

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

**Date:- Friday, 4 March 2016 Venue:- Town Hall, Moorgate Street,
Rotherham. S60 2TH**
Time:- 11.00 a.m.

POLICE AND CRIME PANEL AGENDA

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 Dawn Mitchell, Senior Democratic Services Officer (dawn.mitchell@rotherham.gov.uk) 01709 822062.

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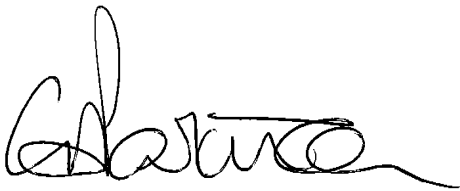
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1. To consider whether the press and public should be excluded from the meeting during consideration of any part of the agenda.
4. To determine any item which the Chair is of the opinion should be considered as a matter of urgency.
3. Apologies for Absence.
4. Questions from Members of the Public.

5. Questions from Members of the Panel.
6. Minutes of the Previous Meeting held on 27th January, 2016 (herewith) (Pages 1 - 12)
7. Putting Safety First - South Yorkshire Police and Crime Plan 2013/17 - (Renewed March 2016) (herewith) (Pages 13 - 40)
8. Police and Crime Commissioner's Public Engagement Activity (report herewith) (Pages 41 - 46)
9. Complaints Procedure and Update. (Pages 47 - 52)
 - (a) Report of the Legal Adviser – Update on the Operation the Complaints Procedure (herewith)
 - (b) Revised Complaints Procedure (herewith)
10. Dates of Future Meetings
Friday, 15th March, 2016 11.00 a.m.
27th May



C. 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, Campbell, Otten and Richards

Independent Members – Mr. A. Carter and Mr. S. Chufungleung

The South Yorkshire Police and Crime Panel Website can be found at Southyorkspcp.org.uk

POLICE AND CRIME PANEL
Wednesday, 27th January, 2016

Present:-

Barnsley Metropolitan Borough Council

Councillor R. Frost

Doncaster Metropolitan Borough Council

Councillor A. Jones

Councillor G. Jones

Sheffield City Council

Councillor Armstrong

Councillor J. Campbell

Councillor S. Mair-Richards (**in the Chair**)

Councillor J. Otten

Co-opted Member

Mr. A. Carter

Apologies for absence were received from Councillors C. McGuinness (Doncaster), C. Vines (Rotherham) and E. Wallis (Rotherham) and Mr. S. Chufungleung (Co-opted Member).

F37. QUESTIONS FROM MEMBERS OF THE PUBLIC

37.1 It was noted that a question had been submitted from a member of the public that had been asked on a number of occasions. The member of the public concerned was not present at the meeting, however, the Chair ruled it as being out of order due to it being repetitious and the questioner having been previously told that it was a procedural matter which had been submitted to the Chief Constable.

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

“Despite recently being the victim of an armed robbery, I am not someone who wants the sight of armed police on the streets of Sheffield to become familiar or normal.

Is the PCP or PCC able to comment on any conversation they had with the Chief Constable or the PCP with the PCC in respect to the armed police on patrol in Sheffield city centre over the Christmas period?

Were they or the PCC consulted on the matter or was it handed down from the Home Office as a fait accompli?

If so, where does this leave the so called democratic control of the Police that the PCC is supposed to represent?”

37.3 The Police and Crime Commissioner replied that, as far as the Police were concerned over the Christmas period, it was a reaction to the attacks in Paris. The judgement was taken, which was not dictated by the Home Office or the Home Secretary but were local judgements taken, not just in Sheffield, but other local centres and Chief Constables put some armed police in centres like Meadowhall and city centres in order reassure people. The Police and Crime Commissioner had not been consulted. There had been a reaction from the public mainly favourable but not everybody. It was thought that the Chief Constable would reflect upon the reactions and think about that if he feels needs to do anything like that again. The Commissioner did not see it as being routine and depends upon the level of threat that is perceived by an individual Chief Constable. The Commissioner and Chief Constable do discuss things but it was his decision at the end of the day.

37.4 As far as armed officers are concerned yes there were armed officers but they were not visible to the public; they were in cars going about South Yorkshire 24 hours a day but you did not see them because the Force needed them to respond immediately if there was an incident.

37.5 Councillor G. Jones reported that Doncaster Council had been made aware that armed police were going to patrol particularly in the Frenchgate Centre in Doncaster and told that was happening following the issues in Paris. One complaint had been received about the armed police being on the streets, however, Councillor Jones had spoken to people subsequently who were reassured equally in that measure. It was a one-off particularly following those fateful attacks and hopefully would never see it again but it had certainly given reassurance to most people.

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

(a) "How does the Police and Crime Commissioner feel about moving the Fire Service and Police Force together. As the Police Force seem to suffer changes about every two years could they not be left to settle down to the local Police team working before more changes take place. These changes always have a grave impact on partnership working which then impacts on the public.

(b) How valuable does the Police and Crime Commissioner see the Confirmer system set up by South Yorkshire Police and used in partnership with Neighbourhood Watch and if he approves of it could he ensure that the Force use it for crime information. Instead of ignoring it because they have not time. Is this not a waste of money?"

37.7 With regard to question (a), the Police and Crime Commissioner agreed that there had been turbulence happening within the Police Force and it did need to settle down and embed and the local Police teams needed a period of stability to settle. As far as collaboration and partnership possibly with the Fire Service concerned, there was an agenda now which was not being driven by the Force locally, South

Yorkshire had its own ideas about collaboration with the Fire Service, but it was very much from the Home Office and Home Secretary. This appeared to be the direction of travel from the Government and it seemed to be fairly clear at some point there would have to be discussion with the Fire and Rescue Services. That is not to say South Yorkshire did not value a partnership with the Fire Services as there were a number of things that could and were done together such as shared buildings for example the building at Maltby. That was the level at which the Force was taking things in that partnering/sharing way but recognises there were pressures coming from the Home Secretary.

37.8 With regard to question (b), the Police and Crime Commissioner felt it was a valuable service. It was maintained by South Yorkshire Police and performed a valuable service. It was the Commissioner's understanding that the Police were now so stretched in terms of officers and officer time that the ideal of them operating the system and sending down messages on a pretty regular basis will probably not happen because the personnel were not available. His advice would be for Neighbourhood Watch ought to meet with the District Commanders or with local Inspector to see what it could do to make it a better system.

F38. QUESTIONS FROM MEMBERS OF THE PANEL

38.1 Councillor Frost asked the following questions:-

(a) "I would like you to look at sharing buildings with the fire and ambulance services on 'out of town' sites to enable valuable sites to be sold and reduce running costs.

(b) Tackling crime and anti-social behaviour is a key priority and remaining committed to Neighbourhood policing. Already warranted officers have been moved to LPTs and now PSCOs are being centralised so we will miss their local knowledge built up over time. Is this the end of neighbourhood policing?

Penistone members are concerned that at certain times they will be left with no cover as travelling to Penistone can be delayed by traffic or weather problems. How can this be overcome?

(c) We are already seeing difficulties getting officers to PACT meetings and Crime and Safety Sub-Groups. How can Elected Members report problems/concerns to the Police? How do we set PACT priorities?

There were good links between Neighbourhood teams and Berneslai Homes HMOs responsible for anti-social behaviour where information was shared and appear to be lost. How can these links be restored?

(d) Crime is rising and the teams getting intelligence and with links to the community are being lost."

38.2 With regard to question (a), the Police and Crime Commissioner replied that the South Yorkshire Police and South Yorkshire Fire and Rescue Services were already looking at ways to share buildings and reduce costs for both services. Maltby was a good example of a shared facility and it was envisaged this would happen more over the next few years. They would also be looking at working with the Ambulance Service though this was more complicated because they operated on a Yorkshire-wide basis.

38.3 With regard to question (b), the Police and Crime Commissioner replied that he was committed to the concept of neighbourhood policing though the size of the Force had had to be reduced in recent years due to funding cuts.

The new Local Policing Teams had a neighbourhood focus and officers were being equipped with hand held computers that allowed them to stay in communities to write up their reports. They did not have to keep going back and forth to police stations.

Police Community Support Officers were being retained as part of the new Local Policing Teams as a pledge had been given that the percentage of PCSOs would remain at about 6% (225 PCSOs) for the next four years to 2020.

They were a vital resource for enabling communities to feel safe and as a source of local intelligence for the Police.

The Commissioner had given reassurances to Penistone residents that, despite the cuts, their concerns would be addressed and the local Inspector understood very well that some of the smaller or more remote communities must also be kept safe and feel safe.

38.4 With regard to question (c), the Police and Crime Commissioner reported that since there were fewer officers their attendance at community meetings was being reviewed. He would ask all local groups – TARAs, PACTs, Community Forums etc. – to talk to their local Inspector about how the Force could engage with them in the future. Local arrangements would vary. Some meetings may arrange for officers or PCSOs to attend on a less frequent basis. All groups could arrange for information to be passed electronically.

38.5 With regard to question (d), the Police and Crime Commissioner reported that not all crime was rising. In fact some crimes which concerned community groups a great deal – such as burglaries – were falling. It was vital that community groups worked with South Yorkshire Police to understand the new Local Policing Teams and to agree ways of continuing to share information.

This was one reason why the Commissioner was determined that the number of PSCOs would remain at the present number for the next four

years.

38.6 Mr. Carter asked the following question:-

“It relates to the decision taken by the Police and Crime Commissioner to move his office location from Regent Street in Barnsley to the Police Headquarters in Carbrook in Sheffield. I did have a little concern about what message that might give to the general public in terms of the independence of the PCC from the Police Force to be located continuously with him. I suggested, although I appreciate it is a matter entirely for the Commissioner’s for his consideration and determination, that it might be helpful if the address given at least indicated a certain separation from the Chief Constable and his Command Team.”

38.7 The Police and Crime Commissioner stated that the OPCC had very much taken the latter point Mr. Carter was making. He explained that clearly there was an environment where the PCC was having to save every penny possible and a principal motive for moving was financial and the move was going to save something like £100,000 a year. Consideration was then given as to where the OPCC would move to and, because the Police estate was shrinking, there were a number of options in terms of police stations, either whole or partly, and all had been considered and finished up with Carbrook which had space in it. The OPCC had moved into part of the ground floor and had a separate entrance and was separately badged. Mr. Carter was right in terms of what the OPCC put on their e-mail address, address and notepaper and must make the distinction absolutely clear. Perception was important and the PCC and OPCC had thought long and hard about that and in the end became an inhabiting factor before made the final decision. All things being equal Carbrook was the obvious place to go. Staff had moved in and been there for over a week.

