

## **POLICE AND CRIME PANEL**

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

**Date: Thursday, 19th March, 2015**

**Time: 11.00 a.m.**

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

1. Appointment of Chairman.
2. To determine if the following matters are to be considered under the categories suggested, in accordance with the Local Government Act 1972.
3. To determine any item which the Chairman is of the opinion should be considered as a matter of urgency.
4. Apologies for Absence.
5. Questions from Members of the Public.
6. Minutes of the Previous Meeting held on 30th January, 2015 (herewith) (Pages 1 - 11)
7. Putting Safety First - South Yorkshire Police and Crime Plan 2013/17 (report herewith) (Pages 12 - 41)
8. Police and Crime Panel Website (report herewith) (Pages 42 - 43)
9. Work Programme (Deborah Fellowes, Scrutiny Manager, to report)
10. Date and Time of Next Meeting - to be confirmed.

**POLICE AND CRIME PANEL  
30th January, 2015**

**Present:-**

Barnsley Metropolitan Borough Council:-

Councillor M. Dyson

Doncaster Metropolitan Borough Council:-

Councillor J. Sheppard

Rotherham Metropolitan Borough Council:-

Councillor M. Parker

Councillor A. Sangster

Sheffield City Council:-

Councillor T. Hussain

Councillor R. Munn

**Apologies for absence were received from:-**

Councillor R. Davison, Sheffield City Council

Councillor H. Harpham, Sheffield City Council

Mayor R. Jones, Doncaster Metropolitan Borough Council

Councillor R. Sixsmith, M.B.E., Barnsley Metropolitan Borough Council

Mr. A. Carter, Co-opted Member

Also in attendance:- South Yorkshire Police and Crime Commissioner Dr. A. Billings; with officials of the Commissioner's Office : Mrs. M. Buttery (Chief Executive) and Mr. A. Rainford (Chief Finance Officer).

**J27. APPOINTMENT OF VICE-CHAIRMAN**

Resolved:- That Councillor Alex Sangster (Rotherham MBC) be appointed Vice-Chairman of the South Yorkshire Police and Crime Panel for the remainder of the 2014/15 Municipal Year.

(In the absence of the Chairman, Councillor Sangster assumed the Chair)

**J28. RESIGNATION OF INDEPENDENT CO-OPTEE**

Members were informed of the resignation, with immediate effect, of Mr. Kash Walayat, an Independent Co-optee on the South Yorkshire Police and Crime Panel.

**J29. QUESTIONS FROM MEMBERS OF THE PUBLIC**

A member of the public asked the following question and confirmed that he had previously asked a very similar question at the meeting of this Panel held on 17th June, 2013:-

“Please confirm where Road Safety appears in these revised Policing priorities (and in the Police and Crime Plan), particularly Enforcement of 20mph speed limits in residential areas, which are being installed by local authorities, eg. Sheffield City Council, in response to public demand.

Her Majesty’s Inspectorate of Constabulary (HMIC) revised its national guidelines to include exceeding a 20mph speed limit as an endorsable offence. But there's a perception that little is being done to enforce this locally, and that drivers can ignore this with impunity”.

In reply, the South Yorkshire Police and Crime Commissioner stated that the Police and Crime Plan deals with high level priorities. The South Yorkshire Police is required to take road safety very seriously and does fulfil that requirement. There are 20 mph speed limits now appearing in many side streets in the Sheffield area. The Commissioner also stated that the final version of the refreshed Police and Crime Plan has not yet been published and the Commissioner’s Office will look again at the inclusion of road safety issues within the Plan. Additionally, the Commissioner undertook to speak with the Chief Constable of the South Yorkshire Police about the practical policing approach to 20 mph speed limits. On 19th January 2015, the Commissioner had met with a group representing the interests of cyclists and they too had referred to the issue of 20 mph speed limits.

As a supplementary question, the member of the public asked about the way in which the public could be kept informed of progress with this matter.

The South Yorkshire Police and Crime Commissioner replied that members of the public may contact his office and ask questions about Police issues. Another means would be to raise issues via the Neighbourhood Watch organisation, which holds meetings from time to time around the County.

**J30. MINUTES OF THE PREVIOUS MEETING HELD ON 19TH NOVEMBER, 2014**

Consideration was given to the minutes of the previous meeting of the South Yorkshire Police and Crime Panel held on 19<sup>th</sup> November, 2014.

Reference was made to the use of the phrase “*to forget the past*” within the text of Minute No. 24 (Introduction of the newly-elected Police and Crime Commissioner) of the previous meeting and it was agreed that

these words be deleted from the minutes.

Resolved:- That the minutes of the previous meeting held on 19<sup>th</sup> November, 2014 be approved as a correct record, for signature by the Chairman, with the inclusion of a clerical correction by the deletion of the phrase shown above.

**J31. PRECEPT PROPOSAL FOR 2015/16**

Consideration was given to a report, submitted by the Chief Finance Officer to the Office of the South Yorkshire Police and Crime Commissioner, containing information about the South Yorkshire Police and Crime Commissioner's proposed Council Tax precept for the 2015/16 financial year.

Attached to the report was a draft of the Police and Crime Plan setting out the strategic direction for policing in South Yorkshire and providing the information necessary for the determination of the revenue budget and Council Tax precept.

In presenting the report and the proposed Police budget for 2015/16, the Police and Crime Commissioner made historical references to 'interesting times' and 'challenging times', as well as to the current harsh financial climate for public authorities. The submitted report referred to the building blocks of the financial plan which lies behind the Police and Crime Plan. The funding for the Police Service has been reduced year-on-year by the coalition Government, during its tenure, placing a squeeze on local authority and Police funding. The Police Grant has also been reduced. The coalition Government has held money back at the centre of Government (often referred to as 'top slicing') for national priorities and schemes/projects.

Therefore, uncertainty has been created in the process of budget-making for Police services and an assumption has had to be made of approximately 3% budget cuts for the 2015/16 financial year. The provisional funding settlement was received just a few days before Christmas 2014, when the coalition Government announced a reduction of 5.1% in the spending available for public authority budgets. Consequently, there has been only a short time in which to respond and the task has been to find an additional reduction of £3 millions to the proposed budget for 2015/16. The total Police budget is approximately £240 millions per year. It is anticipated that a similar bleak position will continue after the General Election of 7th May, 2015.

There may be a need to draw on the financial reserves within the Police budget. The combined effect of the funding reduction and pressures mean that almost £17.5 millions will need to be found to balance the 2015/16 budget, ie: the original amount, plus the additional sum as a consequence of the coalition Government's announcement before Christmas 2014. The budget pressures (eg: wages and price increases) will have to be paid for

and the funding gap has to be bridged by making cuts, achieving savings or by generating additional income. Another option is to accept the coalition Government's offer of the Council Tax freeze grant, which would net an extra £547,000 of Government funding. There is also the alternative option of increasing the precept amount; such increase has to be below 2% otherwise a referendum would be triggered.

The argument for increasing the amount of the precept, instead of accepting the offer of the Council Tax freeze grant, is that this specific grant funding is for one single financial year and is not guaranteed in future years. The acceptance of the freeze grant brings uncertainty with it. Therefore, the preference is to raise the level of Council Tax level in order to raise the overall financial base of the Police budget. Hence the proposed 1.95% increase in precept and the avoidance of a referendum.

The submitted report refers to the task of finding £9.644 millions of savings (ie: the amount of reduction in funding made by the coalition Government). The South Yorkshire Police Force has reviewed its activities and the majority of these proposals have been identified by the Force's review programme "Diamond" which was established in 2010 with the aim of transforming policing by using resources more effectively. Other savings proposals were itemised in the submitted report.

The possibility of drawing upon the financial reserves within the Police budget is inadvisable because the reserves are not as substantial as the Service might wish. Some reserves are 'free for use', in that they have not been earmarked for any particular scheme; yet, other financial reserves have already been earmarked specifically for future capital schemes. The amount of 'free' reserves is approximately 2% of the total Police revenue budget and, as such, this amount is not at a prudential level.

Ideally, the Police Service must not take any more amounts from its reserves and ought to be trying to increase them. Amounts of money must be held in reserve for any contingency and because of the identified need for future spending on, for example, the outcome of the current Hillsborough Inquest. It is not yet known whether the total cost of this Inquest will have to be met from the South Yorkshire Police Service budget. Perhaps there may eventually be some subsidy provided by the coalition Government.

The submitted report detailed the full effect of the proposed budget savings. Some 85% of the Police budget is the cost of employees (personnel) and it is inevitable that the budget cuts will impact upon the number of people employed in the Police Service. The cost of employee overtime is a considerable factor. In every year since 2010, including the current 2014/15 financial year, there have been reductions in all levels of Police personnel, with the sole exception that the numbers of Police Community Support Officers (PCSOs) have remained constant and unreduced.

