South Yorkshire Police and Crime Commissioner

Your Voice

KEEPING SAFE

THE POLICE AND CRIME PLAN FOR SOUTH YORKSHIRE 2017-2021

Renewed 2019

"Seek the well-being of this place... for in its well-being you will find your own"

– Jeremiah, 29:7

South Yorkshire Police and Crime Commissioner

Your Voice

CONTENTS

Foreword by the PCC and message from the Chief Constable 04

The Policing and Crime Priorities 06

Priority 1: Protecting Vulnerable People 06

Priority 2: Tackling Crime and Anti-Social Behaviour 07

Priority 3: Treating People Fairly 11

Independent Panels 12

Commissioning and Partnerships 13

The Local Criminal Justice Partnership 14

Partnership with the Fire and Rescue Service 15

Small Grants Scheme 16

Providing Value for Money for Policing and Crime Services 18

Accountability 21

Role of the Police and Crime Panel 22

Afterword 23

How to Get Involved 24

How to Contact Me 26

Foreword

I was elected as Police and Crime Commissioner to be the voice of the public on policing matters in South Yorkshire. But, of course, we do not always speak with one voice. So I have to use some judgement about what I hear.

I listen to your comments and concerns about crime and policing and do two things with them. First, I determine what I believe you want as priorities for the police. I do that in this Police and Crime Plan. Second, I meet regularly with the Chief Constable to ensure those priorities are being met.

Each year I renew the Plan to take account of any changing or emerging policing or crime priorities.

I was first elected in 2014 and then again in 2016. Over this period, some things have not changed. Consistently you have said that you want to be kept safe by the police and you want to feel safe:

- You want to be protected if you are or feel vulnerable
- You want crime and anti-social behaviour to be proactively tackled and to be generally reassured
- You want to be treated fairly if you come into contact with the police as a victim, survivor, witness or suspect

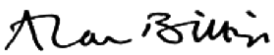
But other things have changed markedly. We have seen that:

- Demand on the police is growing and changing
- A reduction in Government grant during the period 2010/11 to 2018/19 of 22.3%
- Other public services are shrinking, and this puts greater pressures on the police as they are asked to do more and more non-crime work – such as searching for missing people

This is why I support the police in seeking to get better at analysing and predicting trends and patterns in both crime and non-crime activity – such as assessing the impact of the UK leaving the European Union (Brexit). By doing this forward planning, they will get the right mix for their workforce – police staff, police officers, police community support officers (PCSOs) – and be able, with others, to prevent crime as well as deal with it after the event. Much progress has been made in recent years, which is why Her Majesty's Inspectors are now commending the force as 'good' in many key areas.

I will continue to contribute to national policing needs by having regard to the Strategic Policing Requirement, a document that outlines the Home Secretary's views of national threats. I will also continue to support the restoration of neighbourhood policing, the introduction of new IT and the forging of stronger collaboration with partners, not least the Fire and Rescue Service.

The overriding message for the coming year (2019-20) is that we must get better at working together for the common good. The prophet put it this way: *'Seek the well-being of the place where you are set … for in its well-being you will find your own'.* (Jeremiah 29.7)



Dr Alan Billings
South Yorkshire Police and Crime Commissioner

Chief Constable's Message

I am privileged to lead South Yorkshire Police in delivering the aim and outcomes of this Police and Crime Plan, and it is clear that ours is a force which has no shortage of committed, talented and capable officers and staff who are passionately committed to the values that our public expect to find in their force.

The Police and Crime Plan sets out clear priorities for the force and I have an unshakeable intention to ensure that the plan is implemented and we achieve our objective of keeping South Yorkshire a safe place to live, learn and work.

The force's 'Plan on a Page' sets out how my teams will deliver on the PCC's Police and Crime Plan.

As has already been demonstrated by our progress over the past two years, South Yorkshire Police has the ambition and drive to become an outstanding force and to enhance the quality of our services still further.

Stephen Watson
Chief Constable of South Yorkshire Police

The Priorities

Having listened to what people in South Yorkshire have told me about policing and crime I believe the overall aim of the police service and the key priorities should remain the same this year as last.

We want South Yorkshire to be a safe place in which to live, learn and work. We want to be safe and we also want to feel safe.

This can be achieved by:

- Protecting vulnerable people
- Tackling crime and anti-social behaviour
- Treating people fairly

PRIORITY 1
Protecting Vulnerable People

Any of us might become vulnerable at any time in our lives. We could be stalked, burgled or have the data on our computers hacked. But some people are more vulnerable than others. Children, for instance, may become vulnerable to grooming for sexual or criminal purposes, on the streets or, increasingly, online.

