



ANNUAL REPORT 2014/15

Contents

Introduction	3
My Police and Crime Plan priorities.....	5
<i>Priority One – Reducing Crime and Anti-social Behaviour</i>	5
<i>Priority Two - Protecting Vulnerable People</i>	7
<i>Priority Three - Improving Visible Policing</i>	9
My Role as Police and Crime Commissioner	11
<i>To secure the maintenance of an efficient and effective police force area</i>	11
<i>To prepare and issue a police and crime plan and review the police and crime plan</i>	11
<i>To set the budget and council tax precept</i>	12
<i>To hold the Chief Constable to account</i>	13
<i>To oversee all, and investigate certain, complaints</i>	14
<i>Partnership and collaborative working</i>	14
<i>Information, public consultation and engagement</i>	17
Looking Ahead 2015/16	19

Introduction

This is my first Annual Report since becoming Police and Crime Commissioner for South Yorkshire (PCC) in November 2014.

The main purpose of the report is to provide a summary of how I discharged my statutory responsibilities in 2014/15. These responsibilities are set out in the Police Reform and Social Responsibility Act 2011. The report includes an overview of performance against the Police and Crime Plan priorities.

As PCC it is my job to ensure that the policing needs of South Yorkshire's communities are met as effectively as possible in order that those who live, work and learn here may both feel and be safe. I provide the funding for the police to carry out the objectives set out in the Police and Crime Plan. I am also responsible for commissioning services from other organisations to deliver those same objectives and I offer grants to the voluntary and community sector to help them improve safety across the county.

The previous PCC identified the following priority areas which were reflected in his Police and Crime Plan, published in March 2013:

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

Financial situation

The reporting year was another very difficult period for all public services, and policing was not immune from the further significant cuts made by Central Government. The amounts given to Police and Crime Commissioners overall – the Police Grant and Formula Funding allocations – were cut by 5.1% (in cash terms) compared with 2014/15. For South Yorkshire, this represents a reduction in funding of £9.6m (or 4.8%) compared to 2014/15. This is on top of a reduction of £9.5m in the previous financial year i.e. a cumulative reduction of £19m over the last two financial years.

The previous PCC allocated South Yorkshire Police (SYP) a budget of £239.8m for 2014/15. This was some £6m lower than the previous year - the result of the reduction in government funding. The pressures on the police service might have been even greater had not the force found ways of running the service more efficiently. Even so cuts also had to be made and the combined effect of both means that since 2007/08 over £50m of cashable savings and cuts have been made.

Issues facing South Yorkshire Police

When I became PCC serious issues were being raised about the force's failure to act in relation to child sexual exploitation (CSE). At the same time, questions were being asked about police conduct during and after the Hillsborough tragedy and at the time of the Miners' Strike. It was clear that inquiries into CSE were set to continue for a number of years and the inquests into Hillsborough would stretch into 2015 and beyond. It was hardly surprising that public confidence in SYP had been shaken and police morale damaged.

As I have gone around South Yorkshire in the eight months since I became Commissioner, people have told me many things, but two were voiced continuously. First, people said they wanted to see trust restored between the police and the public. Second, they wanted to feel and be safe – in their homes, where they work, on the streets and in public places, by day and by night. These two concerns are reflected in the Police and Crime Plan that I published in April 2015 which I called 'Putting Safety First'.

Police and Crime Plan 2014/15

The Priorities of the Police and Crime Plan.

Priority One – Reducing Crime and Anti-social Behaviour

Crime as a whole increased by 2 per cent over the 12-month period (an increase of 1,784 reported incidents compared with the previous 12 month period). Violence against the person offences increased by 28 per cent and sexual offences by 61 per cent. This reflects the picture nationally. The county has also seen domestic burglary fall by 2 per cent (166 fewer victims), while theft from the person fell by 4 per cent (68 fewer offences).

