

**You are hereby summoned to a meeting of the Police and Crime Panel
to be held on:-**

**Date:- Friday, 16 October 2015 Venue:- Town Hall, Moorgate Street,
Rotherham. S60 2TH**
Time:- 11.00 a.m.

Questions from Members of the Public

If any member of the public wishes to ask a question at the Panel meeting they should be submitted in writing at least 24 hours before the date of the meeting and be no more than 50 words.

They should be submitted to Debbie Pons, Principal Democratic Services Officer (Debbie.pons@rotherham.gov.uk) 01709 822054.

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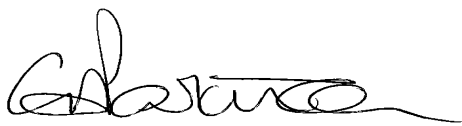
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1. To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda
2. To determine any item which the Chair is of the opinion should be considered as a matter of urgency
3. Apologies for Absence
Councillor I. Bowler (Sheffield City Council)
Councillor E. Wallis (Rotherham Metropolitan Borough Council)
4. Questions from Members of the Public
5. Minutes of the Previous Meeting held on 11th September, 2015 (Pages 1 - 11)

6. Recruitment of Independent Co-optee (Pages 12 - 14)
- Report of the Host Authority
7. Capital Programme (Pages 15 - 20)
- Report of the Office of the Police and Crime Commissioner
8. Engagement Strategy (Pages 21 - 63)
- Report of the Office of the Police and Crime Commissioner
9. Finance Report - Options for Redundancy Payment Schemes (Pages 64 - 67)
- Report of the Office of the Police and Crime Commissioner
10. Exclusion of the Press and Public
Resolved:- That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 1 of Part I of Schedule 12A to the Local Government Act 1972 (contains information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime and information relating to the financial affairs of particular persons).
11. The Funding of Hillsborough Legal Costs (Pages 68 - 71)
- Report of the Office of the Police and Crime Commissioner
12. Date of Next Meeting
Friday, 27th November, 2015, commencing at 11.00 a.m.



CATHERINE A. PARKINSON,
Interim Director of Legal and Democratic Services.

Membership

Barnsley Metropolitan Borough Council – Councillors Dyson and Frost,
Doncaster Metropolitan Borough Council – Councillors Jones, McGuinness and Jones
Rotherham Metropolitan Borough Council – Councillors C. Vines and Wallis
Sheffield City Council – Councillors Armstrong, Bowler, Campbell and Otten
Independent Member – Mr. A. Carter

POLICE AND CRIME PANEL - 11/09/15

POLICE AND CRIME PANEL
11th September, 2015

Present:-**Barnsley Metropolitan Borough Council**

Councillor M. Dyson
Councillor R. Frost

Doncaster Metropolitan Borough Council

Councillor A. Jones
Councillor C. McGuinness

Rotherham Metropolitan Borough Council

Councillor C. Vines
Councillor E. Wallis

Sheffield City Council

Councillor J. Armstrong
Councillor I. Bowler (**Chair**)
Councillor J. Campbell
Councillor J. Otten

Co-opted Member

Mr. Alan Carter

11. QUESTIONS FROM MEMBERS OF THE PUBLIC

11.1 A member of the public asked the following question:-

“As a layman and member of the public I have been led to believe and had the understanding that the police force as a whole was free of external influences with its mandate with respect to monetary, commercial political etc. influences. That is principal objectives were to “keep the peace” and “maintain the law” within society.

If you accept the above in principal could you explain why we are displaying on police cars the flag of a national organisation I believe within South Yorkshire only.”

11.2 Due to this question being of an operational nature, it was a matter for the Police Force and the Police Commissioner. The Chair had made the Commissioner aware of question and would respond direct to the member of the public.

Action:- That the response to the question be reported to the next meeting.

11.3 A member of the public asked the following questions:-

“(a) Please provide an update on the appointment of an additional independent member.

(b) Please add contact details on the agenda for submission of public questions e.g. e-mail address. There was also nothing mentioned on the agenda page that the meeting is to be webcast and extremely difficult to find out where you could access it.

(c) It is difficult to find details of public meetings on the Police and Crime Commissioner’s website e.g. dates, times, venues etc. Please clarify. In particular, 1 issue that was not mentioned were PACT meetings. These were agreed a few years ago to have local meetings with local Police Officers and various officers for members of the public to ask questions. We asked questions on this to the previous Police and Crime Commissioner and he did support them. They do still exist but not very well publicised so the public did not know when and where they were held.

(d) Your website has a Police and Crime Panel Sub-Committee which last met on 7th July, 2014. Please confirm if this still exists and if so who are its members and what is its function.”

11.4 With regard to question (a), the Chair reported that interviews were to take place later that day with, hopefully, an announcement being made as to the newly appointed independent member the week beginning 14th September.

11.5 With regard to question (b), the Chair agreed that it should be clear as to how a member of the public could submit a question.

Action:- That Officers include on the agenda page details of how to submit a question together with a link to the webcast – Immediate.

11.6 With regard to question (c), the Commissioner stated that he attended a number of public meetings by invitation; his Office would have to look at whether it was appropriate for them to be included on the OPCC’s website due to them not being meetings they had organised.

There was some confusion around PACT meetings in that they were Partners and Communities Together and not “Police” and should include the local authority, the Health Service etc. Police engagement at such meetings was currently under review with the Commissioner due to receive a report very shortly with the aim of ensuring attendance at meetings that were the most productive.

11.7 With regard to question (d), the Chair reported that there was a provision for a Sub-Committee of the Panel to be established to look at complaints. The Sub-Committee would consist of 3 Panel members and be convened as and when required. This would be clearer when the Complaints Procedure was refreshed.

12. MINUTES OF THE PREVIOUS MEETING HELD ON 29TH JUNE, 2015

12.1 Consideration was given to the minutes of the previous meeting of the South Yorkshire Police and Crime panel held on 29th June, 2015.

Action: That the minutes of the previous meeting held on 29th June, 2015, be approved for signature by the Chair.

12.2 Arising from Minute No. 3.2 (focussed scrutiny), the Chair proposed that an item be included on a future agenda looking at public engagement by the Commissioner.

Action:- That a briefing be prepared by the Police and Crime Commissioner highlighting current engagement to enable the Panel to discuss current activities and recommend any additions or changes in engagement work.

12.3 Arising from Minute No. 3.3 (independent co-optee Panel member), it was noted that interviews were to take place later that day.

12.4 Arising from Minute Nos. 4.4 (visit to Atlas Court), possible dates were now available for the visit of 22nd, 23rd and 28th October, 2015.

Action:- Deborah Fellowes, Scrutiny Manager, to circulate dates to Panel members and co-ordinate the responses – Immediate

12.5 Arising from Minute No. 5.4 and 5.5 (Performance Framework), the Chair proposed that a workshop training session be held in advance of the October Panel to discuss performance monitoring, the measures that the Panel would be looking at in the Commissioner's Performance Framework and how they could be effectively scrutinised. A report would be then given to the meeting.

Action:- That arrangements be made for a workshop session to be held in advance of the October Panel meeting – Deborah Fellowes, Scrutiny Manager – Immediate

12.6 Arising from Minute No. 6.4 (Capital Programme), although there was inclusion in the budget monitoring report, a more detailed report on the Capital Programme specifically was required.

Action:- That the OPCC submit a detailed Capital Programme report to the next Panel meeting

12.7 Arising from Minute Nos. 7.5 and 7.6 (Complaints Procedure), it was noted that due to holidays/absences, the report had not been included on the agenda.

Action:- That the revised Complaints Procedure be submitted to the October Panel meeting – Stuart Fletcher, Legal Adviser

13. BUDGET MONITORING - FIRST QUARTER 2015/16

13.1 Consideration was given to a report of the Chief Finance Officer relating to the budget monitoring for the first quarter of the 2015/16 financial year.

13.2 The PCC had approved a net revenue budget of £240M for 2015/16. This was the amount financed by Government grant and Council Tax income. The precept set by the PCC represented an increase of 1.95%; the level of Government grant fell by 4.7% compared to the amount for 2014/15.

13.3 Currently the budget monitoring was forecasting an approximate £3.8M overspend. The most significant issues behind the projected overspend were:-

- Costs of Police Officers, Police staff and Police pensions – forecast underspend of £6M partially offset by the cost of severance payments forecast to amount to approximately £3M
- Costs associated with the investigation of child sexual exploitation allegations – potential overspend of approximately £7M
- Provision of National Police Air Service – forecast to exceed budget by £0.7M
- Hillsborough Inquests costs – currently exceeded grant funding by approximately £0.4M
- Financial Reserves

13.4 South Yorkshire was dealing with a set of challenges and difficulties not experienced by any single force or Police and Crime Commissioner elsewhere in England and Wales. There were considerable uncertainties that could mean that the final outturn for 2015/16 was significantly different from that currently forecast.

13.5 Decisions of the Home Secretary in respect of Special Grant applications submitted by the Police and Crime Commissioner would be crucial in providing a degree of certainty about funding but would not be known until later in the year. Also the use of a “1% rule” may only have a marginal impact on the final outturn.

POLICE AND CRIME PANEL - 11/09/15

13.6 There were indications that the level of Government funding for Policing could be cut by up to 8% per annum from April 2016 as a result of the 2016/18 Finance Settlement due to be announced in December, 2015. This was greater than the 5% reduction assumed in the Medium Term Financial Strategy. If this were to be the case, there would likely be one-off costs that would require funding in 2016/17 from reserves including the potential for further severance/redundancy costs.

13.7 Dr. Billings, Police and Crime Commissioner, placed on record his thanks to the Home Secretary who had listened to the additional representations that had been made and had increased the amount she was prepared to give South Yorkshire for the first 2 years of the Hillsborough Inquiry. Although the Special Grant for the reimbursement of costs incurred in 2015/16 had been limited to £1M, she had also said she would be prepared to listen when applications were made for Special Grant funding.

13.8 Issues raised following the presentation included:-

- The new local policing model was being rolled out across South Yorkshire, following the pilot in Doncaster from which there would be lessons to be learnt, and the whole culture of the Police Force had to change. The new model brought together all uniformed Officers, Neighbourhood Teams and Response Officers together into one team requiring them to have a local neighbourhood focus and manage all matters within their own local policing team working to a common shift pattern. There would be new technology used which would enable them to stay in the neighbourhoods longer rather than having to go back to the Police Station. It would remove a lot of Officer costs but overall numbers were falling so all had to be managed carefully. This was one of the consequences of the continuing pattern of austerity and the fact that the Police was no longer a protected service with difficult choices having to be made. It was a coincidence that at the same time as South Yorkshire was moving to the new policing model it also had to reduce numbers.
- There had to be a move away from thinking about the four areas of South Yorkshire but 1 Police Force that responded to the needs wherever they were with the resources deployed appropriately.
- Based on the information available at the present time, the £11M Insurance Reserve set aside for potential Child Sexual Exploitation claims was at the correct level. However, it would be kept under review and revised accordingly.
- Members of staff, including civilians, had had to submit an expression of interest in redundancy. In order to minimise the impact on the 2016/17 revenue budget, given the very difficult nature of the challenges to be faced, it was considered to make the cost self-financing for the 2015/16 financial year. Two rates of redundancy

payment had been looked at and the enhanced rate selected due to the urgency. Not all expressions of interest had been successful.

- Hillsborough – a cost review exercise had been commissioned by the Commissioner of the law firms involved as well as auditors to look at the charges. The OPCC had been satisfied, as well as the auditors, that everything charged was legitimate and reasonable given the level of the Inquiry process. Once that external assurance had been received the Home Office had agreed to release funding. The eight Officers concerned had approached their own solicitors through their own staff associations. The Chief Constable's costs were separate and he secured his own representation and liaised with the Commissioner.
- Posts not being filled and the possible loss of expertise in particular areas was always a problem for the management for any organisation when downsizing. This was an operational matter for the Chief Constable.
- The Commissioner and Chief Constable had issued a joint statement calling for an end to the recent right wing protests that had taken place in Rotherham. Rotherham in particular was being hit on a frequent basis and at huge cost to the Force and highly disruptive to the people of Rotherham. The Force was seeking specialist legal advice to explore all options around the protests. The Home Secretary had recently stated that she would provide some of the costs to cover the EDL marches for the last year but would be subject to the 1% rule. £148,000 had been received but, given the difficult financial position faced by the Home Office and the Special Grant funding, it was unlikely that further grant money would be received particularly when there were the issues associated with the Hillsborough Inquiry. There may be potential funding towards the end of the financial year but would be dependent upon underspends elsewhere in the Home Office.
- Due to it being so early in the current financial year, the £3.7M projected overspend did not reflect the actions that had been taken by managers or the OPCC to bring expenditure back into line with budget. It was hoped that the position would improve but there was a range of very difficult issues that made the accurate forecast of the outturn position very difficult. South Yorkshire was facing a very difficult scenario financially for the next few years and could be much worse given the Spending Review.