Where vulnerable people become the victims of criminal activity, the police are immediately involved.

But the police become involved with vulnerable people even when they are not the victims of crime. For example, older people who suffer from dementia may wander off and forget who they are or where they live. Children go missing from children's homes, failing to keep to the agreed deadline for their return in the evening. They have to be found. Although there is no crime here, the police are called to help.

In the past, some of this would have been done by other people – staff from the homes, social workers, and so on. But, as other public services have felt the squeeze of 10 years of austerity, increasingly the police service has become the emergency service not just of last resort, but of only resort. Calls on the police service have gone up exponentially as a result and they are finding it increasingly difficult to manage – and do the crime work. These non-crime demands on the police may now account for as much as 80% of police time [1].

Some senior police officers nationally have begun to say that since this is not 'core police business' the police must resist doing it. I take a different view. Stretched though the police are, our understanding of what we want from the police service has broadened and we see much of this non-crime work as important for keeping us safe. Having said that, the police will need to find ways of reducing or preventing some non-crime demand or they will struggle to tackle crime. This is something they are doing with partners, and I will be supportive; but it is not an easy circle to square.

There is, for instance, an over-representation of children and young people who are in care or have recently left care in the criminal justice system. They deserve our support to help them avoid poor outcomes and make a successful transition to adulthood.

There are some victims of crime who are especially vulnerable. Those who have been sexually assaulted can be quite traumatised, and this trauma can last for much of their lives. This is why my office worked with NHS England to jointly fund and set up in Sheffield a Sexual Assault Referral Centre (SARC) in a refurbished former police station – not in a hospital or police station – to which victims can go to receive the help they need. Forensic examinations can take place there and evidence stored. Should the matter go to trial, the centre has a video link to the court so that victims need not go into a court building and face the perpetrator. The centre has now broadened its scope in being available for victims of other crimes as well.

My officers will work closely with our NHS (England) partners to review the current Child Sexual Assault Assessment Service and our commissioning intentions for the future. My aim is that any young people requiring the support and services in the facility receive the most appropriate care, and in a timely way.

1 College of Policing Analysis: Estimating Demand on the Police Service – August 2015

In the coming year I shall be looking for a continued focus by the police on helping: victims of serious violence, domestic abuse and sexual offences, including children; those who are victims of child sexual and child criminal exploitation, human trafficking and slavery; and those subject to cyber and internet fraud. I shall be looking at how South Yorkshire Police work with the NHS, Clinical Commissioning Groups, Social Care partnerships and the voluntary and community sector on their developing work plans, which will better enable people in mental health crisis to obtain the right help from the right service at the right time. I also want to see improved services for those who call 101 and better feedback by the police to victims and witnesses about the progress of their case.

The Jay Report 5 Years On

In August 2014 Professor Jay published her report saying that 1400 girls had been groomed on the streets of Rotherham, sexually exploited and abused. She was critical of the lack of response by the local authority and the police at that time – 1997-2013.

I became PCC in the wake of this, determined that lessons should be learnt and the victims and survivors helped. I set up a panel to hear the experiences of victims, survivors and their families, and their ideas on how services could be improved. I have had regular reports on progress: the young women have been identified by South Yorkshire Police and the National Crime Agency; officers have been trained in recognising exploitation and taking care of victims and witnesses. There have been a number of successful prosecutions. A lot has been learnt in South Yorkshire which has been shared with other force areas where similar issues have been found to exist. I shall continue to monitor this closely in 2019-20.

PRIORITY 2
Tackling Crime and Anti-Social Behaviour

Crime is changing. According to the British Crime Survey, for many years crime and anti-social behaviour overall has been falling. However, more recently, some types of crime have shown a worrying increase. These include robbery, violent crime – such as knife crime – and sexual offences. In addition, cyber and internet crimes are set to increase rapidly. Criminals are now operating in a fully digitalised world – and we need a police force that is able to tackle this. It has implications for the workforce mix. More 'bobbies on the beat' will not solve internet crime, yet this is where most crime will be committed in future.

In 2018 we were anxious about the rise in violent crime, particularly stabbings. This was not unique to South Yorkshire and in fact, when we look at comparable areas elsewhere in the country, we are not recording as much violent crime. Nevertheless, we want to understand the reasons for the increase and we want to see it brought down.