38.8 The other key thing was in terms of the savings in petrol and people going backwards and forwards by Meadowhall to Barnsley. The Senior Command Team were highly paid people spending a good proportion of their life every month on the motorway stuck in traffic. .

38.9 Mr. Carter asked if the Commissioner was now required to pay relocation expenses to members of your staff by virtue of change of their office?

38.10 The Police and Crime Commissioner stated that there had been some cost in altering the building and the other costs of the kind you mentioned because changing terms of conditions. There would be some initial costs but it was then envisaged saving a lot of money.

F39. MINUTES OF THE PREVIOUS MEETING HELD ON 27TH NOVEMBER, 2015

39.1 Consideration was given to the minutes of the previous meeting of

the South Yorkshire Police and Crime Panel held on 27th November, 2015.

39.2 It was confirmed that a letter had been sent to the IPCC expressing the Panel's disappointment with regard to the lack of progress (Minute No. 30 CSE Update).

39.3 The Chair stated that the revised procedure for the initial handling of complaints would be kept under review (Minute No. 31 refers).

39.4 Arising from Minute No. 28.5(a) (the report by Professor John Drew), the Police and Crime Commissioner reported that the report had taken longer than initially hoped but was now in the process of being written up. There was some sensitivity around its release date due to the trials taking place at Sheffield Crown Court, however, all local authorities would have sight of the report before an announcement was made.

39.5 Mr. Carter asked if Panel members in future could receive the draft minutes of meeting in advance of the next meeting's agenda to allow submission of any possible questions to the Commissioner.

Action:- (1) That the minutes of the previous meeting held on 27th January, 2015, be approved for signature by the Chair.

(2) That Panel members receive the draft minutes as soon as possible after the meeting – Immediate.

F40. PRECEPT PROPOSAL FOR 2016-17

40.1 Consideration was given to a report, submitted by the Chief Finance Officer to the Office of the South Yorkshire Police and Crime Commissioner, containing information about the South Yorkshire Police and Crime Commissioner's proposed Council Tax precept for the 2016/17 financial year.

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

40.3 The Chancellor had announced the outcome of the Spending Review on 25th November, 2015, stating that the Government would protect overall Police spending in real terms over the spending review period, an increase of £900M in cash terms by 2019/20 which would provide funding to maintain overall Police force budgets at current cash levels.

40.4 The Spending Review also provided some Police and Crime Commissioners greater flexibility in their local funding decisions by allowing those areas that had historically kept Council Tax levels low to

increase the Band D Council Tax by £5. The 2015/15 Council Tax for policing in South Yorkshire was the eighth lowest policing Council Tax in England and therefore the “greater flexibility” was available to the Commissioner.

40.5 The Police Minister announced details of the Police Grant for 2016/17 on 17th December which stated that for 2016/17 direct resource funding for each Police and Crime Commissioner, including precept, would be protected at flat cash levels assuming that precept income was increased to the maximum amount available. This meant that no PCC would face a reduction in cash funding next year compared to this year and the majority would see marginal increases in their spending power.

40.6 An analysis of the grant funding position for Policing in South Yorkshire showed that funding from the Government, in respect of Police Grant and Formula Grant, would fall by approximately £1M in 2016/17. However, the Police Minister was able to suggest that funding for South Yorkshire would actually increase by £0.9M by assuming that Council Tax income would increase by £5 on a Band D property and that additional income would be generated by a small rise in the tax base.

40.7 The Police Funding Settlement was only for one year which made it difficult to undertake medium term financial planning. It also meant that assumptions had to be made as to the potential levels of funding for years beyond 2017 linked to the overall Home Office totals shown in the Spending Review document.

40.8 The net revenue budget for 2015/16 was £240.128M. On the basis of the funding settlement and assuming a Council Tax increase of £5 for a Band D property, the overall net revenue budget for 2016/17 would be, based on the current tax base and with no inclusion of the Collection Fund position, no more than £239.724M an overall reduction in resources of approximately £0.4M.

40.9 The overall forecast budget gap amounting to £10.5M. There was the potential for this to reduce following the determination of the tax base and collection fund position by the district councils. The gap would, therefore, need to be met from savings in revenue expenditure in 2016/17.

40.10 With employee costs representing approximately 90% of the revenue budget, it was likely that the majority of the savings would be found from reductions in employee numbers. Where such reductions involved severance/redundancy payments, the costs would be a feature of the Reserves Strategy. The approach to reducing such numbers would in part be determined by the review of operating structures which was being carried out and guided by the working assumptions set out in the Police and Crime Plan 2016-20.

40.11 The PCC would need financial reserves in order to ensure funding

was available to meet future commitments and avoid unplanned reductions in activity as a result of unforeseen or unbudgeted expenditure. The costs associated with legacy issues was not included in the revenue budget previously. There was no nationally recognised measure of the level of reserves but the Audit Commission suggested that most Chief Finance Officers regard an amount of between 3% and 5% of net revenue spending as a prudent level for general reserves.

40.12 The PCCs Reserves Strategy would be finalised as part of the budget process, however, during the current financial year the PCC had changed the planned strategy of using general reserves to contribute to funding the capital progress to preserving reserve levels for potential future legacy costs. This had resulted in planned review contributions to capital for 2015/16 being released back into reserves and the financing of capital spending replaced with borrowing.

40.13 In renewing the Police and Crime Plan 2016-20 Putting Safety First, there would be more emphasis of emerging themes of:-

- Victims of domestic abuse, human trafficking and hate crime
- Seeking to understand the causes of fatal road traffic collisions to enable greater prevention
- Developing an effective counter terrorism capability
- Ensuring an effective response to armed criminality within South Yorkshire
- Building confidence with the public and contributing to community cohesion

40.14 The following working assumptions would underpin all decision making:-

- Remaining committed to neighbourhood policing
- Deploying resources to areas of highest demand based on threat, harm and risk
- Finding ways to understand and address appropriately feelings of safety
- Distinguishing more carefully between demand that requires an appropriate police response and demand that is the primary concern of other partners
- Consulting public and partners about what they expect of South Yorkshire Police
- Encouraging the workforce at all levels to contribute towards improving service delivery
- Maximising partnerships with other forces, local authorities, emergency services and others in the criminal justice system at local, regional and national levels, where it makes for greater effectiveness and efficiency
- Embedding the Code of Ethics for policing in our culture

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

- The OPCC had organised two events with partners to look and map who was doing/providing what in particular areas and was there any duplication/overlap, could the resources be pooled and work together better. The message was coming back that everyone was squeezed and struggling with the financial situation but unless all agencies worked together the small resources available may be wasted so it was important all worked together
- The back office functions of HR, Finance, IT, Legal and Finance – were shared with Humberside and had resulted in a number of savings but there was more to be done. Priority based budgeting, a close look at activities to ascertain if any more savings could be made, was being undertaken. This not reflected in the budget as that work had only just commenced but it was hoped that more savings would be found during the financial year. There was already co-operation with other Forces with regard to specialist activities.
- The possible 50-60 jobs would go through natural wastage so the likely gaps were known. However, it was now becoming more difficult to redeploy given the vastly reduced workforce
- The £4.8M funding for Legacy issues was divided into two. Firstly, £2.4M for the potential costs of the National Crime Agency inquiry into CSE and the remaining £2.4M for the Hillsborough costs which were ongoing. What this figure represented was if there were additional costs, and there would be in both areas, the minimum that would certainly have to be found would be £2.4M. If South Yorkshire applied to the Home Secretary for a specialist grant and for it to be favourably looked upon, she had made it clear we would have to stand the first £2.4M of expenses which was roughly 1% of the total budget so as a precaution we need to have £4.8M in there
- The settlement going forward, unlike local authorities who were given some reassurance over the next 4 years the Police did not; the fund was for 1 year only. There was the flexibility relating to the ability of the Commissioner to raise the Council Tax £5 but it was not known if that would be available for the next year. The Commissioner had not been formally asked to sign off the budget for 2016/17 as work was still taking place to find ways of balancing the budget. As part of the budget process work was still underway in terms of the medium term forecast from April 2017 onwards. At the present time it was felt that the forecast would involve a flat line police finance settlement position probably assuming there would continue to be a reduction in Government grant but that those reductions would be offset by Council Tax increases as that appeared to be the assumption underlying the spending review. That would mean that the reductions

in spending would have to be found in future years to offset Government increases and costs increases

- It was not felt that a full collaboration of South Yorkshire and Humberside Police Forces was being moved to. The two Forces were working very closely together as it made sense being neighbours. The collaboration still had a long way to go and more savings to be achieved. However, the footprint for the new Sheffield City Region, was different and had to be considered. The Police operated at national, regional and local levels.
- The Ministry of Justice Grant was funding that was issued annually. The figure for South Yorkshire for next year was £1.6M, a slight increase on 2015/16. There was no indication of the level of funding in future years. It funded Youth Offending Teams
- The number of Specials were rising. They were trained officers and could do everything a Police Officer could do but they were not available when they were at work. The use of volunteers generally was something that the Home Secretary was very keen all Forces look at South Yorkshire was being cautious and clear that they were not using volunteers to do things that should be paid jobs within the police force
- It was not a comprehensive list of emerging themes in the Putting Safety First Plan. Domestic abuse, human trafficking and hate crime had been in the Plan previously but suddenly seemed to have come to the fore. There was a HMI report on domestic abuse which said that South Yorkshire had to improve with regard to domestic abuse. Having a police force able to deal with these issues meant having to have the right calibre of officer and training
- It was becoming a real anxiety for the increased use of the Police Force as the "last resort" particularly with regard to cases involving mental health. There were growing concerns and issues on the Police having to respond when someone was in trouble. Discussions were taking place with the NHS and local authorities with regard to mental health cases as police officers were not trained. It was a growing area of concern across the country
- The staff at Atlas Court were doing a very difficult job with outdated equipment. They had great responsibility when receiving a call, making a judgement and making the right response to that call; it was a skilled operation. They were as much front line as neighbourhood police officers. There was a Capital Programme of approximately £12M. Tenders had been received with the chosen bidder being selected by 1st April; there would then be a period of a year for the design of the actual technology which would be state of the art. It was acknowledged that in hindsight more should have been done earlier but last year when there had been real difficulties with 101 it had not

just been the equipment but also some mistakes made about the number of people in Atlas Court which had now been rectified

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

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

(3) That the South Yorkshire Police and Crime Panel supports the proposal, now submitted by the South Yorkshire Police and Crime Commissioner, to increase the Council Tax by 1.95% for 2016/17, which is equivalent to an annual increase for a Band D property of £2.83 (6p per week).