The question is whether the Police Force is able to retain people, especially to maintain the neighbourhood Policing policy (known to be a high priority for the general public of South Yorkshire) at the levels the public would like, given the reduction in funding. The solution is that the Police Service will achieve that objective only by making changes to the model of policing currently being used.

Together, the Police and Crime Commissioner and the Chief Constable have written to all four of the South Yorkshire principal local authorities, sending documents which detail the proposals for "Securing the Future of Neighbourhood Policing". In brief, the proposals are to restructure the teams of uniformed Police Officers and to make better use of ICT technology in terms of Service delivery. Copies of these documents were distributed at the meeting to each one of the Police and Crime Panel Members present.

The proposals are intended to :-

- ensure that uniformed officers continue to respond to emergency '999' calls;
- have neighbourhood teams and the teams of uniformed officers combined under the same management and, for example, will receive the same briefings;
- align the shift patterns of the two sets of teams;
- increase the overall skills of both teams
- introduce the use of new ICT technology, so that reports may be prepared by Officers, using laptops in Police vehicles, which will ensure that Officers spend more time in the neighbourhoods instead of returning to Police stations in order to file their reports;
- ensure that the training of all Police personnel will be 'neighbourhood focused'.

There are no budget proposals to effect any change to the use of PCSOs, who are known and appreciated by the general public in the communities they serve. There is an existing trial of the new methods of working, taking place at Woodseats (Sheffield); there is good progress being made with the trial and the new methods of working are popular amongst younger officers. These changes will take time to become embedded in Police Service practice and, overall, should produce more visible policing.

In financial terms, the revised working arrangements will also produce the necessary amount of budget savings and ensure the retention of the neighbourhood policing system. In conclusion, the proposals detailed in the submitted report will enable the Police to achieve a balanced budget for the 2015/16 financial year.

After the Police and Crime Commissioner had completed his presentation of the budget report, the Members of the Police and Crime Panel asked the following questions:-

(1) (Councillor Parker) Does this Panel need to be provided with more information, to be able to approve the Commissioner's budget proposals ?

Response - The Police and Crime Commissioner expressed the view that sufficient financial information about the budget proposals had already been provided for the Panel Members. The full narrative of the Police and Crime Plan would be available soon.

(2) (Councillor Parker) The general public, especially Rotherham residents, are having to endure a variety of tax and rent increases which, all added together, produce a substantial total sum. Are the Police budget savings firm and guaranteed savings, or will the Commissioner seek further savings or precept increases in the future ? The Police sometimes has to spend a lot of money in employees' overtime; there is also the predicament of 'unforeseen circumstances', including the child sexual exploitation in Rotherham. It is very difficult to plan for the necessary savings.

In terms of the requirement to make sufficient savings in respect of price inflation - the European Union states have experienced some deflation and this factor may soon apply to the United Kingdom; therefore, the Police should carefully negotiate its procurement of goods, equipment and services so that costs can be reduced. The Police should look again at price inflation, in order that more savings can be achieved in that part of the budget.

Response - The Police and Crime Commissioner acknowledged that it was not possible to predict every eventually and therefore overtime costs are a specific budget pressure. Officials at the Commissioner's Office have advised that the budget proposals are based upon sound financial judgement. If there is any significant and unexpected budget pressure (eg: a number of public protest marches which require extensive policing), the Police Service is unable to levy an additional precept, but must instead make use of the 'free', unallocated financial reserves.

In terms of inflationary and deflationary effects, there was originally an incorrect assumption made about rising fuel costs and the subsequent correction adjusted those costs downwards. There was more uncertainty about wages' costs. The process of budget estimating, by its very nature, is always likely to contain some error.

The South Yorkshire Police participate in the joint purchasing of goods and equipment etc, together with other Police Forces, so as to enjoy better leverage in the negotiation of prices using single contracts with bulk purchases.

The Commissioner did not demur with Councillor Parker's view about the general public having to cope with an accumulation of different tax and rent increases. The general perception is that the public is prepared to pay the increased cost for improved policing, because people value the existence of good law and order in society.

(3) (Councillor Sheppard) With reference to the Police budget's reserves being maintained at a 'prudent, yet minimum amount', are there any statutory guidelines relating to a 'minimum amount' ?

Response - The Police and Crime Commissioner stated that there is no statutory guidance available. The Police Force is aware of the 'unknown costs' which will arise from the issues such as : child sexual exploitation, the miners' strike and the hearing about the incident at Orgreave, the Hillsborough Inquest. It may be the case that substantial sums of money will have to be spent, although some costs may ultimately be recouped from central Government (Home Department). The Commissioner is soon to meet the Home Secretary and discuss this very issue.

(4) (Councillor Sheppard) Organisations sometimes alternate between different work patterns and structures. There is an ethos of multi-tasking and generalisation, which is thought to be more efficient and perhaps a cheaper option. Yet, the organisational cycle later returns to a specialised approach. Is there a danger that the Police will just be re-active (to reported crime) rather than taking a pro-active approach to preventing and solving crimes ? Will this approach result in increased expenditure ?

Response - The Police and Crime Commissioner advised Panel Members to read the submitted documents about "Securing the Future of Neighbourhood Policing". The Police will still be specialists and provide specialised 'hubs' of Officers available to all policing teams in the neighbourhoods. As part of the trial of the new method of working, the Police force will be making a calculation of the time spent in the community, compared to the time previously required to return to Police stations for the completion of paper-work. There is an initial estimation that the new method will provide an additional 150,000 hours (equivalent to 74 officers), per year, of Police presence in the neighbourhoods, when compared to existing methods of working.

(5) (Councillor Hussain) The Panel ought to support the increased precept, because the Council tax freeze grant (offering just £547,000) will not be a sufficient amount to support the budget. Does the Commissioner have more details about the budget pressures?

Also – if 85% of the Police budget is spent on personnel and there is the necessity to make some £12 millions in savings, what will be the percentage reduction in Police personnel this year?

Response – On behalf of the Police and Crime Commissioner, the Chief Finance Officer stated that the 2015/16 budget estimates include provision for an increase of 1% in wages' costs. The total savings to be made on employee costs by the Police Force are £2.1 millions. Another £2.4 millions of savings are also required, meaning that employee savings amount to £5.5 millions of the total of £7.7 millions of specific budget pressures.



The Chief Finance Officer also stated that, although inflation is reducing, the Police Force has still to contend with increases in some prices for goods and services, because of the obligations of existing, long term purchasing contracts. The Force must also fund its share of costs for certain national policing arrangements which affect the County of South Yorkshire. The specific number of reduced personnel, likely to be the consequence of the budget reductions, is not available to report at today's meeting, but the figure can be provided separately to Panel Members.

(6) (Councillor Parker) Doesn't the Police Service want to receive the Council tax freeze grant ? Is it the intention simply to avoid a referendum by increasing the precept by 1.95%, just 0.05% below the threshold for a referendum ? This decision has been taken deliberately in order to avoid the referendum and prevent the public from expressing their opinion about the Police budget. Generally, people get impression that local authorities and Police authorities are doing that all the time.

In reply, the Police Commissioner asked whether Councillor Parker was recommending that a referendum be held about the proposed increase in the Police precept for 2015/16.

Councillor Parker replied that the impression people will get is that these budget proposals are being made deliberately so as to avoid the referendum.

The Police and Crime Commissioner stated that the general public is not being prevented from "having a say". However, it is preferable that the Police budget proposals should ensure that the expense of a referendum is avoided. The cost of a referendum will inevitably be significant and should be contemplated only if a very considerable sum of money is needed for budget purposes.

Councillor Parker suggested that the people of South Yorkshire be given the chance to express a view on the Police and Crime Commissioner's 2015/16 budget proposals.

The Police and Crime Commissioner retorted that there are several different ways of gauging public opinion. The Commissioner is confident that there will be public support for the 2015/16 budget proposals.

The Chief Executive of the Office of the Police and Crime Commissioner stated that the required, statutory business consultation process about the budget proposals, 2015/16, has already taken place. The Commissioner's Office has also undertaken a public survey about the budget proposals and, whilst responses are still being received, the comments so far show that people are broadly in favour of the proposals.

Councillor Parker repeated his assertion that the budget information provided is incomplete and that the additional papers should be made available in advance of the Panel meeting, not during it.

The Police and Crime Commissioner stated that the information about "Securing the Future of Neighbourhood Policing" had been sent to the local authority Chief Executives two weeks ago and Councillors ought to have received it by now. The budget-setting timetable is determined by the coalition Government and Parliament and not by local authorities nor the Police and Crime Commissioners. The coalition Government had announced the provisional funding settlement during December 2014 and the final settlement is expected to be announced during February 2015. Public authorities are left in a difficult position when setting their budgets.