Action: That the Panel note the projected financial position on the revenue budgets

Action: That the OPCC submit a report as soon as possible on the costs associated with the Hillsborough Inquiry to enable a full understanding of the actions being taken in an attempt to mitigate any future impact on the Police budget

Action: That the OPCC submit the Capital Programme to the October Panel meeting.

Action:- That the OPCC submit a report to the October Panel meeting on the 2 different redundancy payment rates and the rationale for choosing the enhanced scheme.

14. ANNUAL REPORT

14.1 In accordance with the requirements of the Police Reform and Social Responsibility Act (2011), Dr. Billings, Police and Crime Commissioner, presented his draft 2014/15 annual report setting out how he had exercised his statutory functions as well as an overview of the work undertaken by the South Yorkshire Police Authority of its statutory functions between April, 2014 and March, 2015.

14.2 The main purpose of the report was to highlight performance against the functions of a Police and Crime Commissioner as set out in the Act and to demonstrate performance against the key objectives set out in the Police and Crime Plan.

14.3 It should be noted that the report included the following priority areas of the previous Police and Crime Commissioner:-

- Reduce Crime and Anti-Social Behaviour
- Protect Vulnerable People
- Improve Visible Policing

together with Dr. Billing's priorities for 2015/16 which were:-

- Protecting Vulnerable People
- Tackling Crime and Anti-Social Behaviour
- Enabling Fair Treatment

14.4 The reporting year was another very difficult year for all public services and Policing was not immune from the further significant cuts made by Central Government. The reduction in Government funding and the Service finding ways of running the service more efficiently had had the combined effect of £50M of cashable savings since 2007/08.

14.5 The Police and Crime Commissioner invited comments on the annual report and responded as follows:-

- The term anti-social behaviour covered a wide range of activity some of which may be the responsibility of the local authority. It was hoped that the new local policing teams would be better at managing certain aspects of anti-social behaviour working with other parent organisations, however, it had to be recognised that unless the Police engaged with those other partner organisation and brought the public with them, then some aspects of ASB would continue.
- Until publication of the Jay report, the scale of the problem had not been understood. A lot of work had taken place on changing the understanding in South Yorkshire Police, training Officers and co-locating Officers concerned with CSE with other professionals.
- Prosecution cases were being put together and would be taken to trial later in the year. However, it had to be recognised that some of the victims had been abused whilst quite young and were now in their late 20s/older and had new lives, partners and children. Some of them wanted to go to trial and bring the perpetrators to justice whilst others did not; some co-operated with the Police in bringing cases to trial and some did not; some victims and survivors were strong now but it was not known how they would be when they went to Court.
- A Victim, Survivor and Families Panel had been established and was helping with the training of Police Officers.
- Discussion would take place with the Chair of the Independent Ethics Panel as to whether it was appropriate for a member of the Police and Crime Panel to become a co-opted member. However, care would need to be taken so as not to confuse the scrutiny function.
- A review was underway of the use of the 101 facility and the ways in which members of the public could contact the Police. Satisfaction with the service appeared to have improved but that may be due to the volume of calls having reduced. Technology and additional staff resources were being considered.
- The growth in the use of legal highs, particularly on the part of young people, was very worrying and was on the Police's radar. A publicity campaign was being considered across South Yorkshire to alert people to the dangers and raise awareness. It was not known if the drug testing in custody suites was at a standard to cope with the legal highs.
- The use of body cams by Officers was an operational matter for the Chief Constable.
- The National Crime Agency was also involved looking at historic cases of CSE. The public's frustration was understood but there was a lot of work that had not been done previously to be done from which results would follow. Individual officers were being investigated on the

whole question of CSE particularly in Rotherham. A review by Professor John Drew had been commissioned for the whole of South Yorkshire to be absolutely clear about what was happening in Barnsley, Doncaster and Sheffield as well as Rotherham.

- Approximately one hundred Police Officers had been reported to the IPCC with the results of those investigations awaited. Twenty-four had been assessed in relation as to whether their misconduct needed to be investigated. The IPCC carried out a severity assessment and assessed whether the IPCC independently investigated, supervised or managed an investigation or whether it was given back to the Force to investigate. An Officer was not necessarily suspended – the decision was taken in light of whether they were front line or on restricted duty but not always suspended if there was no risk involved; it was at the discretion of those making the severity decision. The Vice-Chair reported that she had asked the IPCC for regular updates and it was her understanding that twenty-seven Officers have been served with Misconduct Notices. Forty-one instances were being investigated in relation to those twenty-seven Officers.

Action: That any comments on the draft annual report be forwarded to the OPCC by 18th September, 2015 – Immediate

Action: That consideration be given to inviting the Chair of the Independent Ethics Panel to a future meeting to enable Panel members to gain an understanding of its work programme and forward plan

Action: That the OPCC give an update to the next meeting on Police Officers being investigated in relation to CSE

Action: That the OPCC provide an answer to Councillor Otten regarding drug testing in custody suites

15. NATIONAL CHILD PROTECTION INSPECTION - POST INSPECTION REVIEW

15.1 Dr. Billings, Police and Crime Commissioner, presented a report outlining actions resulting from the HMIC's National Child Protection Inspection Post Inspection Review. It was noted that the review was not specifically about Child Sexual Exploitation but child protection issues in general.

15.2 As part of a rolling programme of child protection inspections of all police forces in England and Wales, HMIC had published an initial report in September, 2014, which found that South Yorkshire Police had an inconsistent approach to child protection and improvements to the care of children in custody. Following a post inspection review in April 2015, Inspectors were pleased to find:-

- Improvements to the Force's initial response when attending incidents involving children at risk
- Child protection had been prioritised and there was a strong desire to improve outcomes for children who were at risk of harm
- The Force was developing new joint working arrangements and structures to improve consistency across its four districts

However, Inspectors were concerned to find:-

- That although the Force had undertaken a review of arrangements with care homes and provided guidance to Police staff, this had not resulted in improvements in practice
- The Force was still failing to recognise risks to some children and work jointly with other agencies
- That recording practices remained poor which limited the ability of staff to make good decisions about children

15.3 In accordance with Section 55(5) of the 1996 Police Act required Police and Crime Commissioners to prepare comments on any of the HMIC's published reports that related to their Force and then publish in a manner they saw fit. Section 55(6) required a copy of the comments be sent to the Home Secretary (attached at Appendix A of the report).

15.4 Discussion ensued on the report with the following comments raised/clarified:-

- The Chief Constable had been requested to focus on all the areas highlighted in the report and to make improvements.
- The question of children's homes was a bigger issue in some districts more than others. A bigger piece of work was required giving consideration to the relationship between them and Child Sexual Exploitation trafficking etc.
- The Jay report had illustrated that a number of the vulnerable children were from children's homes as they were deemed as easy targets but it was clear that many also came from good homes with very caring parents. Agencies had to be very careful not to put all their focus onto one area. Grooming was increasingly moving from the streets to the internet which required a different response and Police Officers with different skills/training. New developments must not be lost sight of.
- The Police had not waited for the results of the investigation but had been making improvements. By the time of the report a number of the improvements required had been made.
- The Commissioner's role was to scrutinise the Police Force and ask what they were doing. It was easy for an organisation like South Yorkshire Police to become so focussed on the recent events that it

began to lose sight of what else might be happening. A learning organisation was one that did not simply focus on particular outcomes but must learn the lessons and be very careful. At the moment it should think about the general environment and context within which it was working. There was a big culture shift that had to take place not just in South Yorkshire Police but forces across the country.

Action: That the report be noted.

Action: That the OPCC feed into the workshop session the Commissioner's relationship with the Police Force, current structure, the Governance and Assurance Board and information on what reports were routinely submitted to the Commissioner.

16. DATE OF FUTURE MEETINGS

Resolved:- That meetings of the Police and Crime Panel be held as follows:-

Friday, 16th October, 2015 .

27th November

15th January, 2016

4th March

27th May

all to be held in Rotherham Town Hall commencing at 11.00 a.m.

SOUTH YORKSHIRE POLICE AND CRIME PANEL – REPORT TO MEMBERS

| | | |
|-----------|-----------------|---|
| 1. | Meeting: | South Yorkshire Police and Crime Panel |
| 2. | Date: | 16th October 2015 |
| 3. | Title: | Recruitment of Co-optee |

4. Summary

It is a statutory requirement for the Police and Crime Panel to have a minimum of two independent co-opted members. With the resignation of one of the co-optees in January of 2015 it was necessary to start the recruitment process for a replacement, to achieve a full complement of panel members.

This report is to seek approval to the appointment of the successful candidate to the position of independent co-optee

5. Recommendations**That the Panel:**

- Agrees to appoint the recommended candidate to the Panel as an independent co-opted member for a term of four years (in line with the draft Panel Arrangements). Start 16th October 2015 end of term September 2019.

6. Proposals and details

A vacancy arose after the resignation in January 2015 of a Kash Walyatt a co-opted member of the Panel (J28 of 31/01/2015)

The Panel Arrangements provide for the consideration of applications and interviewing of candidates to be undertaken by the Chair and Vice Chair.

The position of Independent Co-optee is a voluntary role and as part of the Panel is responsible for scrutinising the work of the Police and Crime Commissioner. The term of office is for four years with the requirement to attend at least 6 meetings per year.

The recruitment process was started in February 2015 with a closing date of 31st March 2015 for applications. From this initial advertisement, 6 applications were received.

Minute J36 of 19th March 2015 meeting, following consultation with the Chairman and Vice-Chairman it was proposed to defer the filling of the vacancy until after the May elections, to enable a clearer picture of the skills-set for such a candidate to be identified. It was also suggested that Alan Carter, an Independent Co-optee on the Panel, be included in the recruitment panel.

A second round of recruitment was started in August 2015 with a closing date for applications on 1st September 2015. The original applicants from the first round were all notified and informed that if they were still interested in the position, no further application would be required from them and their original application would be considered after the 1st September will all new applications.

In this second stage a further 10 applications were received resulting in 16 applications being considered overall, from which 4 applicants were shortlisted for interview.

The interviews took place in September, the interview panel being supported by a representative from Human Resources, Rotherham Metropolitan Borough Council.

The Police Reform and Social Responsibility Act 2011 requires that the Panel, when co-opting members, must ensure that the co-opted members (when taken with the appointed members) have the skills, knowledge and experience necessary for the Panel to discharge its functions effectively. The majority of candidates were strong contenders for the position, but it was felt that the best candidate was Stephen Chufungleung, who brought the most appropriate mix of skills and abilities to complement those of the existing Panel members, and he is therefore recommended for co-option:

Stephen Chufungleung – newly appointed Chief Executive of Age UK Sheffield.
Mr Chufungleung will bring a vast range of experience from his previous employment as Head of Strategy & Engagement at South Yorkshire Fire and Rescue Service

along with his service at Sheffield Wednesday Football Club as Communications Manager.

7. Finance

There are no immediate financial implications of this report.

8. Risks and Uncertainties

It is important to meet the balanced appointment objective for the police and crime panel and it is felt that the recommended candidate will help the panel to achieve the right balance of skills and experience

9. Background Papers and Consultation

10. Contact

Christine Majer,
Scrutiny Officer
Legal and Democratic Services
Rotherham Metropolitan Borough Council
Christine.majer@rotherham.gov.uk Tele 01709 822738

REPORT TO SOUTH YORKSHIRE POLICE AND CRIME PANEL

| | | |
|-----------|----------------------|---|
| 1. | Meeting: | SOUTH YORKSHIRE POLICE AND CRIME PANEL |
| 2. | Date: | 16 OCTOBER 2015 |
| 3. | Title: | CAPITAL PROGRAMME MONITORING 2015/16 |
| 4. | Organisation: | POLICE & CRIME COMMISSIONER |

Purpose of the Report

5. To provide information relating to the capital programme for 2015/16.

Recommendation

6. It is recommended that the Police & Crime Panel note the projected capital outturn for 2015/16.

Background

7. The Capital Programme for 2015/16 approved in February 2015 amounts to £27.4m with further planned spending of approximately £29m from April 2017 to March 2020. There are more than 60 schemes that are included in the Capital Programme. The management of individual schemes is delegated to the Chief Constable.
8. The Commissioner approves the Programme as part of the budget process and the financing of the Programme is an important consideration for the Commissioner. The Capital Financing position for 2015/16 is shown below:

| | | | | Capital | |
|-------------------------------------|--|--|--|-----------|--|
| | | | | Financing | |
| | | | | 2015/16 | |
| | | | | £000 | |
| CAPITAL FINANCING | | | | | |
| External Grants (Home Office Grant) | | | | 2,088 | |
| Capital Receipts | | | | 727 | |
| External funding contributions | | | | 1,028 | |
| Revenue Contributions | | | | 4,313 | |
| Contribution from Capital Reserve | | | | 3,724 | |
| Borrowing | | | | 15,525 | |
| OVERALL TOTAL | | | | 27,405 | |

9. The schemes included in the approved Capital Programme are intended to:
- Ensure that equipment is replaced at the most efficient time in its lifetime in line with the agreed Asset Management Strategy, Information Systems Strategy and Vehicle Fleet Strategy.
 - Ensure the estate is fit for purpose and sustainable and developed in accordance with the commissioners accommodation strategy.
 - Support and invest in new technology which will allow the force to deliver a better service at reduced cost.
10. In the 2015/16 Programme some of the key developments include:
- The implementation of the Custody Strategy, which will see a new custody facility built for Rotherham and Sheffield at Shepcote Lane Sheffield. This will be followed by the building of a new custody suite on the existing Barnsley Police Station site.
 - The continuation of the vehicle replacement programme. The Commissioner is ensuring that the vehicle fleet gets replaced in line with the regionally agreed optimum replacement cycles and is also funding the implementation of telematics technology to facilitate better operational and fleet management.

