1) A member of the public asked would Elected Members please summarise their efforts to publicise these Panel meetings in their own Council areas to increase awareness and involvement by the public and community groups throughout South Yorkshire?

The Chairman advised the member of the public that he would consult with the Police and Crime Panel and respond to the question in writing.

(2) A further member of the public asked for updates please on initiatives to make the Panel's proceedings more user-friendly, as previously minuted?

E.g. Website development (J28), Guidance on Complaints Procedures (J30), Notice of Public Questions (written questions take precedence, but if time allows, should relevant questions from the public bench be considered, at the Chair's discretion?)

The Chairman confirmed that in relation to website development, this work was now progressing. It was also pointed out that the complaints procedure had been updated and was available on the Council's website. The procedure set out the arrangements for the consideration of complaints by the Panel alongside links to the websites of the Police and Crime Commissioner and the Independent Police Complaints Commission.

With regards to questions from members of the public, the Chairman advised that the Panel's Terms of Reference had been revised to include the procedure for public questions and had no wish to deviate from the arrangements that had been formally agreed.

**J33. MINUTES OF THE PREVIOUS MEETING HELD ON 31ST JANUARY, 2014**

Consideration was given to the minutes of the previous meeting held on 31<sup>st</sup> January, 2014.

Resolved:- That the minutes of the previous meetings held on 31<sup>st</sup> January, 2014 be agreed as a true record.

**J34. SUB REGIONAL PRIORITIES - VERBAL REPORT FROM SCRUTINY PANELS**

Further to Minute No. 19 of the meeting of the Panel held on 2<sup>nd</sup> December, 2013, Deborah Fellowes, Scrutiny Manager, referred to the recommendation of the training session which was held in November, 2013 about the development of protocols in conjunction with the Commissioner, Community Safety Partnerships, Local Authority Scrutiny Panels and Criminal Justice Board.

It was suggested as part of this recommendation that Chairmen of the four Local Authority Scrutiny Panels or their representatives be invited to share their emerging priorities and work programmes to ascertain how a joint working protocol could be taken forward.

The Chairman introduced the various representatives from the South Yorkshire Crime and Disorder Scrutiny Panels who each gave report on the work currently being undertaken.

Caroline Martin, representing Doncaster Metropolitan Borough Council, confirmed that the work programme for the Crime and Disorder Committee was to be agreed next week, but gave an update on the work so far on domestic violence and support for high risk victims, including

children, the perpetrator programme, performance of the Safer Doncaster Partnership and their work around anti-social behaviour, reductions in reoffending for youth offenders and the availability of support and legal highs. The work of the Crime and Disorder Committee was fluid and reactive throughout the year.

Councillor Sioned-Mair Richards, representing Sheffield City Council, reported on the sub-regional priorities and confirmed that a report was received annually by the Safer Stronger Communities Scrutiny Panel around the work of the community safety partners. Plans for joint working were welcomed especially around the similar problems with anti-social behaviour.

Councillor Glyn Whelbourn, Chairman of Rotherham's Overview and Scrutiny Management Board, confirmed that a report from the Safer Rotherham Partnership was received annually and during November/December consideration was given to specific issues of anti-social behaviour and changing policy across Rotherham, child sexual exploitation and domestic violence. A copy of the recent Scrutiny Review into Domestic Violence had already been forwarded to the Chief Constable and which could provide a platform for taking this joint work forward with a view to pooling resources across South Yorkshire.

Councillor Ralph Sixsmith, representing Barnsley Metropolitan Borough Council, shared information on the work that had already taken place around anti-social behaviour, ways to address child sexual exploitation and absconding behaviour. New governance arrangements were also now in operation in Barnsley and the Police and Crime Commissioner had been out to visit some wards where anti-social behaviour was an issue and resources targeted appropriately.

The Chairman summarised the information that had been shared at today's meeting and reflected that all four Local Authorities had similar problems with domestic abuse, anti-social behaviour and child sexual exploitation.

Resolved:- (1) That all those represented today be thanked for their information and input.

(2) That the information shared be noted.

### **J35. JOINT WORKING PROTOCOLS**

Consideration was given to a report presented by Deborah Fellowes, Scrutiny Manager, which provided the Panel with proposals to establish joint working protocols with the four Crime and Disorder Scrutiny Committees across Barnsley, Rotherham, Doncaster and Sheffield.

The Panel noted that all Local Authorities have a statutory requirement to establish a Crime and Disorder Committee whose purpose was to

scrutinise the work of the local Crime and Disorder Partnership. This did not have to be a standalone committee and many local authorities have subsumed this role within one of their existing Scrutiny committees or panels.

Members from these four committees and their supporting officers were invited to the Panel's development day in November, 2013. It was felt that there was ground to be gained by working closely together with these four committees and sharing information about work programmes to develop South Yorkshire priorities which can inform the work programme of the Police and Crime Panel. Access to local information about the performance of Crime and Disorder Partnerships was also felt to be crucial for the Panel in terms of triangulation of evidence it may receive in as part of scrutinising the work of the Police and Crime Commissioner. As such, in a report to the Panel on the 2<sup>nd</sup> December 2013, it was agreed that the following were required:-

- A clear understanding of roles and responsibilities between the partners be required and agreed through protocols.
- Local Authority Scrutiny Panels should share work programmes with the Police and Crime Panel to help with the development of South Yorkshire wide priorities.

It was hoped that the report would stimulate the discussions around the establishment of a joint working protocol between the Police and Crime Panel and the four Crime and Disorder Committees and could lead to a formal working arrangement.

The appendices attached to the report contain two examples of such working protocols and the Panel were requested to consider which elements of these examples would usefully be included in a first draft for South Yorkshire. It was then proposed to discuss this draft further with the four Crime and Disorder Committees prior to agreeing it in its final format.

Jo Sykes, an officer from Sheffield City Council and an Independent Member of West Yorkshire Police and Crime Panel, gave a brief overview of the success of the protocol serving West Yorkshire, how it assisted the Panel with recognising the needs and concerns of local communities, how it assisted with holding the Police and Crime Commissioner to account, working in partnership at Panel Meetings, how to influence the Police and Crime Plan and the regular exchange of information and intelligence, co-ordinating work programmes and alignment of membership where possible.

The Panel welcomed the opportunity for joint working with the aim of pooling resources to tackle similar elements of concern such as domestic abuse, anti-social behaviour and child sexual exploitation, the sharing of good practice to avoid duplication and suggested that officers draw up a similar joint working protocol based on the evidence and success of the

two protocol examples submitted and for this to be presented for consideration at a future meeting once this had been shared with the four Crime and Disorder Committees.

Resolved:- (1) That a draft working protocol be developed and agreed with the four Crime and Disorder Scrutiny Committees.

(2) That the Joint Working Protocol be submitted to a future meeting for approval.

### **J36. POLICE AND CRIME PANELS - THE FIRST YEAR**

Consideration was given to a report presented by Deborah Fellowes, Scrutiny Manager, which provided details of a report from the Centre for Public Scrutiny entitled "Police and Crime Panels: the first year" and a helpful overview of the challenges identified during the first year of operation.

Reference was made to the issues highlighted in the report, particularly in respect of scrutiny and development of the budget and how the Panel may develop its work in these areas. The report also highlighted what good Police and Crime Panels looked like and some progress had already been made in this area.

The report also referred to the joint working protocols between the Panel and the Police and Crime Commissioner and this Panel had established early in its formation a Memorandum of Understanding with the Police and Crime Commissioner and it was probably timely for this to be revisited.

Reference was also made to the tools and resources available to the Panel to ensure it remained effective and whether there needed to be further exploration of this in the future.

The Panel having considered the report were in agreement that the Memorandum of Understanding should be reviewed, that consideration should be given to joint working with further exploration about the resources available to the Panel and were confident that the work that had now commenced on the website would seek to improve communication and transparency.

The report also made reference to the role of Independent Members and the value of the expertise and perspective they provided alongside the background and knowledge of Elected Members with some further consideration being given to additional training.

The suggestion that Panel Members should receive quarterly finance, performance and risk monitoring reports against the Police and Crime Commissioner's priorities was welcomed and this was something the Panel wished to progress further.

Resolved:- (1) That the report be received and the contents of the CfPS report "Police and Crime Panels: the first year" be noted.

(2) That the Monitoring Officer be responsible for collating and submitting the recommendations to the Police and Crime Commissioner that would improve the scrutiny of his priorities.

(3) That the Memorandum of Understanding be subject to further consideration and review and any revisions agreed formally by the Police and Crime Panel.

### **J37. WORK PROGRAMME AND MEETING DATES 2014/15**

Further to Minute No. 29 of the meeting of the Police and Crime Panel held on 31<sup>st</sup> January, 2014, consideration was given to a report presented by Deborah Fellowes, Scrutiny Manager, confirming details of the work going forward for the Panel and the dates for 2014/15.

Dates for the Task and Finish Groups would be confirmed going forward, especially around the Performance Management Framework and Domestic Abuse.

The next meeting would see agenda items on the refreshed Police and Crime Panel and the Police and Crime Commissioner's response to the H.M.I.C. report on child sexual exploitation.

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

<b>REPORT TO SOUTH YORKSHIRE POLICE AND CRIME PANEL</b>
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<b>1.</b>	<b>Meeting:</b>	Police and Crime Panel
<b>2.</b>	<b>Date:</b>	02 May 2014
<b>3.</b>	<b>Title:</b>	Police and Crime Plan 2013 – 17: Refresh
<b>4.</b>	<b>Organisation</b>	Office of the Police and Crime Commissioner for South Yorkshire

### 5. Summary

The Police Reform and Social Responsibility Act (2011) requires the Police and Crime Commissioner to issue a Police and Crime Plan (Plan) in the financial year that the election is held and as soon as is practicable after taking up office.

Members will be aware that the Commissioner published his first five-year Plan last year. The Act allows the Police and Crime Commissioner to vary the Plan when required allowing the Police and Crime Commissioner, in consultation with the Chief Constable and any recommendations from the Police and Crime Panel, to respond to issues and priorities which emerge during the life of the Plan.

Before issuing or varying a Plan the Police and Crime Commissioner must:

- (a) prepare a draft of the plan or variation,
- (b) consult the relevant chief constable in preparing the draft plan or variation,
- (c) send the draft plan or variation to the relevant police and crime panel,
- (d) have regard to any report or recommendations made by the panel in relation to the draft plan or variation (see section 28(3)),
- (e) give the panel a response to any such report or recommendations, and
- (f) publish any such response.

### 6. Recommendations

It is recommended that the Police and Crime Panel receives the draft Police and Crime Plan 2013 – 17 Refresh, attached at Appendix A and provide comment to the Commissioner before 07 May 2014



## 7. Proposals and details

Having considered a wide range of information from the public and partners, and reviewed wider regional and national issues, the Commissioner has determined that his strategic policing and crime priorities, as set out below, remain unchanged:

- Reducing crime and anti-social behaviour
- Protecting vulnerable people
- Improving visible policing

Within the priorities however there is an identified need to shift focus in this second year and the Plan has been refreshed to reflect these changing police and crime needs.