Councillor Parker stated his view that, consequently, the Police and Crime Panel is left with fewer facts on which to base its decision about the budget.

The Police and Crime Commissioner stated that local authorities must do their best with the information available.

(7) (Councillor Sangster) The public must be able to have confidence in the Elected decision makers.

Response - The Police and Crime Commissioner further stated that the budget contains £2.5 millions earmarked for services for vulnerable adults. There is a pressure on the Police resources which accommodate the public protection units, of which there are some, but not all in respect of the child sexual exploitation issue.

(8) (Councillor Sangster) The former methods of targeted and tactical policing are now being changed and the emphasis is being placed upon neighbourhood policing.

Is there a contradiction with those two types of policing : is one general and the other specific ?

Response - The Police and Crime Commissioner replied that the Police must allocate sufficient resources to investigate crimes such as murder, burglary, car theft etc. The future intention is to have multi-disciplinary teams which will be capable of providing a much more flexible service. All Police officers will have responsibilities within the communities they serve. They will be visible within communities even when they are not investigation a specific crime incident. The use of the new ICT technology, especially, will facilitate that new system.

The Chief Executive of the Office of the Police and Crime Commissioner confirmed the intention of the South Yorkshire Police to respond to organisational change. All policing is intelligence-led and there is the priority of making communities feel safe. The neighbourhood teams will be involved both in solving crimes and also making communities feel safe. The Police must assess the threat, the harm and the risk and deploy resources appropriately.

The Police and Crime Commissioner reported that although, in general terms, levels of crime are known to be reducing, there are still some specific crimes whose incidence is increasing. Police officers will spend a percentage of their time on crime investigation. A great deal of time will also be spent on work in neighbourhoods and in dealing with nuisance issues and anti-social behaviour.

Councillor Sangster offered the opinion that the acceptance of the Council tax freeze grant, from the coalition Government may perhaps serve only to corrode the budget base for the Police Service.

After questions and answers had ended, the Police and Crime Panel members voted on the contents of the submitted report about the South Yorkshire Police precept for the 2015/16 financial year.

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

(2) That the contents of the documents detailing the Police and Crime Commissioner's proposals for "Securing the Future of Neighbourhood Policing" (distributed to Panel Members at this meeting) be noted.

(3) That the South Yorkshire Police and Crime Panel supports the proposal, now submitted by the South Yorkshire Police and Crime Commissioner, to increase the Council Tax by 1.95% for 2015/16, which is equivalent to an annual increase for a Band D property of £2.83 (6p per week).

**J32. REPORT OF THE LEGAL ADVISER - UPDATE ON THE OPERATION OF THE COMPLAINTS PROCEDURE**

Consideration was given to a report of the Legal Adviser/Monitoring Officer, which provided an update on the handling of complaints received against the Police and Crime Commissioner, specifically both the former Commissioner and his Deputy.

It was clarified that there were no complaints about the current Commissioner and that all of the issues within the report referred either to the former Commissioner or to the former Deputy Commissioner.

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

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

1. A complaint that the former Deputy Commissioner had failed to deal properly with e mail messages from a complainant.

The response has been given that no further action would be taken; however, the complainant is in correspondence with the Legal Adviser.

2. A complaint about the former Commissioner, in respect of which the Legal Adviser had met with the complainants in May 2014.

The complainants had been invited to submit further details of the complaint, but have not done so. The complainants have been informed that the complaint will not be proceeded with.

3. A complaint about the former Commissioner, which is related to the complaint number 2 above.

Because the former Commissioner has resigned, this complaint will not be proceeded with.

The report stated that, after the publication of the Jay report on 26<sup>th</sup> August 2014, seventeen complaints have been lodged about the actions of the former South Yorkshire Police and Crime Commissioner. Three of those complaints have been referred to the Independent Police Complaints Commission (IPCC), because the allegations related to the potential criminal offence of misconduct in public office. No determination has yet been made by the IPCC regarding these referrals. All of the complaints have been acknowledged and, other than those complaints referred to the IPCC, no further action will be taken because the former Police and Crime Commissioner has resigned from office. In addition a significant number of comments were received by the Legal Adviser, which did not constitute formal complaints and all of the comments have been acknowledged. It was clarified that, to date, there has been no referral of any issue to the Crown Prosecution Service.

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

### **J33. DATES AND TIMES OF FUTURE MEETINGS**

Resolved:- That the next meeting of the South Yorkshire Police and Crime Panel shall take place on a date to be arranged, during late March, 2015.

<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>	19 March 2015
<b>3.</b>	<b>Title:</b>	Putting Safety First  South Yorkshire Police and Crime Plan 2013/17 (Renewed March 2015)
<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 previous Commissioner published his first five-year Plan in 2013.

The Act makes provision for the Commissioner to vary the Plan, 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. This includes any changes in the strategic policing requirement issued by the Home Secretary.

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 renewed Police and Crime Plan 2013/17: Putting Safety First, attached at Appendix A and provide comment to the Commissioner before 25 March 2015.

## 7. Proposals and details

Having listened to the views of community groups, leaders in business, the universities and local authorities, those working in the voluntary sector and many individuals, the Commissioner has identified all shared a similar view around wishing to be safe and feeling safe.

In consultation with the Chief Constable, taking cognisance of the recently amended Strategic Policing Requirement, and after consideration of the evidence gathered as part of the strategic planning process, the Commissioner has identified that 'Putting Safety First', ensuring services are responsive to the public and needs of victims, will determine the priorities of the police service for the period to 2017.

Set out below is an extract from the Plan providing an overview of the 'Aim' and 'Strategic Priorities'.

### The Aim

South Yorkshire will be and feel a safe place  
to live, learn and work

### The Strategic Priorities

<b>Protecting Vulnerable People</b>	<b>Tackling Crime and Anti-Social Behaviour</b>	<b>Enabling Fair Treatment</b>
<ul style="list-style-type: none"><li>• Effective action tackling child sexual exploitation.</li><li>• Reduction in the vulnerability of individuals within the community.</li><li>• Effective response to new and evolving threats to the most vulnerable people.</li><li>• Nationally recognised good practice in protecting vulnerable people from harm.</li></ul>	<ul style="list-style-type: none"><li>• Effective action tackling crime and anti-social behaviour.</li><li>• Targeted response to those that cause most harm in the community and intervention with others before they enter the criminal justice system.</li><li>• Prioritising the crime and behaviours that cause the most harm in the community.</li><li>• The right outcomes for victims of crime and anti-social behaviour.</li></ul>	<ul style="list-style-type: none"><li>• Integrity in all actions, reflecting the national policing 'Code of Ethics'.</li><li>• Engagement that actively seeks to implement public feedback in delivering police services.</li><li>• Services to those most in need of them, ensuring a visible presence in the areas where this will have the most impact.</li><li>• Services that inspire trust in the general public.</li></ul>



## **8. Finance**

The Commissioner has a total revenue budget of £240m for 2015/16, of which approximately £230m has been allocated to the Force. The remainder of revenue funding has been allocated to: a wide range of agencies from across the public, private and voluntary sectors to help him deliver the Plan's priorities; support the costs of the Office of Police and Crime Commissioner; and meet the costs of financing asset acquisitions.

Members of the Panel have previously considered the budget and council tax precept for 2015/16.

## **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 policing 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**

Name:	Erika Redfearn
Organisation:	Office of the Police and Crime Commissioner
Contact number:	01226 772863
Email address:	<a href="mailto:eredfearn@southyorkshire-pcc.gov.uk">eredfearn@southyorkshire-pcc.gov.uk</a>

Rotate  
rose



## PUTTING SAFETY FIRST

**South Yorkshire  
Police and Crime Plan 2013/17  
(Renewed March 2015)**



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## Foreword from the Commissioner

“You never really understand a person until you consider things from his point of view.”

*Atticus Finch*

Atticus Finch is, of course, the fictional lawyer in Harper Lee's novel, *To Kill a Mockingbird*. As I write this I have just heard the words spoken in the stage version at Sheffield's Lyceum Theatre. What Atticus recommends is what I have spent much of my time doing since being elected Police and Crime Commissioner: trying to understand what the many different groups and individuals who make up the communities of South Yorkshire want from their police Force and how the police understand their role.

I became Commissioner in difficult circumstances in November 2014. The previous Commissioner, a former Rotherham councillor, had resigned in the face of public anger after Professor Alexis Jay reported on child sexual exploitation in the town. Serious issues were being raised about police failure to act. At the same time, questions were being asked about police conduct during and after the Hillsborough tragedy and at the time of the Miners' Strike. It was clear that inquests and enquiries arising from these incidents were set to continue for a number of years. It was hardly surprising that public confidence in the police had been shaken and police morale had been damaged. In these circumstances how was trust between the police and the public to be restored?