11. As part of the collaboration programme with Humberside Police, there are also a number of information technology programmes being delivered for both forces. These are crucial to achieving the greater integration of operations and services across South Yorkshire and Humberside. The schemes include the following:
- Contact/Customer Management – Delivering a single integrated customer contact and relationship management environment to improve contact with the public and allow the public to contact the forces using digital media.
 - Criminal Justice/Crime Management – Delivering a single-integrated environment for detecting and managing crime, custody, the prosecution process, and protecting vulnerable people.
 - Enterprise Resource Planning (ERP) system – Providing an integrated Finance, Human resource, Duty Management and procurement system to enable resource management to be more accurate and provided at less cost.
 - Infrastructure – The creation of a more resilient IT infrastructure to underpin the operational activity of both forces and reduce both the ongoing capital and revenue costs of its provision.
 - Mobility - Delivering a complete mobile environment to support operational officers in any location for all policing functions. This will enable officers to spend a greater proportion of their time in the community and deliver a higher quality service to the public.

Budget Monitoring position to end July

12. Since the original Capital Programme was approved, there have been further additions as a result of further external funding and following an assessment of the position at the end of 2014/15. The revised Capital Programme amounts to £27.5m for 2015/16.
13. Officers within the Force have provided forecasts of the anticipated level of spending in the current financial year. The overall forecast capital outturn amounts to £24.8m: a forecast variation of £2.6m to the end of the year. The majority of this (£1.7m) is expected to slip into the following financial year. The full detailed position is set out in Appendix A.

Name: **Sara Slater**

Position: **Finance Manager to the Office of the Police and Crime Commissioner**

Organisation: **Office of the Police and Crime Commissioner**

Contact number: **01226 772969**

Capital Monitoring Summary by Scheme

| | Capital Programme £000 | Projected outturn £000 | Variance in 2015/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 |
|---|---------------------------|---------------------------|-----------------------------|-----------------|-----------------|-----------------|-----------------|
| Deputy Chief Constable | | | | | | | |
| Corporate Services | | | | | | | |
| Custody Suite - Sheffield & Rotherham | 9,953 | 9,952 | 1 | | | | |
| Custody Suite - Barnsley | 173 | 172 | 1 | 5,793 | | | |
| Audio and Visual recording Equipment | 600 | 600 | 0 | | | | |
| Phase 3 Likewise Centre | 7 | 7 | 0 | | | | |
| Director of Finance | | | | | | | |
| Corporate Finance | | | | | | | |
| Invoice Automation | 78 | 56 | 22 | | | | |
| Pension System | 35 | 14 | 21 | | | | |
| Facilities Management | | | | | | | |
| FM Stock Condition | 500 | 500 | 0 | 500 | 500 | 500 | 500 |
| Police Headquarters | 17 | 11 | 6 | | | | |
| Provision of Resilience Supplies | 0 | (2) | 2 | | | | |
| Solar PV Maltby | 70 | 70 | 0 | | | | |
| Snig Hill - Connection to Veolia District Heating | 267 | 267 | 0 | | | | |
| Atrium System Replacement | 90 | 90 | 0 | | | | |
| Niagara Stock Condition | 335 | 335 | 0 | | | | |
| Nunnery Roof | 200 | 200 | 0 | | | | |
| Site Improvements | 59 | 59 | 0 | | | | |
| SC Snig Hill Cores and Toilets | 0 | (7) | 7 | | | | |
| Attercliffe District Heating | 100 | 15 | 85 | | | | |
| Boiler replacement | | | | | 500 | | |
| Information Systems Services (01600) | | | | | | | |
| National Police Procurement Hub | 25 | 25 | 0 | | | | |
| Mobile Information (NPIA) | 134 | 134 | 0 | | | | |
| Mobility & Customer Portal | 175 | 175 | 0 | | | | |
| Mossway Refit | 850 | 850 | 0 | | | | |
| Datacentre | 530 | 530 | 0 | | | | |
| Criminal Justice System | 1,708 | 1,708 | 0 | | | | |
| IT Efficiency and Collaboration | 118 | 133 | (15) | | | 270 | |

| | Capital Programme £000 | Projected outturn £000 | Variance in 2015/16 £000 | 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 |
|---|---------------------------|---------------------------|-----------------------------|-----------------|-----------------|-----------------|-----------------|
| Business Intelligence | 200 | 200 | 0 | | | | |
| DMS | 200 | 200 | 0 | | | | |
| Oracle Fund | 3 | 0 | 3 | | | | |
| Mobile Information (SYO) | 353 | 11 | 342 | | | | |
| Information Systems Services | | | | | | | |
| Mobile Information Programme - Stage 2 | 814 | 606 | 208 | | | | |
| Contact Management Stage 1 | 516 | 523 | (7) | | | | |
| Windows 7 Migration Project Phase 1 | 37 | 46 | (9) | | | 59 | 146 |
| ERP Humberside Onboarding | 0 | 407 | (407) | | | | |
| ERP iexpenses | 4 | (57) | 61 | | | | |
| Public Sector Network | 366 | 366 | 0 | | | | |
| Virtualisation Estate (Server/Desktops) | 526 | 526 | 0 | 387 | 281 | 281 | 281 |
| Workstation Resilience | 26 | 18 | 8 | 27 | 26 | 26 | 26 |
| Joint Server Refresh | 68 | 68 | 0 | 131 | 78 | 89 | 89 |
| Joint Data Storage | 136 | 129 | 7 | 164 | 23 | 123 | 123 |
| Joint Networks | 49 | 49 | 0 | 48 | 48 | 48 | 48 |
| Mobility Phase 1 | 32 | 15 | 17 | | 330 | | |
| Contact Management | 2,312 | 608 | 1,704 | 1,965 | | | |
| Corporate WIFI | 12 | 12 | 0 | | | 59 | 59 |
| Mobility Phase 2 | 405 | 251 | 154 | | | 379 | |
| Oracle Upgrade | 239 | 239 | 0 | | | | |
| ESMCP(Airwave) | | | | | 4,099 | | |
| Joint Data Centre | | | | | | | 497 |
| Other | | | | 1,059 | 361 | 88 | 274 |
| Vehicle Fleet Management | | | | | | | |
| Telematics | 660 | 660 | 0 | | | | |
| Tranman Upgrade | 23 | 23 | 0 | | | | |
| Vehicle Replacement Programme | 2,108 | 1,785 | 323 | 1,611 | 1,813 | 1,813 | 1,813 |
| Other | | | | | 250 | | |
| Assistant Chief Constable (Territorial Operations) | | | | | | | |
| Rotherham | | | | | | | |
| Security System | 99 | 99 | 0 | 10 | | 10 | |
| Doncaster | | | | | | | |
| Centralisation of CCTV | 0 | (1) | 1 | | 697 | | |
| Assistant Chief Constable (Specialist Operations) | | | | | | | |
| Specialist Crime Services | | | | | | | |
| CCDC | 144 | 145 | (1) | | | | |
| Kinesense | 20 | 20 | 0 | | | | |
| HTCU Technology Upgrade | 467 | 467 | 0 | | | | |
| Operational Support Services | | | | | | | |
| SYSC Vehicle Fleet Replacement | 81 | 81 | 0 | | | | |
| Police Main Base Station Facility | 36 | 36 | 0 | | | | |
| 101/Diary Portal System | 20 | 0 | 20 | | | | |
| Upgrade and Replacement of ANPR | 178 | 178 | 0 | 50 | | | |
| CBRN Replacement | 100 | 100 | 0 | 100 | | | |
| PSU Equipment | 151 | 151 | 0 | | | | |

Centralised Diary System
Other equipment

Assistant Chief Officer HR

HR Directorate

Specials Recruitment
10,000 Volts Debriefing Technology
Taser
Regional Procurement
Body Armour

TOTAL CAPITAL SCHEMES

| Capital Programme £000 | Projected outturn £000 | Variance in 2015/16 £000 |
|---------------------------|------------------------------|--------------------------------|
| 16 | 0 | 16 |
| 51 | 10 | 41 |
| 20 | 0 | 20 |
| 14 | 14 | 0 |
| 1,000 | 1,000 | 0 |
| 27,510 | 24,879 | 2,631 |

| 2016/17 £000 | 2017/18 £000 | 2018/19 £000 | 2019/20 £000 |
|-----------------|-----------------|-----------------|-----------------|
| 221 | | | 17 |
| 14 | 14 | 14 | 14 |
| 12,080 | 9,020 | 3,759 | 3,887 |

| |
|---|
| REPORT TO SOUTH YORKSHIRE POLICE AND CRIME PANEL |
|---|

| | | |
|-----------|----------------------|--|
| 1. | Meeting: | Police and Crime Panel |
| 2. | Date: | 16 October 2015 |
| 3. | Title: | Engagement Strategy |
| 4. | Organisation: | Office of the Police and Crime Commissioner for South Yorkshire |

5. Summary

The Police and Crime Commissioner is required to consult with the community, including victims of crime, to obtain views on the policing of South Yorkshire and to assist with setting the annual budget and precept. This ensures that the community has the opportunity to participate fully in decisions that affect their lives and that their views are represented in setting local policing priorities and developing policing services that make a difference to them.

The Police and Crime Plan 2013/17 sets out one overarching goal: *that South Yorkshire is and feels a safe place in which to live, learn and work*. It places victims at the heart of the plan and our Engagement and Communications Strategy demonstrates how we will engage and communicate with victims and the wider community and stakeholders as a whole.

It is essential that we communicate and engage with the public and stakeholders in order to understand what their priorities are to ensure that their views are an integral part of the Police and Crime Commissioner's decision making process. This is vital to increasing public trust and confidence in policing.

There are numerous ways in which we currently engage with the public (outlined in section 4.3 of the Communications and Engagement Strategy) and we will continually strive to seek out new ways of engaging and communicating with many different groups and sections of the community to ensure that our processes are as inclusive as possible. As part of this we will attend relevant events and public meetings throughout the year.

The PCC's Communications and Engagement Strategy sets out how we communicate and engage with our many stakeholders and what methods people can use to get involved and to access information. We make clear our commitment to:

- Be open, accessible, transparent, accountable and responsive.

- Gather views and involve the community in setting police and crime priorities and commissioning services.
- Inform the community of performance, how they have influenced priorities, how we hold South Yorkshire Police to account and how they can access services.

This will be done through delivery of our objectives:

- To develop and improve two-way communication between the PCC and the people and communities of South Yorkshire to ensure their views are heard and used to develop our priorities and policies and to inform our decision making processes and commissioning and funding decisions.
- To increase trust and confidence in, and awareness and understanding of, the PCC and role of the OPCC internally, across partners and across communities.
- Improve collaborative working with stakeholders

A communications audit carried out in September 2014 in preparation for the election of a new Commissioner, found that there was scope to improve the way the OPCC engages and communicates in line with the opportunities of having a newly elected PCC. As a result the Communications and Engagement Strategy was rewritten to align with the priorities outlined in the Police and Crime Plan.

A fresh approach to engaging with local communities was developed whereby the PCC actively attends existing groups and meetings, to speak with the public about issues of crime and disorder. This has replaced the former approach of holding surgeries and inviting the public to attend at a certain venue at a set time. Many attendances are by invitation but equally important are those where correspondence with the Office of the PCC (OPCC) raises awareness of issues affecting certain areas or groups. In these cases the OPCC actively seeks out opportunities to speak with the local communities.

We are currently establishing a programme of engagement opportunities within the community where members of the public can speak with the PCC and members of the Engagement Team at a variety of venues, including supermarkets and shopping centres. These will be widely promoted within communities.

As an example of the range of community groups, organisations and individuals the PCC engages with, below is a list of engagement activity over the last month:

Rotherham Children & Young Peoples' Forum
Pakistan Advice and Community Association (PACA) Firvale
Darnall Development Centre
Yorkshire Housing
Grimethorpe Activity Zone
CSE Victims and Survivors
SYP Inspectors
Yorkshire & Humber PCCs

Big Conversation meetings - Sheffield residents
Rotherham Show
Medina Mosque
Danum Basketball
Federation of Small Businesses
South Yorkshire Partnership Event – local authority, NHS, Fire, SYP and criminal justice partners
Doncaster Rape & Sexual Assault Counselling Service
Hate and Harassment Strategy Stakeholder Conference, Barnsley
MPs
Schools in Rotherham & Barnsley
Haven House Project, Sheffield
Independent Custody Visitors
Doncaster Community Justice Panel
Monday Club, Doncaster
Edlington Community Organisations
Jo Meagher – Young Women’s Housing Project
Local, regional and national media

A section on the PCC’s website is currently being developed which will provide information on all engagement activity undertaken since the PCC came into office. Going forward it will then be updated on a weekly basis.