F41. INTRODUCTION OF THE OPPORTUNITY FOR GENERAL QUESTIONS FROM PANEL MEMBERS TO THE POLICE AND CRIME COMMISSIONER

41.1 Stuart Fletcher, Legal Advise to the Panel, presented a report proposing changes to the Rules of Procedure to introduce the opportunity for members of the Panel to ask general questions of the Commissioner.

41.2 It was proposed that, in relation to Point 9 of the Procedure, in the absence of the Member who had given notice of a question, that the Member be supplied with a written answer.

41.3 Discussion ensued on point 7(2)(b) of Appendix 1 "most not repeat or substantially repeat any question that has been asked and answered at a meeting of the Panel in the six months preceding the date of the meeting". It was established that it would be for the Chair to make a judgement call as to whether the question had been answered previously.

Agreed:- That the Panel's Rules of Procedure for meetings be amended to include the procedure in relation to questions from members of the Panel to the Commissioner on general matters, as set out in Appendix 1 including the further revision to Point 9.

F42. UPDATE ON THE OPERATION THE COMPLAINTS PROCEDURE

42.1 Stuart Fletcher, Legal Adviser to the Panel, presented a report on the handling of complaints received against the Police and Crime Commissioner.

42.2 The following complaints had been resolved:-

1. A complaint about the timeliness of South Yorkshire Police's response to a robbery.

As this complaint was an operational matter it had been referred to South Yorkshire Police. The complainant had been informed that

this had happened.

2. An anonymous complaint had been received that on two occasions the complainants had been unable to speak to someone when using the 101 number to try to contact the Police.

As this was an operational matter it had been referred to South Yorkshire Police. However, as the complaint had been made anonymously it had not been possible to inform the complainant of the action taken.

3. A complaint had been received in respect of the former South Yorkshire Police and Crime Commissioner.

This had been referred to the Independent Police Complaints Commission who would decide as to whether the issue would be investigated further and at that stage a further report would be provided to the Panel.

42.3 Mr. Carter expressed concern that neither himself or Steve Chufungleung had been consulted in the above complaints as per the revised complaints procedure.

42.4 The Legal Adviser advised that the proposed changes had not been implemented as yet. They required specific changes to the complaints procedure which would hopefully be submitted to the next meeting, therefore, the complaints had been dealt with under the existing procedure of the host authority dealing with the initial handling.

42.5 Michelle Buttery, OPCC, reiterated the assurance given at the previous meeting that, when the process did change, the Office would seek to involve the two independent members in the vetting process so they could witness and quality assure the process.

42.6 Disappointment was expressed that the complaints procedure was still under review and not implemented as yet.

Action: That the report be received and the contents noted.

F43. DATES OF FUTURE MEETINGS

Action:- That meetings be held on 4th March, 15th April and 27th May, 2016, all commencing at 11.00 a.m. in the Rotherham Town Hall.

REPORT TO SOUTH YORKSHIRE POLICE AND CRIME PANEL

1.	Meeting:	Police and Crime Panel
2.	Date:	4 th March 2016
3.	Title:	Putting Safety First South Yorkshire Police and Crime Plan 2013/17 (Renewed March 2016)
4.	Organisation	Office of the Police and Crime Commissioner for South Yorkshire

5. Summary

This is a refreshed version of the plan that came to members in March 2015. The Police Reform and Social Responsibility Act 2011 makes provision for the Commissioner to vary the Plan, in consultation with the Chief Constable and any recommendations from the Police and Crime Panel, to respond to issues and priorities which emerge during the life of the Plan. This includes any changes in the strategic policing requirement issued by the Home Secretary.

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

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

6. Recommendations

It is recommended that the Police and Crime Panel receive the renewed Police and Crime Plan 2013/17: Putting Safety First, attached at Appendix A and provide comments to the Commissioner before 14th March 2016.

7. Proposals and details

Having listened to the views of a wide range of stakeholders including community groups, local authorities and the voluntary sector, the Commissioner has identified all shared a similar view around wishing to be safe and feel safe.

The Police and Crime Plan is a key document that sets out, on behalf of the public, the priorities for the police for the year ahead. This is the second time the Commissioner has renewed the plan since being elected in October 2014.

In relation to the Police and Crime Plan for 2016/17 there was a consensus to retain the existing priorities for South Yorkshire: ‘Protecting Vulnerable People’; ‘Tackling Crime and ASB’; and ‘Enabling Fair Treatment’. However there was recognition of the need to change emphasis in some of the outcomes, in order to reflect new and evolving policing and crime demands, identified through consultation with the public and partners, as well as results from needs / threat assessments.

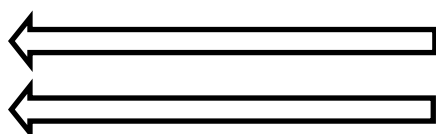
Set out below is an extract from the Plan providing an overview of the ‘Aim’ and ‘Strategic Priorities’.

The Aim

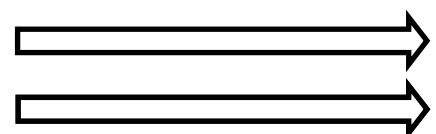
South Yorkshire will be and feel a safe place to live, learn and work

The Strategic Priorities

Protecting Vulnerable People	Tackling Crime and Anti-Social Behaviour	Enabling Fair Treatment
<ul style="list-style-type: none"> • Effective action tackling child sexual exploitation, rape and serious sexual offences. • Effective response to threats to the most vulnerable people. • Appropriate response by police and justice services to those suffering mental health issues 	<ul style="list-style-type: none"> • Effective action tackling crime, anti-social behaviour and re-offending • Targeted response to those who 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 within the community • Finding the best outcomes for victims of crime and anti-social behaviour. 	<ul style="list-style-type: none"> • Planned engagement that seeks public feedback to inform the delivery of policing and crime services • Prioritise the delivery of services to those most in need of them, ensuring a visible presence in those areas where this will have the most impact • Services that inspire trust in the general public • Recognise staff confidence and morale and adherence to codes of ethics and professional practice as central to delivering an efficient and effective police service



Victim Focus



Efficient and Effective Policing

8. Finance

The Commissioner has approved a net revenue budget of £241.9m for 2016/17, of which, £230m is allocated to the Force.

There is £7m in the budget as a provision for potential “legacy Issue” costs: i.e. those potential costs arising from the Hillsborough Inquests and investigations into allegations of child sexual exploitation. The remainder of the budget provides funding for the Office of the Commissioner, supports Partnership and Commissioning activity and meets the costs of financing asset acquisitions.

9. Risks and Uncertainties

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

There is some uncertainty about costs relating to the Hillsborough inquests and child sexual exploitation investigations. The Plan outlines the Commissioner will continue to make representations to Government to secure additional funding to meet these costs and the budget is based on an assumption that this funding will be forthcoming.

10. Background Papers and Consultation

All background papers used in the preparation of this report are available for inspection at the Office of Police and Crime Commissioner, Carbrook House, Carbrook Hall Road, Sheffield, S9 2EH

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Putting Safety First

South Yorkshire Police and Crime Plan 2013 / 2017
Renewed March 2016

DRAFT

Foreword from the PCC

Yesterday came suddenly.
Paul McCartney, Yesterday

As Police and Crime Commissioner, I am required to renew the Police and Crime Plan each year. This is a key document that sets out, on behalf of the public, the priorities for the police for the year ahead. This is the second time I have done this since I was first elected in October 2014.

However, after a period of some turbulence for the workforce – the result of having to find big savings - we need a period in which the force can further embed the priorities outlined last year and the new ways of operating at a neighbourhood level through the Local Policing Teams. So the priorities I identified last year will remain unchanged for 2016 / 17.

Having said that, the world does not stand still. Crime is changing. Demands on the force are increasing. And as other public services face yet further reductions in their funding, some of that will have implications for policing.

Take crime. Until last year we could confidently say that, overall, crime in the UK was falling. Now we need to be a little more cautious since nationally crime rose between October 2014 and September 2015, though only by half the national rate in South Yorkshire. We need to study the figures to understand why some crimes are down – like burglary – and some are up – like sexual crimes. We also need to get ahead in the areas of growing concern – such as internet crime, modern slavery, hate crime, domestic abuse, terrorism, use of firearms, and so on.

On child sexual exploitation (CSE), South Yorkshire Police (SYP) began in a very bad place following the Alexis Jay and Louise Casey reports on what was happening in Rotherham. However, the force has learnt a lot of important lessons. Staffing for CSE was increased and they now work alongside colleagues in the local authorities and other agencies. I set up a Victims, Survivors and Families Panel to advise me and help improve the Force's training and approach. In December, Her Majesty's Inspectorate of Constabulary said the force had a 'very good understanding' of CSE and that prospects for the future were now 'good'. SYP has also been helping other forces understand how to deal with CSE in their areas. I also commissioned Professor John Drew to look across all districts – Doncaster, Sheffield, Barnsley as well as Rotherham – to ensure that we had a full understanding of what had happened with regard to CSE in the county as a whole.

Crime is one thing, demand on the force is another. The services of the police are called upon all the time for many non-crime matters, such as road traffic incidents and concerns regarding public safety. In fact around 80% of demand is non-crime related. This demand can only increase as other parts of the public sector are cut back. The particular concern is over the growing numbers of vulnerable people. They may be the elderly with conditions such as dementia, who are found wandering and confused; they may be children who go missing; they may be people with mental health issues who have to be taken to a place of safety. If there are no social workers available, or care and NHS staff are stretched, the police are increasingly being sent for. But with a smaller police workforce, if officers are deployed to do this work, there are fewer of them to deal with crime. This is an area of concern that has to be managed with care, involving our partners and others in developing effective solutions.

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I also have anxieties around road traffic collisions. While numbers may be down, there is an increase in the number that result in multiple fatalities. We need to understand why.

We must also improve the ways in which people can contact the police. The 101 service needs new technology – and that is being designed now. But some people prefer to contact through other routes – such as email and social media - and that has to be made possible as well .

Finally, there is finance. In announcing the police grants for 2016 / 17, the government did two things. First, they said that the same amount of cash would be available for police services in the coming year as in this – but only if the council tax precept were increased by the maximum permitted. In the case of South Yorkshire, that was an annual increase of £5 (or 10p per week) for a Band D council taxpayer. I decided that this is what I had to do, since it was clear that if I didn't, the government would not consider favourably any future requests for help with those extra costs that other police force areas do not have to face but we do – costs arising from the Hillsborough Inquests and the National Crime Agency's investigation into CSE, for example. But second, it was also clear that the period of austerity will continue. Finances will not keep pace with growing costs. We will, therefore, have to go on searching for ways of doing things at less cost. This is where our partnership with Humberside police, other forces and other agencies – such as the local authorities and the Fire Service - will help. As far as possible, we will share functions, procure equipment and commission services together.