As I have gone around South Yorkshire talking to community groups, leaders in business, the universities and local authorities, those working in the voluntary sector and many individuals, all have said the same thing: that restoring trust has to begin with an acknowledgement by the police service of what went wrong in the past and a real determination to learn lessons and put matters right for the future. That is the critical starting-point and helping the police to do that will continue to occupy much of my time.

But what has also struck me in the talks I have had is the emergence of another common theme. Whether people were talking about the importance of neighbourhood policing, or doing something about business crime, domestic violence, burglary, bad driving or anti-social behaviour, the common factor was the same: the idea of feeling safe. People said, in effect, we want to feel and be safe – in our homes, where we work, on the streets and in public places, by day and by night. I am sure, therefore, that enabling people to feel safe and be safe has to be the overriding objective of this renewed Police and Crime Plan. This, along with evidence gathered by my office as part of the strategic planning process<sup>1</sup>, identifies that 'Putting Safety First' is what will determine the priorities of the police service for the period to 2017.

What you can read in the rest of this document is how I am arranging priorities so that the police and others can contribute towards achieving that ultimate goal of people feeling and being safe.

But all of this has to be done with fewer and fewer resources. The police grant from central government has reduced each year since 2010 and I have to assume that it will continue to do so

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<sup>1</sup> See Appendix 1

whatever the result of the General Election in 2015.

There is one other piece of wisdom we can take from *To Kill a Mockingbird*. In the end, law and order in the town where Atticus Finch practised depended not just on the forces of law and order, but on the contribution each and every citizen was prepared to make. For us in South Yorkshire, restoring confidence needs the police to make significant changes to the way they work on our behalf. In return we can make their job more successful if we are equally concerned with one another's safety.

**Dr Alan Billings**  
**Police and Crime Commissioner**  
**February 2015**

# THE POLICE AND CRIME PLAN

## The Aim

**South Yorkshire will be and feel a safe place to live, learn and work**

## The Strategic Priorities

### Protecting Vulnerable People

- Effective action tackling child sexual exploitation.
- Reduction in the vulnerability of individuals within the community.
- Effective response to new and evolving threats to the most vulnerable people.
- Nationally recognised good practice in protecting vulnerable people from harm.

### Tackling Crime and Anti-Social Behaviour

- Effective action tackling crime and anti-social behaviour.
- Targeted response to those that cause most harm in the community and intervention with others before they enter the criminal justice system.
- Prioritising the crime and behaviours that cause the most harm in the community.
- The right outcomes for victims of crime and anti-social behaviour.

### Enabling Fair Treatment

- Integrity in all actions, reflecting the national policing 'Code of Ethics'.
- Engagement that actively seeks to implement public feedback in delivering police services.
- Services to those most in need of them, ensuring a visible presence in the areas where this will have the most impact.
- Services that inspire trust in the general public.

**Victim focus**

## Protecting Vulnerable People

Protecting the public is one of the most important aspects of policing. The police have a duty to safeguard those who are less able to protect themselves. Vulnerable people are potentially more at risk of becoming a victim of crime, so police and partners must consider all areas of vulnerability when committing their resources.

Policing nationally is rapidly expanding its understanding of vulnerability and South Yorkshire Police must keep abreast of this evolving picture. They will be expected to work in partnership with other agencies to protect people before crimes are committed which in turn will reduce the demands for a police response. Prevention is always better than cure.

### Where are we now?

So who are vulnerable? Vulnerability may come about as a result of someone's age, gender, sexual orientation, ethnicity, disability, health or religion.

Child abuse mainly happens within families; but, as we now know from the 'Independent Inquiry into Child Sexual Exploitation in Rotherham 1997 – 2013', by Alexis Jay OBE ('Jay Report'), the sexual exploitation of young and vulnerable children can also begin on town and city streets. Child abuse, and specifically child sexual exploitation, will continue to be central to any priority around protecting vulnerable people. We also note that there is a proven link between missing person reports and cases of sexual exploitation. From February 2014 to January 2015 there were 6,374 missing person reports in South Yorkshire, of which 519 are of under 18's who repeatedly go missing.

Both the 'Jay Report' and Louise Casey's "Report of Inspection of Rotherham Metropolitan Borough Council, February 2015, have criticised the police over their handling of child sexual exploitation. Since the 'Jay Report', the Force has worked with partners and government bodies to improve their response. The number of staff within the Public Protection Units (PPU) has increased by 102 since 2013, and I have made a decision to increase specialist staffing within the unit as a whole by a further 62. This will provide additional investigative and supervisory capacity within District PPUs to allow for the creation of locally delivered referral processes, working alongside partners.

In South Yorkshire, over the past year, domestic incidents which resulted in a crime being recorded, were up by 33% (1,861 offences). Nationally, around 1.2 million women suffered domestic abuse. Over 400,000 of these women were sexually assaulted: 70,000 women were raped, and thousands more stalked. These are alarming figures and we need people in South Yorkshire to know that if they report incidents they will be taken seriously.

The changing demographic profile of the country and South Yorkshire show that elderly people will form a greater proportion of the total population in the coming decades. Analysis of victim profiles tells us that elderly people are more likely to be victims of theft, burglary and criminal damage, with

women being at a higher risk of theft offences. All elderly people can be vulnerable targets for distraction burglaries.

The police have a crucial role in working with and supporting people with mental health problems. They are often the first to respond to urgent situations that may involve individuals with mental health problems. They have to make quick decisions to assess the situation and the needs of all those involved in order to ensure their safety and that of the general public.

### **Where do we want to be?**

I want the police and partners to recognise those that are most vulnerable in the community and protect them from harm. This needs to be done through a coordinated and focussed approach. I am looking for a commitment to recognise those who are vulnerable now, who may be vulnerable in the future and then, working in partnership, to protect them by adopting nationally recognised good practice. I believe strongly in victim-focussed service design and delivery and have already set up independent advisory panels of victims and survivors of child sexual exploitation. I will commission research to identify what works in order to enhance the effectiveness of police and partners in protecting those at risk and helping those who have been victims.

I am committed to working with partners to see the “Government Action Plan for Violence Against Women and Girls” implemented, as well as working with the Crown Prosecution Service to secure more successful outcomes for victims.

In order for South Yorkshire Police and partners to protect the vulnerable they must work together towards the achievement of the following four outcomes:

### ***South Yorkshire Police are tackling child sexual exploitation and working with partners to prevent the abuse of children.***

Child sexual exploitation and preventing child abuse remain a central priority of protecting the vulnerable. There will be a focus on identifying those who may be vulnerable to abuse, and putting safeguards in place to prevent them becoming victims, as well as targeting those that prey on vulnerable children. The police must demonstrate a greater willingness and ability to hear the experiences of victims and survivors. They must use – along with other agencies – the full range of actions open to them to disrupt the activities of perpetrators.

### ***South Yorkshire Police are working with partners to reduce the vulnerability of individuals within the community.***

The police will need to demonstrate effective practices in their assessment of risk and the identification of the vulnerable within communities. They must also demonstrate what actions they are taking to prevent victimisation, as well as dealing with those who commit acts against them. This will also include working with partners to develop an overarching “Safeguarding strategy for the protection and support of vulnerable people in South Yorkshire”. In addition I don’t want to lose sight of others whose safety is often at risk through careless driving – such as pedestrians, cyclists and other road users.

***South Yorkshire Police and partners are recognising and responding to new and evolving threats to the most vulnerable people.***

Police and partners must demonstrate that they are robust and effective in assessing future threats and changing the nature of policing to respond to them. There is also a need to recognise a growing number of people with mental health issues as well as those influenced by drugs and alcohol. Once these threats have been identified they must also show what actions they are taking with partners to prevent harm from occurring.

***South Yorkshire Police and partners are using nationally recognised good practice to protect vulnerable people from harm.***

Police and partners will engage in the work being done throughout the United Kingdom to develop their understanding of vulnerability, and how to protect from harm those identified. They will be expected to demonstrate effective application of new approaches where appropriate.

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

Tackling crime and anti-social behaviour (ASB) is core business for the police. It is consistent with the Government's objective to cut crime and with those priorities identified by other local partners operating within the community safety and criminal justice sectors.

### Where are we now?

Recorded crime levels in South Yorkshire have remained stable since 2012.

There have been, however, changes in categories beneath the overall level of recorded crime. The highest increases have been in sexual offences and violence against the person. However, the increase in sexual offences may indicate a greater willingness on the part of victims – especially women – to report crimes against them.

The highest decrease has been in vehicle offences.