The Commissioner's focus in his second year of office will include making significant progress towards the following policing and crime outcomes for the people of South Yorkshire:

### **Reducing Crime and Anti-Social Behaviour (ASB)**

- Everyone's voice is heard;
- Fewer victims of crime and ASB;
- Victims of crime are satisfied with the service they receive from the Police;
- A fairer and more just society where victims of crimes, such as anti-social behaviour, have a say in how offenders should be punished;
- Lower reoffending rates;
- People feel more safe;
- A Service that provides value for money.

### **Protecting Vulnerable People**

- Partners working together to deliver joined-up services which focus on meeting the needs of the most vulnerable in South Yorkshire;
- Services that are accessible and available to those who need them the most;
- Vulnerable people feeling safer in their homes, and in their communities;
- Victims feel more confident in reporting incidents of crime and ASB.

### **Improving Visible Policing**

- People feel more safe;
- Fewer incidents of crime and ASB;
- More officers and volunteers who are reflective of the communities they serve;
- Improved public confidence and victim satisfaction with the police;
- The right people, in the right place, at the right time, doing the right thing.

The Police and Crime Commissioner's Police and Crime Plan 2013 – 17 Refresh provides an overview of the current position, along with an expression of "where we want to be" and "how we are going to get there" in relation to each of the strategic priorities.

## 8. Finance

The Commissioner has allocated the Force a budget of £239.8m in 2014/15. As well as commissioning a wide range of agencies from across the public, private and voluntary sectors to help him deliver his priorities

Members of the Panel have previously considered the budget and council tax precept for 2014/15.

## 9. Risks and Uncertainties

In addition to the impact of the austerity measures which have cut across the whole of the public sector there are additional financial risks and uncertainties to South Yorkshire.

The Commissioner holds reserves which are at a level broadly in line with those held in other Metropolitan poling areas and has a Reserves Strategy in place which remains vulnerable to a negative outcome in respect of "Special Grant" applications currently with the Home Office for consideration.

## 10. Background Papers and Consultation

All background papers used in the preparation of this report are available for inspection at the Office of Police and Crime Commissioner, 18 Regent Street, Barnsley, S70 2HG.

## 11. Contact

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**South Yorkshire  
Police and Crime Plan 2013/17  
(Plan Refreshed April 2014)**

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## Preface

Welcome to my refreshed Police and Crime Plan (Plan) for 2013 -17.

Having considered a wide range of information from you (the public) and partners, and after reviewing wider regional and national issues, my five-year Vision: 'to make South Yorkshire the safest place to live, learn, work and run businesses', remains unchanged, as do my Strategic policing and crime priorities:

- Reducing crime and anti-social behaviour
- Protecting vulnerable people
- Improving visible policing

I am pleased to report that crime in South Yorkshire remains at its lowest level for 25 years, despite extremely challenging circumstances. Since coming into office I have seen a reduction of £12.7m in government funding and anticipate I will have to implement a further £24m of savings during 2014/15 and 2015/16. I am working hard with the Chief Constable and other community safety and criminal justice partners to review how services that meet the policing and crime needs for the area can be delivered more efficiently and effectively.

As your Police and Crime Commissioner you will be pleased to see that good progress is being made in delivering those priorities that you told me were important to you. I will be publishing my Annual Report in the summer and this will set out in detail the progress made and areas for further improvement. Meanwhile this Plan provides an overview of the current position, along with an expression of 'where we want to be' and 'how we are going to get there'.

I am reviewing my governance and assurance arrangements in order to improve my capacity and capability to challenge the police and partners on their contributions to achieving the priorities in this Plan. Part of this review will consider how I might involve you more in helping me to shape policy, as well as opening up my decision-making process to scrutiny and challenge.

My first year in office has been enjoyable, and at times challenging, not just to me but for all those operating within the policing and crime environment. I have been overwhelmed and encouraged by the resilience of South Yorkshire communities and the many organisations and volunteers that make South Yorkshire such a wonderful place to live, learn, work and run businesses.

## Executive Summary

My focus in this second year of office will include making significant progress towards the following policing and crime outcomes for the people of South Yorkshire:

### Reducing Crime and Anti-Social Behaviour (ASB)

- Everyone's voice is heard;
- Fewer victims of crime and ASB;
- Victims of crime are satisfied with the service they receive from the Police;
- A fairer and more just society where victims of crimes, such as anti-social behaviour, have a say in how offenders should be punished;
- Lower reoffending rates;
- People feel more safe;
- A Service that provides value for money.

### Protecting Vulnerable People

- Partners working together to deliver joined-up services which focus on meeting the needs of the most vulnerable in South Yorkshire;
- Services that are accessible and available to those who need them the most;
- Vulnerable people feeling safer in their homes, and in their communities;
- Victims feel more confident in reporting incidents of crime and ASB.

### Improving Visible Policing

- People feel more safe;
- Fewer incidents of crime and ASB;
- More officers and volunteers who are reflective of the communities they serve;
- Improved public confidence and victim satisfaction with the police;
- The right people, in the right place, at the right time, doing the right thing.

To achieve these priorities, I have allocated the Force a budget of £239.8m in 2014/15. As well as commissioning a wide range of agencies from across the public, private and voluntary sectors to help me deliver my priorities.

I will continue to engage with you to help me strengthen the accountability of the Chief Constable, and other service providers, for ensuring the delivery of my Plan priorities and I will answer to you directly for the efficient and effective delivery of police and crime services in South Yorkshire.

## Introduction: About South Yorkshire

South Yorkshire is a metropolitan county covering 600 square miles in the Yorkshire and Humber region of England, with a population of 1,343,600. It consists of four boroughs: Barnsley, Doncaster, Rotherham, and the City of Sheffield.

The M1, M18, M180 and A1(M) motorways all pass through South Yorkshire, along with the Midland Main Railway line through Sheffield and the East Coast Railway line through Doncaster, allowing fast access to all parts of the UK. Sheffield is also home to the Supertram network, which is due to be extended into Rotherham town centre by 2015.

South Yorkshire, like other UK counties, has a significant retired population, and the 2011 census data has shown the long-term trend towards an ageing population continues.

Sheffield is the fifth largest city in the UK, with a population of 552,700. Sheffield has a high proportion of Black or Minority Ethnic (BME) residents compared to the rest of South Yorkshire, with over 16% of residents identifying themselves as BME. In contrast to surrounding areas, Sheffield also has a high population of 20 to 29 year olds, due to the two universities based there; the University of Sheffield hosts approximately 26,000 students and Sheffield Hallam University hosts around 37,000 students. Sheffield is often referred to as the 'City of Sport', with the English Institute of Sport, Ice Sheffield, and numerous sporting clubs including; Sheffield United with an average attendance of 17,348, and Sheffield Wednesday with an average attendance of 21,184, and boasts a strong footballing heritage – the oldest football club in the world, Sheffield F.C. began in 1857. Sheffield is home to concert venue the Motorpoint Arena, the Lyceum Theatre, the Crucible Theatre (home of snooker), Sheffield City Hall, and the Meadowhall Shopping Centre, situated between Sheffield and Rotherham.

Doncaster boasts a strong heritage in horse racing and railways, and has a population of 302,400. It is home to one of the largest Gypsy/Traveller communities in the country. Over 95% of residents identify themselves as white, with 5% identifying themselves as BME. The county's four prisons, including Young Offenders Institutes, are all located in Doncaster. The town is also home to a major horse racing course, and Doncaster Rovers FC has an average attendance of 8,872. Robin Hood International Airport sees 1.3 million passengers fly to 35 destinations a year. Doncaster has a strong social scene, with the Doncaster Dome and Cast, a new performance venue, as well as numerous festivals throughout the year.

Rotherham has a population of 257,300, of which 93.5% identify themselves as white. 6.5% of residents identify themselves as BME. Rotherham district is largely rural, containing a mixture of ex-mining and farming communities, as well as the large Wentworth Woodhouse estate. Rotherham town centre is currently undergoing an extensive regeneration programme, with new leisure, retail, residential and business

developments being introduced. Rotherham FC have recently moved into the brand-new New York Stadium, and have an average attendance of 8,438. Rotherham also has an exciting social scene, from museums such as the Magna Science Adventure Centre, to the Parkgate Shopping Centre and numerous events such as the 'Rotherham Show' throughout the year.

Barnsley is a former mining town, and has a population of 231,200, of which 98% identify themselves as white; 2% of residents identify themselves as BME. Barnsley has a rich heritage, and can trace its history back to the Domesday Book in 1086. Sport is also important to Barnsley; Barnsley FC have an average attendance of 11,444, and there are two rugby clubs active in the town. The Civic in the town centre hosts numerous performance events, as do the Lamproom Theatre and Academy Theatre, and Barnsley is home to a tradition of brass bands, which were formulated through social clubs that served mining communities.



## Section 1: The Strategic Planning Process

### a) My Approach

My approach to developing this Plan is based on:

- Listening and understanding the issues you have raised;
- Investing resources in what delivers results; and
- Making informed choices; not rash decisions or false promises.

The diagram below sets out the sorts of information I have considered, including the extensive consultation I have carried out to help me identify the priorities which you have told me matter most to you.

My planning process is continuous and iterative allowing me to keep abreast of your priorities and keep my Plan relevant.



## National and Local Considerations

The strategic planning process for South Yorkshire Police is increasingly complex and dynamic. It is set against a background of ongoing budget cuts, increasingly important regional and national structures and the Government's vision for a locally accountable police service, which empowers the public to shape policing priorities.

I have a duty to consider all issues affecting policing including those identified at a national level.

### b) Strategic Policing Requirement

The Strategic Policing Requirement (SPR) is a statutory requirement issued by the Home Secretary to ensure that police forces, Police and Crime Commissioners and Chief Constables do not simply provide policing at the local level but instead recognise the complexity of policing across England and Wales nationally. It is the duty of the Chief Constable, held to account by me, to ensure that the Force has the necessary capacity and capability to respond to threats at a local level and to support the national requirement. National threats, harms and risks may not always manifest themselves in South Yorkshire; however, it is part of the UK policing model that forces support one another in delivering at the national level.