If you look back over the past few years, you realise how dramatically public services shrank after the financial crash of 2008. As Paul McCartney once sang, yesterday came suddenly; and the consequences have still a long way to run.

Dr Alan Billings
Police and Crime Commissioner

February 2016

**The Aim of the Police and Crime Plan
is for South Yorkshire
to be a safe place in which to live, learn and work**

The Strategic Priorities

**Protecting
Vulnerable People**

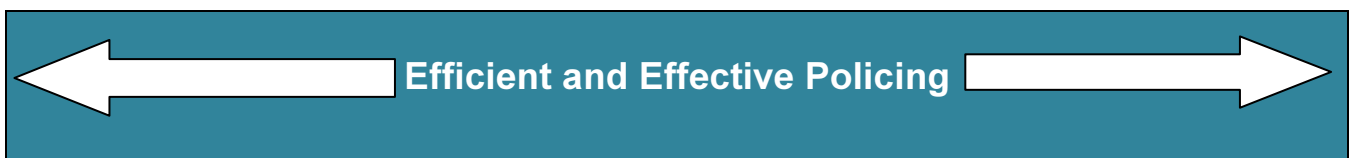
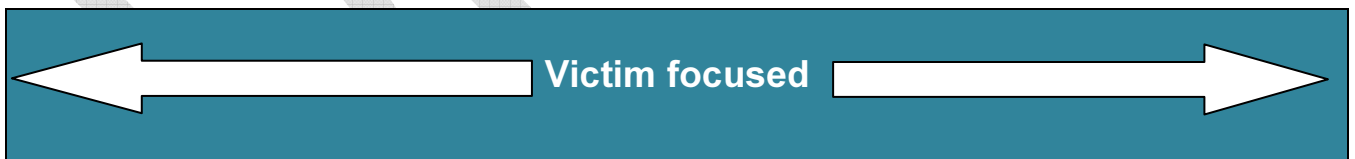
- Effective action tackling child sexual exploitation, rape and serious sexual offences.
- Effective response to threats to the most vulnerable people.
- Appropriate response by police and justice services to those suffering mental health issues

**Tackling Crime and
Anti-Social Behaviour**

- Effective action tackling crime, anti-social behaviour and re-offending
- Targeted response to those who 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 within the community
- Finding the best outcomes for victims of crime and anti-social behaviour.

**Enabling
Fair Treatment**

- Planned engagement that seeks public feedback to inform the delivery of policing and crime services
- Prioritise the delivery of services to those most in need of them, ensuring a visible presence in those areas where this will have the most impact
- Services that inspire trust in the general public
- Recognise staff confidence and morale and adherence to codes of ethics and professional practice as central to delivering an efficient and effective police service



Protecting Vulnerable People

Protecting the public is one of the most important aspects of policing. The police have a duty to safeguard those who are less able to protect themselves, not least because vulnerable people are potentially more at risk of becoming victims of crime.

Nationally, the police service is expanding its understanding of vulnerability and South Yorkshire Police must keep abreast of this evolving picture. The force will be expected to work in partnership with other agencies to protect people before crimes are committed. This will in turn reduce the demand for a police response. Prevention is always better than cure.

Where are we now?

So who are the vulnerable? There are circumstances in which anyone may become vulnerable. But the police and other agencies must be particularly sensitive to the vulnerability that may result from a person's age, disability, health, gender, sexual orientation, ethnicity or religion.

We are familiar with child abuse, both within families and the type of grooming and exploitation that was laid bare in the reports on Rotherham by Professor Alexis Jay (August 2014) and Louise Casey (February 2015).¹ Both of these reports criticised South Yorkshire Police over the way they dealt with victims.

In the past year significant progress has been made. I supported the force in putting additional staff into the Public Protection Unit and improving training. I also set up an Independent Advisory Panel of Victims, Survivors and their Families to work with the police and help them design and improve services. More recently, I appointed Professor John Drew to lead an Independent Review looking at how the force had handled reports of child sexual exploitation across the county, not just in Rotherham. I wanted to ensure that everything that can be reasonably known about the past is known, and that matters are now being dealt with very differently. Above all, the police recognise that victims of historic abuse will only have the confidence to come forward if they can be sure that they will be believed, in the same way that someone who reports any other crime is believed.

CSE referrals and investigations continue to be a high priority for police and partners. A number of large-scale non-recent investigations remain active and the National Crime Agency is undertaking a full scale investigation.

We are also a society that is living longer. While this may be good, it does mean that there are growing numbers of frail elderly. This is placing an increasing demand on the police when those suffering from dementia, for example, go missing or are found wandering and confused.

In the past year, the police have also experienced an increase in the reporting and recording of crimes committed against people because of their disability, gender-identity, race, religion, belief or sexual orientation. These are known as 'hate crimes'. National surveys suggest only 40% of hate crimes are being reported to the police, so there is

¹ 'Independent Inquiry into Child Sexual Exploitation in Rotherham 1997 – 2013', Professor Alexis Jay OBE. 'Report of Inspection of Rotherham Metropolitan Council, February 2015', Louise Casey CB.

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clearly more work to be done in building the trust and confidence of the public to come forward.

In addition, emerging crime trends have highlighted issues of modern slavery, domestic abuse and so-called honour crimes.

Modern slavery is the most recent term for human trafficking - the illegal trade and exploitation of people. This crime is often hidden from public view, with victims frequently reluctant to approach the police due to the levels of control and fear placed upon them. We also need to ensure that the victims are recognised as victims and not dismissed simply as perpetrators of other crimes such as illegal immigration, prostitution or shoplifting. We need to create the right environment for victims to have the confidence to come forward knowing that the police and criminal justice system will find a better outcome for them.

Domestic abuse tends to escalate in frequency and severity over time. It is also likely that a victim experiences a combination of types of abuse both emotional and physical. Of all domestic abuse reports over the period of August 2014 to July 2015, 36% have been a repeat incident, with 28% of victims reporting two or more instances. In short, the trend in repeat victims is showing an increase. But as with child sexual exploitation and hate crime, it is important that victims are believed, something the force did not always get right in the past.

The police and other agencies must also be alert to so-called honour crimes. This is an especially sensitive area and requires a great deal of cultural understanding on the part of the police.

The police also have a crucial role working with and supporting people with mental health problems. They are often the first to respond to urgent situations where the mentally unwell are involved. They then have to make quick decisions as they assess the situation and the needs of those involved in order to ensure their safety and that of the general public.

Where do we want to be?

I want the police and partners to recognise those that are most vulnerable in the community and protect them from harm.

The changing nature of vulnerability means police and partners will need to continue to adapt their services accordingly and adopt a co-ordinated and focussed approach. Working in partnership, I want the police to protect vulnerable people by adopting nationally recognised good practice.

Among growing areas of vulnerability, hate incidents and crimes, domestic abuse, modern slavery and so-called honour crimes stand out.

As far as hate crimes are concerned, South Yorkshire Police works alongside partners in multi-agency structures in each Local Policing Unit, identifying hate crimes, reviewing investigations, hosting scrutiny panels and providing insights that enable services to victims to be improved. The force promotes and supports the national online reporting service, 'True Vision' and the national campaign 'We Stand Together', which seeks to unite the community against hate crime. But it is only by victims having the trust and confidence to report such matters to the police that a true picture of the extent of hate crime will be known.

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We also need to understand the full extent of domestic abuse. This remains a challenge, as it is often a hidden crime and affected by under-reporting. Strategies are in place to help encourage reporting, ensure incidents are recorded correctly and then dealt with effectively.

As far as so-called honour crimes are concerned, one reason why I have an Independent Panel for Minority Communities is to help the force understand the cultural practices and ideas that lead to these crimes.

Finally, there is modern slavery. Recent training programmes have raised awareness among police and partners of modern slavery and should result in the increased identification and investigation of such activity. A dedicated team of detectives specialising in modern slavery will assist in the identification of potential offences and offer guidance and support during investigations.

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

- **Effective action tackling child sexual exploitation, rape and serious sexual offences**

Preventing child sexual exploitation and child abuse remains a central priority in protecting the vulnerable.

The rise in rape and serious sexual offences present issues for the police and all partner agencies about how they deal with sexually harmful behaviour. I will take a close interest in the number of referrals, active investigations and case outcomes, as well as the outcomes of inspections carried out by various statutory agencies and those commissioned by me.

I will take particular note of what victims say about the way they were treated.

- **Effective response to threats to the most vulnerable people**

Threats to vulnerable people are constantly changing with the advent of new ways to commit crime. There is a clear need for focusing on an effective and efficient response to the following issues in 2016 / 17:

- Domestic Abuse
- So-called honour-based crimes
- Hate Incidents and Hate Crime
- Modern Slavery

- **Appropriate response by police and justice services to those suffering mental health issues**

There is an urgent need to recognise the growing number of people with mental health issues that present to criminal justice agencies as vulnerable people. They can be victims, offenders or in need of a place of safety as a result of other services not being available to them. Often they have multiple needs and may also be dependant on drugs or alcohol. In that case, they are more likely to come to the attention of the police and criminal justice system unless their addictions are also treated.

Tackling Crime and Anti-Social Behaviour

Tackling crime and anti-social behaviour (ASB) is core business for the police. This is what the public expect of them. It is also consistent with the Government's objective of cutting crime and with those priorities identified by other local partners operating within the community safety and criminal justice sectors.

Where are we now?

Recorded crime levels in South Yorkshire increased by 3.3% (3,708) between October 2014 and September 2015. Whilst this was not good news it was better than the national picture which saw an increase of 6.5%. But it is something that must be watched. Was this a temporary change in what until then had been a downward trajectory; or did it signify the start of a different trend?

One of the highest decreases in crime levels has been in burglary, where offences have reduced by 14.1% (2,097 fewer cases). This improvement has been brought about by a combination of targeted offender management, media campaigns and a sustained focus on long term problem areas. Anti-social behaviour incidents have shown a slight increase of 1% (962).

Nationally, policing has been criticised for some of its crime recording practices. South Yorkshire Police are working hard to ensure crimes are recorded accurately.

The highest increases in crime have been in sexual offences and violence against the person. However, this may mean a higher level of reporting rather than an increase in crime. There does seem to be a greater willingness on the part of victims – especially women – to report crimes against them.