The PCC also has a statutory duty to hold the Chief Constable to account on SYP’s engagement activity with local communities. As part of this work a full review of PACT (Partners & Communities Together) meetings has taken place and a set of recommendations has been agreed to improve the way these meetings work by rebranding them as Community Safety Meetings and forging closer links with partner organisations to provide a more community-based focus. Work around this is currently ongoing with the Local Policing Teams and we are engaging with partners to establish new meeting in the New Year. In some areas, where PACT is working well there will be no change to the current format, other than the name. In other areas the existing PACTs may be merged with other established community meetings. This work will be publicised once structures are developed.

6. Recommendations

It is recommended that the Police and Crime Panel notes the attached strategy and the PCCs commitment to engagement activity.

7. Finance

Not applicable.

8. Background Papers and Consultation

Attached to this report is the following strategy and appendices:

OPCC Communications and Engagement Strategy

Appendix 1 – Media Protocol

Appendix 2 – Consultation & Engagement Protocol

Appendix 3 – Social Media Strategy

9. Contact

Name: Fiona Topliss

Position: Communications & Engagement Manager

Organisation: Office of the Police and Crime Commissioner

Contact Details: 01226 772295, ftopliss@southyorkshire-pcc.gov.uk



**South
Yorkshire
Police and Crime
Commissioner**
Your Voice

South Yorkshire Police and Crime Commissioner

ENGAGEMENT AND COMMUNICATIONS STRATEGY

2015-2016

South Yorkshire Police and Crime Commissioner Engagement and Communications Strategy 2015-2016

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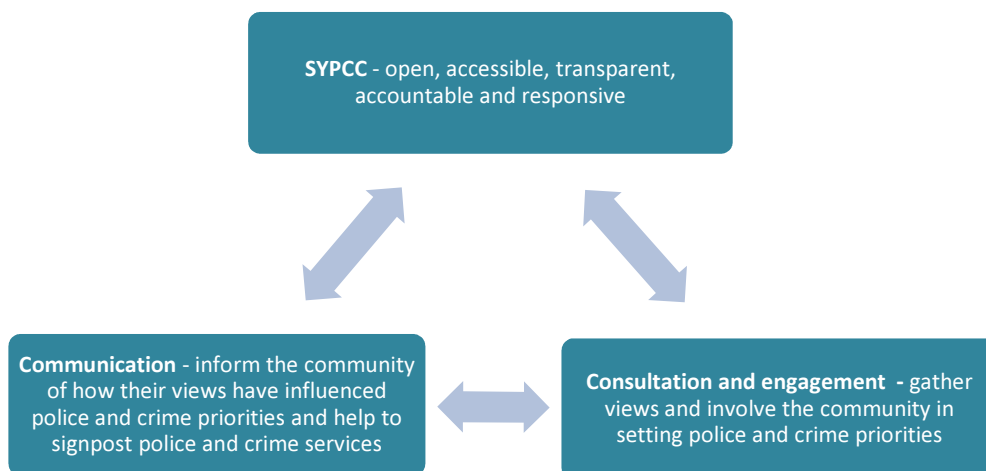
APPENDICES

- I. **SYPCC Media Protocol**
- II. **SYPCC Consultation and Engagement Protocol**
- III. **SYPCC Social Media Policy**

1. Introduction

This strategy sets out how the South Yorkshire Office of the Police and Crime Commissioner (OPCC) will deliver effective two-way communications between ourselves and all stakeholders. We will keep people and organisations with an interest in what we do informed about our progress and performance, the services we commission and about how we hold South Yorkshire Police (SYP) to account. Within this Strategy we explain how we will communicate with our many stakeholders and what methods people can use to get involved and to access information. We make clear our commitment to:

- Be open, accessible, transparent, accountable and responsive.
- Gather views and involve the community in setting police and crime priorities and commissioning services.
- Inform the community of performance, how they have influenced priorities, how we hold South Yorkshire Police to account and how they can access services.



What we mean by the terms we use:

Consultation – Consulting the public of South Yorkshire to obtain their views and input to help us to develop the priorities for the Police and Crime Plan to ensure that the needs of local people and the community are reflected in, and are an integral part of, our strategic planning process.

Engagement – Working actively with community groups to gather public views which in turn inform commissioning, designing, developing, testing, delivering and monitoring community projects linking to priorities defined by the public, and those we’ve commissioned to improve outcomes for the people of South Yorkshire. Listening to, and acting on feedback from the public to work effectively with partners on improving police and crime outcomes for local people.

Communication – Providing relevant and useful information in the right place, at the right time, in various formats and through a variety of channels according to the needs of our different stakeholder groups.

Stakeholders – All those affected by, or with an interest in, the OPCC and SYP, including community groups, the media, the public, partners, other OPCCs and political representatives etc.

This strategy has been developed, and will be delivered, in line with the following cycle to feed into future engagement and communications planning and to embed a culture of continual improvement in how we engage and communicate:



Where we are now - Looking at our current engagement and communications principles and what tools, channels and mechanisms we use, whether they work and how they can be improved.

Where we want to be - Considering where we are now, looking at the potential improvements in engagement and communications activities to inform where we want to be and setting our objectives accordingly to achieve the desired outcomes.

How do we get there? - How do we achieve our objectives? What's our strategy? What are our tactics, audiences, timescale and budget? All of this forms our engagement and communications team plan.

Are we getting there? - Ongoing monitoring of our activities is essential to ensure that we adapt and amend where necessary according to feedback on what's working or not working. This allows continuous improvement, best value for money and all importantly, assists us in achieving our desired outcomes.

How did we do? - At the end of our one-year Engagement and Communications Strategy, we need to take a holistic view of how well we did to inform next year's plans and to ensure that our limited resources are directed to the most effective activities which yield the greatest return on investment in terms of cost and impact.

2. Where we are now

In establishing the most effective way to engage and communicate with our stakeholders, it is important to consider the current environmental context in which we engage and communicate.

2.1 Who we are and what we do

The Office of the Police and Crime Commissioner (OPCC) in South Yorkshire covers the whole of the South Yorkshire area, including the boroughs of Barnsley, Doncaster and Rotherham and the city of Sheffield. The population of around 1.34 million is distributed around an area of 599 square miles within a mixture of urban, sub-urban and semi-rural communities. There are just over 565,400 households in South Yorkshire (Census 2011).

South Yorkshire is documented as being one of the most deprived areas in Europe and as such has been eligible for European structural funding since the decline of the coal and steel industries over the last five decades. This decline has had a detrimental impact on the area, both economically and culturally. This has implications for police and crime services and their delivery in South Yorkshire. The Police and Crime Commissioner (PCC) has a duty to hold South Yorkshire Police (SYP) to account, to engage with the South Yorkshire community about police and crime priorities and to commission services, which improve police and crime outcomes to improve the lives of local people.

2.2 Where we are now and the challenges ahead

We face some significant challenges that affect our capacity to do everything we would like to do. Although every policing and crime area has its distinct issues, South Yorkshire is dealing with particularly unique, historical matters which have to be satisfactorily resolved alongside the challenge of providing effective policing and crime services during current times of austerity.

Public confidence in SYP has been damaged by a series of controversial legacy issues which have been the subject of public concern and criticism over the years, including Hillsborough, Orgreave, and more recently the Alexis Jay Report Child Sexual Exploitation in Rotherham. This report led to the resignation of the former PCC, resulting in reputational damage specifically to the OPCC and to PCCs and this form of democratic governance more generally. The latter also had an impact on public confidence from the perspective of how the former PCC could hold SYP to account, though the recent election of a new PCC in South Yorkshire symbolises a fresh start for South Yorkshire and is therefore an opportunity to change the way we and SYP work and in turn, change perceptions.

In February this year a further report by Louise Casey into Child Exploitation in Rotherham outlined damning accusations for Rotherham Metropolitan Borough Council, which resulted in the resignation of its entire Cabinet and the installation of a team of independent commissioners. It has also led to a call from Louise Casey for South Yorkshire Police to face an external inspection.

These legacy issues, along with the national picture of austerity and its impact on the public sector, have however had a negative impact on the morale of officers and staff within SYP

and the OPCC. They bring huge financial pressures to the PCC and SYP in future planning and delivery; pressures which need to be managed so as not to compromise the ability to resource current policing requirements, whilst allowing the investigations into legacy issues to reach a prompt and fair resolution to help restore trust and confidence in SYP and in the PCC in holding the force to account.

Managing expectations

Although our community know that public spending is reducing, there is little evidence of a change in the expectations of individual users of services and some interest groups. This, coupled with meeting demanding statutory requirements in many areas of our work, along with legacy issues, means that expectations are increasingly exceeding what we as the OPCC and SYP can reasonably deliver with the resources available. For this reason it is essential that we improve communication and ways of working collaboratively with partner agencies in order to promote and facilitate public service delivery in a smarter way, ensuring that public and voluntary sector agencies deliver services together rather than in silos. Communicating effectively with partners and providing inter-agency engagement mechanisms is therefore a key part of the OPCC's function. Future communications plans, as such, will be developed in tandem with partner organisations in order to avoid duplication, yet increase impact.

Central to our organisational values is the commitment to be open, honest and accountable so we will be clear in our explanations to partners and to the public when we cannot meet expectations.

Current engagement and communications approach and channels

The current approach to engagement and communications has been reviewed to allow for improvements and a fresh approach following the election of a new PCC.

A communications audit carried out in September 2014 in preparation for the election of a new Commissioner, involving input from the OPCC team and other key stakeholders, found that there was scope to improve the way the OPCC engages and communicates in line with the opportunities of having a newly elected PCC:

| Where we were | → | Where we want to be |
|------------------------------------|---|---|
| Internal closed meetings | → | Public open meetings |
| Informed employees/partners/public | → | Involve employees/partners/public |
| Publicity | → | Public and media relations |
| Website relatively static | → | Website as an interactive tool and resource centre |
| Social media messaging | → | Social media engagement |
| Ad-hoc communications | → | Planned integrated campaigns in line with priorities |
| Inward engagement by appointment | → | Outward responsive engagement and networking |
| Hierarchical meetings with groups | → | Themed networks with representative participants |
| Organisational communications | → | Partnership communications |
| Unclear monitoring methods | → | Performance framework for improvement and resilience |

The above summary of the communications audit provides the ideal opportunity to change the way we engage and communicate in line with the style of the PCC. This leads to the next section about where we want to be.

3. Where do we want to be?

To set the context in which the engagement and communications outcomes will be set, the strategic priorities outlined in the Police and Crime Plan are outlined below.

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.



Everything in this Engagement and Communications Strategy upholds our Strategic Priorities (outlined above). More detail on our organisational vision can be found in our Strategic Business Plan. Specifically, the consultation, engagement and communications objectives (fed by the previous section as well as the findings of the Engagement and Communications Audit) are outlined below.

3.1 Engagement and communications outcomes and objectives

| Objectives | Delivery | Measure/Outcome |
|---|--|--|
| To develop and improve two-way communication between the PCC and the people and communities of South Yorkshire to ensure their views are heard and used to develop our priorities and policies and to inform our decision making processes and commissioning and funding decisions | Facilitate a culture shift from informing to involving employees, partners and the public | Employees, partners and members of the public feel they are involved and their views matter |
| | Further develop and deliver a programme of open public meetings | The PCC has attended public meetings across the county and has met with a wide range of groups and individuals from diverse communities. |
| | Continue to adopt an outward facing and responsive approach to engagement and networking | New engagement methods and groups continuing to be identified |
| | Continue to communicate what we say we'll do and communicate again when we've done it | Improved public and stakeholders confidence in PCC |
| To increase trust and confidence in, and awareness and understanding of, the PCC and role of the OPCC internally, across partners and across communities. | Increase public knowledge of the role of the PCC | Better understanding of the role and increased public perception |
| | Develop and deliver planned integrated campaigns, information and awareness raising in line with priorities | Public and stakeholder knowledge of work of the OPCC increased |
| | Shift from seeking publicity to managing public and media relations | Better understanding of the role of the PCC within the media and a trusted relationship developed with the local media |
| | Adopt a strategy to communicate key messages around subjects, not individuals | Better awareness of the priorities within the Police and Crime Plan |
| | Further develop the website as an interactive tool and information/resource centre | Increased website traffic – monitored as website 'hits' via Google Analytics |
| Improve collaborative working with stakeholders | Increase planned and co-ordinated partnership communications and engagement activities by developing networks within partner organisations | More joint opportunities for engagement developed |
| | Further develop existing themed networks to involve representative participants and decision makers | Increased joint campaigns |
| | Look at developing social media channels as an interactive engagement tool | Increased online engagement and improving response rates |
| | Establish a process for assessing and monitoring stakeholder perception | Feedback and evaluation |

3.2 Engaging with the community

The Police and Crime Commissioner is required to consult with the community, including victims of crime, to obtain views on the policing of South Yorkshire and to assist with setting the annual budget and precept (the contribution to the budget raised from Council Tax). This ensures that the community has the opportunity to participate fully in decisions that affect their lives and that their views are represented in setting local policing priorities and developing policing services that make a difference to them.