Similarly the sudden appearance of new types of drugs – such as 'Spice' – have led to disturbing scenes in some of our urban centres. Users sway, fall down and pass out on the pavement. This can be disturbing and frighten those who witness it and has led to some people avoiding town centres. This has to be tackled, not least for those whose lives are being destroyed by the drugs.

Some increases in crime may not be real increases so much as more accurate or better recording. People are having more confidence, for example, in reporting hate crimes, sexual crimes and abuse within families. The police have learnt the 'soft' skills needed to encourage people to come forward and to offer protection where a case goes through the criminal justice system.

In South Yorkshire, all crime is investigated. But that cannot mean that every crime is treated in the same way. For instance, given that since 2010 we have lost about 520 officers, it is not possible to send an officer to every offence that is reported. The police will have to make a judgement about whether to attend, based on a range of

criteria including assessing the level of harm caused, and the investigative opportunities available. My view is that as long as the reasons for a particular judgement are carefully explained, most people will understand why a visit may not be productive – at that time. But people do need to be reassured that the details of each case are being captured because they know that this helps to build a picture of what may be happening in an area and may eventually lead to an arrest.

It is important that we understand local priorities as well as the high demand areas of policing. The newly re-introduced Neighbourhood Policing Teams will be working with local communities to understand the policing and crime issues that are affecting their day-to-day lives and working to resolve issues and carry out enforcement as necessary. It is these, often low level, issues that really matter to people and if addressed can have a dramatic impact on the lives of individuals and communities.

There will be hidden victims of all these types of crime, and recent experience has shown that there will be crimes that we only gradually become aware of. One such example has been the emergence of child criminal exploitation, and 'County Lines' – where children, young adults and vulnerable people are trafficked around the country to move drugs and money. This raises questions around the way in which some vulnerable children and young people have become criminalised under the influence of others – which is what happened to some of those who were groomed and sexually exploited.

The Government is considering further changes to the way in which adult offenders are managed. We will watch with interest to see what, if any, probation changes might take place.

All this is why I want South Yorkshire Police to continue to:

- build their intelligence on these various crime types and offenders
- work with my office, schools and colleges on how to avoid becoming a target for criminal activity
- raise awareness on spotting the signs of exploitation
- work with partners at more effective information sharing between agencies

We also need to do more to prevent crime and anti-social behaviour (ASB) in the first place – though this is not a matter for the police alone. So, for example, drug use and supply is a major driver of crime. Drug users may commit crimes to feed a drugs habit. Drug suppliers may use violence to protect their market. Ensuring that young people understand the risks they run by being drawn into drug-dealing gangs and making worthwhile alternative life choices available to them, is something that concerns many agencies, not just the police. I will support as far as I can all such efforts.

Sammy's Law

Samantha Woodhouse is a survivor of child sexual exploitation.

She waived her right to anonymity in order to raise awareness of the plight of survivors, and is lobbying the Government to have the criminal history of victims of child sexual exploitation removed. The lives of victims and survivors have already been damaged in such horrific ways, and a criminal record received when they were under the influence of an abuser can be a barrier to recovery and moving on with their lives. I commend Samantha for her bravery in speaking out and using her own horrifying experiences as a platform to help others and I support 'Sammy's Law'.

Of some concern is the fact that there have been fewer convictions for drugs trafficking and possession nationally than three years ago. This is a serious matter because another area of concern nationally as well as locally is the growing number of people with mental health problems and we know that drugs can contribute to that. Equally, we know that some people turn to drugs when they feel they cannot cope or are in mental health crisis. In these circumstances, those who suffer with a mental health condition and have become addicted can quickly find themselves involved in crime and anti-social behaviour.

75% of mental health issues present themselves before a person reaches the age of 18 [2], and so agencies need to work together to understand how adverse childhood experiences affect individuals in childhood and in adulthood, and how best to support them early enough or, better, how to prevent those experiences in the first place.

The return to neighbourhood policing should help with this. If these dedicated police teams work well with partner agencies, and keep the support of the public through careful engagement – listening not just telling – they will gather vital intelligence to help other agencies tackle root causes of crime early – i.e. before issues become a matter for the police.

2 Annual Report of the Chief Medical Officer 2012, Our Children Deserve Better: Prevention Pays.

The YOYO Initiative

YOYO stands for 'You're Only Young Once'. I launched this ground-breaking initiative last year, aimed at year nine pupils in schools across Barnsley, Doncaster, Rotherham and Sheffield.