There has been a 2% (1,805) decrease in anti-social behaviour incidents over a rolling 12-month period.

In the period between July 2014 and January 2015, of the total of 54,728 crimes recorded, 1690 were dealt with by Community Resolution (3%). The majority of these Community Resolutions were used for offences of violence against the person, theft (shoplifting) and criminal damage.

The police have demonstrated considerable success in dealing with some crime types, particularly theft from vehicles and criminal damage. They have also targeted organised crime groups and invested significantly in the Public Protection Unit, which supports the victims of serious sexual crime.

Nationally policing has been criticised for some of its crime recording practices. South Yorkshire Police have implemented the recommendations from Her Majesty's Inspectorate of Constabulary's Crime Data integrity report. The police have also invested significantly in technology to better understand long-term crime trends and build a better operational response.

### Where do we want to be?

The police must continue to prevent people becoming victims of crime and anti-social behaviour. To do this they need to focus on the crime that matters in the community, either due to the volume of it, or the seriousness of the offences. Similarly they need to concentrate efforts on those that cause the most harm to our community - whether by the nature and/or amount of their offending or the indirect, though potentially devastating, effect of organised crime and drug use. In all this the police must be focussed on the needs of the victim and keeping them informed. They also need the public to feel confident to report all offences so they can build a true picture of offending across



the local area to better direct their resources. They must then ensure that the highest standards of crime recording are implemented internally and encourage reporting of offences, especially in known areas of crime under-reporting. It is always desirable to see crime fall if it indicates effective practice, but a rise in some under-reported crimes may be considered positive if it indicates the public have more confidence to report offences.

In order for South Yorkshire Police and partners to demonstrate that they are tackling crime and anti-social behaviour they must work together towards four outcomes:

***South Yorkshire Police are tackling crime and ASB, and working to prevent people becoming victims.***

The police will need to demonstrate how they are working with partners to deter individuals from committing crime, ASB and re-offending. They will need to show that they understand the impact crime and ASB have on victims.

***South Yorkshire Police and partners are targeting those that do the most harm in communities and intervening with others before they enter the criminal justice system.***

Police and partners must demonstrate that they are focussed on managing those that could or do cause the most harm in communities, whether these are prolific and dangerous offenders, or individuals involved in ASB that disproportionately harm parts of the community.

***South Yorkshire Police are prioritising the crime and behaviour that cause the most harm to communities.***

The police must demonstrate that they have effective processes for assessing what crimes and types of ASB cause the most harm, where the most at risk areas are, and that they take a robust approach to the deployment of resources.

***South Yorkshire Police and partners are efficiently delivering the right outcomes for victims of crime and ASB.***

The police must focus on having a victim-orientated approach to dealing with crime and disorder, and demonstrate that they effectively investigate crime, and work to deliver the right outcome for the victim and the wider community and work to ensure that justice is done.

## Fair Treatment

During the election campaign people told me they wanted 'good policing'. By this they meant not just efficient, intelligent and effective policing – though they did – but also ethically responsible policing. There was a feeling that aspects of past conduct (Hillsborough and Rotherham) had tarnished South Yorkshire Police to such an extent that public trust and confidence had been badly shaken. This seemed to be not just a question of ethical failure or lapse on the part of a few individuals, but something more systemic and cultural. People needed re-assurance that proper standards of professional conduct were being restored, that the national Code of Ethics adopted by South Yorkshire Police was being implemented and embedded, and nothing like this could happen again.

Since the election I have also had conversations with police officers who have told me that these legacy issues have damaged the morale of the Force and they need help restoring their confidence as well.

The fair treatment of residents and communities in South Yorkshire is essential to maintain the public's trust in the police and partner organisations. Quite simply, the police rely on the public to report crime, give information and provide evidence for prosecutions. None of this is possible without the public's trust. I want to ensure that the public is treated with fairness and respect.

Fair treatment involves putting the national 'Code of Ethics' for policing at the heart of everything that the police do; it involves effective community engagement, listening to feedback and using it in making decisions and setting our priorities, and dealing with the public's concerns.

Wider than this, it also involves being fair to the public by prioritising the deployment of resources to where they are needed most, being visible and accessible at the right time and in the right place. It also involves focussing on the demands that matter most to delivering public safety and eliminating wasteful activity.

### Where are we now?

South Yorkshire Police is taking a number of significant steps to improve their visibility in the community. Last year saw a successful joint bid by South Yorkshire Police and Humberside Police to the Home Office Innovation Fund to purchase laptops that allow operational officers to do their work whilst still in the community, rather than having to return to their police station bases. The laptops were initially tested at Woodseats Police Station, Sheffield, and resulted in a significant rise in the visible policing hours of the staff.

However, public trust in the police has been seriously tarnished, both nationally and locally. Nationally, there was much criticism of the way some police behaved towards the government minister, Andrew Mitchell MP, and locally there have been damaging revelations about the response to child sexual exploitation in Rotherham, the Hillsborough tragedy and the Miners'

Strike. South Yorkshire Police has acknowledged failings and has accepted the criticism made. The organisation has also taken steps to embed the 'FIRST' principles and put them at the heart of everything they do. 'FIRST' stands for **F**airness, **I**ntegrity, **R**espect, **S**tandards and **T**rust.

### **Where do we want to be?**

Police and partners must demonstrate that they are treating the public fairly by understanding the needs of the community, delivering services to those most in need of them and being accessible to the public. Fairness involves effective and representative community engagement, taking steps to listen to and understand our community, the levels of trust within it and actively trying to increase that trust. It is also about effective use of resources ensuring that the areas of most need are the areas the police are focussed on.

I have already established an Independent Ethics Panel - independent of both me and the police – chaired by an experienced solicitor. I have asked the Panel to follow up some of the previously mentioned ethical concerns and provide me and the police with independent and effective challenge. I need to be sure that the police are acting with integrity and high professional standards in all they do. The Panel has no decision making powers, but will make recommendations to me and the Chief Constable.

To ensure that South Yorkshire Police and partners are treating the public fairly I have asked them to work together and focus on four outcomes:

#### ***South Yorkshire Police and partners are adhering to their respective codes of ethics and professional practice.***

Police and partners must ensure that officers and staff act according to their respective codes of ethics, in their actions, and that instances where they do not are investigated fully and that training and development of staff reflect the values and standards expected of those working within the profession.

#### ***South Yorkshire Police and partners are having efficient, representative engagement with communities and actively seeking to implement public feedback in delivering police services.***

Police and partners must demonstrate that they have mechanisms to ensure that the community can engage with them and that this engagement includes all parts of the community. Engagement must be purposeful and efficient and so it must also be demonstrated how this engagement influences the delivery of services.

#### ***South Yorkshire Police is prioritising the delivery of services to those most in need of them, ensuring a visible presence in the areas where this will have the most impact.***

The police must demonstrate that they have an effective method for determining which aspects of the community have the most need, prioritising the efficient delivery of policing services, and being visible in areas where this has a positive effect and the most benefit, and reducing the inappropriate use of resources.

#### ***South Yorkshire Police and partners understand that the confidence the public has in them depends on their understanding of what the public want and being able to deliver it.***

Police and partners must have an understanding of the public's opinion of their interaction and

delivery of services, working with the Office of the Police and Crime Commissioner and partnership agencies to increase that knowledge wherever possible.

## Funding the Priorities

Having a set of priorities is one thing, being able to fund them is quite another.

In this section I set out the financial context which all public services are operating in, as well as including the various funding streams available to me, and their value.

### The national picture

Since 2010 government funding for all public services, except the National Health Service, has been cut. On 17 December 2014, the Government issued the Provisional Police Grant Report for 2015/16. The amounts allocated to Police and Crime Commissioners – the Police Grant and Formula Funding allocations - have fallen by 5.1% (in cash terms) compared to 2014/15.

Nationally, over the last 10 years or so, we have seen the costs of investigating crime rising, even though the number of crimes is falling. This is mainly due to the shift in crime types to those that are of a more complex nature.

### South Yorkshire's Position

For South Yorkshire, the finance settlement represents a reduction in funding of £9.6m (or 4.83%) compared to 2014/15. This is on top of a reduction of £9.5m in the previous financial year: i.e. a cumulative reduction of £19m over the last two financial years.

There are no details of the potential grant settlement for 2016/17. This will be dependent on the outcome of the next spending review, which will take place after the 2015 general election. The lack of clarity or certainty about funding beyond March 2016 does not assist any medium-term financial planning.

In order to prepare plans for the medium-term I have made assumptions about the potential level of funding reductions from Government and the cost pressures that will be faced in the next few years. On the basis of these assumptions, we will need to find savings of up to £49m in the four years from April 2016. Obviously the position may change as further information becomes available.