The outcomes for this priority were identified as:

- Fewer victims of crime and Anti-Social Behaviour;
- Satisfaction levels of victims of crime;
- Lower re-offending rates;
- An enhanced sense of safety on the part of the public

A number of operational improvements have been made in order to deliver these outcomes:

Improving Offender Management

A new County Offending Management Partnership Strategy was agreed in March 2015, which aims to address offending behaviour, ensuring that those who cause harm to themselves and others are dealt with appropriately – through education, Restorative Justice (RJ) support, and enforcement. This should maximise public safety by reducing re-offending.

The force is also moving towards a new web-based offender tracking tool, provided by the Home Office, to support Integrated Offender Management arrangements.

Drug tests in custody

My predecessor and I have given the force funding to carry out drug tests in custody. In 2014/15, a total of 2,919 detainees were given initial assessments by professional drugs workers whilst in custody or shortly afterwards.

Community Trigger

The former PCC decided that the South Yorkshire Partnership should become early adopters of the new 'community trigger', ahead of the national launch in September 2014. This trigger gives members of the public the ability to ask agencies such as the police, the fire service, councils and housing providers to review whether action undertaken for addressing their issues has been adequate based on reasonable expectation. If not, further action can be asked for.

This will be a valuable source of information that will improve the force's service around anti-social behaviour.

In addition to this, and following consultation with the public, I have commissioned a number of interventions which the police can include as part of a conditional caution, such as: Victim Awareness courses and Community Resolution Panels.

Restorative Justice

Restorative Justice is a victim-focused resolution to crime that is being sponsored at a national level. RJ involves bringing the victim and offender together in a safe and managed environment - where both are willing. This gives the victim an opportunity to hear the offender admit the crime, tell the offender how they feel, how the crime has affected them and to receive an apology. Not all victims or offenders want to do this, but some do. It gives back to victims a measure of control and allows offenders to show remorse and sometimes make reparations.

Following receipt of a Ministry of Justice grant, work has taken place throughout 2014/15 to develop South Yorkshire's approach to this initiative.

In June 2015, I launched the Restorative Justice Hub and dedicated website which means more victims will have the opportunity to make an informed choice as to whether RJ is something they wish to consider.

Focusing on crime prevention

In the current financial climate, where the police and partners are required to do more for less, it is important to adopt as far as possible a pro-active, preventive policing model which will help to reduce crime and anti-social behaviour.

In January 2015, the force revised its Crime Prevention Strategy, moving away from a reactive to a more pro-active crime prevention approach to policing.

Serious and Organised Crime

Organised Crime Gangs ('OCGs') operate at a local, regional and national level, and are linked to many different types of crime including drugs, firearms and money laundering. Over the last year, the force has been successful in causing disruption to these gangs, with arrests and, under the Proceeds of Crime Act, large seizures of drugs, firearms and money laundering of £2.1m.

Priority Two - Protecting Vulnerable People

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

To assist in delivering this priority the following outcomes were identified:

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

The following initiatives and investments have been undertaken to deliver these outcomes.

Additional Resources in the Public Protection Unit

I have put extra resources into work with vulnerable people, including victims of child sexual exploitation. However, I recognise that more needs to be done, particularly in relation to the training of officers and staff who work with vulnerable victims.

Victims, Survivors and their Families Panel

I set up a 'Victims, Survivors and their Families Panel' after being approached by a victim and her parents who said they wanted to help improve the police response to victims of CSE. The Panel enables me to better understand the way victims and survivors experience the work of the police (and other agencies), and how that can be made better. The Panel does not discuss individual cases but how the police can make their practices and procedures more 'victim friendly'.

The survivors have identified improvements to training for the force in child sexual exploitation as a key area for development. Police officers are now working with the

Panel to hear directly from them about their experiences. This will enable the police to learn how to improve their response to victims, so that victims and survivors are treated with sensitivity and respect.