YOYO provides a day's learning in a classroom, delivered by The Bauer Academy, producing podcasts, videos, news articles and radio advertisements. As they learn these media skills they also research the consequences of taking part in activities that could cause them harm, or be criminal.

The workshops concentrate on issues surrounding child sexual exploitation and guns, gangs and knives. These two themes incorporate discussion on sexting, drugs, alcohol, safe strangers, domestic abuse and healthy relationships.

Radio advertisements produced by pupils are currently airing on Hallam FM as part of the initiative. In phases 1 and 2 of the initiative advertisements reached 250,000 listeners per week, providing 4.1m opportunities for the advertisement to be heard over the six-month period.

Content produced from every lesson is also added to the YOYO website and YouTube for pupils, their families and the schools to share. Feedback from pupils indicates that 100% of all those learners surveyed thought their YOYO experience was good or excellent.

YOYO is constantly evolving, and the content of the lessons will now incorporate county lines, knife crime and child criminal exploitation. Young YOYO ambassadors are to be identified from future workshops, to help showcase the YOYO content and spread these important messages through school assemblies.

More details and the content is available to view at:
www.yoyosyorks.co.uk

Often it is anti-social behaviour rather than crime that most disturbs people. For example, last year many told me how their lives were blighted by off-road bikes. I was pleased, therefore, when the police established their biker team that has been very successful in pursuing and apprehending those who cause nuisance – and crushing bikes.

The police are also involved in supporting communities to get along together peacefully and in ensuring public order, including the policing of public protests when these occur – as they have in Sheffield during the council's 'Streets Ahead' programme.

The public need to understand how they can keep themselves safe and better protect themselves from crimes, how they can become more resilient, and where to go for support from agencies best placed to help them, and this is not necessarily the police. Importantly, the public also need to understand how they can call for help if they become victims of crime – usually through 101 or Crimestoppers – and 101 has been a cause of great frustration since before I became Commissioner. We commissioned new IT and in 2018 a new system was introduced and the service is improving, but it has been painfully slow.

But austerity and an increasing workload has put great pressure on the police adding to the normal stresses of their job. Day to day many have to deal with quite traumatic incidents. There are things that happen to them, things they have to view, incidents they witness and abuse they receive. Officers also develop skills of empathy for victims. The other side of that coin is that empathy engages feelings, and feelings can't just be switched off at the end of a shift as officers go home. So I will support efforts to improve the welfare of staff. I also support the introduction of The Assaults on Emergency Workers (Offences) Act, which creates a new aggravated offence and doubles the maximum sentence for these acts from six to 12 months.

In the coming year, therefore, I will be asking about how well the police understand the demand on their services – both present and future – and how well they use what they know. I will be asking about the effectiveness of neighbourhood teams in working with partners, in listening to the public and in helping to prevent crime and ASB. I will be asking how well crime is understood, how far it is being brought down. and whether there is the right workforce mix to deal with crimes such as serious and violent crime, cyber crime and terrorism.

The Public Health Approach to Crime

During 2018 there was a great deal of talk about the Public Health or Glasgow approach to crime.

This was something that was implemented in Glasgow over a ten year period that seems to have reduced serious and violent crime there very significantly. Briefly, it says that the only way to beat crime is to tackle the root causes, the reasons why young men – and it is mainly men – get involved in organised crime in the first place. There are a variety of causes: they are excluded from school; there are few leisure opportunities; there are few job opportunities; they get hooked on drink or drugs; gangs offer easy money and a 'glamorous' lifestyle..... and so on. Clearly, tackling these is not primarily a police matter, which is why it has to be a multi-agency approach. But the police must play their part. I support the approach and it is now being attempted in Sheffield.

In the 12 months to 30 September 2018 compared to the previous 12 months knife crime fell in South Yorkshire by 12%, which is testament to the hard work of South Yorkshire Police with partners in this area, and a good indication that this approach is working. However, we must not forget that as well as tackling the causes, which requires other agencies to deliver appropriate services, the police in Glasgow also stepped up their enforcement of the law. Criminal gangs were targeted, their activities were disrupted, stop and search continued, tough sentences were imposed.

The approach was summed up very succinctly and very well some years ago: we must be tough on crime and tough on the causes of crime.

PRIORITY 3
Treating People Fairly

When I meet community groups or talk at various public meetings, people often speak to me in different ways about fairness.

Sometimes this is about the allocation of resources. People want a fair allocation of police resources between each of the four districts – Barnsley, Sheffield, Rotherham and Doncaster – or between the more remote rural areas and the urban townships, or between the suburbs and the inner city. People in the many villages and farming communities can feel that all the attention is on urban and not rural crime.