The Police and Crime Plan 2013/17 sets out one overarching goal: *that South Yorkshire is and feels a safe place in which to live, learn and work*. It places victims at the heart of the plan and this Engagement and Communications Strategy demonstrates how we will engage and communicate with victims and the wider community and stakeholders as a whole.

It is essential that we communicate and engage with the public and stakeholders in order to understand what their priorities are to ensure that their views are an integral part of the Police and Crime Commissioners decision making process. This is vital to increasing public trust and confidence in policing.

There are numerous ways in which we currently engage with the public (outlined in 4.3 below) and we will continually strive to seek out new ways of engaging and communicating with as many different groups and sections of the community to ensure that our processes are as inclusive as possible. As part of this we will attend relevant events throughout the year, including the Rotherham and Penistone shows.

3.3 Working with South Yorkshire Police

In order to achieve our strategic priorities develop our engagement and communications priorities we will be working in conjunction with the South Yorkshire Police Corporate Communications Department to coordinate key messages.

Many of the media enquiries received by the PCC Communications Team relate to the work of South Yorkshire Police. Where this is the case the PCC Communications Team will endeavour to share the draft response with the SYP Media Team prior to it being released.

We will also ensure that the SYP Media Team is aware of any enquiries we are working on that relate directly to them and share responses accordingly.

We will actively seek joint engagement opportunities with South Yorkshire Police to gather the views of the public and stakeholders on policing issues, policy and style of policing generally, as well as in targeted areas where issues have been identified.

South Yorkshire Police is undertaking a comprehensive review of community engagement, central to which is reviewing the utility of PACT (Police and Communities Together) meetings and looking at alternative, more effective, models of engagement.

4. How do we get there?

This section provides some context around how we will achieve our engagement and communications objectives and it is underpinned by the engagement and communications team plan (appended to this strategy document). It outlines what actions we need to take to achieve our objectives.

We need to know our audiences and target them effectively. We need to establish what our key messages are, what we need to communicate to people and all importantly, what information we need to gather from people to inform policy-making to determine the PCC's priorities for police and crime services. We need to outline what channels of engagement and communication are most effective, who is responsible for communicating what, and with what resources.

4.1 Target Audiences

Our target audiences can be grouped as follows (more detail is provided in the 'stakeholder group lists' appended to this document within the engagement and consultation protocol and these lists will be built upon and developed over time):

Community - OPCC council tax payers, voters, potential voters, service users and potential service users, special interest groups (younger people, older people, families etc), hard to reach groups (disability forum, victim support organisations, BME forum etc), OPCC and SYP employees.

Partners – OPCC and SYP partners such as the four South Yorkshire local authorities, criminal justice organisations, NHS providers and commissioning organisations, third sector organisations and national government.

Opinion formers and influencers – Police and Crime Panel, UK government – particularly South Yorkshire MPs, elected representatives and the media (including bloggers and users of social media as well as traditional media/journalists).

Businesses - Businesses already in the area, potential investors, networking and professional associations representing business.

Funders – The Home Office, other government departments, European Commission and other relevant funders.

This summary is not exhaustive and there will be many others who the OPCC should engage and inform.

4.2 Key Messages

About our key messages

The page below sets out our primary key messages that we will convey to our target audiences under each of our organisational outcomes from the Strategic Business Plan. However this is not a rigid process: we hope it is helpful to see the messages as they apply to the main areas of our work but, in practice, they will be woven through all of our communications as appropriate and adapted according to our performance.

Key Messages

There are a number of key messages linked to our strategic priorities. When we use key messages, they must be genuine and we must be sure we are doing what we say we are doing. This will help to build trust and confidence amongst our stakeholders. Spin is obvious to stakeholders and can only serve to undermine trust rather than build it.

Though specific key messages will be developed for each of the PCC's campaigns, the overarching key messages, linking back to our organisational outcomes, to be reinforced within all communications materials, are:

KEY MESSAGES

The South Yorkshire Police and Crime Commissioner is:

- *Firm and fair in holding South Yorkshire Police to account.
- *Working with partners to deliver police and crime services.
- *Dedicated to putting victims first and tailoring support services to meet their needs.
- *Bringing communities together to encourage local people to live and work in harmony.
- *Commissioning services determined by local needs, so have your say on police and crime priorities – *this is your South Yorkshire.*

The overarching key message for the campaign to tackle child sexual exploitation is outlined below (originally developed by the 'Tackling CSE Communications Group' and led by South Yorkshire Police) as an example of the type of message to be developed, used and delivered, in the specific PCC campaigns and all materials relating to them:

TACKLING CSE AWARENESS CAMPAIGN KEY MESSAGE

***Tackling child sexual exploitation is the Commissioner's priority and it is everyone's responsibility to help spot the signs and say something.**

4.3 Engagement and Communication Methods and Channels

This Engagement and Communications Strategy applies to the work of all South Yorkshire OPCC employees and relies upon everyone's commitment to make it happen.

The PCC, Chief Executive, Senior Management Team and their teams - working with the small Engagement and Communications Team - all have an important role to play in supporting and interpreting the strategy for colleagues, partners and the community.

Working together with the team, lead officers will apply the principles of this strategy and develop effective engagement and communication action plans for each theme, initiative or project as required, using a mix of the following engagement communication methods and channels.

The Engagement and Communications Team will provide advice and support and must be involved as early as possible in the planning of communications and consultation activities, which in theory should all be broadly linked to items outlined within the appended team plan, in order that all resources are used in line with the PCC's priorities. The Engagement and Communications Team has expert knowledge on how to make the most of these methods and can advise on what is likely to work best for specific projects.

Face-to-face communication

Our employees deliver an important service across South Yorkshire and represent the OPCC within the community and to stakeholders as they go about their work, so we must make sure they are well informed. All employees are ambassadors for the work of the OPCC and should be prepared and equipped to speak about what we do and why. We will further develop internal communication through the introduction of standard:

- Weekly colleague face-to-face briefings
- Weekly team meetings
- Monthly one-to-ones between managers and team members

We also have important working relationships with many partner organisations, associations, elected representatives and others with an interest in South Yorkshire. This is an important part of our work because we want people to value what we do and to help improve the quality of local services. To do this we must be known as a reliable and

efficient OPCC with a skilled workforce and a strong reputation for bringing agencies together to share delivery and expertise. We will further develop partner communications through attending a range of partner-led meetings and initiatives. We'll also tap into stakeholder meetings taking place as outlined through an engagement calendar.

Media relations

South Yorkshire has several weekly local newspapers, regional daily newspapers and local and regional broadcast media with regular readers/viewers (see emerging stakeholder lists). We know the media plays an important role in reporting the news and keeping the public well informed, so we aim to offer them a fast, responsive service to deal with their enquiries.

We will be proactive in informing the media by meeting regularly with editors and journalists and we will continue to actively generate informative news stories and features about the work of the OPCC in line with the PCC's priorities. We will also offer press, radio and television interviews with the PCC (and Chief Executive where appropriate) on issues of public interest wherever possible and provide media training and support to those involved. We want the local and national media to know that South Yorkshire OPCC is always accessible on issues of public interest and we will strive to meet their on-going need for information on OPCC services.

The Media Protocol (appended) requires that all calls from the media are directed to the Engagement and Communications Team so that a rapid, consistent and appropriate response can be ensured (see the appended Media Protocol). All of our media releases and proactive media statements will be published on our website in the news section and will be immediately tweeted in order to reach our audience directly.

Electronic and social media

Internally, we will introduce the following communications channels so that colleagues know how to share messages and in what format to expect messages and importantly, we will have channels whereby we can share important messages internally before they are read by colleagues externally:

- Sharepoint as an intranet for (corporate information bulletins, social area and resource section for policies and procedures)
- Friday SIP (successes, issues, plans circulated by email from and to all colleagues)
- Round robin texting/phone calls for out of hours communication

Externally, we will use web-based networking tools to provide a low cost way of contacting the community, to take advantage of the opportunities these methods give us for communicating with groups and individuals across South Yorkshire. We aim to develop:

- Our Twitter account as the engagement tool it is designed to be. Use it as a campaign tool to seek views from specific audiences and on specific issues.
- Our Facebook page to build an audience and to keep the audience informed of the work of the OPCC and particularly to promote engagement events and the work of our partners and those we've commissioned to deliver services.
- A Linked-in page to develop our online relations with those in the professional and business communities.
- A YouTube account for sharing campaign related online videos.

Website

Our website at www.southyorkshire-pcc.gov.uk should become one of our main communication channels and has the potential to reach increasing numbers of our stakeholders as more and more people in South Yorkshire go online. It should:

- Be an important source of information for people who are interested in OPCC services.
- Get over 5,000 visitors every month, a figure which has dramatically increased due to recent events in the media.
- List all the services the OPCC provides, helpful contact details and links for extra information.
- Offer self-serve engagement opportunities via the contact and enquiries section.
- Set out our legal obligation, our statutory duties, our performance information, our publication scheme (including Freedom of Information processed responses) and our code of conduct.
- Make prominent all latest media releases and statements from the OPCC.
- Be developed as an interactive tool as well as a 'shop window and sign-posting tool' (organisation of training on the web content management system 'Contensis' is underway).

We will continue to develop and improve the website as a source of information to make sure that it:

- Continues to be seen as **the** most reliable source of accurate information available about OPCC services and the work that we do.
- Becomes the first information channel of choice about OPCC.
- Is accessible and appealing.
- Easy to navigate, clear, friendly, fresh and up-to-date.
- Interactive and innovative incorporating blog posts and the facility for public comments on blog posts.
- Captures (via online registration) customer email contact details, so that we can in future offer more electronic information updates to stakeholders.
- Takes full advantage of internet-based applications such as Twitter, Facebook and Linked-in to provide real time information updates and low cost opportunities to interact with our community members.
- Ensure that the website is promoted on all of our communications and literature so that any call to action can be monitored via the web statistics.

Telephone and email help lines

Our online, email and telephone contact details are often the first point of contact for many of our customers. Our current opening hours are 9am – 5pm from Monday to Friday.

- info@southyorkshire-pcc.gov.uk
- 01226 774 600

Bulletins and fact sheets

Due to the channel shift in communications, moving from hard copy newsletters to online and social media, newsletters may not be the most cost effective way to communicate with the local community. The following can therefore be used as an alternative to resource intensive, glossy newsletters:

- A regular online (easy-print) bulletin outlining information on performance against the Police and Crime Plan (possible 'mail-chimp' format too) and recent news and engagement activity.
- A series of online fact sheets (easy print) outlining key activities, facts and outcomes relating to the priorities in the Police and Crime Plan.
- The online annual report (easy print) outlining spending and performance information relating to each year-end OPCC status.
- An annual refreshed Police and Crime Plan (easy print version) and a summary leaflet.

Events

We will continue to organise and host OPCC events across South Yorkshire where appropriate.

We will host at least one annual open meeting in each of the four districts and involve lead police officers from each area. Key local organisations and groups will be invited to attend and we will explore the opportunity to use existing Neighbourhood Watch or local faith groups.

Where possible, we will tap into, and attend events organised by partners and community groups to encourage people to have their say about policing priorities to inform each refreshed Police and Crime Plan, or get involved in our work, consult on specific issues on which we are seeking people's views (in line with themes such as victim support, community cohesion, older people, younger people etc) and to launch new initiatives and projects. These will be outlined in our emerging engagement calendar.

We also attend some conferences, exhibitions and events that are relevant to our work so that we can continue to make people aware of what we do. To help us decide which events to attend, we consider whether they will help us meet one of our strategic priorities or objectives or if large numbers of our target audiences will be going along.

Public speaking opportunities

We encourage the PCC to speak at relevant conferences and events throughout South Yorkshire and beyond (where appropriate). All public speaking will be carried out in line with our priorities and organisational outcomes (outlined in section three above).

Advertising

We should limit the number of adverts we buy due to budget constraints. We should mainly use them to tell people how they can have their say, to accurately promote public engagement opportunities and meetings as well as statutory information and for recruitment. We need to ensure that we secure best value in advertising in the longer-term whilst also being sensitive to local media and the revenue it gains through advertising expenditure. It is important that advertising spend is allocated objectively to ensure value for money.

Campaigns

We actively support campaigns run by partner, regional and national organisations and other agencies when appropriate. Campaigns will be managed by the Engagement and Communications Team in conjunction with the relevant OPCC service/s for major OPCC priority areas. The requirement for campaign management should be outlined in the strategic planning process and for ad-hoc campaign requests, via the work planner process.

Awards

The OPCC should support and nominate best practice in community and voluntary service which contributes to achieving the three priorities outlined in the Police and Crime Plan. This includes contributing to local awards schemes and organising the Police and Partners Together Awards, which will take place on 2 October 2015. However, a balance must be struck in spending on awards ceremonies in the context of reduced public spending and reducing public service provision.