With the increased reliance on technology it is not surprising that cybercrime has also increased. In South Yorkshire between August 2014 and July 2015 we have seen a 74% (296 more cases) increase in reported crimes and recordable incidents, involving the use of computers, computer networks or other computer-enabled devices. More and more criminals are exploiting the speed, convenience and anonymity of the internet to commit a diverse range of criminal activities that know no borders, either physical or virtual, cause serious harm and pose very real threats to victims worldwide. Globally, as well as nationally and locally, police must evolve their capability and capacity to deal effectively with the complexity of the cyber threats of today and tomorrow.

Serious and organised crime groups (OCGs) present a threat not only locally but also nationally and, in some instances, internationally. Their actions can affect individuals, the community and businesses across South Yorkshire and beyond, causing loss of life, significant economic and social harm, and substantial public anxiety.

There has been an increase in the numbers of crimes where a firearm was used or possessed. Urban street gangs (USGs) in particular are becoming a growing concern for the police. The majority of their members are aged between 16 and 20 years and they are involved in anti-social behaviour, drug supply, robbery, violence and firearm offences. The police are proactively targeting those responsible, seizing weapons and seeking custodial sentences where appropriate.

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Terrorism is a growing concern. The Joint Terrorism Analysis Centre (JTAC) informs central Government of the likelihood and nature of a terrorist attack on the UK. Their reporting has suggested for some time that an attack on the UK is highly likely, especially given events in Paris in November 2015. South Yorkshire Police, in conjunction with Regional Forces and National Agencies, has increased its preparedness to deal with any emerging threat or incidents as they occur.

Overall the trend for deaths on the road is decreasing year on year, but recently there has been an increase in both fatal road casualties (31) and serious collisions (431) over the period August 2014 to July 2015. Of these a high number have involved young drivers and their passengers. Work is now underway with partners in the Safer Roads Partnership. This will lead to an intervention plan that seeks to make the roads safer. Consideration will be given to the possible involvement of local communities in support of this. Humberside and South Yorkshire forces are also working together through Operation Illuminate to reduce road casualties across the two force areas.

Where do we want to be?

The police must continue to prevent people becoming victims of crime and anti-social behaviour. The ultimate test of effectiveness will always be the absence of crime and disorder. The police need to focus on the crimes that matter in the community, either due to their volume or their seriousness. Similarly they need to concentrate efforts on those that cause the most harm to our community – whether by the nature or frequency of their offending.

There are many ways to prevent further crime. One way is to recognise that offenders may suffer from vulnerabilities themselves. Liaison and diversion services identify mental health and other issues that offenders have so that they can be supported through the criminal justice system or diverted into a treatment, social care service or other relevant intervention or support service.

In all of this the police must remain focussed on the needs of the victim, keeping them informed and where possible ensuring the right outcome for them. They also need the public to feel confident to report all offences, especially in areas of crime which are under-reported, so they can build a true picture of offending across the local area and ensure a better use of resources. The police must then ensure that the highest standards of crime recording are upheld.

While we look to see crime figures fall, we also have to recognise that a rise in some under-reported crimes is often positive, particularly where it indicates that victims have more confidence to report offences.

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

- **Effective action tackling crime, anti-social behaviour and re-offending**
Effective action has to engage all the agencies working throughout the criminal justice system. All should be working to prevent people becoming victims and steering offenders away from re-offending. In terms of emerging threats, the police and partners need to provide an effective response to disrupt organised crime, improve road safety and target those responsible for armed criminality. The current threat of terrorism is also something for which police and counter terrorism services need to have a high degree of preparedness.

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- **Targeted response to those who cause most harm in the community and intervention with others before they enter the criminal justice system**

Police and partners must demonstrate that they are taking opportunities to utilise liaison and diversion services to help people with vulnerabilities in the criminal justice system. Response times of key agencies, such as the police, will demonstrate the commitment to a targeted response to intervention.

- **Prioritising the crime and behaviours that cause the most harm within the community**

Services must focus on prioritising the crime and behaviours that cause the most harm. They must recognise that failing to do so affects the legitimacy of their services in the eyes of the public. Serious road traffic collisions can deeply impact a community, as we have seen in recent months. Therefore it is crucial we improve our understanding of the causation factors of road traffic collisions in order to take proactive measures to reduce the number of collisions.

- **Finding the right outcomes for victims of crime and anti-social behaviour**

Through the victim services I commission, we will scrutinise disposals both in and out of court and survey victims of crime to help assess whether services are finding the right outcomes for victims of crime and ASB.

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Enabling Fair Treatment

The fair treatment of people in South Yorkshire is essential to maintain the public's trust in the police and partner organisations. Quite simply, the police rely on the public to report crime, give information and provide evidence for prosecutions. None of this is possible without the public's trust. I want to ensure that the public is treated with fairness and respect as a way of building that trust. In turn that will assist the morale of the force which has been shaken by some of the legacy issues – such as the Hillsborough disaster and the scandal of child sexual exploitation in Rotherham.

Fair treatment involves putting the national 'Code of Ethics' for policing at the heart of everything the police do. It involves effective community engagement: listening to people and not just informing them, and then using that feedback to make better decisions, set our priorities, and deal with the public's concerns.

Fair treatment also involves prioritising the deployment of appropriate resources to the areas of highest demand, based on an assessment of where there is threat, harm and risk.

We then have a long way to go to fully understand what factors affect whether people feel safe in their communities so that such feelings and concerns can be addressed in the most appropriate way. For now, we know that evidence suggests that the visible presence of police can have both a negative and positive impact on feelings of safety. By and large, people want to see police officers and Police Community Support Officers (PCSOs) in their neighbourhoods. Police visibility can include attending meetings; taking meal breaks in local supermarkets; or working alongside partners in shared buildings, and not just patrolling. Sometimes people will be reassured if they realise that they live in an area with little crime or anti-social behaviour. The police can provide this information through community bulletins and media releases.

I have therefore asked the force to improve visibility in communities where they can and where this will have a positive impact on providing public reassurance, but then find ways to better understand what affects feelings of safety over the next year or so, recognising there are likely to be differences across different communities and / areas.

Where are we now?

The force has taken steps to embed across its workforce principles of fairness, integrity, respect, standards and trust (FIRST) - and put them at the heart of everything they do.

Public confidence has been measured locally through surveys for roughly five years. Current results show that 65% of those surveyed believe the police treat people fairly and 82% believe the police treat people with respect. This has remained consistent over the year 2015.

Similarly, over the same period, there has been no significant change in the confidence people have in how good a job the police do. However, there are local variations. In Rotherham, confidence levels have decreased significantly by 5%, almost certainly the result of the Jay and Casey reports. A lot of work is needed here to reverse this. Conversely levels in Barnsley have increased by 3%, and we need to understand why this should be.

As budgets shrink, the force and partners have to find new and innovative ways to deliver

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services that inspire trust in the general public. The timeliness of justice, perceptions of the fairness of the system and how much legitimacy services have in the eyes of the public, are key to the system operating both efficiently and effectively.

Where do we want to be?

Police and partners must demonstrate that they are treating the public fairly by understanding the needs of the community, delivering services to those most in need of them and being accessible. Fairness involves effective community engagement - taking steps to listen to and understand the different communities that make up South Yorkshire. It is also about effective use of resources to ensure that the areas of most need are the areas of principal focus.

I have asked my office to work with the police, partners and the public to help improve community cohesion. As an example, the Independent Ethics Panel - independent of both me and the police – chaired by an experienced solicitor, is conducting a review to help learn lessons and improve engagement between the police and the community in relation to the policing of protests.

The same Ethics Panel also helps me to be sure that the police are acting with integrity and high professional standards by scrutinising how they handle complaints, as well as following up some of the ethical concerns raised directly with me by the public. The Panel provides me and the police with independent and effective challenge. It has no decision-making powers, but will make recommendations to me and to the Chief Constable.

My Independent Advisory Panel for Minority Communities helps me understand better the needs of minority communities in South Yorkshire and its work programme supports the delivery of the three strategic priorities. Their focus over the next 12 months will be around providing support and advice to the police, partners and communities on matters such as female genital mutilation, modern slavery, child sexual exploitation and hate crime.

In all of this we must continue to support the officers, staff and volunteers of South Yorkshire Police and help them to build their confidence in meeting the challenges facing policing now and in the future.

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

- **Planned engagement that seeks public feedback to inform the delivery of policing and crime services**
Services must demonstrate from public feedback that they have effective mechanisms to ensure that the community can engage, that this engagement includes all parts of the community and is taken into account when plans and proposals are being considered.
- **Prioritise the delivery of services to those most in need of them, ensuring a visible presence in those areas where this will have the most impact**
The police must demonstrate that they have an effective method for determining where the greatest needs are and prioritising the efficient delivery of policing services to them. They must be visible in areas where this has a positive effect and the most benefit, and reduce the inappropriate use of resources. They must also find ways of understanding better the drivers associated with feelings of safety.

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- **Services that inspire trust in the general public**

The timeliness of justice, public perceptions of the fairness of the system and how much legitimacy services have in the eyes of the public are key to the system operating both efficiently and effectively.

- **Recognise staff confidence and morale and adherence to codes of ethics and professional practice as central to delivering an efficient and effective police service**

Staff and officers who feel valued, supported and able to take initiatives and make suggestions will have the confidence to deliver efficient and effective services. I expect the police and partners to have people strategies in place that demonstrate organisational commitment to workforces.

Police and partners must ensure that officers and staff act according to their respective codes of ethics and professional practice and that where they do not, this is investigated fully. The training and development of staff must reflect the values and standards of the best in policing practice.

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The Financial Position

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

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

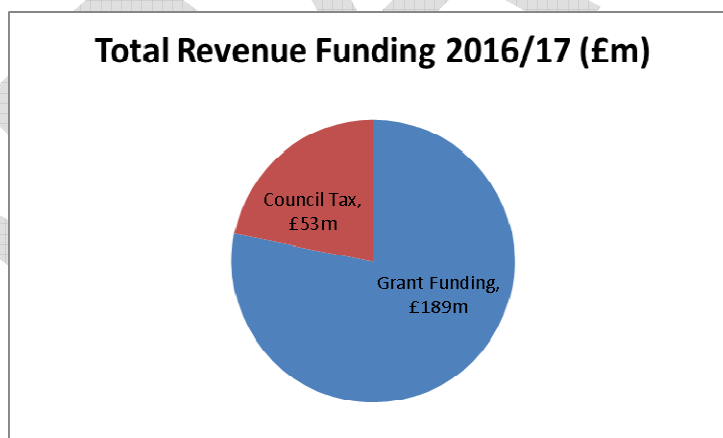
The National Picture

Since 2010 police forces have had to work with falling resources, doing more with less. Unlike the Local Government Finance Settlement, which provides details of funding for the next 4 years, the Police Funding Settlement is only for one year. This makes it difficult to undertake medium term financial planning.