Changes to Ways of Working

A new Public Protection Unit (PPU) structure is currently being implemented across the force. This includes increasing the number of police investigating Child Abuse and Child Sexual Exploitation, developing Safeguarding Adults Teams and creating a new PPU Policy Unit.

In addition to this, Multi Agency Safeguarding Hubs (MASH) are being established. This will see police officers working alongside Social Care, Health and other partner agencies to manage child protection referrals across the four district authorities. Two are already running with the other two following shortly.

Independent Review of the Force's handling of child sexual exploitation

In March 2015, BBC News reported that further allegations about the force's handling of child sexual exploitation in Sheffield prior to 2007 were being made by a retired police officer. The public were understandably alarmed.

Since the reports by Professor Alexis Jay and Louise Casey were focussed on Rotherham, I wanted to assure myself that nothing was being missed in the other districts of South Yorkshire. I therefore decided to commission an Independent Review of South Yorkshire Police's handling of reports of child sexual exploitation across the whole of the county.

The review will be led by Professor John Drew, and will establish whether South Yorkshire Police (together with partners) has understood and acted upon the findings of reports and inspections and whether the force's response to safeguarding children and young people is now as it should be.

Encouraging reporting from vulnerable victims

It is important that victims of crime are given the confidence to report the crimes against them. The way in which they are first dealt with is critical. Since most make contact through the call centre it is important that staff there are able to identify those callers who are especially vulnerable and 'at risk' and they are responded to appropriately first time.

Enhanced services for young victims of crime

I have provided funding for Victim Support who will give enhanced services to some of the most vulnerable victims and witnesses of crime through the establishment of a Young Witness Service.

More successful outcomes for victims

I recently became Chair of the multi-agency Victims and Witnesses Steering Group, a subgroup of the Local Criminal Justice Board. The aim of this Group is to improve victim satisfaction, in line with the victim focus approach, which underpins all aspects of the Police and Crime Plan.

Priority Three - Improving Visible Policing

The previous PCC made Improving Visible Policing one of his policing priorities. He identified the following outcomes:

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

The following initiatives and investments have been undertaken to ensure progress is made towards the delivery of these outcomes:

Securing Neighbourhood Policing

Wherever I go in South Yorkshire, people tell me how much they value neighbourhood policing. They want highly visible, dedicated police teams, who know an area well, supported by locally based police community support officers (PCSOs).

The biggest threat to neighbourhood policing in every part of the country is the continuous erosion of government funding – the Police Grant. Savings have to be made, and since 85% of the police budget goes on salaries, it is hardly surprising that police numbers have fallen across the country and within South Yorkshire.

But we have to find ways of securing the commitment to neighbourhood policing at less cost. I believe we can do that with a new Local Policing Model – and new technology is what helps make it possible.

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

The new LPTs will have responsibility for solving community problems and managing demand. Named Inspectors will be the principal point of contact for elected members and partners.

In addition, LPT officers and PCSOs will receive assistance from a Local Support Unit that specialise in the pro-active investigation of crime, anti-social behaviour problem solving, children and school-related matters, together with offender management.

Use of Technology to Improve Visible Policing

A strategy is in place to develop technology to support visibility. The strategy not only uses technology to show that the right resources are in the right place at the right time, but also uses a problem profile developed with partners to address areas of high anti-social behaviour and crime, and to provide disruption activity whilst remaining visible to local communities.

Improving visibility by social media

The force currently has 80,000 followers on Facebook, and just under 57,000 followers on Twitter. 1000 of the Twitter followers are signed up to Twitter alerts so the force can push emergency information to them. The force also utilises YouTube (for videos), CoverItLive (webchats), and is now looking to use Instagram for a younger audience.

There is also a project underway to review the website aimed at increasing the ability to engage in a variety of ways, which will ultimately reduce demand on frontline services.

The Force also uses an e-mail panel for ad hoc shorter theme based surveys and currently has around 4,000 e-mail addresses signed up to this.