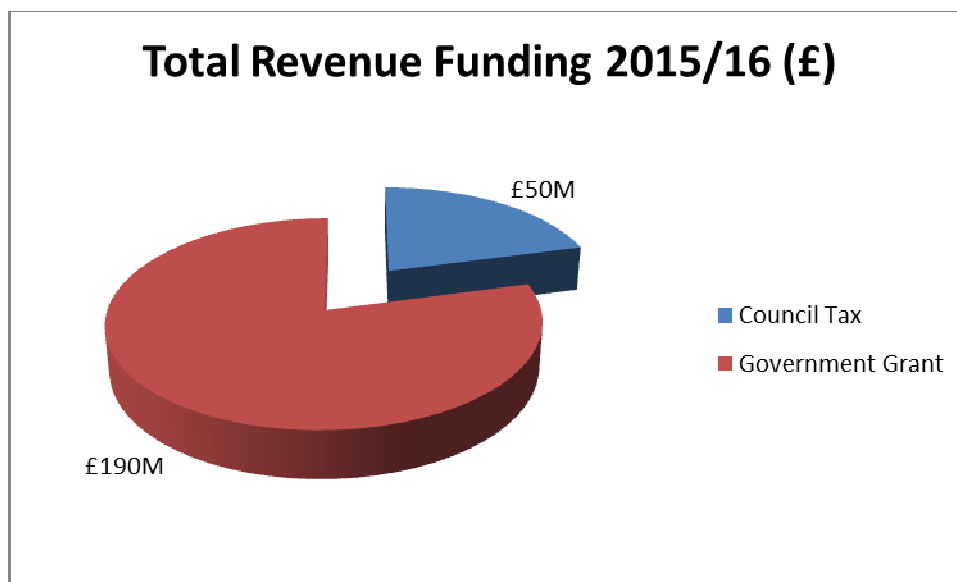
I am clear, however, that the potential scale of the continuing reductions in Government funding represents a challenging position for policing in South Yorkshire. In addition, South Yorkshire face potential costs that other police forces do not. I am legally obliged, for example, to fund the costs of some of those police officers involved in the Hillsborough Inquests. If the Government is unwilling to give a Special Grant for this, the burden on South Yorkshire Police will be considerable. Similarly, each time the English Defence League demonstrate, the bill for South Yorkshire Police is in the region of £0.5m.

Finally, in South Yorkshire, following the publication of Professor Alexis Jay's report, the number of referrals in relation to child sexual exploitation has increased, along with the number of sexual offences. These crime types, by their very nature, are complex to investigate and must be adequately resourced.

### Council Tax Precept

This is why I increased the South Yorkshire Police Council Tax for 2015/16 by 1.95% to £148.16 for a Band D property for 2015/16; an annual increase of £2.83, or approximately 6p per week.

The pie chart below provides an overview of the total revenue funding available to me to fund the policing and crime priorities set out in this Plan.

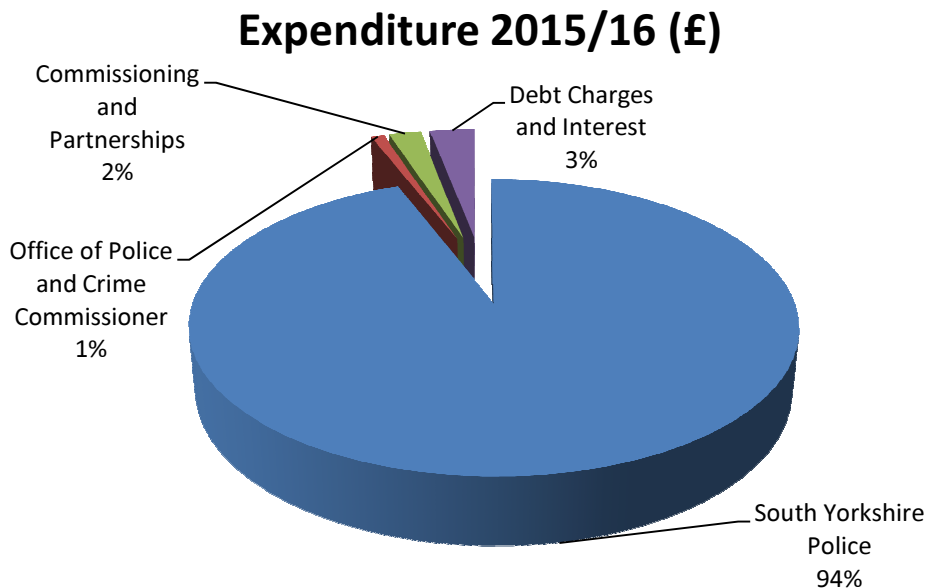


The pie chart also shows quite clearly how dependent South Yorkshire is on government grant as against council tax. In some parts of the country the two would be closer in size. This means that South Yorkshire funding is disproportionately affected by any percentage cuts in government grant.

## Delivering the Plan

In this section I set out how I propose to deliver the outcomes identified earlier, and how I intend to do this at a time of continuing austerity. I will be requiring all organisations I fund to demonstrate that they are providing value for money services.

The pie chart below shows the breakdown of revenue funding I am providing to a variety of organisations, as well as South Yorkshire Police.



The majority of the revenue funding (South Yorkshire Police 94%) is provided to the Chief Constable to finance the day-to-day running costs of the Force and to ensure the delivery of policing services to South Yorkshire. Whilst the Force has improved in efficiency over recent years, I believe there is more that can be done, including improvements in technology, greater collaboration and by designing and delivering more efficient processes.

My office (Office of the Police and Crime Commissioner 1%) enables me to carry out my responsibilities as Commissioner. I have a small team of staff who help me develop the Police and Crime Plan, set the police budget and precept and hold the Force to account.

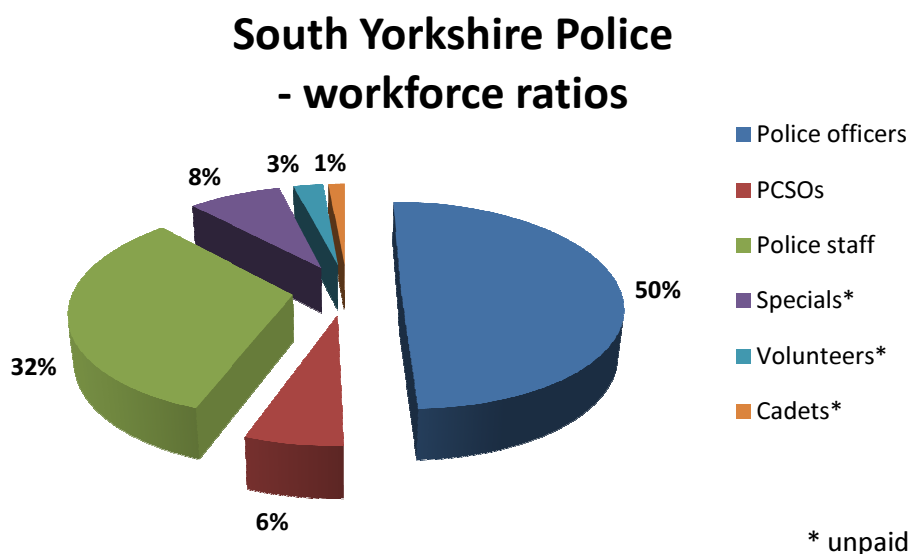
I also commission services and award grants to organisations that help reduce crime and disorder in accordance with the Police and Crime Plan (Commissioning and Partnerships 2%). This includes specific funding for victims' services devolved to me by the Ministry of Justice. I have to determine the criteria for awarding funds to organisations and show how the priorities in the Plan are supported by their activities.

In addition I have to provide funding to acquire the capital assets, equipment and infrastructure that are needed to deliver policing services in South Yorkshire. The costs of financing these asset acquisitions are met from the revenue budget.

## Securing Neighbourhood Policing: The New Policing Model

Wherever I go in South Yorkshire people tell me how much they value neighbourhood policing. They want highly visible, dedicated police teams, who know an area well, supported by locally based Police Community Support Officers (PCSOs). The biggest threat to neighbourhood policing in every part of the country is the continuous erosion of government funding - the Police Grant. Savings have to be made and since 85% of the police budget goes on salaries it is hardly surprising that police numbers have fallen across the country and within South Yorkshire.

The following pie chart provides a snapshot of the make-up of South Yorkshire Police.



We will look to further streamline operational and business support functions and where it makes sense collaborate with others to improve efficiency. If funding continues to reduce significantly, we have to find ways of securing the commitment to neighbourhood policing at less cost. I believe we can do that with a new Local Policing Model – and new technology is what helps make it possible.