The SPR covers a number of areas, namely:-

- Terrorism
- Public disorder
- Organised crime
- Civil emergencies
- Large-scale cyber incidents

### c) Views of Government and Her Majesty's Inspectorate of Constabulary (HMIC)

The following provides a summary of the strategic areas of focus for policing in England and Wales, identified by the Government and HMIC:

- Improving police accountability, transparency, integrity and opening up decision-making processes to scrutiny;
- Improving the integrity of crime data;
- Rebuilding the public's trust and confidence in the police, ensuring the highest standards of professional conduct and firm treatment of those found to have violated the standards;

- Increasing victim and witness satisfaction with the police and the wider criminal justice system;
- Ensuring the victim is the primary focus throughout the criminal justice system;
- Joining-up work by the police and across the wider criminal justice system;
- Ensuring timely and efficient apprehension and conviction of criminals, their humane treatment and effective rehabilitation;
- Increasing police understanding / training in technological advancements and how technology has changed the face of crime and the methods needed to better prevent and detect crime (cyber-crime);
- Working jointly across police force areas and agencies to tackle serious and organised crime;
- Ensuring local forces work in partnership with the national agencies in countering the threat from terrorism;
- Working locally with partners and agencies to protect and support vulnerable victims:
  - Tackling violence against women and girls, including domestic abuse
  - Allocating sufficient resources to specialist child abuse investigation and public protection units to raise awareness of and tackle child sexual exploitation
  - Including those victims or perpetrators with mental health issues
- Focusing on crime prevention, not just cutting crime;
- Targeting action on key crime types such as anti-social behaviour;
- Working with other police forces to increase potential savings through streamlining resources and procurement processes;
- Continuing to provide an improving service whilst reducing costs;
- Improving information and communications technology to increase efficiency.

### **d) Integrity and Ethics**

Public confidence in the police has been damaged by a series of recent controversial issues which have been the subject of public concern and criticism over the years, including Hillsborough and Orgreave. Not surprisingly, such issues have negatively impacted on the morale of officers and staff within South Yorkshire Police.

I assure you that I, and the Chief Constable, are committed to the highest standards of professional conduct and the firm treatment of those found to have violated the standards by which police officers and staff are bound.

I have commenced a process to establish an Independent Ethics Panel, in order to open up to scrutiny, and debate the transparency of decision-making and standards of ethical behaviour. The College of Policing are due to publish a Code of Ethics later this year

and I shall work with the Chief Constable to ensure that all aspects of the Code are embedded at all levels of the force.

### **e) National Strategic Intelligence Assessment**

During the last year, there have been increasing discussions nationally on the importance of recognising cyber crime, and implementing strategies to combat it. The National Strategic Assessment produced by the NCA states:-

*'If there is a single cross-cutting issue that has changed the landscape for serious and organised crime and our response to it, it is the growth in scale and speed of internet communication technologies.'*

Cyber crime is now broadly divided into two types; cyber-dependent crime and cyber-enabled crime. Cyber-dependent crimes can only be committed using a computer, computer technologies or other forms of information communication technology. Cyber-enabled crime covers traditional crime types that can now be increased in scale or reach through the use of information communication technology. For example, fraud, purchasing illegal drugs or child sexual exploitation, are some of the more prevalent cyber-enabled crimes.

### **f) Force Strategic Intelligence Assessment**

Within this context, the delivery of the Force Strategic Intelligence Assessment (FSIA) coincides with a rapidly changing picture of crime and criminality across the county and an unprecedented range of demands on our services. The FSIA is a comprehensive risk analysis of threats relating to local needs, maintaining public confidence, public protection, serious and organised crime, acquisitive crime, terrorism, domestic extremism and public disorder.

### **g) Operational Policing Priorities**

Following the FSIA the Chief Constable has informed me there are five aspects of operational policing which should be prioritised during 2014-15, namely:

- Child sexual exploitation
- Burglary
- Vehicle crime
- Violent crime
- Anti-social behaviour

These priorities will need to be incorporated into the wider business planning process for the forthcoming year, along with appropriate performance measures to ensure accountability and service delivery.

## **h) Policing Requirements for South Yorkshire**

Neighbourhood policing gains further importance against the background of an increasing array of partnership management strategies. At the same time, the Force faces a considerable challenge in the delivery of protective services – particularly counter terrorism, managing identified organised crime groups and responding to calls for dedicated resources for public protection. The need to manage risk, in order to reduce the harm caused by criminals, has never been greater. With this need comes the challenge for genuine, consistent and meaningful engagement with the increasingly diverse range of communities we serve.

## **i) South Yorkshire Public Consultation and Engagement**

I place great emphasis on talking with, and listening to, the views of the diverse communities within South Yorkshire around their policing and crime needs.

In my many conversations with you, I know that you want:

- To feel and be safer in your homes and neighbourhoods;
- To know that the police will respond quickly and professionally when they are needed;
- Swift justice – if a crime is committed, you want the culprits caught and dealt with appropriately;
- To be satisfied with the service you receive from the police, regardless of where you live, your ethnicity, your age, what you do or other factors.

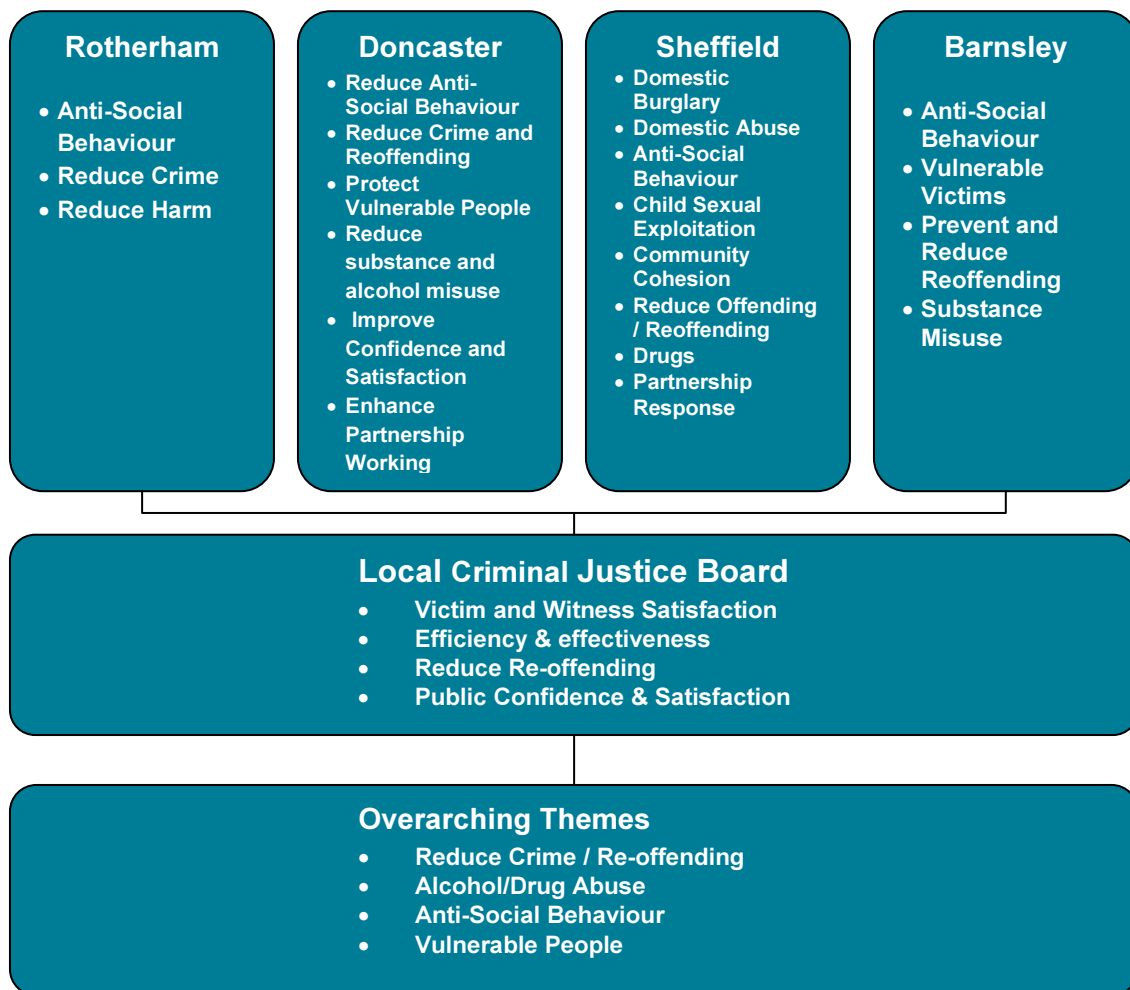
Through a range of consultation and engagement activities, you have told me that your top four policing and crime priorities are:

- Child Sexual Exploitation
- Violent crime / assaults
- Anti-Social Behaviour
- Domestic Violence

## j) Partner priorities

Since I came into office, I have worked closely with South Yorkshire partners and, in particular, the Local Authorities, Community Safety Partnerships and Local Criminal Justice Board.

The diagram below shows some of the key issues identified by partners, as areas for focus and prioritisation of resources:-



### **k) My Vision, Mission and Strategic Priorities**

Based on a comprehensive understanding of local needs, I have developed the following Mission, Vision and Strategic Priorities to address key concerns which matter to you most and improve the quality of people's lives in South Yorkshire.

#### **My Vision**

**To make South Yorkshire the safest place to live, learn, work and run businesses**

#### **My Mission**

**To work with and commission South Yorkshire Police and partners to deliver reductions in crime and anti-social behaviour**

#### **My Strategic Priorities**

**Reducing Crime and Anti-Social Behaviour**

**Protecting Vulnerable People**

**Improving Visible Policing**

## Reducing Crime and Anti-Social Behaviour 'ASB'

I recognise that it can be very upsetting to be a victim of a crime, or anti-social behaviour. Tackling crime and ASB is daily business for the police, and consistent with the Government's objective to cut crime and those priorities identified by other local partners operating within the community safety and criminal justice sectors.

Whilst crime has fallen this last year, South Yorkshire Police still faces a number of challenges in relation to reducing crime. The Force has deployed its resources to tackle two particular crimes - domestic burglary and vehicle crime - where the volumes have been higher per thousand population than volumes experienced in other similar areas of the country. The force has based its approach on research and analysis of what works to drive crime down. Initiatives such as crime prevention campaigns, raising public awareness, and offender management all significantly contribute to effectiveness, but more work needs to be done to constantly refresh what works in order to drive down crime in these two significant areas.

Whilst we have seen an overall reduction in reported crime (3%) we have seen a significant increase in reports of sexual offences (51%), which in some respects should be regarded as a positive indication that people have the confidence to come forward and report.

Crime can often be committed by a relatively small number of people who are repeat offenders. It is these people that cause the most harm in our communities, and I intend to work with other criminal justice partners to reduce re-offending rates. I am also continuing to support the force in funding drug testing in custody suites throughout South Yorkshire.

During the national Transforming Rehabilitation changes commencing in June 2014 I am working with South Yorkshire Probation in order to continue to protect vulnerable people in South Yorkshire. Community Rehabilitation Companies (CRCs) will be bidding to provide rehabilitation services to low and medium risk offenders in South Yorkshire, and as part of the bidding process they must consider the Police and Crime Plan and show they have incorporated my local priorities into their rehabilitation service plan.