Over the coming months we will work jointly with South Yorkshire Police to review the current district police awards and consider the need for these to continue or whether to run one South Yorkshire-wide event on an annual basis from 2016.

4.4 Communication Responsibilities

Responsibility for the successful implementation of this Strategy rests with the Engagement and Communications Manager and team, as well as the PCC, the Chief Executive and each and every OPCC employee. The Engagement and Communications Team exists to manage and facilitate engagement and communication, yet the delivery of these is everybody's responsibility.

The Engagement and Communications Team will carry out the day-to-day management of the strategy but communications must be a priority for the PCC, Senior Management Team, and for all thematic leads.

The strategy is underpinned by an Engagement and Communications Team Plan, which incorporates tactics for delivering specific objectives and timescales for their delivery.

The strategy recognises that all colleagues have a vital role to play in effectively communicating the OPCC's vision. The basis for all engagement and communication should be to **Consult, Engage, Feedback and Inform**, throughout the year, informing policy making along the way.

4.5 Engagement and communications budget

In order to regularly review the total expenditure on engagement and communications to ensure that best value is being achieved and supplier contracts are competitively tendered, it is appropriate to explicitly reference budget spend according to engagement or communication activity. The current budget set aside for engagement refers in the main part to Independent Custody Visiting Scheme, which longer term, will not fully sit within the engagement and communications team so a decision is required as to how the future budget will be allocated to engagement activity.

There is currently a budget of £20,000 allocated to engagement and consultation activity (though this includes custody visiting as outlined above) and £20,000 is allocated to communications and campaigns activity. A further partnership budget of £26,000 is allocated to the 'tackling CSE' awareness campaign (£13,000 from partners and £13,000 from the OPCC). A breakdown of current spend against budget is available from the finance team at the former Joint Secretariat.

4.6 Dealing with ad-hoc engagement and communications requests

Any requests for engagement and communication activity not covered within the Engagement and Communications Team Plan (Appendix 1) will be dealt with on a 'bronze, silver or gold' basis according to how it fits with the PCC's priorities.

5. How are we doing and how did we do?

5.1 Monitoring and evaluation

We should monitor and report our progress in different ways, including:

- Analysing our coverage in newspapers, on radio and television and producing a weekly coverage report with a quick breakdown of activity.
- Participating in an annual perception survey in order to set benchmarks on how we are perceived and trusted by the public and our stakeholders.
- Considering feedback from the website, questionnaires, surveys on specific issues, key contacts and opinion formers regularly reporting the impact of consulting with and involving customers.

- Evaluating the events we run and producing summary reports.
- Carrying out internal and external audits specifically about communications, including a bi-annual media survey.

Improvements required as a result of the monitoring outlined above will be identified and implemented as appropriate, feeding into ongoing plans and future plans.

In light of the rise of social media channels, it would be helpful for us to embrace the informal feedback received via social media as this is the tool that many of our customers like to use on an increasing basis and social media is a specific two-way communications vehicle that helps us to engage with customers. When used proactively, it can help to develop trust between an organisation and its stakeholders. However, we need to be mindful that not everyone uses or accesses social media, so we need to use other methods alongside it.

It is essential that an outcomes based approach is taken to performance managing our communications so that we improve based on outcomes rather than inputs and therefore we need to ensure that we set appropriate performance indicators that help us establish whether or not we are meeting our communications objectives. (Set out on page 8)

Progress implementing this strategy will also be regularly reported to the PCC's Senior Management Team through the development of an engagement and communications scorecard made up of suitable performance indicators.

5.2 Review

The engagement and communications strategy should be continually monitored and it should be evaluated on an annual basis. The strategy will be flexible enough to be adapted to reflect internal and external environmental factors. If there is a problem or a gap identified in the way we engage and communicate or in the processes we use, we must be open and flexible enough to change them in order to improve. Such experience will help us to better develop our activities and plans in the future.

Fiona Topliss
Engagement and Communications Manager
7 April 2015



**South
Yorkshire
Police and Crime
Commissioner**
Your Voice

South Yorkshire Police and Crime Commissioner

MEDIA PROTOCOL

2015-2016

South Yorkshire Police and Crime Commissioner

Media Protocol

The media protocol is a tool for the Police and Crime Commissioner (PCC), the Chief Executive, the senior management team and other employees at the Office of the Police and Crime Commissioner (OPCC) to provide clarity on the processes involved in dealing with the media on behalf of the PCC.

The Engagement and Communications Team provides the link between the OPCC and the media and should be the first point of contact for the media for any enquiries and for OPCC officers for any proactive media activity or campaign requests. This protocol outlines the procedure for dealing with proactive and reactive media as well as publicity for events. It is designed to make the processes clear in order to protect the reputation of the PCC and OPCC employees and to ensure that a corporate approach is taken for all OPCC media activity.

Any media enquiries received by employees outside the Engagement and Communications Team should be referred immediately to the Communications Officer or the Engagement and Communications Manager who will liaise directly with the media whilst remaining in contact with the relevant OPCC officers, the PCC and partners.

1. Proactive campaigns and media releases

Unless otherwise agreed, only one spokesperson from the OPCC should be quoted in media releases or campaign materials, in line with the appropriate responsibility/portfolio area linked to the topic, as agreed by the PCC.

- Unless agreed otherwise, by the PCC or the Chief Executive the public spokesperson for the OPCC should be the PCC. This is in the interest of public accountability and as such, quotes should be written in the first person.

Where proactive media activity is instigated in partnership with other agencies, each partner agency should be provided, in advance of release, a copy of any information being issued and be given the opportunity to comment and add a quote from their relevant spokesperson, if appropriate.

- The relevant spokesperson from partner organisations should be allowed opportunity to comment within the release if the campaign relates to a joint venture between the OPCC and its partners. The relevant spokesperson should be agreed with the partner agency's/agencies' communications representative/s.

Dual quotes from within the OPCC should be avoided unless absolutely necessary. This is to ensure clarity and impact from a public relations and accountability perspective and it also avoids mixed messages and reduces the scope for quotes to

be mixed up and taken out of context. It also ensures that the Engagement and Communications Team can function in the most practical way, ensuring that releases are issued in a timely manner and are not subject to unrealistic approval processes, particularly in the case of joint media releases developed with partners, in which partner organisations would also be quoted and allowed time to approve the material.

This approach ensures the most efficient, accountable and high impact media relations service possible. An example of where a dual quote would be acceptable is where the Chairman of a committee is quoted (e.g. the Independent Ethics Panel) and the nature of the media release calls for the PCC to be quoted alongside.

* Where the PCC wishes to issue a proactive media release not covered by agreed campaigns within the Engagement and Communications Strategy, this should also be dealt with by the OPCC's Engagement and Communications Team unless the release is of a political nature, due to their posts being of a politically restricted nature. Nor should the team work on media activity relating to historic or personal matters of the PCC (for example the PCC's work prior to this role or more recent links to political parties or trades unions etc), which do not directly relate to the work of the OPCC. Where it is more appropriate for direct liaison between the PCC and the media (in any of cases equivalent to those outlined above), the PCC should inform the Engagement and Communications Team of their liaison with the media so they are prepared to deal with any subsequent media enquiries or consequences of the likely coverage from that liaison. (This also applies to section two below where the PCC may be approached directly by the media to provide a reactive statement.)

Approvals – all media releases should be approved by the relevant spokesperson after the content has been checked and approved by the relevant OPCC officer, according to the nature of the release. (Approvals are also required by partner organisations, where relevant, and a record of the approvals should be kept for audit purposes.)

2. Reactive statements and responses

It is extremely important from a public relations and accountability perspective that the OPCC does not appear faceless. All media responses should be issued in the appropriate name in order that the OPCC appears (and is) transparent and accountable for its actions. Research shows that the public are more likely to believe something attributed to a real person rather than an anonymous spokesperson and therefore reputation is better managed by quoting real people. Many of the media enquiries received by the Engagement and Communications Team tend to be of an operational nature and can be potentially negative. However, the OPCC has a duty to be accountable to the public and all reactive responses should therefore be provided to the media in the name of the PCC.

- In certain circumstances it may be appropriate for the Chief Executive to be quoted (for example if the enquiry relates to an investigation into the conduct of the PCC).

Approvals – all statements and responses should be approved by the relevant spokesperson after being checked by the relevant OPCC officer who can check the response for accuracy. Where an issue is high profile, the response should be copied to relevant others for information – including partners where appropriate. (A record of the approvals should be kept for audit purposes.)

3. Dealing with the media

It is appropriate for the sake of providing an effective media relations service, enabling a culture of continual improvement, transparency, accountability and for the sake of following the most recent guidance on dealing with the media (particularly following the Leveson Inquiry), that a log of contact with the media is kept. Any verbal, email, or face-to-face dealings with the media should be recorded and the following information included:

- Date and time
- Proactive (instigated by the OPCC) or reactive (instigated by the media or another party)
- Contact name and contact details (including media outlet)
- Nature of the enquiry
- Any supplementary information
- What we issued (proactive release) or how we responded (reactive statement)
- Details of approval of release or statement
- Date and time of response
- Outcome of coverage (positive, neutral or negative and extent of coverage of key messages – link to shared media monitoring with the force: currently Melt Water)

In the current absence of sophisticated media recording software, the above information is recorded on an Excel database. This is used to populate the internal weekly Media Briefing, which is provided to the Chief Executive, PCC and subsequently to all OPCC employees for their information.

Where sensitive information is being issued to the media, all internal OPCC employees should be informed in advance to avoid colleagues reading important stories about the PCC or the OPCC in the media instead of having been briefed directly.

The Leveson Inquiry made recommendations on how informal contact with journalists, previously known as ‘off-the-record’ discussions should no longer be used:

- ‘Off the record briefing’ – should be replaced with:
 - **‘Non-reportable briefing’** – for background information not to be published but to allow the journalist the opportunity to understand the wider context of the story; or
 - **‘Embargoed briefing’** – where the information is not for publication until a specified time or event

- In both of the above cases, it is essential that the OPCC officer and the journalist are both explicitly aware of which type of briefing applies to the discussion or exchange of information.

4. Events and Invitations

The OPCC and partners organise and manage events on a regular basis. The Engagement and Communications Team can organise and/or provide advice on events management. In addition, it may be possible, where needed, to seek extra resource and support on events from South Yorkshire Police's Corporate Communications Department. Officers requiring event support, or publicity support around events, should make the Engagement and Communications Team aware of the event within a reasonable timescale in order to ensure that appropriate publicity can be secured within the event timescales.

A key consideration from a communications perspective is to ensure that the relevant partners and special guests have been invited to events in a timely manner. It is important that the event organiser ensures that invitations are issued before any partner who may receive an invitation, is approached by the communications officer with a draft media release and proposed quote for approval. This avoids any confusion or embarrassment within the invitation process.

Media releases and photo opportunities will be issued regularly when the PCC is attending events, specifically when he is speaking or presenting. These will be promoted in line with the PCC's Strategic Priorities, as detailed in the Police and Crime Plan: Protecting vulnerable people; Tackling crime and anti-social behaviour and Enabling fair treatment.

5. Liaison with SYP Media Team

Though the Corporate Communications Team at SYP shares some resource with the OPCC Engagement and Communications Team, it is not appropriate to share media relations resources as this, in many cases, would create a conflict of interest as the OPCC's key purpose is to hold the force to account. However, where appropriate, the SYP Media Team should be informed of any announcements made by the OPCC in advance of sharing with the media. This will assist the SYP media team in preparing any potential response from their side.

Fiona Topliss
Engagement and Communications Manager
7 April 2015



South Yorkshire Police and Crime Commissioner

CONSULTATION AND ENGAGEMENT PROTOCOL

2015-2016

South Yorkshire Police and Crime Commissioner

Consultation and Engagement Protocol

The consultation and engagement protocol is a tool for the Police and Crime Commissioner (PCC), the Chief Executive, the senior management team and other employees at the Office of the Police and Crime Commissioner (OPCC) to provide clarity on the processes involved in consulting and engaging with stakeholders on behalf of the PCC.

All employees are links between the OPCC and stakeholders, however the Engagement and Communications Team co-ordinates the consultation and engagement channels and activities on behalf of the PCC. This protocol outlines the approach to consultation and engagement as well as the procedure for instigating or arranging consultation and engagement activity.

Consultation and engagement with communities ensures that police and crime services are focused on the needs of the communities they serve, including those that are hard to reach.

In due course, the OPCC should seek to join up with partner organisations on consulting and engaging with communities. This will allow for a more holistic and meaningful consultation with stakeholders and will reduce the risk of consultation fatigue, where a range of partners are asking questions of the public during similar timeframes.

The OPCC's goal of carrying out consultation and engagement activity is to work with partners to actively seek the views of stakeholders. These views should then be taken into account as part of the decision-making process, both in terms of holding SYP to account, and in establishing police and crime priorities as part of the budget setting process and commissioning services.