Others speak about the need for the fair treatment of particular communities. Ethnic minorities point to the fact that they are often disproportionately represented in the criminal justice system and may feel that they have undue police attention. This is why I shall be working with Youth Offending Teams to understand whether this year's youth offending statistics reveal any disproportionality in outcomes for black, Asian and minority ethnic (BAME) groups in our communities.

Other minorities – such as LGBT or those with disabilities – may say they are not recognised or understood as well as they should be. If hate crimes are to be properly recorded and investigated we need the police to understand what the issues are and what is at stake.

Two areas that are of focus are the make-up of the police force – including volunteers – and how the force treats its staff. We want the police to be as representative of the community as possible. So we look for a fair balance between different ethnic groups and between male and female. This is partly why I have an Independent Ethics Panel and an Independent Advisory Panel for Minority Communities to advise me and the Chief Constable on fairness. This is important to get right because the police will only be effective if they retain the trust and confidence of the public in general and different communities in particular.

In relation to the treatment of staff, this is an area where Her Majesty's Inspectorate believed the force still requires improvement. Last year, I asked the Independent Ethics Panel to work with the force to support a positive culture and organisational development. The Chief Constable is now working through the panel's recommendations.

There are others whose fair treatment is of great importance, though none more so than victims and witnesses. I came into office as a consequence of the Jay Report into the child sexual exploitation scandal in Rotherham. For the whole of my time as PCC I have had a particular concern for the victims of these and indeed all crimes. This is why I commission services to look after the victims of crime.

Reforms to the police complaints system are already underway, with the final phase expected this year. I will have an enhanced role under the new legislation, particularly at the appeal stage and in the oversight I have over the force's handling of complaints.

In the coming year I will continue to ask the police and the various panels to give reassurance about these different aspects of fairness.

Independent Panels

Independent Ethics Panel

This Panel helps me, and the Chief Constable, build the trust and confidence of the public and partners by demonstrating the ways in which the force is thinking and behaving ethically and in accordance with national standards. The Panel also assures me that equality, diversity and human rights standards and procedures are effective. It meets about five times a year.

The Panel members are:

Andrew Lockley, Chair

Michael Lewis

Prof Anne Macaskill

(Imam) Sh. Mohammad Ismail

Independent Advisory Groups

I receive advice and information on delivering accessible and responsive policing related to minority groups through independent advisory groups, individuals and community groups and organisations.

In addition the Independent Advisory Panel for Policing Protests is convened as and when a public protest occurs in South Yorkshire and the Panel can add value.

Custody Visitors

I have a statutory duty to run an Independent Custody Visiting Scheme. This is where volunteer members of the public visit police stations unannounced to observe, comment, report and challenge on:

- the treatment of people who are detained at police stations
- the conditions in which they are held
- whether their rights and entitlements are being observed
- how the rules governing their welfare are being operated

This is done to allow greater public understanding and confidence in policing, and to provide an independent check on the way that police officers carry out their duties in relation to people who are detained.

Animal Welfare

Independent Custody Visitors are also given the opportunity to join the Police Dog Welfare Scheme. The scheme enables independent observation, comment and report on the conditions under which the dogs are housed, trained and transported with a view to securing greater public understanding and confidence in these matters. It also provides an independent check on the way the police dog handlers carry out their responsibilities with regard to the welfare of animals in their care.

This year I also hope to reintroduce the Horse Welfare Scheme to South Yorkshire, on similar lines.

Commissioning and Partnerships

Most of the funding I receive – from government grants and council tax precept – goes towards the police. But I also commission some services, principally for the care of victims of crime, whether or not they want to report a crime to the police.

For example:

- Victims Services
- Independent Sexual Violence Advocates
- Children's Independent Sexual Violence Advocates
- Sexual Assault Referral Centre
- Independent Domestic Violence Advocates
- Restorative Justice

I have a Commissioning Strategy which explains my approach to commissioning services and the overall commissioning budget. I then issue a Commissioning Plan each time I renew my Police and Crime Plan to explain how commissioned services other than the police will contribute to the delivery of priorities that year.

There are many partnerships between South Yorkshire Police and my office and:

- other police forces – e.g. in specialist areas like strategic roads policing
- other emergency services
- other agencies involved in bringing offenders to justice, including the prisons and probation service
- local authorities
- the NHS
- the voluntary and community sector

The Importance of Partnerships

The transformation in the quality and effectiveness of the South Yorkshire Police Service, as demonstrated by the most recent reports from her Majesty's Inspectorate, is extraordinarily good news.