At the moment, two teams deliver uniformed policing: response policing, providing 24-hour cover; and safer neighbourhood police officers and PCSOs. By combining these into single Local Policing Teams (LPTs), we can make substantial reductions in supervisory and other costs while maximising the commitment to neighbourhood policing and increasing police visibility.

The new LPTs will have responsibility to solve community problems and manage local demand. Named inspectors will be the principal point of contact for elected members and partners.

Most staff will start their shifts at LPT bases across the four existing areas (Barnsley, Doncaster, Rotherham and Sheffield) where they will be briefed together, saving duplication, then deploy straight into the community. Members of the public will continue to see some officers and all PCSOs on a regular basis as they always have done. However, all police officers in the team will be more visible in neighbourhoods, not least because they will have laptops that enable them to work in the communities they serve for longer, irrespective of where they are based. The police estimate that this will give police officers 150,000 additional hours in the community – time that



previously would have been spent travelling back and forth to the police station to complete reports.

In addition, LPT officers and PCSOs will receive assistance from a Local Support Unit that will specialise in the proactive investigation of crime, anti-social behaviour problem solving, children and schools related matters and offender management. These resources will support the whole district and go where the need arises.

Each geographical area will have a named inspector and dedicated PCSOs, who will be the main points of contact for local communities. Multi-skilled police officers on duty 24 hours a day, 7 days a week, will support them across each of the new LPTs. It is recognised that the current safer neighbourhood staff have built up excellent relationships in their communities, and this knowledge and experience will be harnessed when supporting vulnerable people and solving community issues. Effective communication is important and we will strengthen the access to local policing teams through single points of contact, both telephone and email.

PCSOs will continue to serve beat areas within Local Policing Teams, providing a consistent presence for local people.

One key objective of the new operating model is to require LPTs to take greater ownership of all issues that arise in their areas and to effectively manage their resolution. For example, resolving anti-social behaviour - dealing with nuisance behaviour when it is happening rather than after the event.

The new operating model will provide an effective and timely response, when and where there is a policing purpose, or victim need, in order to better serve the communities of South Yorkshire. Despite a shrinking overall budget the new policing model has been designed to maximise the availability of locally-based staff and maintain a focus on the delivery of local policing. The Force's 'Contact Centre' will focus on meeting the needs of the caller to ensure the right resource/response is provided at the right time and in the right place.

The new operating model will take time to bed down as police officers adjust to new shift patterns and as some begin to think geographically as well as functionally. But the clear intention is to retain the local commitment in all areas.

### **National Priorities**

Of course policing is wider than what happens within LPTs at a neighbourhood level. Along with other Police and Crime Commissioners, and their respective Chief Constables, I am required to consider nationally identified threats when determining our strategic policing priorities. These threats have recently been updated and include: terrorism; civil emergencies; public disorder; organised crime; child sexual abuse and cyber-crime. Whilst these national requirements may not always manifest themselves in South Yorkshire, the UK policing model is one which expects forces to contribute to the required capacity and capability in order to meet that national threat. The Strategic Planning process ensures I take this into consideration when determining the policing and crime strategic priorities.

## **Enabling Services**

Policing cannot be delivered effectively without support from all the enabling services, such as estates, finance, human resources and information technology. I recognise that in times of austerity it is often these services that are cut first, but I also recognise that it is often these services that help meet the challenges we face. Since coming into office I have actively encouraged the enabling services to come forward and help with the design and delivery of a newly shaped South Yorkshire Police and I will continue do so.

So, for example, I have welcomed the installation of solar panels on some police buildings and the trialling of electric police vehicles. These not only support our sustainability strategy but save money in the longer-term.

## **Collaboration and Partnership Working**

By working together with other local leaders in the community safety and criminal justice landscape we will achieve the best, most efficient and effective, policing and crime outcomes for the people of South Yorkshire.

It is a statutory requirement for all local authority areas to have a Community Safety Partnership, and whilst I am not a statutory member of the partnership such is the role they play in keeping our communities safer that my office is represented. If there is particular issue or concern in an area I can also request a report from the Chair of the Community Safety partnership. Over and above attendance at the meetings I commission each of the CSPs to identify and support financially relevant projects and initiatives to assist in making South Yorkshire a safer place for all.

South Yorkshire Police has a long history of collaborating with other agencies and police services - nationally, regionally and locally. Sometimes collaboration takes place to improve the capacity and capability of the Force in specialist areas of policing and on other occasions it is utilised to deliver economic, as well as operational, benefits.

South Yorkshire Police already works closely with local authority and criminal justice partners around such areas as domestic abuse, enquiries into individuals who are regularly missing from home, anti-social behaviour, drugs, alcohol or mental health issues and the management of offenders, and assistance to, troubled families.

In bringing offenders to justice the police are just one part of the wider criminal justice system needed to bring prosecution cases forward. The system relies on component organisations such as the Crown Prosecution Service (CPS), the Courts and Tribunals service and now third sector organisations to support the trial and the victim and witnesses through various processes. Some victims have told me that securing a conviction is not always the outcome they most want, what matters most is having the offence recorded as a crime, and being given the chance to be listened to and be directed to appropriate support services.

New legislation introduced last year seeks to place victims at the heart of local responses to anti-social behaviour through the introduction of 'community remedies' and case reviews, known as the 'community trigger'. I support the introduction of this new tool and will be interested to see how effective this is in helping resolve victims' complaints of anti-social behaviour.

I will continue to listen to the views of all those involved in the design and delivery of policing and crime services to inform priorities and assist in commissioning services that contribute to the delivery of the outcomes identified within this Plan.

## Monitoring Delivery of the Plan

My three priorities will not impose upon South Yorkshire Police or partners any restrictive measures or performance indicators. I have provided the strategic direction by setting the priorities and expressing their associated policing and crime outcomes. It is now for the police and partners to determine what methods they will use to deliver the outcomes and how these will be measured. My office will ensure that police and partners work together to draw up delivery plans that will determine activity and demonstrate to me, through a Governance and Assurance Board, effectiveness in the delivery of the three priorities. All measures will be based on evidence of what works to keep the public safe, with a clear aim to constantly improve the service the public receives.

One of my statutory responsibilities as 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. An important principle is that operational independence is maintained by the Chief Constable, who is solely responsible for the delivery of policing services.

In short, I will be checking and challenging the Force and partners on their contributions to achieving the priorities in this Plan. I will not rely wholly on written reports and presentations to the Governance and Assurance Board. I will also be:

- talking to people within local communities about their experiences;
- taking soundings from advisory panels; and
- meeting with community groups, including local councillors and MPs, to help me understand better how policing and crime services can be improved

In turn, South Yorkshire's Police and Crime Panel will scrutinise my actions and decisions. It will ensure that information is available for the public to hold me to account. The Panel will focus its 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; and
- made appropriate senior appointments.

## Afterword

I have kept this Police and Crime Plan to a minimum so that the overall shape of the strategy for policing can be clear.

There is one overarching goal: that South Yorkshire is and feels a safe place in which to live, learn and work.

I have written 'live', 'learn' and 'work' to make the point that while many of us regard South Yorkshire as our permanent home, the place where we will always live, others come here to study or work for a time. They too need to be and to feel safe.

But to get to that point three priorities need to be pursued:

- protecting vulnerable people;
- tackling crime and anti-social behaviour; and
- ensuring fair treatment.

If we can deliver on these three priorities I believe that South Yorkshire Police will go a long way to restoring trust and confidence and South Yorkshire will both feel and be a safe place to live.

## 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 and 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 Constable. You will have to be prepared for any eventuality and demonstrate flexibility.

There are currently 438 Special Constables in South Yorkshire Police, and we are seeking to increase this number. We particularly welcome recruits from the BME community who currently number 8%.

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 135 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. There are currently 74 Police Cadets across Sheffield, Barnsley, Doncaster and Rotherham. Cadet recruitment is due to commence soon and applicants must be aged 15 on 1 September 2014 and no older than 17 as of 31 August 2015.

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)

### Working with communities

Listening to you and your local community, and hearing your concerns, priorities and needs, is vital for South Yorkshire Police to deliver effective local policing services. Partners and Communities Together (PACT) meetings are a valuable part of that process.

The aim of the PACT is to provide you 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.

We recognise, however, that a variety of engagement mechanisms need to exist which the “one

size fits all” approach to PACT fails to recognise. Our methods of engagement will reflect the unique needs of each community and tap into the productive community meeting structures that may already exist. In locations where there are existing and vibrant meeting structures the Local Policing Teams will look to participate and contribute to maximise local engagement opportunities. In other areas where meetings are either not in place or ineffective, the Local Policing Teams will seek to build relationships using the most relevant communication channels.

Each Neighbourhood Inspector will be able to describe, for the area they serve, a comprehensive, varied and effective approach, ensuring that every resident within the county is able to interact with their Local Policing Team.