Recently, a new Anti-Social Behaviour, Crime and Policing Act has been passed which provides new powers to the police and other agencies to respond to actual or perceived anti-social behaviour faster. Over and above the new aggregated powers for police and partners, two main areas are important to my role:



- the new 'community trigger' which will bring agencies together to achieve a more joined-up, problem-solving approach for the victim; and
- 'community remedy' which will give victims of low-level crime and anti-social behaviour a say in the punishment of offenders out of court.

The force recognises the need to develop a case management system and agree a formal process for the identification of individuals who are at risk of harm and ASB. Additionally, existing systems do not facilitate the gathering of data about ASB held by partners. As a priority, I have asked the Chief Constable to ensure the force is protecting these vulnerable victims and, at the same time, working with partners to improve the current position. My office is in discussion with Local Authority representatives to build the case for a joint case management system which would enable agencies to share information and data on victims of crime giving a fuller picture of the issues and risks. This is important to both my Reducing Crime and Antisocial Behaviour and Protecting Vulnerable People priorities. Information held by partners is a key element in the overall picture of antisocial behaviour and as such I am committed to pursuing a joint way of case managing victims.

The national Strategic Policing Requirement requires me to ensure the Force has the capacity and capability to respond to threats at a local level and support the national requirement in relation to terrorism, public order, organised crime, civil emergencies and large-scale cyber incidents. Through collaboration with regional Forces I will ensure South Yorkshire fulfils its responsibilities.

I recognise that organised crime can cause significant harm to local communities and I will be working with partners locally to develop a local Serious and Organised Crime Strategy and Action Plan to ensure all available information and powers are used against this threat.

Since becoming Commissioner, I have met people who have been victims of crime; they come from all walks of life and react differently to circumstances in which they find themselves. It is clear that I and my criminal justice partners need to focus on the needs of the victims. The Revised Victims Code of Practice released in December 2013 sets out updated entitlements to support for victims. The intention being to assist victims (and their families) to cope and recover from the crimes they have experienced. There are three prioritised categories; victims of the most serious crimes, persistently targeted victims and vulnerable and intimidated victims, and it is on these groups I will be focussing my commissioning this coming year.

From October 2014 I will be responsible for commissioning services to help victims of crime and ASB cope and recover from their experiences. In order to try to deliver the right services to the right people, in the right way, and at the right time, my office will be consulting with victims and service providers to establish what services are needed

most. In addition to this, and because of what I have heard from victims and offenders about the effectiveness of restorative justice, I intend to establish a Victims Commissioning Advisory Board and provide greater opportunities for restorative justice to be made available to victims of crime.

### Where are we now?

- Crime levels between January and December 2013:
  - Crime has reduced by 3% when compared to the same period in 2012. This equates to **3,040 fewer crimes**.
  - SYP has seen a reduction in recorded crimes greater than other forces ranking 22<sup>nd</sup> out of 43 forces across England and Wales;
  - SYP is recording the 5th highest volumes of total crime per 1000 population of the 43 forces. Overall reductions have been in line with the England and Wales averages.
  - When compared with peer forces, termed 'Most Similar Group' (MSG) forces, volumes of crime have reduced in South Yorkshire, placing the Force as 2<sup>nd</sup> highest of the 8 forces that make up the group.
  
- Anti-social behaviour incidents have reduced by 5% between January 2013 and December 2013 when compared to the same period in 2012. This equates to **4,247 fewer incidents**.
  
- Reoffending:
  - The latest reoffending data (to September 2013) shows a 10.05% reoffending rate for South Yorkshire. This is a -11.83% difference when compared with the predicted rate based on a baseline taken in 2007/2008.
  - Within the South Yorkshire region, Doncaster and Sheffield local authority areas currently have re-offending rates that are statistically lower than predicted. Since the baseline was taken in 2007/2008 Barnsley and Rotherham have, up until recently, consistently recorded statistically lower than predicted rates of re-offending.
  - South Yorkshire re-offending rates currently places them 7th out of 35 Probation Trusts, however South Yorkshire is the only trust to achieve a statistically significant reduction in re-offending for 22 consecutive quarters since the baseline data was taken in 2007/2008.

## Where do I want to be?

- Everyone's voice is heard
- Fewer victims of crime and ASB
- Victims of crime are satisfied with the service they receive from the Police.
- A fairer and more just society where victims of crimes, such as anti-social behaviour, have a say in how offenders should be punished
- Lower reoffending rates
- People feel more safe
- A Service that provides value for money

## How am I going to get there?

I will undertake the following initiatives and investments to ensure progress is made towards the outcomes I know are important to you:

- Supporting the Chief Constable in the implementation and upholding of the Force's Core Performance principles
- Developing and improving engagement approaches, including the use of social media, to hear the views of **all** communities;
- Monitoring crime levels to ensure:
  - crime falls at a greater rate than the national average, over the next 3 years
  - lower volumes of total crime per 1000 population than national and peer ('Most Similar Group') forces;
- Supporting Force and partners in the development and monitoring of a local Serious and Organised Crime Strategy and Action Plan
- Focusing on crime prevention, and supporting the police in delivering and developing an evidence base of 'what works';
- Ensuring continued support to the police in delivering crime prevention training to staff and partners and increasing the number of people trained;
- Working with partners and the Force to deliver further initiatives and best practice to address crime and ASB;
- Providing opportunities for voluntary and community organisations to bid for funding to help reduce ASB;
- Setting up a Victims Commissioning Advisory Board to help me commission activity to support victims of the most serious crimes; persistently targeted victims; vulnerable and intimidated victims;
- Working with partners to continue reducing reoffending, by investing resources in restorative justice initiatives;
- Improving the way in which prolific offenders are managed to deliver reductions in re-offending;

- Working with key partners to invest additional resources to enhance joint-working around IMPACT (Integrated Model of Partners Addressing Crime Together) which concentrates on prolific offenders in each local authority area;
- Continuing to support the Force with funding to carry out drug tests for those in custody.
- Exploring with the Force and partners, in the longer term, the implementation of a secure homes programme to help keep people safe.
- Maximising the amount of money seized from criminals which is returned back to South Yorkshire and invested in greater support for victims;
- Working with other Police and Crime Commissioners, Councillors and MPs to ensure a fairer police and community safety funding deal for the people of South Yorkshire;
- Working more closely with the National Crime Agency and UK Border Agency to do more to address drug crime, fraud, guns and knives, people trafficking, smuggling, money laundering, cyber crime and to reduce reoffending and prolific offenders.

## Protecting Vulnerable People

My overriding aim is to keep the people of South Yorkshire safe. Vulnerable people from a diverse range of demographic groups are potentially more at risk of being a victim of crime, and may therefore need additional support from the police and partners.

Child Sexual Exploitation (CSE) is a national problem and the exact scale is difficult to determine, due to a lack of reporting and identification of risk factors. Though seemingly small in comparison to other recorded crimes, this heinous crime is evident throughout South Yorkshire. As such, after listening to you and partners, I decided that protecting vulnerable children - particularly those at risk from CSE should be a priority for my first year in office.

It is evident from partners and members of the public that domestic violence continues to be a concern. The Home Office report '*Call to End Violence against Women and Girls*' states that fewer than one in four people who suffer abuse at the hands of their partner, and only around one in ten women who experience serious sexual assault, report it to the police. This means I, and partner agencies, have to do more to help victims feel confident about reporting these crimes, and much more to prevent violence against women and girls happening in the first place. It is also important to recognise that men can be domestic abuse victims too.

This year, I want to see more work being done with young people in schools around domestic violence and investment in campaigns to tackle and challenge the increasing negative portrayal of women and victim blaming prevalent in the media, workplace, and also in local communities.

South Yorkshire like other UK counties has a significant retired population. Through my consultation, you have also told me that older people fear crime, such as physical abuse or rogue traders and financial offences, more than any other group. Next year I will look at the services provided to help protect the older people of South Yorkshire from becoming victims of crime and ASB, as well as the services they receive should they unfortunately become a victim.

Meanwhile I will continue a dialogue with you and the Chief Constable regarding any further changes in emphasis that may be required in order to protect vulnerable people.

### Where are we now?

In 2013/14 I made a significant financial investment to help tackle CSE by providing extra resources to the Force and increasing the number of District-based officers by five. The officers are co-located with multi-agency Protection Units, to ensure the best use of resources, and are supplemented by a central team of officers that undertake specific investigations across the county.

I also set up a strategic Child Sexual Exploitation Forum which brings together a number of key organisations from across the county. It was at this Forum we agreed to launch a countywide CSE awareness raising campaign in February 2014.

In addition I have commissioned Victim Support to provide dedicated support to victims of child sexual exploitation to help them through the difficult process of going to court and have agreed to becoming a member of the National Taskforce on Sexual Violence against Children and Vulnerable People (SCACV) which gives me an opportunity to shape national thinking and policy making.

I commissioned HMIC to provide an assessment of the effectiveness of the Force's approach to protecting children from sexual exploitation and their recommendations for improvements. Published in November 2013, I am pleased to say that the recommendations have now been implemented with a further re-inspection due in 2014. I feel that tackling this heinous crime has been greatly strengthened over the last year and can assure you that there will be no let-up in driving best practice in South Yorkshire.

Moving to my second year in office I have determined the prioritisation of women's safety so that I better understand the services needed to meet the policing and crime needs of this vulnerable group.

The impact on services of domestic abuse is enormous and far-reaching, with costs estimated nationally at £15.5 billion per year. Following an in-depth review by my Deputy Police and Crime Commissioner, I am providing additional funding this year, in conjunction with partners, to include early intervention and perpetrator programmes, as well as support for victims and their families.

In addition I am funding an innovative support system for high-risk victims of domestic abuse which will provide an essential lifeline if victims ever feel in imminent danger.

In order to protect vulnerable victims and to reduce the demand on services, the Chief Constable is reviewing current processes with partners to identify where there is potential for additional multi-agency support. My aim is for early intervention, fast response, comprehensive support, and putting the victim at the front and centre of any process.

This year I am making further significant financial investments to continue the work already started in relation to CSE as well as improving women's safety through the implementation of a 'Platinum Model' for Public Protection Units (PPU). 'Platinum' offers a significant increase in the services provided to the public of South Yorkshire. The scheme involves the creation of both CSE and Domestic Violence Investigation Teams, capable of managing CSE locally and at a force level, as well as managing all offenders relating to high-risk victims of domestic abuse and some medium risk cases. This model also shows an increase in staff on the PPU investigation teams, adult and child safeguarding and VISOR (the management of sex offenders) and again providing greater resilience and capacity in relation to adult and child abuse management and investigations. This equates to an increase in funding of nearly £5m into this area of business, which will take South Yorkshire Police from the bottom quartile to the upper quartile of forces in relation to the allocation of resources to public protection duties.