Good news for the people of South Yorkshire at a time of enormous austerity and cutbacks and good news for the morale and motivation of the service as a whole. The Police and Crime Commissioner, Dr Alan Billings and Chief Constable, Stephen Watson deserve great credit for demonstrating the kind of leadership which has enabled the rank-and-file of the service, who are under enormous pressure, to deliver tangible improvements.

From the point of view of those of us involved in encouraging a partnership approach across a whole range of services and business organisations in the city, it is critical that every institution and service plays its part in reducing pressure on the police, and therefore ensuring that prevention reduces the need for even greater expenditure down the line. The police are the 'last resort' but very often they shouldn't be. Working together we could not only save money but actually save misery and further cutbacks by using resources together and at the same time saving money.

The Rt. Hon. The Lord David Blunkett,
Former Home Secretary

The Local Criminal Justice Partnership

The police service is just one part of a wider system bringing people to justice, known as the criminal justice system (CJS). As well as police, other organisations play their part – from prosecuting cases to providing a court venue for cases to be determined; from supporting victims and witnesses throughout the criminal justice journey to supervising offenders whilst serving their sentence.

The role of the police is to investigate the crime, catch the offender and provide evidence for the Crown Prosecution Service (CPS). The CPS decides whether to prosecute the offender depending on the strength of the evidence and whether it is in the public interest. Sometimes, frustration with apparent lack of action is focussed on the police, or other agencies, when in fact it is a result of this very complex system. We have to make the system more responsive.

I support a Local Criminal Justice Board (LCJB), which brings local criminal justice agencies together to work through those complexities to achieve common goals and priorities pertinent to South Yorkshire.

The key objectives for the South Yorkshire LCJB are to help bring about:

- a service that supports victims and witnesses throughout the process
- the rehabilitation of offenders, including young people, who commit crime, and the reduction of reoffending
- a more efficient and integrated criminal justice system.

The Victims' Centre, Hackenthorpe Lodge

The South Yorkshire Victims' Centre – Hackenthorpe Lodge – is a multi-purpose building offering victim-focussed services.

These include an adult Sexual Assault Referral Centre (SARC) which can be accessed 24 hours a day, 365 days a year if needed, by victims of sexual assaults from across the county.

The centre also has a room which is welcoming and private where victims of crime can be interviewed and a video recording made.

There is also a Victim Support services hub which assists victims of crime from South Yorkshire and Humberside. Victim Care Advocates give support to those who require it on an on-going basis.

The final element of the centre is the remote live video link which enables vulnerable and intimidated witnesses. to give evidence to courts (local and national) from comfortable and private facilities. The same facilities can also host victims and witnesses viewing their recorded interview prior to giving evidence in court.

What Is Restorative Justice in South Yorkshire?

Restorative Justice (RJ) is a process that brings together those harmed by crime and those responsible for causing harm, so that they may communicate with one another.

The process enables those affected by a particular incident to be heard, and enables offenders to face the consequences of their actions. Victims and offenders play a part in repairing the harm caused, and finding a positive way forward

In South Yorkshire, I am committed to providing a quality RJ service that supports the long-term recovery of victims; a service that is accessible to victims of all crimes. I am also committed to providing a professionally delivered service that is accessible at any point throughout the criminal justice journey, and wherever a person resides in the county.

Partnership with the Fire and Rescue Service

South Yorkshire
FIRE & RESCUE

One of the most important of our developing partnerships is that between South Yorkshire Police (SYP) and South Yorkshire Fire and Rescue Service (SYFRS).

Both organisations had been working together for a number of years but in 2018 we formalised this with a joint collaboration agreement. We believe that by working more closely together we can make the service we offer the public both more effective and also more efficient. There is also now a statutory duty for the emergency services to collaborate.

The steps we have taken so far include:

- Setting up a Police and Fire Collaboration Board – this consists of the Chief Fire Officer, the Chair of the Fire Authority, the Chief Constable and myself as chair. This is where the final decisions are made for the collaborative activities
- I became a member of the Fire Authority
- Joint appointments – for the Vehicle Fleet and the Estates
- Joint Fire and Police Station at Maltby
- Joint Community Safety Unit

However, while much has been accomplished, more could be done. The Policing and Crime Act 2017 allows Police and Crime Commissioners to take on the governance of Fire as well as Police where that would bring greater effectiveness and efficiency for both organisations and this is something I will keep under review in 2019.

