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# Putting Safety First

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

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## 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.

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**

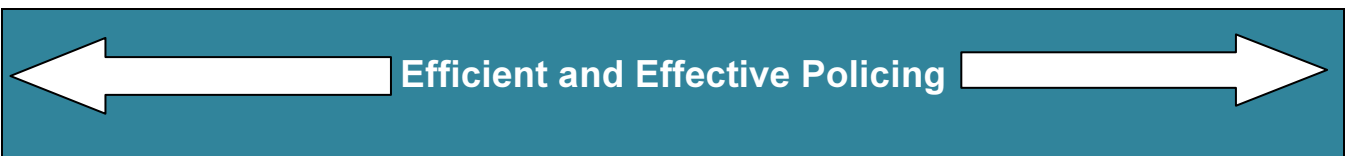
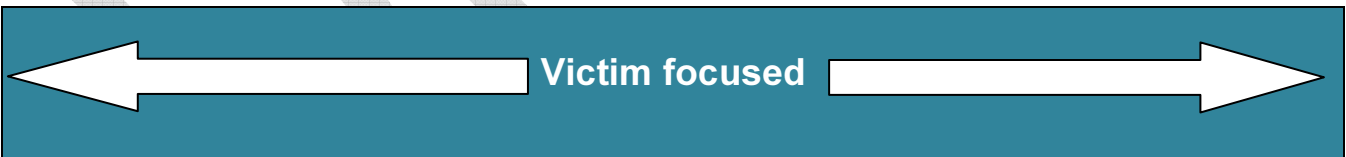
- Effective action tackling child sexual exploitation, rape and serious sexual offences.
- Effective response to threats to the most vulnerable people.
- Appropriate response by police and justice services to those suffering mental health issues

**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).<sup>1</sup> 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

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<sup>1</sup> '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.

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.

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.



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.

- **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

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.

- **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.

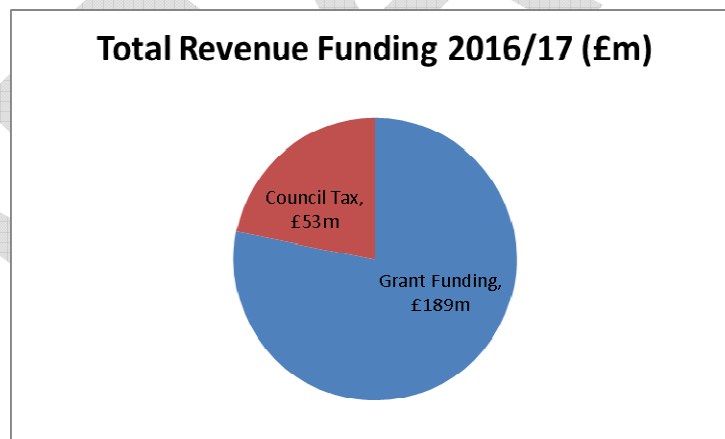
### The National Picture

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.



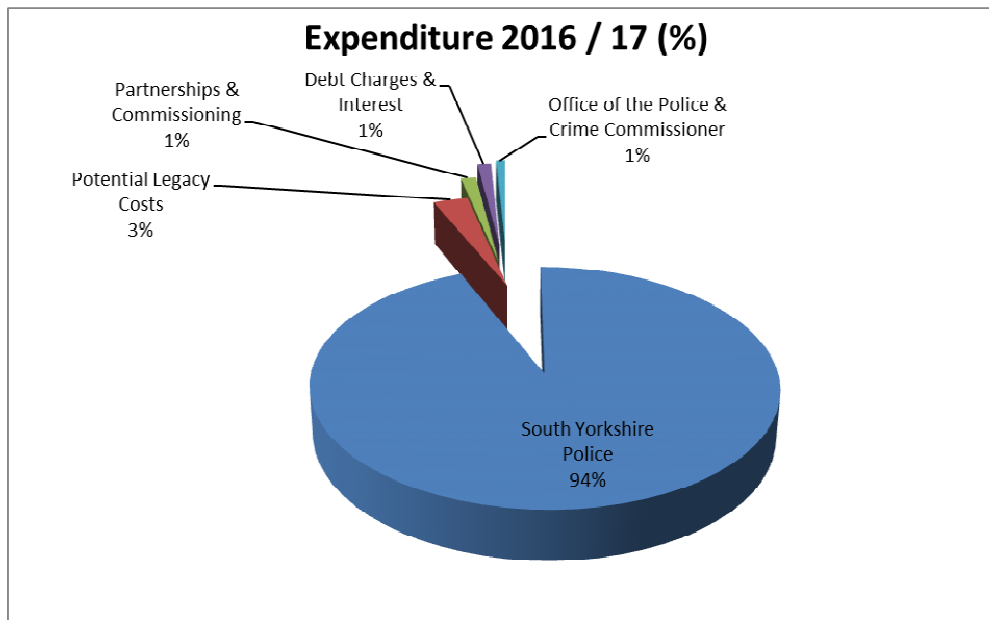
This increase in council tax will raise an additional £2.4m which, with contributions from reserves of about £4m, will still require South Yorkshire Police to make savings of about £6m in 2016 / 17. With employee costs representing approximately 90% of the revenue budget it is likely that the majority 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.

## 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:



### 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

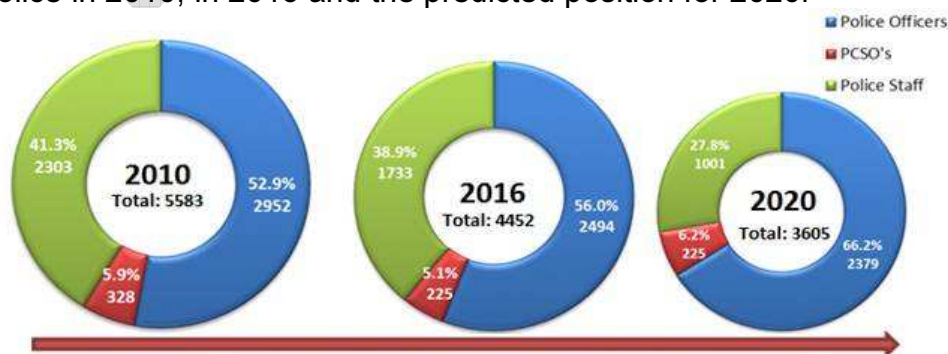
The Force recognises it must improve and transform the public’s access to information, advice and services, and facilitate the most effective response by ‘getting it right first time’. Services to the most vulnerable will be improved and immediate access to information will allow the police response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

## 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

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

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.

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## 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.

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## 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](mailto: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.

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](mailto: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](mailto:consultation@southyorkshire-pcc.gov.uk) or telephone 0114 2964150.



### 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](http://www.southyorkshire-pcc.gov.uk)

#### Email

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

#### Media

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

#### Social Media

Follow on Facebook and Twitter (@SYPCC)