I welcomed the new Victims' Code which will enable victims to read out a personal statement in court to be taken into account by judges when sentencing offenders. However I have already put additional measures in place to make sure that we are more victim-focussed when it comes to dealing with crime in South Yorkshire and I will continue to develop this approach.

Across South Yorkshire, there are significant risks for those vulnerable people with mental health issues and serious drug and / or alcohol dependency. The Government is currently reviewing the operation of Sections 135 and 136 of the Mental Health Act 1983 to make sure that the legislative framework offers the right support for people at the right time. These parts of the legislation give the police powers to temporarily remove people who appear to be suffering from a mental health crisis to a "place of safety", so that a mental health assessment can be carried out and appropriate arrangements made for their care. I await the outcome of this review, and will then have discussions with the Chief Constable and partners, before determining my approach.

Work has taken place nationally around a Mental Health Concordat, which aims to bring partners together to collectively and collaboratively deliver the right services for these vulnerable people. I will be carrying out further work this year with partners to better understand the issues and challenges for community safety, criminal justice and health agencies around those with mental health problems and serious drug or alcohol dependency. This is likely to include the commissioning of a feasibility study into the benefits, costs, and timescales of providing a centralised and specialist rehabilitation unit.

I welcome new legislation proposed in the draft Modern Slavery Bill and will continue to pay close attention to the impact this and other serious crimes, such as Hate Crime and Human Trafficking, have on our communities in South Yorkshire to ensure these areas of crime receive the appropriate attention. I will be inviting the Chief Constable to provide me with his professional opinion on the level of risk these crime types have on our

communities and any changes this may bring in relation to the priorities for South Yorkshire Police.

## Where do we want to be?

- Partners working together to deliver joined-up services which focus on meeting the needs of the most vulnerable in South Yorkshire;
- Services that are accessible and available to those who need them the most;
- Vulnerable people feeling safer in their homes, and in their communities
- Victims feel more confident in reporting incidents of crime and ASB

## How am I going to get there?

I will undertake the following initiatives and investments to ensure progress is made towards the outcomes I know are important to you:

- Encouraging vulnerable victims to report incidents of crime and ASB
- Supporting the delivery and implementation of a 'Platinum' PPU service within South Yorkshire Police
- Bringing together key partners to improve communication, develop joint protocols, and share good practice around CSE;
- Investing in providing enhanced services for young victims of crime;
- Increasing the number of young victims receiving support via a Young Witness Service.
- Maintaining the number of Children's and Young Person Police Officers;
- Working with key partners to increase the number of successful outcomes for violence against women and girls, domestic abuse, sexual assault, rape, stalking and harassment;
- Working with key partners to ensure the '*Government Action Plan for Violence Against Women and Girls*' is delivered;
- Supporting active monitoring and management of serial perpetrators of domestic and sexual violence, and stalking;
- Developing more effective working with the CPS to secure more successful outcomes for victims;
- Commissioning the development of an evidence-based drugs and alcohol strategy which identifies the activity required and associated costs and timescales, to reduce levels of anti-social behaviour, violent crime and domestic abuse;
- Commissioning a feasibility study around the development of a specialised / co-ordinated centralised rehabilitation unit;
- Investing in training to increase the numbers of people trained to identify signs of financial or physical abuse of older people.



## Improving Visible Policing

Crime continues to fall, and yet I know many people still feel unsafe within their communities. I also know from our conversations how much you, the people of South Yorkshire, truly value neighbourhood policing, and feel much safer when you regularly see police officers and police community support officers 'PCSOs' in your local area.

You have told me that you value the police presence in your neighbourhoods, and I made a commitment to you to protect, wherever possible, those front line resources. Against a backdrop of reducing budgets, I will ensure resources are used more effectively, making sure we have the right people, in the right place, at the right time, and doing the right things.

The table below provides a snapshot of the make-up of South Yorkshire Police's workforce as at 31 March 2013 and again at 31 March 2014 together with a projection of the workforce numbers at the end of the current financial year.

<b>Staff</b>	<b>Number*</b> <b>31 March 2013</b>	<b>Number*</b> <b>31 March 2014</b>	<b>Number*</b> <b>31 March 2015</b>
Police Officers	2760	2720	2620
Police Staff**	1985	1799	1649
PCSOs	328	328	328
Special Constabulary	306	410	650

\* Full Time Equivalent

\*\* Permanent Police Staff Strength

### Where are we now?

Across South Yorkshire, there are sixty-two Safer Neighbourhood Teams (SNTs) operating at a local level developing and maintaining links with the communities they serve. These Teams are made up of police officers, PCSOs and council staff, whose entire remit is to focus on the needs of the local community.

South Yorkshire Police and I use a wide range of different methods, including social media, to increase your awareness of the work of the police. However, I feel more can be done to increase police visibility, both physically and practically, to help people feel safer and to assist in the reduction of crime and ASB.

At my request, the Force has developed a plan to increase the visibility of officers, and increase the feeling of a police presence on our streets. Some of this has already taken place for example, by increasing the number of officers wearing uniform; increasing the number of marked police vehicles; increasing the size and availability of the Special Constabulary; increasing the use of volunteers; expanding the use of social media; and improving signage of the police estate so that our buildings are more identifiable.

I commissioned a review of the Partners and Communities Together 'PACT' meetings last year, and will be launching a new style approach shortly. My focus this year is to encourage all SNTs to further develop their engagement plans with the communities of South Yorkshire, as well as increasing patrols in those areas you have told me are important to you.

Last year, and in collaboration with Humberside's Police and Crime Commissioner, I was able to secure a grant of £1.3m from the Home Office's Innovation Fund. This grant together with a further £0.9m contribution from Humberside and South Yorkshire is supporting the delivery of a mobile technology project across both forces. I am confident you will see and feel a greater police presence on the streets of South Yorkshire as I continue to provide funding to improve the technology, and its use, by officers within the Force.

### Where do we want to be?

- People feel more safe;
- Fewer incidents of crime and ASB;
- More officers and volunteers who are reflective of the communities they serve;
- Improved public confidence and victim satisfaction with the police;
- The right people, in the right place, at the right time, doing the right thing.

### How am I going to get there?

I will undertake the following initiatives and investments to ensure progress is made towards the outcomes I know are important to you:

- Placing a strong emphasis on maintaining the Neighbourhood Policing model;
- Implementing a new Force-wide operating model, focusing on the flexibility of resources, visibility and local policing;
- Ongoing development and monitoring of the Force's Visibility Strategy and associated action plan;
- Increasing the number of police officers, staff and volunteers who will be easily identifiable as working for South Yorkshire Police, and maintaining a police presence in local neighbourhoods;

- Increasing the number of Special Constables and Police Volunteers, in particular those from BME backgrounds;
- Ensuring sickness absence for police officers and staff is effectively managed;
- Working with partners to maximise the uniformed presence in those areas identified as requiring a police presence;
- Maintaining the number of PCSOs (328) in 2014/15;
- Developing, improving and monitoring Engagement Strategies and approaches, including the use of social media; to hear the views of all communities
- Increasing in the amount of media engagements reported in print, social and broadcast media;
- Improving the management and resolution of reported incidents.
- Increasing levels of public satisfaction and confidence;
- Monitoring complaints against the police;
- Ensuring complaints against the police are managed effectively and professionally and in accordance with policies and procedures; .
- Utilising the Home Office 'Innovation Fund' to support projects around IT & Mobile working;
- Using technological advances to provide remote exact location of officers and staff to aid the deployment of resources to incidents and response to community concerns.

## How is this going to be delivered?

The policing and crime landscape is a complex picture which is why I have taken, and will continue to take, considerable time to understand the detail of those complexities and interdependencies. Only then will I be confident that I can commission the right people to deliver, the priorities you have told me are important, in an efficient, effective and customer focussed way.

This next section of my Plan sets out my intentions to work with partners and explore further collaboration opportunities, where it makes sense to do so, and delivers value for money. It also covers the funding I have available to me.

### Partnership Working

The Police Reform and Social Responsibility Act (2011) set out my responsibilities, and it requires me and my office, on my behalf, to work closely with a range of partners and partnerships.

I understand the benefits that organisations from the public, private and voluntary and community sectors can bring to help me meet the strategic objectives set out in this Plan. As a result, I intend to take an active role in the partnership landscape of South Yorkshire, including refreshing the current partnership arrangements to ensure they continue to deliver. By making a commitment, I will also meet a broader objective to be involved in the welfare of communities, by positively influencing the social and economic development of South Yorkshire.

The changes in central government funding giving me responsibility for commissioning activity to deliver this Plan, meaning I need to involve, and be involved with, local organisations and partnerships. I recognise that meeting the obligations contained in the Act “to make arrangements with criminal justice agencies for the exercise of functions so as to provide an efficient and effective criminal justice system for the area” cannot be done in isolation, and means working collaboratively with existing partnerships and their responsible authorities.

Due to the amount of activity that occurs in each of the four local authority areas I cover, my involvement will be, for the most part, restricted to strategic or countywide partnerships. However there will be occasions when I may become involved in arrangements which relate to a geographic area or a particular priority theme.

From you and partners, I hear the message that the large scale outsourcing of services is not something you want me to deliver, and so I do not intend to do so. However, I believe our business community have experience and knowledge that can help me explore ways of delivering the best service to you. So I will engage with the business

community to see what lessons we can learn from the private sector to help me deliver a more efficient and effective police force. I have set up an Efficiency Advisory Panel, which includes members of the business community, to assist me in this regard.

In addition to my own role in partnerships, I understand that the involvement of police officers and staff is extremely important to the success and strength of many partnership arrangements. I will continue to support and encourage the involvement by the Force and will, as part my role in holding the Chief Constable to account, monitor Force involvement in partnerships. On the occasions where there is any overlap in partnership working, I will ensure there is no duplication and that the remit of each is understood.

Taking all of the above into consideration, I have decided to take an outcome based approach. In other words, I am not prescribing how a service should operate; instead, I am inviting experts to deliver the right services, to the right people, at the right time, and in the right way, for which I shall hold them to account.

Most importantly, I intend to meet my obligation to you, to be your voice, by bringing democratic challenge to existing arrangements to get the best service for you. I will also examine new opportunities and new ways of working, to get the best policing and crime outcomes for the people of South Yorkshire.

### Austerity

In 2010, the new Government's Comprehensive Spending Review 'CSR' set out reductions in funding over 4 years, averaging over 20% for South Yorkshire. With the continuing squeeze on resources across the public and voluntary sectors, it is predicted that there will be even deeper funding cuts to policing and there is a strong likelihood that police spending may not return to pre-2010 levels for many years, if ever.