Small Grants Scheme

Each year I allocate a little funding for a small grants scheme. I invite voluntary and community groups to apply for funding up to £5,000 for projects that will help towards realising one or more of the three priorities in the Police and Crime Plan.

Some of this money comes from recovering assets from criminals. The projects have been many and various. The scheme is open all through the year. All the information needed to apply to my grant scheme can be found on my website **https://southyorkshire-pcc.gov.uk/what-we-do/grants/**

Barnsley Chronicle and Rotherham Advertiser

In addition, two local newspapers join with me in administering a micro grants scheme. Community and voluntary groups can apply for up to £1000. The schemes are administered by the local newspapers, details can be found at the links below.

During 2018/19 over £150,000 was awarded to more than 65 community groups and organisations.

ROTHERHAM Advertiser

Rotherham Advertiser Grant Scheme

www.rotherhamadvertiser.co.uk/cash-for-the-community.htm

South Yorkshire Police and Crime Commissioner

Your Voice

Commissioner's Community Grant Scheme

BARNSLEY CHRONICLE

Barnsley Chronicle Grant Scheme

www.barnsleychronicle.com/strongertogether

Providing Value for Money for Policing and Crime Services

The Policing and Crime Budget 2019-20

Part of my responsibility as PCC is to receive and then allocate funding for the police and other services. This comes from two principal sources:

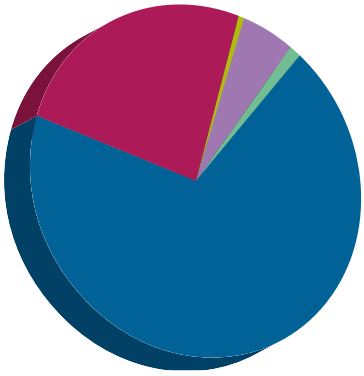
- Government grants (73%)
- Council tax – the precept (27%)

I also support the police in seeking income from other sources: recovering the cost of policing commercial events, such as football matches; and seizing assets from criminals, including cash. I encourage the police to generate income, by offering training to other forces and agencies, for example. And I will apply for grants when available from time to time.

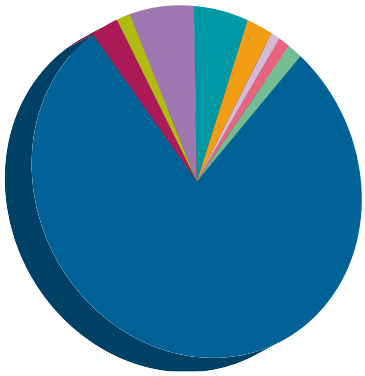
Most of this funding goes to the police (96.7%) and commissioned services (1.3%) with some to support my office (0.8%) and capital financing costs (1.2%).

Funding:

Funding	£m
Central Government Grants	192.7
Council Tax Precept	69.1
Collection Fund Surplus	1.4
Income (Fees, Other Grants etc.)	14.3
Reserves	2.6
	280.1



Expenditure	£m
Employees	219.5
Premises	7.8
Transport	4.5
Supplies & Services	17.4
Support & Agency	15.2
Legacy Issues	7.1
Office of the PCC	2.1
Partnerships & Commissioning	3.3
Capital Charges	3.2
	280.1



Council Tax Bandings:

Total Number of properties 2019/20		%
Band A	354,018	57.5
Band B	105,635	17.1
Band C	75,279	12.2
Band D	**43,846**	7.1
Band E	22,215	3.6
Band F	9,617	1.6
Band G	5,094	0.8
Band H	438	0.1
Total	616,142	100.0

Each year I work with the Chief Constable to ensure that South Yorkshire Police has a balanced budget. For some time, the amount coming from government grant has been decreasing in real terms, so in order to make the books balance I have had to raise the precept. Even so, that has barely covered inflation, so we have also had to make savings and use some reserves. But reserves are a finite quantity and if they are not replaced, they eventually give out.

The South Yorkshire Police budget is unique in having three on-going and extremely costly calls upon its resources which no other force has. These are the so-called 'legacy' issues and arise out of past mistakes by the force:

- The continuing investigation by the National Crime Agency into Child Sexual Exploitation in Rotherham between 1997-2013 – Operation Stovewood. This is the biggest and most complex investigation ever undertaken
- Civil claims from victims and survivors of non-recent Rotherham CSE
- Civil claims arising out of the Hillsborough football disaster of 1989

As in previous years, I have applied to the Home Office for Special Grants to cover these costs, arguing that it is unfair that the burden should be carried by today's force and council tax payers. They have given some help but still require us to meet the first £2.4m of costs for each of the three issues – a significant and continuing burden.