Improving the management and resolution of reported incidents

All staff within the call handling centre have received additional training on the 'National Decision Making Model' front line staff are trained separately and National Decision Making runs through all their general training.

How I have fulfilled my role as Police and Crime Commissioner

The key responsibilities of a PCC laid down in legislation are:

- To secure the maintenance of an efficient and effective police force area
- To prepare, issue and review a police and crime plan
- To set the budget and council tax precept
- To hold the Chief Constable to account
- To oversee all, and investigate certain, complaints
- Partnership working
- Collaboration
- Information, public consultation and engagement

Set out below is how I fulfil these statutory responsibilities:

1. To secure the maintenance of an efficient and effective police force area

I have a duty to ensure that SYP is both effective and efficient. I am required to publish information so that the force's performance can be assessed by the people of South Yorkshire.

I have a legal obligation to publish certain information in a timely manner. During 2014 the Home Office carried out an inspection on the information published on my website and informed my Office that it was compliant and was highlighted as good practice.

2. To prepare and issue a police and crime plan and review the police and crime plan

One of the key responsibilities I have under the Police Reform and Social Responsibility Act (2011) is planning the strategic direction of the police force through the production of the Police and Crime Plan.

I hold strategic planning meetings which provide me with information that feeds the strategic planning cycle, for example what the latest budget position is for current and future years, how the force proposes to meet such requirements and what future changes in the wider crime and community safety world will impact upon this process and the decisions we take.

However, it is vital that I consider public views when I formulate my plans and priorities. Since taking up office, I have gone around South Yorkshire talking to people about what they want from the police service. A common theme has emerged. Whether people were talking about neighbourhood policing, or doing

something about business crime, domestic violence, burglary, bad driving or anti-social behaviour, the underlying note was the idea of feeling safe.

This therefore is the overriding objective of the Police and Crime Plan 2015/16 and why I have called it Putting Safety First. The Plan has three priorities:

1. Protecting Vulnerable People
2. Tackling Crime and Anti-Social Behaviour
3. Enabling Fair Treatment

3. Budget and council tax precept

The table below sets out the budget for 2014/15 approved by the PCC for both SYP and the Office of the PCC, indicating the sources of finance and the planned expenditure.

	£'000
Net Revenue Budget 2014/15	247,599

	Actual £'000
Sources of Finance	
Department of Communities and Local Government Funding	80,957
Police Grant	107,770
Precept (including Fund Surplus)	58,872
Total Funding	247,599

	Actual £'000
Budget	
Chief Constable Budget	244,103
PCC and OPCC Budget	1,994
Commissioning & Partnership	5,114
Debt Charges & Interest On Balances	7,426
External Funding	-4,263
Contribution from Reserves	-6,775
Total	247,599

South Yorkshire Police has focused on how best to manage ongoing funding reductions whilst continuing to maintain policing strength in key areas and indeed increase capacity in emergent priority areas. 2014/15 saw funding cuts of 4.8% (£9.5m) and additional extraordinary costs relating to EDL marches and the Hillsborough inquiry.

4. To hold the Chief Constable to account

The previous PCC had developed oversight and scrutiny systems and processes as part of his corporate governance arrangements. I have built on these. However, I do not wholly rely on written reports and presentations. I also:

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

I hold a variety of performance meetings, and receive updates on a regular basis from the Chief Constable. The Force also reports on performance against my priorities at monthly Governance and Assurance Boards.

I understand that tackling policing and crime issues cannot be done in isolation and during 2014/15 work has taken place to develop the Police and Partner Performance Framework (Framework), which has been designed to allow me to judge progress against the Police and Crime Plan outcomes for 2015/16. It is structured and filtered in a way that reflects where the majority of resources are provided and to whom they are provided.

I am required to produce an Annual Governance Statement (AGS) for 2014/15 which is being prepared in accordance with statutory time scales. The AGS sets out in greater detail how I operate under the principles of good governance. Alongside the AGS I have developed a Governance Improvement Plan which sets out the areas for improvement within the governance arrangements, along with the actions I and others intend to take to implement the improvements.