I recognise that to keep people safe, new ways of working need to be developed and I am working with the Chief Constable and other criminal justice and community safety partners to look at ways to continue to deliver an efficient and effective service that the public can have confidence in and be proud of.

### Force collaboration

In 2005, the four chief constables and the four police authorities (those previously charged with governance of policing) in Humberside, North Yorkshire, South Yorkshire and West Yorkshire, came together with a view to progressing collaboration. The initial aim was to improve the capacity and capability of the four forces to meet protective service gaps and, in order to further this, a number of shared units were created. Following the CSR in 2010, further force collaborations, which sought to have economic benefits as well as operational benefits, commenced.

I, along with the other three Commissioners, inherited the Yorkshire and Humber collaborative arrangements and together we initiated a review into the current regional programme to ensure best value for money for the people we represent. Efficiencies have already been made by moving to a lead force model for employment at the regional level, thus removing the need and cost of a centralised regional team. Work is ongoing to ensure there is a robust business case for continuing to deliver services collaboratively with other Yorkshire and Humber forces. My intension is to continue with many of the arrangements, but only where they provide value for money for the people of South Yorkshire.

### **Other collaborations**

I recognise that collaboration does not always have to be between forces and, where that is the case, I want to explore other, more local opportunities. I have recently commenced discussions with the South Yorkshire Fire and Rescue Service and the four South Yorkshire local authorities to look where there might be opportunities to pool budgets; share or jointly procure services; co-locate; join-up IT and information sharing; or share business support services.

### **'Police and Partners Together Awards'**

This year, following agreement between the Chief Constable and I, the police awards will evolve to be more inclusive of partners, recognising the very important role that I know partners play in ensuring the on-going safety of South Yorkshire people. This is reflected in the new title of the ceremony – 'Police and Partners Together' awards.

The overall aim of the awards will be to recognise the excellent work of police and partners in making South Yorkshire a safer place to live, learn, work and run businesses.

## What funding do I have available for 2014/15?

I have allocated to the Force a budget of £239.8m for 2014/15. This is some £6m lower than the budget allocated for 2013/14. This reduced allocation reflects not only the reduced level of resources available following further reductions in Government funding in 2014/15, but also the Force's successful track record in delivering cost reductions which has seen well in excess of £50m of cashable savings since 2007/8. Equally importantly, I have created a continuing climate of challenge and support designed to encourage and deliver further progress on cost effectiveness, and even greater value for money.

Despite this reduction in funding, I have once again agreed with the Chief Constable that a strong focus will remain on investing in frontline policing. I am pleased to say that PCSOs numbers will not be reduced in 2014/15, and that the number of police officers in front line policing will be only marginally fewer. Additionally, 2014/15 will see a significant increase in the resources dedicated to the protection of vulnerable people.

A 2014/15 council tax precept increase of 1.9%, will help to offset reductions in other funding and is undoubtedly a significant factor in my ability to continue to support frontline policing levels.

A significant additional feature with regard to the planned funding of the Capital Programme is the intention to further minimise the impact of Capital projects on available Revenue resources by utilising Reserves to directly fund certain schemes. In the main these will be investments in the modernisation of the Force's ICT infrastructure and Information systems.

A summary analysis, shown below, sets out the changes in major funding sources from 2013/14 to 2014/15.

**Comparison of Funding**

	<b>2013/14</b>	<b>2014/15</b>	<b>Variation</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>
Government Grant	209.0	199.6	-9.4
Precept income	45.8	47.3	+1.5
Collection fund surplus	0.3	0.7	+0.4
Use of Reserves+	1.5	6.7	+5.2
<b>Total Funding</b>	<b>256.6</b>	<b>254.3</b>	<b>-2.3</b>

+ £1.5m allocated to partner organisations for community safety projects in both years

My Reserves, at £39m, are at a level broadly in line with those held in other Metropolitan Policing areas. I have a Reserves Strategy in place which remains vulnerable to a negative outcome in respect of 'Special Grant' applications currently with the Home Office for consideration. My strategy is focused on three main priorities:-

- (i) Investment in projects which will reduce future Revenue costs ('invest to save');
- (ii) Ensuring that necessary future reductions in Policing capacity, particularly at the Neighbourhood level, are phased in, in a planned and coherent way; and
- (iii) Enabling the Force to continue to develop innovative approaches to tackle emerging risks and threats to the people of South Yorkshire

Maintaining performance with this lower level of funding will once again be challenging, and will require current efficiency measures to be permanently embedded and yet more measures identified and delivered. To assist me in doing this, I am continuing to seek support from the Efficiency Advisory Panel made up of local business representatives which I established a year ago. In addition I have recently established, from my available Reserves, a £2m Innovation Fund and have asked the Force to come forward with innovative business cases that support delivery of my Plan priorities in a more efficient and effective way. It is very pleasing to note that the additional efficiency target which I allocated to the Chief Constable for 2013/14 has been successfully delivered.

This more challenging environment will, in particular, require a further positive response and reaction from South Yorkshire Police. However, other partner agencies involved in the delivery of this Police and Crime Plan will also need to respond positively to potential reductions in the funding which is made available to them, and also work hard to deliver 'more with less'. As your Police and Crime Commissioner, I will continue to bring



partners in the public, private and voluntary sectors together to further reduce duplication and waste, and remove barriers to sharing information.

These very same Value for Money 'VFM' challenges will also apply to support services, including the Office of the Police and Crime Commissioner, and other support services provided to me.

### Value for Money

Value for money (VFM) should and will always be at the heart of achieving the best outcomes possible from the resources we have available. Delivering on this core belief becomes even more critical as the resources available suffer significant annual reductions.

VFM isn't particularly about saving money; it's about spending our money on the things which contribute most to the outcomes we seek to achieve. It's also about developing an understanding of what difference our spending and investment decisions actually make in terms of the outcomes for those who rely on the services we provide. Only when we have such an understanding can we make totally confident spending decisions.

### Where are we now?

VFM profiles are produced annually by HMIC and these facilitate comparison between South Yorkshire Police and other Forces. These profiles have helped to identify areas of activity where cost improvements maybe deliverable.

South Yorkshire Police have for several years been following a programme of continuing improvements, based around evaluating processes and structures to identify and deliver efficiencies and cost reductions. This evolved firstly into a 'Workforce Modernisation Programme' and subsequently into the on-going 'Diamond Programme'.

Very significant cost reductions have been delivered, particularly within the current Comprehensive Spending Review (CSR) period. Furthermore, a number of further reviews are in the process of being implemented with additional cost reductions anticipated.

### Way forward

As outlined above much has been achieved in the pursuit of VFM, however, further progress is essential and additional momentum is required. This is not to say that those mechanisms which the Force currently has in place should be discontinued. The intention is not to replace this work but to enhance it by way of additional independent scrutiny and challenge. With this in mind a new 'Efficiency Review Programme' will be established. In particular this will utilise skills and experience from the

Commercial/Business sector to inform future efficiency initiatives and Programmes through the work of the 'Efficiency Advisory Panel'.

### Community Safety Fund

Previously, I have received a Community Safety Fund grant from the Home Office. This has now ceased with funding available from the Home Office being rolled into my main police grant. Naturally, it is disappointing for all concerned when any grant funding stream ceases. In the case of South Yorkshire, the fund had previously been used to support activities in each of the four local authority areas which I felt were particularly important to securing positive results in South Yorkshire. The funding has still been used to support the activities undertaken by the following partners and contribute to my Police and Crime Plan objectives.

- Community Safety Partnerships x 4
- Youth Offending Teams x 4
- Drug Testing on Arrest project
- Drug Intervention Programmes x 4

There are risks associated with changing current services and commissioning entirely new activity. I have considered this in my approach to commissioning. I will continue to support partnership activity which directly contributes to my strategic policing priorities, and will be allocating funding to Community Safety Partnerships, Youth Offending Services and Drugs Intervention programmes, all of which have been affected by central government funding reductions this year. However, this is unlikely to be sustainable in the longer terms and, as such, I have asked all funded organisations to begin thinking about how they can deliver the best and most effective services in the coming years when knowing that funding will continue to reduce.

### Working with partners – Medium Term Investment

Throughout this Plan I have talked about working with the police and partners. In this time of central government funding cuts, it is very important that we continue to work together to tackle the things that matter to you. The austerity measures put in place by this government, have a direct effect on the services and initiatives that the police and partners can deliver.

Over and above my continued commitment to the work carried out by our partners in the community safety partnerships, the youth offending teams and others, I am maintaining the funding to support the partners listed below. The services they deliver are intertwined in policing matters and community safety issues:-

- Barnsley Metropolitan Borough Council
- Doncaster Metropolitan Borough Council
- Rotherham Metropolitan Borough Council

- Sheffield City Council
- South Yorkshire Victim Support
- South Yorkshire Probation Services
- South Yorkshire Voluntary and Community Organisations

### **Working with partners – Longer term**

In the longer term, I am exploring with our local authority leaders and chief executives how, and in what areas, we may be able to work more closely together to reduce costs but maintain or improve services. I believe in the public sector of South Yorkshire and I know there are areas we can look at together which would assist in meeting the burden of the funding cuts, but still retain services and deliver the flexibility required so as to allow our local District Commanders to make policing decisions on the basis of what is right for our communities.

## Commissioning

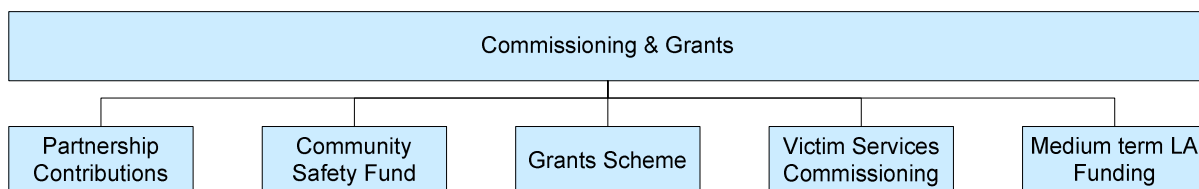
### Commissioning Principles

Through his Commissioning Strategy the Commissioner will secure services for the people of South Yorkshire, and I will apply the following principles at all levels of the commissioning process:-

1. Putting the needs of local people first, and considering the social impact and value of services and projects as part of the commissioning process;
2. Developing the right outcomes through research, consultation and engagement with local people, service providers and users, and other relevant partners and partnerships;
3. Ensuring that all services commissioned, and grants awarded, contribute to at least one of the strategic priorities in the Police and Crime Plan;
  - Reducing overall crime
  - Protecting vulnerable people
  - Improving visible policing
4. Monitoring commissioned services to ensure delivery of required outcomes, and developing feedback mechanisms to allow service users, service providers and other relevant partners to contribute to future planning;
5. Ensuring, where possible, an integrated and collaborative approach between service providers;
6. Maximising efficiency, value for money, and partnership working, by involving a mixture of statutory providers, existing partnerships, private or voluntary and community sector organisations, in developing and delivering services;
7. Having fair commissioning processes, ensuring relevant information is made available to all potential providers;
8. Showing preference to local service providers, subject to the underlying principle that the services will be delivered by those providers considered most likely to provide the most benefit to communities in South Yorkshire.