At the end of 2015, the Chancellor said that funding available to police forces would be the same in 2016 / 17, provided PCCs increased the precept to council tax payers.

South Yorkshire's Position

An analysis of the grant funding position for Policing in South Yorkshire shows that funding from the Government, in respect of Police Grant and Formula Grant, will fall by approximately £1m in 2016 / 17. However the Police Minister is able to suggest that funding for South Yorkshire will actually increase by £0.9m by assuming that council tax income will increase by £5 on a Band D property, which amounts to a 10p per week increase for Band D council tax payers, and that additional income will be generated by a small rise in the tax base.



This increase in council tax will raise an additional £2.4m which, with contributions from reserves of about £4m, will still require South Yorkshire Police to make savings of about £6m in 2016 / 17. With employee costs representing approximately 90% of the revenue budget it is likely that the majority of this will be found from reductions in workforce numbers – hopefully without redundancies. The approach to reducing employee numbers will be determined, in part, by the Chief Constable's review of the existing operational policing model.

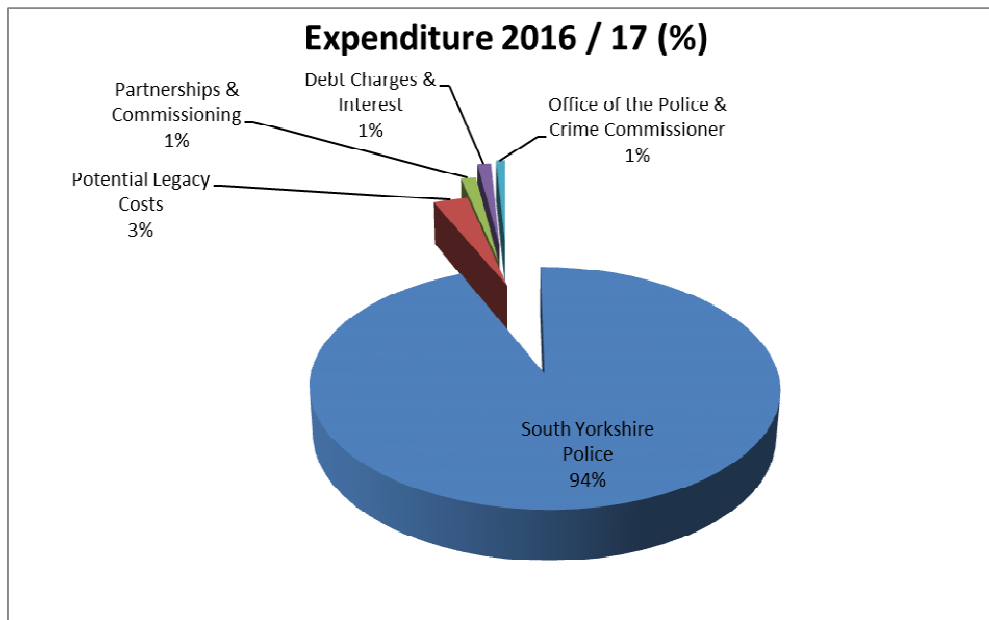
There is some uncertainty about costs relating to the Hillsborough inquests and child sexual exploitation investigations. I will continue to make representations to Government to secure additional funding to meet these costs and my budget is based on an assumption that this funding will be forthcoming.

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Funding the Priorities

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

The net revenue budget for 2016 / 17 will be just under £242m. The chart below shows the breakdown of revenue funding I am providing to a variety of organisations, as well as South Yorkshire Police.



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

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

I have to provide funding to acquire the capital assets, equipment and infrastructure that are needed to deliver policing services in South Yorkshire. The costs of financing these asset acquisitions are met through capital grants, capital receipts and borrowing. An example of such investment is the soon to be ready purpose-built custody facility on Shepcote Lane near Meadowhall which will include a fifty-cell custody suite and replace existing suites in Ecclesfield, Moss Way, Sheffield city centre and Rotherham. This will enable the force to save approximately £1.2m per year.

Provision has been made in previous budgets to commission services and award grants to organisations that support delivery of the objectives in my Police and Crime Plan. I am no longer able to provide financial support at the same level as in previous years and I have reduced my Partnerships and Commissioning budget by £1.5m in 2016 / 17.

The Policing Model

National priorities

Policing is wider than what happens within Local Policing Teams ('LPTs') at a neighbourhood level. Along with other Police and Crime Commissioners and their respective Chief Constables, I am required to consider nationally identified threats when determining strategic policing priorities. These threats have recently been updated and include: child sexual abuse; civil emergencies; counter terrorism; large scale cyber incidents; public order; and serious and organised crime.

Whilst these national requirements may not always manifest themselves in South Yorkshire, the UK policing model is one which expects forces to contribute to the required capacity and capability in order to meet that national threat. The strategic planning process ensures I take this into consideration when determining the policing and crime strategic priorities.

Policing in South Yorkshire

Wherever I go in South Yorkshire people tell me how much they value neighbourhood policing. They want dedicated police teams, who know an area well, supported by locally based Police Community Support Officers (PCSOs). The biggest threat to neighbourhood policing in every part of the country is the continuous erosion of government funding - the Police Grant. Savings have to be made and as nearly 90% of the police budget goes on salaries, it is hardly surprising that police numbers have fallen across the country and within South Yorkshire.

The changing nature and complexity of crime, coupled with the rising demand on policing, requires that services are delivered not only according to the need (an assessment of threat, harm and risk) but also according to the impact of crime and anti-social behaviour on the community (both actual and perceived).

In responding to these challenges the current South Yorkshire Policing Model will need to evolve to one that is more efficient, effective and sustainable. We will remain committed to:

- Neighbourhood Policing
- Deploying resources to areas of highest demand based on threat, harm and risk
- Finding ways to understand and address appropriately feelings of safety
- Distinguishing more carefully between demand that requires a police response and demand that is the primary concern of other partners
- Consulting public and partners about what they expect of South Yorkshire Police
- Encouraging the workforce at all levels to contribute towards improving service delivery
- Maximising partnerships with other forces, local authorities, emergency services and others in the criminal justice system at local, regional and national levels, where it makes for greater effectiveness and efficiency
- Embedding the Code of Ethics for policing in the culture

The Chief Constable has already put in place a number of work-streams to ensure service delivery meets the policing and crime needs for South Yorkshire now and in future years. These include:

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1. A review of the existing operational policing model

Phase 1 - During 2015 the Force moved to more flexible, multi-skilled LPTs which maintain the commitment to neighbourhood policing and also provide greater resilience and more operational responsiveness at busy times.

Phase 2 - A Strategic Partnership with Humberside has been created to bring together, over a 3-year period, key operational departments and support services, along with administrative and financial functions. This will deliver greater functionality at lower cost, thereby enabling reinvestment of resource in operational capability as well as continued support and commitment to Neighbourhood Policing in South Yorkshire.

Phase 3 – In the first half of 2016, an evidence-based review will be conducted to consider options for the best policing structure, based upon strategic influencers such as – compatibility with collaborative arrangements, effective management of CSE and child abuse, the need for corporate systems and future-proofing with regard to potential elected mayoral models. It is intended this will also reduce administrative and support costs which can then be re-invested in operational capability. Once an option is agreed, the Force will move to design and implement the agreed structure.

Phase 4 – Work is already underway to find new and innovative ways of delivering community safety in partnership with local authorities and other partners. This is a longer term piece of work aimed at determining options for the future to be delivered during the financial year 2017/18.

2. A review of contact management

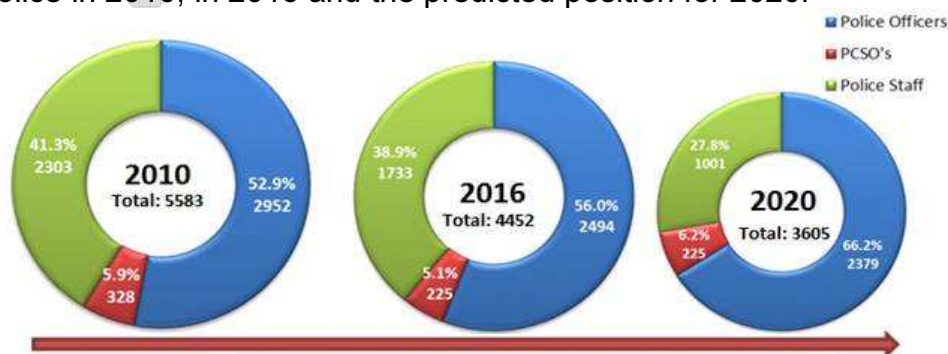
The Force recognises it must improve and transform the public’s access to information, advice and services, and facilitate the most effective response by ‘getting it right first time’. Services to the most vulnerable will be improved and immediate access to information will allow the police response to be properly prioritised.

New technology is needed – and this will also enable further opportunities for collaboration with other local public service partners. It will help co-ordinate and provide appropriate responses that resolve community issues and reduce demand across public services.

Implications for the workforce

The recent budget settlement and review work outlined above, together with the changing nature of crime, will contribute towards the future operating structures and optimum workforce mix.

The following diagram provides a snapshot of the changing size and make-up of South Yorkshire Police in 2010, in 2016 and the predicted position for 2020.



Source: Home Office Workforce Statistics and SYP Workforce Planning Percentage Rounded to One Decimal Place

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Collaboration and Partnership Working

Since 2010 there has been a strong message from the Home Office, and other central government departments, to collaborate more across the public sector. As funding reduces year on year we need to explore new ways of working together that still meet the policing and crime needs of South Yorkshire. People generally are not concerned about who provides them a service, as long as their need is met in a timely manner. I am therefore asking the police, partner agencies and others I commission to think more innovatively about how they can come together to deliver the outcomes identified in this Plan.

In South Yorkshire we have 3 main types of collaboration and partnership working:

- 'Blue light' – with other emergency services
- 'Inter-force'
- 'Place based' – local partnerships

'Blue Light' – other emergency services

The government intends to place a statutory duty on the three emergency services to collaborate with one another. Where a local case is made, Police and Crime Commissioners will be able to take on responsibilities of fire and rescue services in the interests of economy, efficiency and effectiveness.

In South Yorkshire we are already exploiting opportunities to share buildings with our Fire and Rescue colleagues and are developing plans for further collaboration, where it makes sense to do so. I have no strong views about any closer relationship with Fire and Rescue, but I will need to talk to colleagues on the Fire and Rescue Authority about the future direction that the government is clearly signalling.