1. Five principles and aims of engagement and consultation

- I. To ensure that stakeholders are aware of the OPCC's approach to consultation and ongoing consultation activity by:
 - Publicising consultations using a variety of methods including media releases, on the website and using appropriate social media channels.
- II. To ensure that consultation is transparent and accessible by:
 - Adopting approaches that maximise participation and response rates.
 - Identifying networks and mechanisms to consult with hard-to-reach communities.
 - Ensuring that consultation activity is accessible in terms of venues, use of plain English and offering a choice of response methods.

- Providing information in alternative formats such as braille, audio and translation into other languages if required, ensuring that our website meets a high accessibility standard.
 - Setting realistic timescales for consultation (where these are within control of the Engagement and Communications Team).
- III. To ensure that the consultation process is well planned and coordinated hence achieving value for money by:
- Seeking opportunities to deliver joint initiatives with partners to avoid duplication and share resources and avoid consultation fatigue.
 - Making the most of existing groups and networks (through our emerging and developing stakeholder lists).
- IV. To deliver engagement and consultation that is effective by:
- Ensuring that colleagues have the necessary skills and resources to enable them to undertake effective consultation and facilitate effectively.
 - Implementing quality standards that will apply to all engagement and consultation activity.
- V. To provide feedback to those consulted and the wider public on the findings of consultation activities and actions taken, as a result by:
- Ensuring that feedback is fed directly into the policy development and decision-making process and ensuring that the Communications Officer is kept informed of engagement and consultation activity and outcomes in order that publicity on outcomes can be planned.

2. Consultation overview

Budget setting

Consultation activity should take place every January by way of an online budget simulator and face to face, online and telephone opportunities for stakeholders to have their say on priorities in the setting of the Council Tax precept.

Police and crime priorities

Representatives from the OPCC should attend a range of meetings and events throughout the year, such as local fayres and shows (e.g. Penistone Show, Rotherham Show and Lowedges Festival etc).

Specific issues

Throughout the year, in line with the topical themes calendar of awareness days, weeks and initiatives, consultation will take place on a range of specific issues in line with the PCC's priorities and through tapping into other consultation activity taking place. The need to share intelligence and public feedback across public and voluntary sectors is increasing in order to make best use of limited public funding and resources.

Public meetings

The PCC will attend a range of public and community meeting throughout South Yorkshire, often alongside South Yorkshire Police colleagues, to speak with members of the public on issues relating to crime and disorder and criminal justice. Many of these will be on invitation by groups and individuals but the Engagement Team will also seek out appropriate meetings for the PCC to attend, especially where there are community issues relating to crime and disorder.

In holding SYP to account, it is appropriate that some of the PCC's management meetings such as the Governance Advisory Board, should allow for a non-restricted element through which the public can attend and participate in questions and answers either in person or online (via webcasting).

3. Engagement

Engagement days

In order to provide proactive approach to engaging with communities we will be looking to establish a programme of engagement days, which can be kept free and therefore flexible for the PCC to have appointments with stakeholders arranged and also to attend public meetings and events arranged by partners etc.

Engagement calendar

In addition to the monthly engagement days kept free to allow the PCC some flexibility in engaging with stakeholders, an engagement calendar will also be developed whereby the OPCC arranges for the PCC or an alternative OPCC representative to attend public meetings and meetings of specific community groups so that the PCC is tapping into networks that already exist in order to reach people who are truly representative of the communities the OPCC serves and also to achieve value for money.

Engagement visits to commissioned services

Once the PCC has commissioned services in South Yorkshire, it is important that the OPCC keeps abreast of how the service is performing. A series of visits to such commissioned services should therefore be developed, ideally in line with the topical themes calendar to provide media opportunities at the same time as maintaining an interest in what commissioned services are achieving.

Commissioned engagement activity

Activities such as school tours (for example the recently commissioned Amelix tours) should also be informed by issues raised as areas of concern by the public in the summer engagement and consultation activities. This allows the OPCC to help prevent anti-social behaviour through engagement with young people. Where there is a link to one of the PCC's priorities, services may also be commissioned in line with the communications plan – for child sexual exploitation (CSE) for example, the PCC may

wish to commission educational resources for schools, jointly with partners, on helping to prevent CSE.

4. Dealing with stakeholders

Engaging with stakeholders is everyone's job but where specific consultation or engagement is required (which is not already outlined in the engagement and communications strategy or engagement calendar) with stakeholder groups, the lead officer should:

- Allow at least two months' notice (where possible).
- Inform the Community Engagement and Communications Manager.
- Make the request for consultation or engagement activity in writing including:
 - Type of consultation / engagement required
 - Date required by
 - Expected outcomes of consultation / engagement activity
 - Target stakeholder group
 - Details of related project
 - Expected costs of the consultation / engagement activity

Stakeholder lists

The following are to be further developed into a comprehensive list of stakeholder groups with key contacts and contact details. The lists will help renew and refresh the OPCC's engage-it database in line with data protection legislation.

- South Yorkshire residents
- Councillors of the four South Yorkshire councils
- Police and Crime Panel
- Community panels (by linking in with the South Yorkshire councils)
- Parish councils
- Businesses and business organisations
- Voluntary and community groups and organisations
- Special interest groups
- Communities and neighbourhoods
- Groups of people defined by a common factor such as age, disability, gender, LBTG, ethnicity etc.
- Community groups (TARAs)
- Neighbouring forces
- Crime prevention agencies
- Safer Neighbourhood Teams
- NHS trusts and organisations
- Fire and rescue services
- Academics/researchers
- Media outlets

5. Linking with and assessing SYP engagement activities

The PCC has a duty to ensure that SYP is effectively engaging with communities via its Local Policing Teams and other means. As such, the OPCC manages an engagement review group (see briefing developed in October 2014 for more detail). In addition to ensuring that the force is effectively engaging with communities, there is further scope for the OPCC and SYP to make the most of joint consultation and engagement activities, where appropriate and where no conflict of interest would occur (for example on specific issues and campaigns rather than on developing police and crime priorities and on holding the force to account, as these are examples where clearly, the OPCC would need to remain autonomous).

6. Consultations and engagement channels

The channels below provide an insight into some of the channels the OPCC will use to consult and engage, though the list is not exhaustive.

- Websites
- Facebook, Twitter and other social media (LinkedIn and Youtube to follow)
- Direct email using Engage-it (email subscription service)
- Questionnaires and surveys
- Drop-in sessions
- Public meetings (quarterly)
- Focus groups
- Bulletins and where appropriate leaflets or online fact sheets
- Written communications with key stakeholder groups
- Existing community-based meetings

Events and networks

Where possible, rather than running its own events, the OPCC will aim to piggy-back events already taking place in order to ensure optimum attendance and to avoid duplication of events. This also helps the PCC to tap into networks of target stakeholder groups rather than trying to re-invent the wheel and risking developing an industry of special interest groups which may not be as representative as those already in existence.

7. Longer-term approach to more collaboration

The OPCC aims to shift from informing to involving stakeholders through effective engagement and consultation and all importantly, to ensure that outcomes from this activity do inform policy development and decision-making. The below Wilcox model on effective participation demonstrates what the OPCC aims to move from (at the top) to what it seeks to move to (at the bottom). It demonstrates how consultation informs broader engagement, which leads to working collaboratively to solve problems for better community outcomes.

Levels of Community Involvement:

Information: Telling people what is planned; sharing knowledge.

Consultation: Identifying problems; checking preferences against a number of options; listening to feedback.

Deciding together: Encouragement to create additional ideas or options; deciding jointly on the best way forward.

Acting together: Here, different interested do not only decide together what is best, but they form a partnership to carry out the joint decision.

Supporting: supporting independent community initiatives through funding, advice and other resources.

Source: D. Wilcox (1994) The Guide to Effective Participation

Fiona Topliss
Engagement & Communications Manager
7 April 2015



South Yorkshire Police and Crime Commissioner

SOCIAL MEDIA POLICY

2015-2016

South Yorkshire Police and Crime Commissioner

Social Media Policy

1. Introduction

Communication (both ways) through social media is instant and can be wide reaching. In addition to the registered followers of a social media account, where followers share content with their own networks, the reach of communication is extensive. It is therefore essential that the OPCC's social media accounts are effectively administered, managed and monitored.

Social Media is an evolving engagement tool that can be used along with traditional media channels to inform stakeholders and as such, it is already being incorporated into communications plans for projects and campaigns. Though previously, the OPCC's social media accounts were primarily used for messaging, social media is about engagement and is capable of more than just messaging but through the right channels and with the right management, it should be used effectively for engagement and two-way communications. The OPCC is now ready to move to a more engaging use of its social media channels and this policy outlines how that should happen.

2. Channels

With the goal of ensuring the OPCC makes best use of social media, accounts for the following social media channels are / will be established, to enable stakeholders to engage through social media. The channels below are either in place already or will be adopted:

Twitter (current)

Written word and imagery (for messaging restricted to 140 characters but ability to attach links to website and further information)

Facebook (emerging)

Written word and imagery (for messaging no restrictions on characters)

Linked In (new)

Written word and imagery (for articles, messaging, networking and powerpoint - no restrictions on characters)

You Tube (new)

Video (for film footage, animation, powerpoint etc)

3. Managing social media accounts

The Engagement and Communications Team (primarily the Communications Officer and the Engagement and Communications Manager) will manage the OPCC's social media channels, including password management and use of the channels to provide information to followers on key issues, campaigns, events and in emergency situations, as well as responding to queries and questions on particular themes raised by followers.

Responding on general themes demonstrates that the OPCC is engaging and responsive, whilst keeping responses manageable rather than responding to every single comment made. A common sense approach should be taken in keeping responsiveness balanced and manageable.

A training programme for those involved in the administration of the OPCC's social media accounts will be implemented.

4. Monitoring

The OPCC has previously agreed with the SYP corporate communications team that it will share the contracts for social media monitoring, which are currently with Meltwater and RepKnight. The contracts are due for review and as such the following alternatives (plus any others considered suitable by the SYP Engagement Team) should be researched:

- Crowd Control
- Hootsuite
- Sprout Social

Google alerts are also currently set up for more general notifications of online coverage and the OPCC will begin using Google Analytics to better effect.

Analysis should be undertaken to assess campaigns and to encourage more followers to sign up to receive information through social media. Comparisons will be made over time to analyse how stakeholders engage with the OPCC, either through traditional communication channels or through social media channels, and findings will be used to inform future strategies.

5. Social media policy statement

The following social media policy statement defines how the OPCC will manage its social media presence and the statement should be published on the OPCC website (www.southyorkshire-pcc.gov.uk) and a link to this page provided on all OPCC social media accounts.

Content

The OPCC will issue messages through social media channels both instantly during the working day and by scheduling messages through social media management software out-of-hours. Emergency information will be issued 24/7 as required, in conjunction with

SYP and emergency response partners. Those who register to receive information from the OPCC's social media accounts can expect to receive the following:

- Direct and scheduled messages on key issues and campaigns.
- Information on OPCC activities and events.
- Invitations to provide feedback on specific issues the OPCC is consulting on.
- Occasional live coverage of events (e.g. Governance Advisory Board Meetings and public meetings).
- Shared information from other organisations that the OPCC feels is relevant to its stakeholders / followers.
- Information from primary response partners on emergency issues as they occur.

Engagement with organisations and individuals through social media

The OPCC will follow or like the social media accounts of other relevant organisations, including but not exclusive to:

- SYP and its SNTs
- Governmental organisations
- Partner organisations such as councils, fire and NHS
- Crime prevention organisations
- Community groups (such as TARAs)
- Victim support organisations
- Criminal justice organisations
- Special interest groups (e.g. disability groups, BME groups, LGBT groups etc)
- Other OPCCs
- Media organisations
- Organisations relevant to key initiatives and campaigns

Organisations or individuals who follow the OPCC on Twitter or like the OPCC on Facebook, will not automatically be followed or liked back. This is to:

- Enable those who administer the OPCC's social media accounts to prioritise who is responded to and when.
- Avoid wasting resources on spam handling.
- Manage the content of the OPCC's accounts in terms of what will automatically be displayed.

Being followed or liked by the OPCC does not imply endorsement of any kind. Comments and images posted by followers on the OPCC's social media accounts do not necessarily represent the views of the OPCC or the PCC.

Engagement and responsiveness in social media monitoring

The Engagement and Communications Team will monitor stakeholder comments and feedback and will respond on themes rather than on individual comments between 9am and 5pm Monday to Friday and, where appropriate, out of hours where key issues, events or emergencies may have occurred.

Replies in relation to themes raised by social media followers will be made within a target of 24 hours and where appropriate, followers will be advised that further engagement will continue through other communications channels such as email and telephone to ensure the protection of personal information and details. Such will be the case where stakeholders raise an issue which they wish to be dealt with via the Freedom of Information (FOI) process. The approach to use social media for raising FOI requests will be developed as the OPCC establishes its new approach to the management of the FOI process in the coming months and this policy will be adapted in this respect in due course.