### Commissioning Approach

Acknowledging the value and contribution that other organisations make to achieve the strategic priorities be they statutory bodies, established voluntary organisations or small community groups. I have decided to take a mixed economy approach to commissioning and grant activity. The diagram below sets out the broad headings under which activity will be commissioned or funded:-



### Ministry of Justice – Victim & Witness General Fund

The funding allocated to the Commissioner by Ministry of Justice (Victim & Witness general Fund) is to be used:

- Building the capacity and capability of potential providers of services for victims from the voluntary and community sector;
- Preparing for local commissioning;
- Commissioning restorative justice services, paying for associated costs that may arise as part of preparations to commission victim services.

Specifically, relating to restorative justice, account is to be taken of guidance issued by the Restorative Justice Council (where necessary seeking their advice to ensure the development of safe and competent services). Potential and actual service providers should demonstrate that victims who participate in the process will have access to safe and competent restorative justice services.

## Governance and Performance Management

One of my statutory responsibilities as your Police and Crime Commissioner is to hold the Chief Constable to account, ensuring that the Force is efficient and effective and, by doing so, securing value for money for local people. I will also be checking that those organisations / service providers I have commissioned and / or are grant funded, deliver the outcomes agreed.

I have just agreed proposals to improve my Corporate Governance Framework to better hold the Chief Constable to account, develop policy, set the strategic direction, make key decisions and commission assurance activity. My Efficiency Advisory Panel, Black Minority Ethnic (BME) Advisory Panel, together with external auditors and the Joint Audit Committee feature within my Corporate Governance Framework.

To further support my governance and assurance arrangements, I have asked my Chief Executive to review, refresh and refine existing performance management arrangements, in order to improve my capacity and capability to challenge the police and partners on their contributions to achieving the priorities in this Plan.

## Scrutiny of Police and Crime Commissioners

I will answer to the public on the delivery and performance of the police service in my area.

The Police and Crime Panel in South Yorkshire will scrutinise my actions and decisions and make sure information is available for the public, thus enabling them to hold me to account.

Panels are set up to focus their attention on important strategic actions and decisions made by me, including whether I have:

- achieved the aims set out in this Plan and my Annual Report;
- considered the priorities of community safety partners;
- consulted appropriately with the public and victims;
- made appropriate senior appointments.

I would like to place on record my thanks to members of the South Yorkshire Police and Crime Panel for their objective and supportive approach to delivering community safety for the people of South Yorkshire.

## How you can get involved

### Special Constabulary

There are few, if any, voluntary organisations which offer the variety of experience you will find in the Special Constabulary. As a Special Constable, you work in partnership with regular officers to reduce crime, disorder and the fear of crime in our communities.

Special Constables are a vital part of the police service, helping to prevent crime and interacting with the diverse communities we serve. Being a Special Constable is a great way to give something back to your local community and develop new skills.

Special Constables carry out many different duties, including high visibility patrols to reassure the community, helping to deal with anti-social behaviour, and participating in crime reduction initiatives targeted at local problems. No two shifts are ever the same as a Special. You will have to be prepared for any eventuality and demonstrate flexibility.

There are currently 410 Specials Constables in South Yorkshire Police, and we are recruiting to unprecedented numbers, looking to achieve 650 Special Constables by April 2015.

If you are interested in becoming a Special Constable, please contact 0114 2917000 to arrange attendance at a presentation evening.

### Police Support Volunteers

We currently have 150 Police Support Volunteers, with several more going through the recruitment process.

South Yorkshire Police run a Cadet Scheme, and all our Cadets are classed as Volunteers. In addition to the above numbers, there are currently 54 Police Cadets across Sheffield, Barnsley, Doncaster and Rotherham.

The current volunteering roles available are:

- Puppy Walker / Watcher;
- Community Ambassador;
- Lifewise Volunteer;
- Digital Outreach Officer;
- Cadet Leader;
- Safer Roads Partnership Community Champion.

If you are interested in becoming a Police Support Volunteer, please see the South Yorkshire Police website <http://www.southyorkshire.police.uk/content/volunteer-vacancies> or contact the Police Support Volunteer Project Officer on 01709 832455. Alternatively, email [SYPVolunteers@southyorks.pnn.police.uk](mailto:SYPVolunteers@southyorks.pnn.police.uk)

### **PACT – Partners and Community Together**

The aim of the PACT process is to provide you and your local community with the ability to influence and shape services in your area, identify and communicate your priorities with partners, help create community spirit and take ownership for your local area. Through PACT, your Safer Neighbourhood Team ‘SNT’ will identify the issues that affect you most and determine three priorities every month for your neighbourhood.

Following feedback from you, the Chief Constable and I have reviewed the PACT process and have agreed to develop a Neighbourhood Policing Engagement Pledge which will be launched in 2014.

### **Independent Custody Visitors**

I run an Independent Custody Visiting Scheme, where members of the public visit police stations unannounced, to check that people held in custody are being treated properly. The people who carry out these visits are called Independent Custody Visitors. They are volunteers recruited from a variety of backgrounds and sections of the South Yorkshire community, who must be 18 years old, or over.

Because of the need to remain totally independent, serving policing officers, police staff, special constables, lay justices, and staff within my Office, are exempt from becoming an Independent Custody Visitor.

Independent Custody Visitors play a very important role on my behalf and I am extremely grateful for their continuing involvement and contributions.

If you are interested in applying to be a custody visitor please contact Tracy Webster by emailing [twebster@syjs.gov.uk](mailto:twebster@syjs.gov.uk) or telephone 01226 772852.

### **Independent Advisory Groups**

I have a legal duty to seek the views of local people about their policing priorities. Throughout the year, I offer people a variety of different ways to become involved, and have their say. This includes: postal and on-line surveys, meetings, and focus groups.

I also run a number of Independent Advisory Groups. These groups are people recruited from the community, who have no connection with the police service.

These advisory groups provide the valuable role of ‘critical friend’ to the Force and me, not as an independent group, but as a forum where independent advisors can give independent advice on the development and review of policy, procedure and practices. The role is not one of formal scrutiny, but ensures the policies; procedures and practices of the Force meet the strategic aims of the Equality Diversity and Human Rights ‘EDHR’ strategy, and provide a safeguard against the service disadvantaging any section of the community through a lack of understanding, ignorance or mistaken beliefs.



## Contact Me

As I have already mentioned, my approach is based on listening to you and understanding the issues that matter to you most.

There are a number of ways you can contact me:

- Attend one of my fortnightly Saturday surgeries, please email [thepcc@southyorkshire-pcc.gov.uk](mailto:thepcc@southyorkshire-pcc.gov.uk) or call 01226 774600 to book an appointment
- Email me via Contact Us on my website [thepcc@southyorkshire-pcc.gov.uk](mailto:thepcc@southyorkshire-pcc.gov.uk)
- Call my office on 01226 774600
- Via Facebook  
<https://www.facebook.com/pages/South-Yorkshire-Police-and-Crime-Commissioner/134311176610923?ref=ts&fref=ts>
- Via Twitter <https://twitter.com/SYPCC>

My staff and I will also attend a variety of events across the county, throughout the year. For further information about these events, please contact me using one of the methods highlighted above.

## Glossary

Anti-social Behaviour	ASB
Black and Minority Ethnic	BME
Child Sexual Exploitation	CSE
Crown Prosecution Service	CPS
Her Majesty's Inspectorate of Constabulary	HMIC
Independent Advisory Group	IAG
Most Similar Group of forces	MSG
Partners and Community Together	PACT
Police Community Support Officers	PCSOs
Strategic Policing Requirement	SPR
Value for Money	VFM

## **COMMISSIONER SAYS CHIEF CONSTABLE MUST 'ACT IMMEDIATELY' TO IMPROVE RESPONSE TO CHILD SEXUAL EXPLOITATION**

### **HMIC Report commissioned by PCC praises commitment of front line officers and staff but says it has 'serious concern' about the quality of protection children receive**

South Yorkshire Police and Crime Commissioner Shaun Wright says today that the Chief Constable must 'act immediately' to improve the response of the force to child sexual exploitation in the wake of a report raising serious concern about the quality of protection it provides for children across the region.

Having set CSE as a force priority, Mr Wright commissioned HMIC (Her Majesty's Inspectorate of Constabulary) to assess the effectiveness of the force's approach to protecting children from sexual exploitation and to develop recommendations for improvements. Its report, '*South Yorkshire Police's Response to Child Sexual Exploitation*' is published today (Monday, November 11)

Inspectors say the force is committed to tackling child sexual exploitation but an inconsistent approach across the force area gave them '*serious concern*' about the quality of protection children receive. Among the areas for improvement, the report says that the leadership provided by the Chief Constable for child sexual exploitation was '*unclear*' to many police officers and staff.

HMIC says that '*as a matter of urgency*' the force must put the strategic priorities of the PCC in the area of child sexual exploitation into operational delivery on the ground, adding 'This situation must not be allowed to continue.'

Mr. Wright said today that whilst he was pleased the report recognised the commitment and efforts of front line staff, he was '*extremely disappointed*' that the force had failed to translate his strategic priority into operational effectiveness. He said the Chief Constable must now 'act immediately' to introduce the recommendations detailed in the report. He has also written to HMIC requesting the provision of specialist assistance to support the Chief Constable to deliver all the improvements and recommendations in the report.

The Commissioner says today:

"This current situation has to change. The report makes a number of recommendations, with the most urgent to be implemented immediately and others within three and six months. I fully support the recommendations and have instructed the Chief Constable that he must ensure they are in place within the time frames set out by the inspectors."

"The commitment and effort of officers and staff on the front line of this most heinous of crimes is fully appreciated by me and rightly recognised by the inspectors. However, there is

clearly a failure of management to turn my, and the public of South Yorkshire's, key strategic priority into operational effectiveness uniformly across the whole force area.

Inspectors said that both the Commissioner and the Chief Constable had made it clear that preventing and responding to child sexual exploitation is a top priority of the force. Between January and March 2013 all of the force's 1,700 front line staff received specialist training and the report says they were all, *'deeply committed'* to their work; and were *'conscientious, enthusiastic and focussed on achieving good outcomes for children.'*

Although the force was found to have made *'considerable efforts'* to improve its response to child sexual exploitation, with *'pockets'* of good and effective practice, the approach varied significantly across the four districts.