'Inter-force'

Force collaboration already takes place at a Yorkshire and Humberside level. This builds capacity and capability to meet our collective policing demands, particularly across areas such as serious and organised crime, as well as driving out inefficiencies in areas such as procurement.

But collaboration may also involve other forces. This year will see an improvement in services provided to adult victims of sexual violence across the Yorkshire and Humberside region. This follows a joint commissioning exercise between the Police and Crime Commissioners for Humberside, North, South and West Yorkshire, in partnership with NHS England. A new Sexual Assault Referral Centre is opening in Sheffield and we will review existing arrangements for the provision of child sexual assault examination services.

More recently a strategic partnership between South Yorkshire and Humberside has been created. Over a 3 year period this will transform service delivery, bringing together a number of administrative functions, along with some operational departments. Neighbourhood policing is not included in these plans and will continue to be delivered locally.

'Place based' - local partnerships

Last year the Chancellor set out plans to give cities greater power over housing, transport and policing, as part the government's devolution proposals for England. In October 2015, local authority politicians and business leaders secured an in-principle deal to transfer national powers and control over funding from government departments to the Sheffield City Region – as well as securing £900 million additional funds over the next thirty years to

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deliver major regeneration, infrastructure and business growth schemes. Unlike Greater Manchester, there are no plans within the Sheffield City Region to take over responsibility for policing, but it is important I remain connected to this governance model to ensure there is a voice for policing and community safety.

In these continuing times of austerity it is more important than ever to work with local leaders in community safety and criminal justice to achieve the best, most efficient and effective, policing, crime and support outcomes for people in South Yorkshire. For collaboration to be effective we must be able to share information about our individual and collective demands for service. I have therefore put forward an innovation bid to the Home Office, supported by Sheffield City Council, to test out how digital technology can be used to facilitate the sharing and comparison of data between agencies.

Currently each local authority area in South Yorkshire has its own Community Safety Partnership (CSP) which focuses on the local priorities of that area. While I am not a statutory partner obliged to engage in these forums, the importance I place on my involvement and understanding of local issues means that I am represented by a member of my office. We all acknowledge there are themes which cross local authority boundaries and could be developed and tackled jointly. To that end, I have put in place a CSP Chairs Forum which brings together the four chairs of the community safety partnerships at a strategic county level. We have agreed to a partnership mapping exercise to help us better understand the agencies currently operating across the policing, crime and community safety landscape. This will enable us to identify and work together on common priorities, and where possible, remove duplication.

The development of our custody estate means we will soon be able to house together the services that not only wrap around a police investigation, but look at wider community safety and criminal justice issues. Health and social services staff will be on site making it easier for them to work with those who commit crime to help address the causes of their criminal behaviour and reduce re-offending. By working together we can also continue to deliver drugs interventions to those in custody who have tested positively for opiate use.

The force already works closely with local authority and criminal justice partners in areas such as domestic abuse, individuals missing from home, anti-social behaviour, drugs, alcohol or mental health issues, the management of offenders and assistance to troubled families. To support this work further I make financial contributions to a variety of different local strategic boards and forums, including children's safeguarding boards, adult safeguarding boards and local strategic partnerships. I also provide funding to increase the number of independent domestic violence advocates across the county to the level recommended by 'SafeLives' domestic abuse charity. These advocates directly support vulnerable victims of domestic abuse.

I have a responsibility to provide support services to victims of crime and have commissioned 'Victim Support' to deliver emotional and practical support services for victims of crime, and to assist with Criminal Injuries Compensation Authority applications, where relevant. Later in the year these emotional and practical victim support services will be re-commissioned with our strategic partners in Humberside.

I have also provided funding this current financial year to support victim-focused restorative justice practices (RJ) across South Yorkshire. We have found through contact with victims that awareness of RJ is increasing. It is my intention to continue to build upon this excellent work ensuring RJ is available to all victims of crime, regardless of when the

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crime was committed and where the victims are within the criminal justice journey.

A research team, based at the University of Sheffield and the University of Leeds with support from my office, has secured £336,000 of funding from the Police Knowledge Fund to develop greater understanding of restorative justice principles relevant to policing and the needs of victims. The 18 month project will assist the police in identifying means for front-line officers to assess which paths to use to facilitate restorative policing and how best to introduce restorative principles to victims of crime.

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

DRAFT

Monitoring Delivery of the Plan

My three priorities will not impose upon South Yorkshire Police or partners any restrictive measures or performance indicators. I have provided the strategic direction by setting the priorities and expressing policing and crime outcomes. It is now for the police and partners to determine what methods they will use to deliver these. My office will work with the force and partners to monitor and assure me of progress against the delivery of the Plan.

One of my statutory responsibilities as Police and Crime Commissioner is to hold the Chief Constable to account, ensuring that the force is efficient and effective and, by doing so, securing value for money for local people. An important principle is that operational independence is maintained by the Chief Constable, who is solely responsible for the delivery of policing services.

Another responsibility I have is to ensure that local leaders work together in the public interest in order to maximise their collective impact to provide an efficient and effective criminal justice system for South Yorkshire

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

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

In turn, South Yorkshire's Police and Crime Panel will scrutinise my actions and decisions. It will ensure that information is available for the public to hold me to account. The Panel will focus its attention on important strategic actions and decisions made by me, including whether I have:

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

Afterword

I have kept this Police and Crime Plan to a minimum so that the overall shape of the strategy for policing can be clear. There is one overarching goal: that South Yorkshire is a safe place in which to live, learn and work.

Many of us regard South Yorkshire as our permanent home, the place where we will always live, but others come here to study or work for a time. They too need to feel safe.

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

- protecting vulnerable people
- tackling crime and anti-social behaviour
- enabling fair treatment

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

DRAFT

How you can get involved

Special Constabulary

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

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

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

There are currently 443 Special Constables in South Yorkshire Police, and we are seeking to increase this number. We particularly welcome recruits from the BME community who at present are 6% of the total.

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

Police Support Volunteers (PSVs)

PSVs provide an additional resource to undertake roles that are not provided by support staff or police officers. With increasing demand on police services, the roles enhance the work already carried out by South Yorkshire Police.

We currently have 159 Police Support Volunteers, covering a range of duties including puppy walking and assisting the Force to disseminate crime prevention messages.

South Yorkshire Police run a Cadet Scheme, and all our Cadets are classed as Volunteers. There are currently 78 Police Cadets across Sheffield, Barnsley, Doncaster and Rotherham.

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

Working with your community

Listening to you and your local community, and hearing your concerns, priorities and needs, is vital for South Yorkshire Police to deliver effective local policing services. To ensure we are meeting the needs of the public with the resources available the existing Partners and Communities Together (PACT) meetings are being re-launched as Community Safety Meetings (CSM). CSMs will be held on a quarterly basis and chaired by existing councillors, or community representatives, and will be attended by police and partner representatives to provide you with the ability to influence and shape services in your area, identify and communicate your priorities with partners, help create community spirit and take ownership for your local area.

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CSMs will be supported through engagement with Local Police Teams in areas of high footfall including supermarkets, libraries, shopping centres and community events. This will maximise local engagement opportunities. Details of all CSMs and other public engagement opportunities will be reported regularly to me.

Communication and Engagement Strategy

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

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

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

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

In order to do this I will continue to get out and about in the community and attend established local meetings, forums and events to hear from all sections of the community. I have established a Victims, Survivors and Families Panel so I can hear directly from victims of crime about their experiences and where services are meeting needs, where they need improving or should be done in a different way.

If your organisation or group would like to get involved and talk through priorities and feed into the planning process please email: consultation@southyorkshire-pcc.gov.uk or telephone 0114 2964150.

Independent Custody Visitors

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

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

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

If you are interested in applying to be a custody visitor please email: consultation@southyorkshire-pcc.gov.uk or telephone 0114 2964150.

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Independent Advisory Groups / Panels

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

I also run a number of independent advisory groups / panels. These groups are made up of people recruited from the community, who have no connection with the police service.

Advisory groups / panels provide the valuable role of 'critical friend' to the force and myself. They give independent advice on the development and review of policy, procedure and practices. Their role is not one of formal scrutiny, but ensures the policies, procedures and practices of the force meet the strategic aims of the Equality, Diversity and Human Rights (EDHR) strategy, and provide a safeguard against the police service disadvantaging any section of the community through a lack of understanding, ignorance or mistaken beliefs.

If you are interested in finding out more about my independent advisory groups / panels please contact my office. These details can be found on the final page of this Plan.

Contact Me

I would like to hear from you so that I understand the issues that matter to you most. There are a number of ways you can contact me:

Office Address

South Yorkshire Police and Crime Commissioner
Carbrook House
Carbrook Hall Road
Sheffield
S9 2EH (S9 2EG for SatNav)
Tel: 0114 2964150
Website: www.southyorkshire-pcc.gov.uk

Email

info@southyorkshire-pcc.gov.uk

Media

Email: media@southyorkshire-pcc.gov.uk please note this address is for media enquiries ONLY.

Social Media

Follow on Facebook and Twitter (@SYPCC)

REPORT TO SOUTH YORKSHIRE POLICE AND CRIME PANEL

1.	Meeting:	Police & Crime Panel
2.	Date:	Friday 4 March 2016
3.	Title:	Police & Crime Commissioner's Public Engagement Activity
4.	Organisation:	Office of the Police & Crime Commissioner

5. Summary

The Panel received the Police and Crime Commissioner's ('PCC's') Engagement Strategy at its meeting on 16 October, where it was agreed that the Panel would receive six monthly updates on the delivery of the Strategy.

This report outlines engagement activity undertaken by the PCC over the last 12 months, and sets out where engagement will be focussing over the coming months.

6. Recommendations

It is recommended that the Police and Crime Panel note the contents of this report and the PCC's commitment to engagement activity.

7. Proposals and details

a) Background

The PCC is required to consult with the community, including victims of crime, to obtain views on policing and crime issues within 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 and crime services that make a difference to them. Successful engagement with our communities can also improve trust and confidence in the police and, in turn, increase the reporting of crime and incidents.

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.

The PCC is supported by a small Engagement & Communications Team within the Office of the Police and Crime Commissioner ('OPCC') and communicating and engaging with the public and stakeholders is an essential role of the OPCC in order to understand their priorities and feed into the PCC's decision-making process.

The PCC also has a statutory duty to hold the Chief Constable to account on Force engagement activity with local communities.

The PCC undertakes many engagement duties as part of his role – both internally, within the Force, and externally with the general public, partner organisations and other stakeholders.