The OPCC welcomes constructive and open feedback and where this is presented via social media, the OPCC will acknowledge appreciation of the feedback and a broad response on what will happen as a result of receiving the feedback. However, the often 'anonymous' nature of social media, lends itself to inviting comments presented by stakeholders, which at times may be inappropriate or offensive. Where this is the case, the comment may need to be ignored where it would do more harm than good to respond, or be removed.

The OPCC expects that opinions and debate presented by followers of its social media accounts will be done in a respectful manner.

The OPCC does not agree with or endorse every comment that individuals post on its pages. The aim of using social media is to share information and engage with stakeholders and the OPCC policy is to accept the majority of comments made to its profiles. However, a comment will be deleted if it contains:

- Hate speech
- Profanity, obscenity or vulgarity
- Nudity in profile pictures
- Defamation to a person or people
- Name calling and/or personal attacks
- Comments whose main purpose are to sell a product or service
- Comments that infringe on copyrights
- Spam comments, such as the same comment posted repeatedly on a profile
- Other comments that the OPCC engagement and communications team deems to be inappropriate

All links posted as comments on OPCC posts will be reviewed and may be deleted.

Repeated violations of the OPCC social media policy may cause the follower breaching the policy to be blocked from OPCC social media accounts.

The OPCC Engagement and Communications Team may not see every inappropriate comment immediately, and is therefore trusting in followers to ignore inappropriate comments and negative speech, to respond politely or inform the engagement and communications team if they see anything they deem to be offensive or inappropriate.

Please contact media@southyorkshire-pcc.gov.uk if you have any questions.

Fiona Topliss
Engagement and Communications Manager
7 April 2015

Annex One - Social Media Guidelines for Employees

– Administrators and users of the Council's Social Media Accounts

Whilst social media increases the range of communications channels the OPCC can use to engage with stakeholders, there are risks attached. The onward distribution of material cannot be controlled, and once posted to an initial target audience, material can be posted anywhere through the networks of each individual within that audience and beyond.

For this reason, the OPCC needs a clear policy for social media use and these guidelines, which form part of that policy, have been developed to ensure appropriate use of social media in the workplace and through personal use.

These guidelines have been developed to protect the OPCC's reputation and provide guidance to employees on the effective and safe use of the OPCC's social media accounts for their own protection.

The guidelines apply to all those who are involved in the management and administration of the OPCC's social media accounts, based in the engagement and communications team.

Management of the OPCC's social media accounts

OPCC employees considering the use of, or wishing to use, social media as a channel for an OPCC project or campaign should refer to the social media policy.

Where a project specific campaign is established on a social media channel, this must be developed in liaison with the engagement and communications team to avoid any messages clashing with or confusing other campaigns, to maximise impact, to agree a suitable and defined period of time for the campaign, to ensure that the OPCC's logo and brand guidelines are adhered to and to ensure that a clearly established management and monitoring procedure is in place.

Appropriate use / management of OPCC social media accounts by employees

OPCC employees with administration responsibilities for the OPCC's social media accounts, will be based in the Engagement and Communications Team. They should:

- Not use their personal social media identities for this purpose. Log-in to the accounts should be:
 - directly through the log-in for the corporate account.
- Be aware that an organisation may be held responsible for something an employee has written or said if it is on behalf of the organisation.

- Check the appropriateness of statements from other websites or social media channels that are being re-tweeted, re-posted or linked to the OPCC's accounts.
- Be aware of when to escalate an issue that has been notified through social media, through appropriate escalation channels.
- Never request or disclose personal information or details through social media channels.
- Be aware of when to advise stakeholders to communicate through more secure channels such as email and telephone.

Access to the OPCC's social media accounts and permission to respond to stakeholders through these channels will only be provided once the relevant training has been undertaken.

Social media training

Training should be provided to all employees who will administer and manage social media accounts on behalf of the OPCC. Training should include:

- An overview of social media and the social media accounts that the OPCC operates / will operate.
- A guide to the language and tone to be used in OPCC responses (e.g. less formal language than that used in some other written communications).
- Guidance on developing template responses to enable standard responses to common enquiries to be issued (a suite of template responses should be continually reviewed and added to in line with the nature of enquiries and requests received through social media).

When not to respond

The OPCC will not respond to spam postings, abusive postings and the social media policy outlines the type of posts that will be deleted. Continual inappropriate or abusive contributors to the OPCC's accounts will be blocked.

Escalation of issues

The usual escalation channels when dealing with stakeholders will apply and social media administrators should refer stakeholders to the relevant officer for each specific enquiry or to the relevant OPCC policy or procedure (e.g. the complaints procedure).

Security and Data Protection

The nature of social media requires extra vigilance in the avoidance of disclosure of personal details and confidential information.

Annex Two – Personal use of social media

The OPCC's social media policy sets out how the OPCC will use social media to engage with stakeholders and identifies the social media platforms where OPCC accounts are / will be established. These are:

- Facebook
- Twitter
- LinkedIn
- Youtube

These guidelines have been developed to protect the reputation of the OPCC and provide guidance to employees on the effective and safe use of social media for their own protection.

The guidelines apply to all OPCC employees engaged on OPCC business (including those working with partners), and personal use of social media where it could be deemed to have an impact on the OPCC's reputation.

Personal use guidelines

It is important that employees are aware that posting information on social media about personal issues may not always be isolated from their working life given that any information published through social media can be accessed around the world within seconds and will be publicly available for all to see.

Employees should not make reference to their employment in the OPCC on a personal social media account (other than on professional networking sites such as LinkedIn). If they have a social media account or intend to create such an account, they should follow the advice below:

- Be aware of the OPCC's social media policy and guidelines for using social media.
- Do not engage in activities through social media channels that might bring the OPCC into disrepute.
- Never reveal information which is confidential to the OPCC and never include contact details or photographs of colleagues partners or OPCC stakeholders without their permission.
- Where possible, do not accept OPCC stakeholders as 'friends' on personal accounts.
- Under no circumstances should offensive comments be made about the OPCC, SYP, OPCC stakeholders, colleagues or partners.
- Be mindful of the time of day they make comments or posts through their social media accounts and the perceptions others may make from this.

In using a social media site for personal use, employees should:

- Be aware that even though they have not identified that they work for the OPCC on their social media accounts, people who know them or know of them may be

aware of their employment status and therefore they may associate any comments employees make with the OPCC.

- Be aware of the potential risk of accepting friends to their account as the comments of friends, or friends of friends, may be visible through their social media account and they may therefore be associated with these comments.
- Be mindful of the security of their social media account and ensure they use a secure password, never share their password with anyone and if they believe their password has been compromised, ensure that they change it.
- Be aware that although they may not directly copy the OPCC into comments they make, the OPCC / SYP's social media monitoring software may flag up any reference they make to the OPCC or SYP.

Any breaches of the social media guidance will be dealt with through the OPCC's disciplinary process.

REPORT TO SOUTH YORKSHIRE POLICE AND CRIME PANEL

| | | |
|-----------|----------------------|--|
| 1. | Meeting: | SOUTH YORKSHIRE POLICE AND CRIME PANEL |
| 2. | Date: | 19 OCTOBER 2015 |
| 3. | Title: | POLICE STAFF VOLUNTARY ENHANCED REDUNDANCY (VER) SCHEME |
| 4. | Organisation: | POLICE & CRIME COMMISSIONER |

Purpose of the Report

5. The purpose of this report is to explain the rationale behind the need for a Voluntary Enhanced Redundancy (VER) scheme and provide details of the redundancy rates, as requested at the Panel meeting on 11 September 2015.

Recommendation

6. It is recommended that the Panel note the contents of this report.

Background

7. South Yorkshire Police introduced a Voluntary Enhanced Redundancy (VER) Scheme in response to the changing economic climate, unprecedented budget cuts and the need to reshape the organisation in order to meet future funding settlements. The VER scheme has been used selectively to target those areas of the force where reductions in staff will need to be made.
8. Savings and/or additional income of up to £17m were required in order to balance the budget for 2015/16. It is forecast that a similar amount will be needed in 2016/17. With the majority of Force costs being employee costs, it is estimated that up to 300 staff posts will be lost over this period. Neither the Commissioner nor the force currently has a budget for redundancy costs. Therefore in order to make the redundancy costs self-financing (i.e. redundancy costs met from savings in salary costs) it was estimated that the majority of the staff posts to be lost needed to be removed by July 2015. This was only possible by using the VER scheme.
9. The overall approach to achieving post reductions has involved a combination of the following:
 - Effective Workforce planning & Vacancy Management & Deletion, including natural wastage
 - Redeployment and retraining of staff
 - VER & Compulsory redundancy
10. The efforts of the Force will be to maximise the redeployment and retraining opportunities to minimise exit costs. However the scale of the reductions necessary in 2015/16 has involved the use of VER in view of the need for staff posts to be lost by July 2015.

The Current Scheme

11. A voluntary enhanced redundancy scheme was developed in consultation with UNISON, Unite & GMB and had the approval of the Police Authority in October 2010. Since then South Yorkshire Police and the Police and Crime Commissioner (PCC) have agreed voluntary redundancy provisions with some minor alterations. The current provisions take into account advice from ACAS and existing redundancy schemes applied throughout local government in our area.
12. In line with statutory redundancy conditions, the Enhanced Voluntary Redundancy Scheme is only open to employees of the Chief Constable or Police and Crime Commissioner with 2 years' service or over (including those on Fixed Term contracts). The granting of any voluntary enhanced redundancy remains purely at the discretion of the organisation. Therefore, there is no right to severance or early retirement under this scheme.
13. The Chief Constable and Police and Crime Commissioner have power, in law, to enhance the statutory redundancy payments of any employee who has 2 or

more year's relevant service. Under this scheme, for a limited time, enhanced benefits are available over and above the statutory entitlements, as described in column (c):

| Discretion (a) | Statutory Entitlement (b) | Enhanced Benefits (Discretionary Entitlement) (c) |
|--|---|--|
| Basis for calculation of a week's pay | Employees' actual salary to be used up to a current maximum of £475 per week. | Employee's actual weekly salary to be used in all cases, without reference to statutory maximum. |
| Number of week's service to be used in calculating redundancy payment. | Use of Statutory redundancy pay table | Number of weeks service enhanced by a factor of x 2 – subject to a maximum of 60 weeks' pay |

14. Over the last two years the Force has released staff on VER: 25 in 2014 and 151 in 2015. This has cost a total of £3.4m at an average cost per individual post of £19,359. Had those same individuals been made compulsorily redundant, the overall cost would have been slightly less at £3.1m: an average cost per individual post of £17,813. However, additional costs would then have been incurred because of the length of time compulsory redundancies would have taken to implement: there needs to be consultation, the creation of a selection process and then a 12 week notice and redeployment process. Based on the 176 individuals made redundant, had these involves compulsory redundancy the additional time involved would have cost the Force a further £0.9m in salary costs: i.e. VER involved an overall saving of £0.6m compared to the costs of compulsory redundancy.
15. By adopting a VER scheme, it has allowed the Force to achieve the required reductions in staffing levels relatively quickly. Furthermore, there have been no legal challenges which almost inevitably arise with compulsory redundancies. It is frequently significantly cheaper to offer VER with a short leaving date than to incur the salary costs through the process of consultation, selection and redundancy notice period combined with the required payment for compulsory redundancy
16. In terms of Pensions strain costs - under the Local Government Pension Scheme (LGPS) if a person, age 55 years or over, is **made redundant either voluntarily or compulsorily**, they are automatically entitled to access their pension without the reduction that normally applies when a pension is accessed early. Dependent upon the individual's age, and length of service, the strain costs can be significant. Under a Voluntary Redundancy scheme, the level of strain costs is always a major consideration in making the final approval process. Thus VER can help the Force refuse applications on this basis, it is not the case for compulsory redundancy.

Key points

17. An enhanced scheme encourages more people to apply for voluntary redundancy. It allows the individual to leave the organisation quickly, through choice and maintains their dignity. This also has an impact upon the rest of the Force and can maintain levels of engagement with those staff that remain. It can also avoid the trauma and cost associated with going through unnecessary de-selection processes that would otherwise affect a large number of individuals.
18. Nationally there appears to be a greater willingness by Trade Unions to challenge enforced reductions in the overall workforce profile. This has the potential to put additional pressures on Force performance and reputation.
19. The scheme is discretionary with the decision to approve solely with the Force – there is no right of appeal.
20. The decision to approve VER is based upon a number of factors to ensure there is no loss of skills/experience and that business continuity and performance is not compromised. Factors include:
 - Overall Public Value for Money
 - Costs and benefits to South Yorkshire Police and the public it serves
 - Impact of deletion of the post.
 - Skills gaps, retention need and the cost of re-training / re-skilling.
 - Ability to redeploy into another role
 - Exceptionally – personal circumstances.
21. In order to gain maximum savings from staff leaving on VER the scheme is targeted earlier in the change implementation process. This negates the need to engage those staff who have made the decision to leave through VER in the implementation/consultation/selection for roles.
22. The process was developed in consultation with the Trade Unions and they have supported the use of a VER scheme to help manage the reduction in the Police Staff headcount. To date the scheme has operated successfully without any legal challenges.

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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