### **Communication and Engagement Strategy**

As a directly elected official I am accountable to you - the public - for the delivery of efficient and effective policing services in South Yorkshire. I have a duty to keep you and stakeholders informed about progress and performance, the services I commission and how I hold South Yorkshire Police to account. It is also vital that I consider your views when I formulate my plans and priorities. Of course, your views are not always the same and can sometimes be conflicting! Then I have to use my best judgement.

My Engagement and Communications Strategy details further how I will engage and communicate with both the community and wider stakeholders and what methods they can use to get involved and access information. This will be available on the website once it is finalised.

The decisions I take are published on the website and where appropriate will be shared via different channels, including the press and social media.

A key focus for me is establishing effective methods of communicating, consulting and engaging with you. This is essential not only to understand your views, concerns and priorities with regard to policing matters locally, but also to encourage you to help the Force and other agencies to take ownership of issues and help in solving problems, where appropriate.

In order to do this I will be out and about in communities attending established local meetings, forums and events to hear from all sections of our community. I am particularly keen to engage with victims of crimes and hear about your experiences and where services are meeting your needs, where they need improving and where you think we should be doing things differently.

If your organisation or group would like to get involved and talk through priorities and feed into the planning process please email: [consultation@southyorkshire-pcc.gov.uk](mailto:consultation@southyorkshire-pcc.gov.uk) or telephone 01226 774600.

### **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 email: [consultation@southyorkshire-pcc.gov.uk](mailto:consultation@southyorkshire-pcc.gov.uk) or telephone 01226 774600.

### 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 myself. They give independent advice on the development and review of policy, procedure and practices. Their 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.

If you are interested in finding out more about the Independent Advisory Groups please contact my office. These details can be found on the final page of this Plan.

### Contact Me

I would like to hear from you so that I understand the issues that matter to you most.

There are a number of ways you can contact me:

#### Office address

South Yorkshire Police and Crime Commissioner  
18 Regent Street  
Barnsley  
South Yorkshire  
S70 2HG

#### Phone

Telephone: 01226 774600

#### Email

[info@southyorkshire-pcc.gov.uk](mailto:info@southyorkshire-pcc.gov.uk)



**Media**

Email: [media@southyorkshire-pcc.gov.uk](mailto:media@southyorkshire-pcc.gov.uk) please note this address is for media enquiries ONLY.

**Social Media**

Facebook

<https://www.facebook.com/pages/South-Yorkshire-Police-and-Crime-Commissioner/134311176610923>

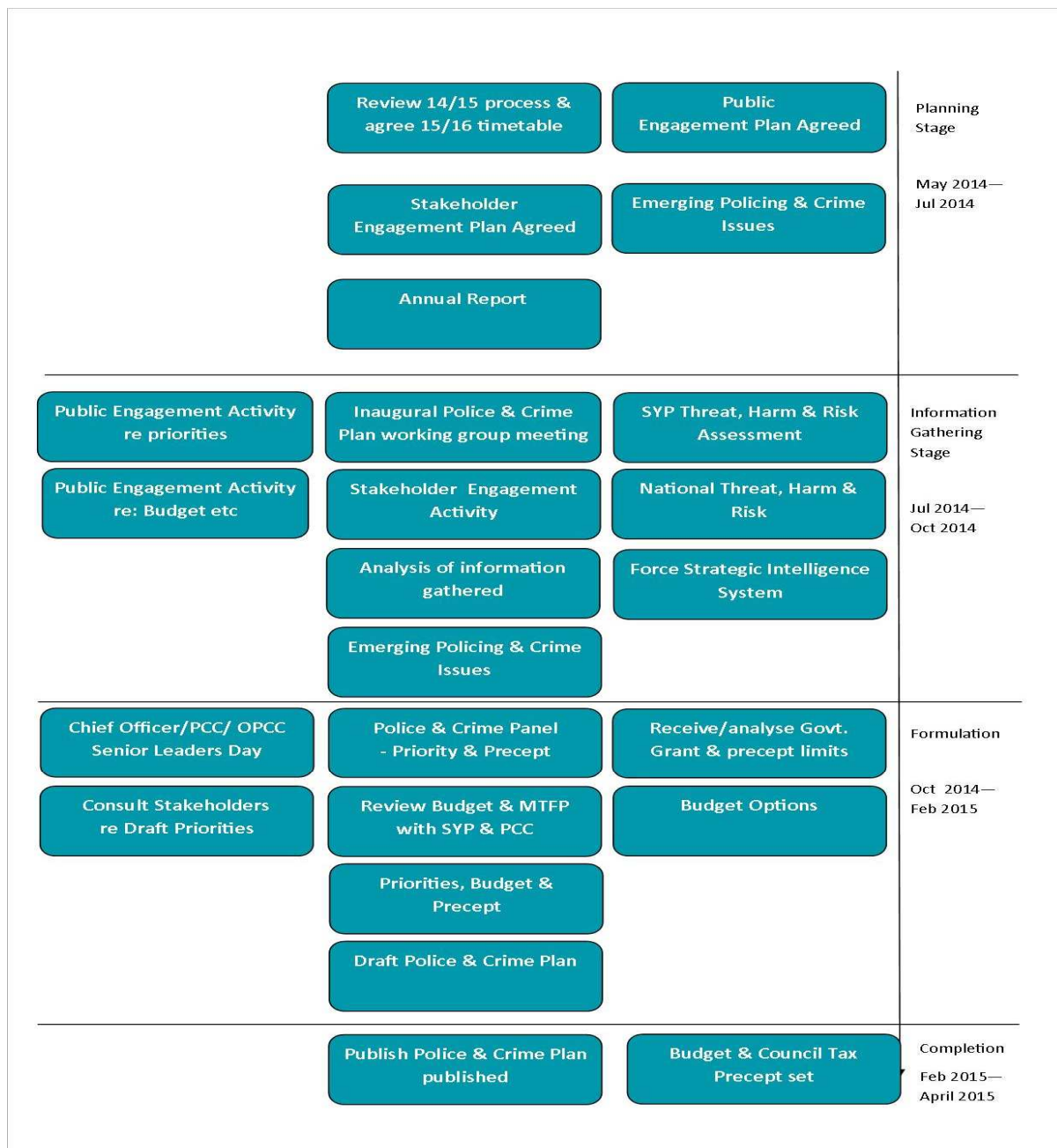
Via Twitter

[@sypcc](https://twitter.com/sypcc)

## Appendix 1

### The Strategic Planning Process

The PCCs Strategic Planning process is set out in the diagram below, followed by a table showing the key budget milestones between November 2014 and the final notification to the Department of Communities and Local Government of the budget set by the PCC and the level of council tax precept.



<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>	19 <sup>th</sup> March 2015
<b>3.</b>	<b>Title:</b>	Website Development
<b>4.</b>	<b>Organisation:</b>	RMBC – Host Authority

**5. Summary**

This report is to inform the South Yorkshire Police and Crime Panel as to the progress made on their website.

A demonstration of the website will be provided at the meeting for Members to comment on and any suggest any changes to be made to the site.

Further consideration is to be given to how to involve the community in testing the prototype and to explore other media ways of engaging with the community.

**6. Recommendations**

**That the Panel agrees to**

- 1. Note the current design of the website as demonstrated at the meeting 19<sup>th</sup> March 2015 and make any required changes.**
- 2. Decide on how best to involve members of the community in testing the website**
- 3. Discuss further methods of engaging/interacting with the community appropriate for the working and statutory role of the PCP**

## **7. Proposals and detail**

### **Background**

This meeting previously agreed that a Task & Finish group be established under the leadership of Mr Alan Carter and to the development of a “galaxy” website within RMBC’s website.

The Task & Finish group agreed it would be beneficial to involve community representatives at the prototype stage of the development to obtain their views and comments and would welcome the panel’s contribution on this matter.

The final point to note is the option to explore other media options to engage or interact with the community.

### **Proposal**

The “galaxy” website is now at a stage for it to be considered by the panel members and the community. A demonstration of the website will be provided at the meeting and for any amendments to be made.

The design has been modelled on the West Yorkshire website.

## **8. Finance**

As the host authority Rotherham MBC receives £64,343 in grant to finance Member Allowances and a contribution towards the management and administration of the PCP. The cost associated with the design of the website has been met by RMBC. There is an annual payment of approx. £20 for the URL requirements.

## **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)

Report to South Yorkshire Police and Crime Panel 2nd May 2014 (J.43(3))

### **Contact**

Christine Majer

Scrutiny Officer

Legal and Democratic Services

Rotherham Metropolitan Borough Council

christine.majer@rotherham.gov.uk Tel: 01709 822738