I have established an Independent Ethics Panel to provide independent and effective challenge and assurance about the integrity, standards and ethics of decision-making in SY policing. Members of the Panel all reside in South Yorkshire and have a wide range of skills and experience which they will use to help improve transparency, accountability and trust in SYP.

The Strategic Policing Requirement and the duty of the Chief Constable, held to account by me, to ensure the force has the necessary capacity and capability to respond to threats at a local level, and to support the national requirement have been taken into account. National threats, harms and risks may not always manifest themselves in South Yorkshire. However, it is part of the UK policing model that forces support one another in delivering at a national level.

5. To oversee all, and investigate certain, complaints

I am the appropriate authority for complaints against the Chief Constable. During the year of this Report I have dealt with 4 complaints against the Chief Constable and 2 complaint against ex Chief Constables, one of which has been referred to the IPCC and an outcome of this complaint is still awaited. These were dealt with in accordance with IPCC Statutory Guidance. In addition to this, one complaint against an ex Chief Constable has been referred to the IPCC and an outcome of this complaint is still awaited.

I am also responsible for monitoring the number and types of complaints made against police officers and staff, and receive regular information supplied by the Force's Professional Standards Department in this regard. In order to gain a rounded view of complaints against SYP, I receive updates from the IPCC and meet with the Region's IPCC Commissioner who is responsible for providing independent oversight of, and taking ultimate responsibility for, IPCC investigations, casework and the promotion of public confidence in the complaints system. I meet with members of the public throughout the year, and receive correspondence on a daily basis. My Office helps me analyse the key issues raised, which in turn informs my further scrutiny, should that be required.

6. Partnership and Collaboration Working

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

SYP has a long history of collaborating with other agencies and police services – nationally, regionally and locally. Highlighted below is some of the work during 2014/15.

- **Regional**

In February this year, Matthew Grove, PCC for Humberside Police, and I agreed to build on our existing working relationships and enter a Strategic Partnership to explore further joint opportunities, allowing both forces to share support services with the aim of protecting front line officers and staff, and keeping Community Policing local.

Both forces have collaborated extensively for many years on a variety of support functions such as IT and Human Resources, and this work will consider which other areas can be delivered more effectively in a joint arrangement over the next two to three years.

- **Local**

Independent Domestic Violence Advisors

In 2014 I started providing additional funding for Independent Domestic Violence Advisors (IDVAs) to ensure all areas had the recommended number. This funding will continue in 2015/16.

‘Together’ - a new Rotherham project for vulnerable young adults

I also provide funding for ‘Together’ - a service that provides support to 17 to 24 year olds from the point they come into contact with the police and emergency services in Rotherham. Together’s local team help young adults to manage their mental well-being, and to avoid future contact with police or over-use of emergency services. The project is run in partnership with SYP, Rotherham Metropolitan Borough Council and Rotherham, Doncaster and South Humber NHS Foundation Trust (RDaSH). In addition to my support and from the Barrow Cadbury Trust, additional funds are also provided by the Clinical Commissioning Group.

Victim Support

On taking up office, the previous PCC allocated Victim Support £100,000 per year, over a 3-year period to provide an additional young/vulnerable witness service.

Grant Scheme

In 2014/15, a total of £488,000 was made available to non-profit organisations to provide initiatives in South Yorkshire that would complement and work towards the priorities in the Police and Crime Plan.