There are numerous ways in which we currently engage with the public (outlined in section 4.3 of the Engagement & Communications 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 attend relevant events and public meetings throughout the year to speak with representatives of many of the diverse communities across South Yorkshire.

b) Our Commitment

The PCC's Engagement & Communications Strategy sets out how we involve the public and other stakeholders. We aim 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.

c) Our Objectives

Our commitment will be met through the 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.

d) How We Engage

The PCC embraces a fresh approach to engaging with local communities through attending 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 engagements are by invitation, but equally important are those where correspondence with the OPCC raise awareness of issues affecting certain areas or groups. In these cases, the OPCC actively seeks out opportunities where the PCC, and representatives of the OPCC, can speak directly with local communities.

Details of many of the PCCs engagements are sent out pro-actively to the media as press releases and, where appropriate, photo opportunities are arranged. These are also posted on the PCC website and on Twitter and Facebook.

e) Consultation

Police & Crime Plan

The focus of consultation over the summer months and early autumn focussed on priorities for the Police and Crime Plan for 2016/17. This was done face-to-face through attendance at events and meetings.

The public told us they would like to see more positive action (and results) taken by the Police and partners against incidents of anti-social behaviour (ASB) and nuisance neighbours.

There is a continued desire, especially for smaller, more rural communities, for a regular visible police presence.

Whilst the public recognise the cuts to policing and the need for smarter ways of working, they still demand a good service that is easily contactable and provides timely feedback.

Budget

In December 2015 and January 2016 a consultation exercise took place to seek the views of residents in South Yorkshire to an increase in the council tax precept. By 10p per week or £5 per year for council tax payers (3.37%).

This consultation took the form of an on-line survey which was promoted via the media, social media, the Federation of Small Businesses and our engagement database of around 5,000 contacts.

The results showed that 63% of respondents supported the increase and 37% opposed.

101 Contact Management System for Non-Urgent Reporting

In the coming months we will be looking to launch further public consultation around developing the 101 service. This will follow the procurement process to appoint a supplier of a new IT system to manage reporting.

This will enable us to establish what the public want and expect from a future service, including how they would like to report incidents - by phone/email/social media?

We will also be consulting internally with police officers and staff so that the new system supports the work that they do and takes into account their needs and the demands upon them and with public sector partners and voluntary agents to ensure that calls not police related can be directed to the correct service at the first opportunity.

f) The Police & Crime Commissioner's Diary

Details of the PCC's diary are now posted on our website:

<http://www.southyorkshire-pcc.gov.uk/About/Diary-of-the-PCC.aspx>

The details have been backdated to 1 January 2015. They are updated weekly.

As a snapshot, the PCC's engagement diary for the month of January is included at *Appendix 1*.

The table below groups the engagement activity over the last six months into:

- District-based visits and engagement specific to areas
- Internal Force and OPCC meetings and engagements
- Planned media interviews
- South Yorkshire-wide, regional and national engagements

PCC Engagements 1 August 2015 – 31 January 2016

District-Based				Force / OPCC	Media*	Force-wide, Regional & National
Barnsley	Doncaster	Rotherham	Sheffield			
14	13	13	32	102	19	85

*The media engagements listed are those that are pre-planned. Where matters have been reactive and at short notice, they have not always been listed in the PCC's diary.

g) Community Cohesion

In recent months, the PCC has been working with the Force and other partners to tackle issues of community cohesion across South Yorkshire, but particularly in Rotherham. This has involved organising and taking part in specific public engagement events within Rotherham to address issues of hate crime and confidence in the Force amongst minority communities.

h) Joint Engagement

We are developing the current Engagement Strategy in partnership with the Force's Corporate Communications Team to create a high-level Joint Community Engagement Strategy. This will set out the principles of how we community engagement can be taken forward together across South Yorkshire, maximising strengths and opportunities within both organisations to feed public views and opinion into the decision-making process, and ultimately into the Police and Crime Plan to set our priorities for the year ahead.

This will include the OPCC working closely with Inspectors from the Local Policing Teams to maximise joint opportunities for community engagement.

Both the OPCC and Force will produce individual action plans setting out how each will take forward community engagement and embed it within each organisation, and report back into the OPCC, to ensure all engagement can be captured and monitored as part of the PCC's duty to hold the Force to account for its public engagement.

This strategy will be brought back to a future meeting of the Police and Crime Panel, together with details of community engagement being undertaken by both the OPCC and the Force.

i) PACT Meetings

A full review of Partners & Communities Together ('PACT') meetings has taken place, and a set of recommendations has been agreed to improve the way these meetings work by re-branding them as Community Engagement 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 will launch in April. In some areas, where PACT is working well there are no recommendations to change 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.

j) Recording Engagement

From 1 March, the OPCC Engagement & Communications Team will be formally recording and monitoring all engagement commitments in order to map out activity across the four districts.

Information captured here will be used to provide information for future reports to the Police and Crime Panel.

8. Finance

The Engagement & Communications Team has a budget of £48,000. This funds campaigns, website development, events and consultation.

9. Background Papers and Consultation

Attached to this report are:

Appendix 1 – PCC Diary for January 2016

The following documents were presented to the Police and Crime Panel at the meeting on 16 October 2015, and are available to view on the Police and Crime Panel website:

OPCC Engagement & Communications Strategy

Appendix 1 – Media Protocol

Appendix 2 – Consultation & Engagement Protocol

Appendix 3 – Social Media Strategy

10. Contact

Name: Fiona Topliss

Position: Communications & Engagement Manager

Organisation: Office of the Police and Crime Commissioner

Contact Details: 0114 2964155, ftopliss@southyorkshire-pcc.gov.uk

SOUTH YORKSHIRE POLICE AND CRIME PANEL
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1.	Meeting:	Police and Crime Panel
2.	Date:	4th March 2016
3.	Title:	Report of the Legal Adviser – Update on the Operation the Complaints Procedure
4.	Directorate:	Resources

5. Summary

To update the panel on the number of complaints received and the handling of complaints since the last report.

6. Recommendations

That the panel notes the actions that have been taken in respect of complaints received.

7. Proposals and Details

7.1 A complaint was received about the nature of South Yorkshire Police's response to a robbery.

7.2 As this complaint was an operational matter in respect of the Police, and not regarding the conduct of the Commissioner as required to be considered under the complaints procedure, this matter was referred to the South Yorkshire Police. The complainant was informed that this had happened, therefore the issue is concluded as far as the Panel is concerned.

7.3 As stated at the last meeting two complaints have been received in respect of the former South Yorkshire Police and Crime Commissioner. These complaints have been referred to the IPCC. The IPCC have now returned to the Panel stating that they do not intend to investigate these complaints further.

8. Finance

None

9. Risks and Uncertainties

None

10. Background Papers and Consultation

Files and correspondence held by the Legal Adviser.

Contact Name: *Stuart Fletcher, Service Manager,
Legal Adviser, South Yorkshire Police and Crime Panel*
Telephone 01709 823523 or e-mail stuart.fletcher@rotherham.gov.uk

SOUTH YORKSHIRE POLICE AND CRIME PANEL – REPORT TO MEMBERS

1.	Meeting:	South Yorkshire Police and Crime Panel
2.	Date:	4 th March 2016
3.	Title:	Revised Complaints Procedure
4.	Officer and Organisation:	Legal Adviser, Rotherham Metropolitan Borough Council – Host Authority

5. Summary

To suggest revisions to the current Complaints Procedure.

6. Recommendations

It is recommended that the Panel:

6.1 Approve the amended extract from the Complaints Procedure as set out at Appendix 1.

7. Details and Proposals

7.1 Members will recall at the previous meeting a decision to delegate the initial handling of complaints to the Office of the Police and Crime Commissioner. The rest of the procedure was to remain unchanged.

7.2 The initial part of the Complaints procedure has therefore been revised to reflect the decision referred to above, and appears at Appendix 1.

8. Finance

None

9. Risks and Uncertainties

None

10. Background Papers and Consultation

Files held by the Panel's Legal Adviser.

Contact: Stuart Fletcher, Legal Adviser
South Yorkshire Police and Crime Panel
Email: stuart.fletcher@rotherham.gov.uk Tel: 01709 823523

Appendix 1

INITIAL HANDLING OF COMPLAINTS

Submitting a complaint

1. The Panel has delegated authority for the initial handling of complaints to the Chief Executive of the Office of the PCC. As such complaints should be sent to:

Chief Executive
Office of the South Yorkshire Police and Crime Commissioner
South Yorkshire Police HQ
Ground Floor
Carbrook House,
Carbrook Hall Road
Sheffield
S9 2EH

Or michellebuttery@southyorkshire-pcc-gov.uk

The Chief Executive of the Office of the PCC will consider whether the complaint is a complaint against the PCC, is a complaint for which the South Yorkshire PCP is the relevant Police and Crime Panel, is a complaint at all, or is a complaint relating to an operational matter of South Yorkshire Police (the Police) to be resolved in accordance with the complaints procedures of the Police.

When in accordance with the delegation to the Chief Executive of the Office of the PCC the decision has been made to record a complaint that will not subsequently be referred to the Independent Police Complaints Commission (the IPCC), the Chief Executive of the OPCC will:

- Record the date of receipt

- send a copy of the complaint, to the complainant and to the person complained about (in the latter case, subject to any decision taken not to supply a copy of the complaint or to supply the complaint in a form which keeps anonymous the identity of the complainant or of any other person) and will include the contact details of the Panel's scrutiny officer; and

- refer the record, a copy of the complaint, and copies of all the associated paperwork, to the Panel's scrutiny officer. This will be no later than two working days after the complaint has been recorded.

2. When submitting a complaint it is helpful to provide as much information as possible, to be specific regarding what was allegedly said or done, the date it happened and whether there were any witnesses.

Reference to the Independent Police Complaints Commissioner

3. The Panel is not responsible for investigating or determining whether a crime has been committed. The Panel has delegated authority to the Chief Executive of the OPCC for filtering complaints and deciding which complaints may amount to criminal conduct and should be referred to the IPCC. This will be done in consultation with an Independent Member of the Panel. The Chief Executive of the OPCC may take advice from the IPCC before making a referral.
4. Any conduct matter (see below) and any serious complaint (a complaint about conduct that constitutes or involves, or appears to, the commission of a criminal offence) must be reported to the IPCC as soon as possible.
5. Any other complaint must be referred if the IPCC requires it.
6. Referrals should be made as soon as possible and no later than the close of business the day after the Panel becomes aware that the matter should be referred.
7. The complainant and the person complained about should be notified, unless doing so might prejudice a future investigation.
8. It is possible for the IPCC to refer any complaint back to the PCP for resolution.