The protection of children from sexual exploitation was one of the key objectives set by the Commissioner in his Police and Crime Plan published after his election a year ago. Among measures introduced to support that objective was the provision of an additional £0.5 million investment, provided by a council tax increase, to fund an extra 10 Public Protection Unit officers, specialist training and the establishment of a countywide CSE Forum to ensure the sharing of best practise and collaboration between involved agencies.

Between January 1 and September 30, 2013 police across the force were involved in 425 investigations into child sexual exploitation. There have been a number of high profile prosecutions and convictions with further cases due to reach court early in 2014.

The 40-page report examined and makes recommendations in 11 areas; leadership, strategies, management, training, structures, processes, intelligence gathering, innovation, benchmarking, compliance with national guidance and the robustness of partnership working arrangements

ENDS

Note to editors: The full report is available on the website of the Police and Crime Commissioner – [www.southyorkshire-pcc.gov.uk](http://www.southyorkshire-pcc.gov.uk)

<b>REPORT TO SOUTH YORKSHIRE POLICE AND CRIME PANEL</b>
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<b>1.</b>	<b>Meeting:</b>	South Yorkshire Police and Crime Panel
<b>2.</b>	<b>Date:</b>	2 May 2014
<b>3.</b>	<b>Title:</b>	HMIC Report – South Yorkshire Police’s Response to Child Sexual Exploitation
<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 South Yorkshire Police’s Response to Child Sexual Exploitation and the response by the Police and Crime Commissioner to this report.

**6. Recommendations**

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

## 7. Proposals and details

The Commissioner's overriding aim is to keep the people of South Yorkshire safe. Vulnerable people from a diverse range of demographic groups are potentially more at risk of being a victim of crime, and may therefore need additional support from the police and partners.

Child Sexual Exploitation (CSE) is a national problem and the exact scale is difficult to determine, due to a lack of reporting and identification of risk factors. Though seemingly small in comparison to other recorded crimes, this heinous crime is evident throughout South Yorkshire. As such, the Commissioner decided that protecting vulnerable children - particularly those at risk from CSE should be an immediate priority.

In 2013/14 the Commissioner made a significant financial investment to help tackle CSE by providing extra resources to the Force and increasing the number of District-based officers by five. The officers are co-located with multi-agency Protection Units, to ensure the best use of resources, and are supplemented by a central team of officers that undertake specific investigations across the county.

He also set up a strategic Child Sexual Exploitation Forum which brings together a number of key organisations from across the county. It was at this Forum it was agreed to launch a countywide CSE awareness raising campaign in February 2014.

In addition the Commissioner has commissioned Victim Support to provide dedicated support to victims of child sexual exploitation to help them through the difficult process of going to court and has agreed to becoming a member of the National Taskforce on Sexual Violence against Children and Vulnerable People (SCACV) which gives him an opportunity to shape national thinking and policy making.

In August 2013, the Commissioner also commissioned HMIC to provide:

- an independent assessment of the effectiveness and resilience of the current arrangements in place within South Yorkshire Police to protect children from sexual exploitation; and
- recommendations for improvement.

The report was published on 11 November 2013 and can be obtained from both the Commissioner's and HMIC's website ([www.southyorkshire-pcc.gov.uk](http://www.southyorkshire-pcc.gov.uk) and [www.hmic.gov.uk](http://www.hmic.gov.uk)) respectively.

The report concluded that South Yorkshire Police had made considerable efforts to improve its child sexual exploitation response. However, HMIC considered that the force-led focus and commitment to this was not truly and consistently replicated in all districts. Whilst there were pockets of good and effective practice (most notably in Sheffield), the approach taken to tackling this kind of offending varied significantly across the force's four districts.

The report went on to say that this situation must not be allowed to continue and that it was unarguably of paramount importance that all children in South Yorkshire receive the same high levels of protection, irrespective of the policing district in which they live.

HMIC therefore made the following recommendations:

Immediate

1. *The force should review the management of cases by staff in the dedicated child sexual exploitation teams, and ensure this always complies with statutory child protection guidance.*
2. *The force should communicate and explain to the PCC, staff and other interested parties the delay in deploying the ten additional child sexual exploitation officers to the districts.*
3. *Failure to fill a vacancy in the Rotherham team that manages sex offenders means that the remaining officers face an unmanageable workload. The force should review the team to ensure that it has sufficient staff to manage sex offenders in line with national guidance.*
4. *The force should audit its response to child sexual exploitation, to assess whether the changes it is making are having the desired effect (ie improving outcomes for children), and to identify any further work that is required.*

Within three months

5. *The force should review its internal communication regarding child sexual exploitation and ensure that clear, consistent messages are passed to all officers and staff. The messages should ensure that everyone knows which chief officer is the lead on tackling child sexual exploitation.*
6. *The force should review the tool used to assess the risk of child sexual exploitation to ensure it provides the best possible reflection of the level of risk faced by victims. This could involve additional training for those using the tool, or a change to the scoring mechanism used to calculate the level of risk.*
7. *The force should translate the PCC's strategic priorities into operational delivery on the ground.*
8. *The force should review the workloads of all staff within public protection units to ensure they have the capacity to manage effectively the cases they are allocated.*

Within six months

9. *The force should review its training plan to ensure all staff develop and sustain a good understanding of child sexual exploitation.*

10. *The force should review the processes in place to respond to child sexual exploitation in all four districts, with a view to creating greater uniformity, and ensuring all areas attain the high standards achieved in the Sheffield district.*
11. *The force should review the operation of its local intelligence units to ensure child sexual exploitation is thoroughly supported by an intelligence approach.*
12. *The force should review how it monitors the internet for evidence of child sexual exploitation to ensure intelligence opportunities are not being overlooked.*
13. *The force and its partners should examine how it can more efficiently manage the handling of child sexual exploitation information and intelligence. In particular, the difficulty in sharing information with the multi-agency teams at Doncaster and Rotherham (because of incompatible information and intelligence IT systems) should be resolved.*

Attached at Appendix A is Commissioner Wright's response to the HMIC report.

The findings of the HMIC review were subject to an action plan and regular updates provided to the Commissioner at his monthly Governance Advisory Board and to the Countywide CSE Forum.

The Commissioner is pleased to report that the recommendations have now been implemented and that tackling this heinous crime has been greatly strengthened over the last year.

The force will be re-inspected against the report findings in spring 2014. This will be undertaken as part of the national HMIC inspection of Child Protection.

## **8. Finance**

The Commissioner allocated £0.5 million additional funding for 2013/14 to increase the number of Public Protection officers and specialist training for staff.

As part of the Commissioner's budget setting process for 2014/15 the Commissioner has provided an additional £2.26 million to the Force to deliver a full Platinum model which will offer a significant increase in the services provided to the public of South Yorkshire. This model provides additional resources to create CSE and Domestic Violence Investigations Teams. These teams will be capable of managing CSE locally and at a force level as well as managing all offenders relating to high-risk victims of domestic abuse and some medium risk cases. This model will also provide additional resources on the Public Protection Unit investigation teams, adult and child safeguarding and VISOR (the management of sex offenders) providing greater resilience and capacity in relation to adult and child abuse management and investigations.



## **9. Risks and Uncertainties**

To ensure children within South Yorkshire are able to achieve the outcomes identified in Every Child Matters (2003), the force must work consistently with key partners to increase the number of successful outcomes for violence against women and girls in sexual assault, rape, stalking and harassment.

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

HMIC South Yorkshire Police's Response to Child Sexual Exploitation

## **11. Contact**

Sally Parkin

Principal Policy Officer

Office of the Police and Crime Commissioner

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<b>SOUTH YORKSHIRE POLICE AND CRIME PANEL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	South Yorkshire Police and Crime Panel
<b>2.</b>	<b>Date:</b>	2 <sup>nd</sup> May 2014
<b>3.</b>	<b>Title:</b>	Website Development
<b>4.</b>	<b>Organisation:</b>	RMBC – Host Authority

### 5. Summary

This report is to seek approval to recommendations made by the newly established Task & Finish Group, regarding the options available for developing a website for the South Yorkshire Police & Crime Panel, which will be developed by RMBC's Online Team.

The T&F Group would like the members of the PCP to approve the development of a "galaxy" site to include a pen portrait and photograph of themselves along with the political breakdown of the panel.

That the testing of the draft website be undertaken by representatives of the community as agreed by the panel.

### 6. Recommendations

That the Panel agrees to:

1. the development of a "galaxy" website to be hosted by the RMBC website
2. Decide on a group of community representatives to test the proto type web site
3. Explore other media ways of engaging/interacting with the community at a later stage.

## 7. Proposals and detail

### Background

Under the Chairmanship of Mr Alan Carter the Task & Finish group, comprising of three other members met on 8<sup>th</sup> April 2014, to discuss the two main website options available.

**option 1** - a webpage included in RMBC's revised website or

**option 2** – a “galaxy” site within RMBC's website.

Research undertaken by the group was to look at other various other metropolitan areas PCP websites to obtain best practice and ideas for inclusion on the SYPCP site.

The West Yorkshire PCP site was put forward as a good example of a site that provided the right information, was easy to use, it had a logo/brand and a section for complaints.

Other suggestions were put forward in relation to the workings of the panel being more transparent and accountable via community engagement which included:- interactive website, Facebook, Twitter and webcasts.

### Proposal and detail

The Task & Finish Group, having discussed the options in considerable detail and having thoroughly explored a number of alternative suggestions, came to the conclusion that the preferred option is to develop a galaxy site.

The reason for this choice is that although hosted by RMBC's website, the PCP site would be a separate entity. The format of the galaxy site does not need to follow any format of the host site, but can be as imaginative or as basic as is necessary and can have own identity including logos.

A small annual payment of approx. £20 would allow the URL site to be hidden, hiding the connection to the host site and therefore appearing on any search engine to be a stand alone site.

The galaxy site will be developed and managed by the RMBC On line Service Team, with information from the existing site used to populate the new site.

The T&F Group agreed it would be beneficial to involve community representatives, at the “proto type” stage of the development, to obtain their views and comments and would welcome the panel's contribution on this matter.

Monitoring of the website can provide information as to the number of users of the site and the type of information viewed, which can be used by the panel to assist in the engagement of the community in their work.

The idea of including a “pen portrait” and photograph of panel members on the website was considered to be beneficial as it shows accountability of the members to the public.

## **8. Finance**

As the host authority Rotherham MBC receives a grant to manage and administer the work of the PCP which includes contributions to Members.

It has been confirmed that there will be no cost for the developing, managing and updating of the website.

An annual payment of approx. £20 for the URL requirements would be required.

## **9. Risks and Uncertainties**

Any risks and uncertainties would be mitigated by time being invested in the development of the website to ensure its suitability for purpose, with the management of the site being done by the RMBC Online Team.

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

Report to South Yorkshire Police and Crime Panel, 20th January 2014 (J28)

### **Contact**

Christine Majer

Scrutiny Officer

Legal and Democratic Services

Rotherham Metropolitan Borough Council

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