The following projects were awarded a grant:

Active Regen Community Foundation Grant Awarded: £12,990	Pathways Family Support Centre Grant Awarded £26,629
Athersley Cares Grant Awarded £17,112	Rotherham Women's Counselling Services & Pit Stop for Men Grant Awarded £15,000
Cathedral Archer Project Grant Awarded £15,000	Rotherham Women's Refuge Grant Awarded £9,137
Charles Street Neighbourhood Watch Grant Awarded £14,214	Sheffield Adult Protection Board Grant Awarded £10,925
Creative Pathways Grant Awarded £25,000	Sheffield Dementia Action Alliance CIC Grant Awarded £5,136
Dinnington Community Forum Grant Awarded £12,000	Sheffield Integrated Domestic Abuse Service Manager Grant Awarded £18,000
Domestic Abuse Refuge Support Group (Barnsley) Grant Awarded £29,987	Sheffield Safeguarding Board on behalf of Sheffield, Rotherham and Barnsley Grant Awarded £5,000
Doncaster New Directions Grant Awarded £4,740	Sheffield Sexual Exploitation Grant Awarded £28,700
Groundwork South Yorkshire Grant Awarded £9,240	Sheffield West Community Youth Team Grant Awarded £6,589
Gujarat Association Grant Awarded £1,099	Sheffield Working Women's Opportunities Project Grant Awarded £2,852
Haven House Project Grant Awarded £6,256	Somali Community and Cultural School Grant Awarded £11,800
Heeley City Farm Grant Awarded £3,770	Speakup Self Advocacy Ltd Grant Awarded £6,680

Home Start Sheffield Grant Awarded £9,584	The Cascade Foundation Grant Awarded £21,700
Military Community Veterans Centre Grant Awarded £15,000	The Hood Box Fit Grant Awarded £4,670
MESH Community Cohesion Services Grant Awarded £14,866	The M25 Housing & Support Group Grant Awarded £12,200
The Youth Association Grant Awarded £9,686	Tinsley Forum Grant Awarded £30,000
Young Women's Housing Project Grant Awarded £27,000	Sheffield First Grant Awarded £14,250

7. Information, public consultation and engagement

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

My Engagement and Communications Strategy details 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.

Below are some of the engagement activities I have supported and attended since I came into post, which support the Police and Crime Plan priorities:

- 'Is it worth it' school tours where my office has engaged with around 6,000 secondary school pupils, promoting important safety messages on issues such as internet and social media safety, substance abuse and anti-social behaviour and its consequences.
- Attendance at question and answer sessions with the community, partners, voluntary organisations, local authorities and federations throughout Barnsley, Doncaster, Rotherham and Sheffield. I have presented on, and responded to, a number of issues, including:
 - My role and responsibilities
 - Decisions made since coming into office
 - Child sexual exploitation, Hillsborough and Orgreave

- My renewed Police & Crime Plan – Putting Safety First
 - Budget setting and the constraints around the government imposed cuts
 - Local Policing Teams
- Attendance at public meetings to hear community concerns, and work with the police, community groups, local authorities and partners to formulate, support and monitor mutual solutions, and to offer reassurance.
 - Walking through some particular areas of concern with local police officers and PCSOs.
 - The OPCC also administers and supports the PCC's Independent Advisory Panel for Minority Communities (IAPMC) and the Independent Custody Visitors Scheme.

Members of the IAPMC provide the valuable role of 'critical friend' to the force and myself. They give independent advice on the development and review of policy, procedures and practices.

The Independent Custody Visiting Scheme, is where members of the public visit police stations unannounced, to check that people held in custody are treated properly. The volunteers who carry out this role play an invaluable role on my behalf.

Looking ahead – 2015/16

Next year (2015/16) will see some changes to the Police and Crime Plan. In particular, there is a greater emphasis on vulnerability and how those at risk is changing, not least through increasing use of the internet and an ageing population. I have called the renewed plan Putting Safety First. You can read the full version on-line at: www.southyorkshire-pcc.gov.uk

My Strategic Priorities 2015/16 are:

1. Protecting Vulnerable People
2. Tackling Crime and Anti-Social Behaviour
3. Enabling Fair Treatment

But if these outcomes are to be achieved, South Yorkshire Police and its partners will have to manage significant challenges ahead. During 2015/16 I will be working with the force and partners to consider what changes need to be made to address these challenges.