Value for Money Services

As the funding I receive is from government and local taxation, I must be able to demonstrate to local communities and taxpayers that the services provided are delivering value for money. This is even more important in times of financial constraint, when difficult choices have to be made about which services, activities or groups I should support.

Economy, efficiency and effectiveness are the core components of value for money (VFM), which the National Audit Office (NAO) defines as "the optimal use of resources to achieve intended outcomes".

I have a Value for Money Strategy identifying key principles and approaches to ensuring the most productive use of resources in delivering the priorities and the desired outcome of this Police and Crime Plan.

The Strategy drives personal responsibility for ensuring value for money – in South Yorkshire Police, in my office and in my arrangements with commissioned service providers.

The key principles within the Strategy are:

1. Maximising Economy

- increasing 'cost consciousness' at all levels in the Police, the Office of the Police and Crime Commissioner, and with partners and those from whom we commission services
- using competition, through procurement, to achieve the best price

2. Maximising Efficiency

- ensuring evidence-based decision-making, with clear outputs and benchmarking of our activities – e.g. through HMICFRS Value for Money profiles and more detailed Value for Money studies,
- ensuring proportionality, reinforcing accountability and transparency

3. Maximising Effectiveness

- integrating Value for Money principles more explicitly within planning, decision-making and performance and risk management
- focusing on results, tracking success of outcomes through Delivery Plans
- promoting a culture of continuous improvement, including experimentation and innovation

Monitoring the delivery of Value for Money services will be a key focus for the Joint Independent Audit Committee.

Joint Independent Audit Committee

This committee (JIAC) advises both the Chief Constable and me on areas of concern and the financial health of the force. In particular they help me to track the savings the force has to make to balance the books.

Committee members:

Melvyn Lunn, Chair

Ian Falconer

Julie Gill

Sandi Carmen

Accountability

Having established the priorities, I then set measures by which I will hold South Yorkshire Police, commissioned service providers and grant recipients to account for the delivery of those priorities and desired outcomes.

I ask questions like these:

- How well does the service understand the data they have, and how well are they using it in their planning?
- How well are they performing against the priorities? How do they know?
- If they are not making progress, why is this, and how will they put it right?

Throughout the year, I will also be informed by engagement my staff and I have with South Yorkshire's communities, as well as what people write in about.

We will reflect on:

- What is the public telling us about policing, crime and ASB in their area?
- Are there particular worries or anxieties that people have?
- Are there examples of good practice on the part of the police?
- Do we see patterns or trends emerging?
- Do we notice particular hotspots developing?

I 'hold to account' in a number of ways, both formal and informal:

- Informally I meet with the Chief Constable and his senior officers and staff every week.
- My staff attend many meetings with the police and assess progress.
- My office manages a framework that aims to monitor performance across a range of measures including gathering the public's views on the police and partners. The measures directly relate to the priorities in my Police and Crime Plan, and compliance with my statutory responsibilities.
- I hold a formal meeting – the 'Public Accountability Board' – once a month, at which I receive performance reports. This is open to the press and public. It is filmed and can be viewed on the website.
- I receive reports at the Public Accountability Board, from the independent panels.

'Holding to account' can sound quite negative because it sometimes means I have to ask the police difficult questions. But it is also a way of allowing the police to explain to the public why they take certain actions and to demonstrate that they are being thoughtful and proactive and performing well – and that allows me to be encouraging and supportive.

The Role of the Police and Crime Panel

Just as I hold the Chief Constable to account, so I am held to account by the Police and Crime Panel.

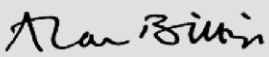
The Panel consists of 12 members – councillors from each of the four district councils and two independent members. They hold regular meetings at which they question me about how I have been performing and scrutinise my decision making.

These meetings are held in public and the press are present. The meetings are filmed and can be seen on the website. Of course, ultimately I am held to account at the ballot box.

More information about the Police and Crime Panel can be found on their website at **www.southyorks.gov.uk/webcomponents/jsec.aspx**

Afterword

The next two years are going to be very testing for South Yorkshire Police. Demand for service is rising. Finance is getting tighter. The challenge is to understand how that demand can be both predicted and reduced. In part that involves closer working with others and in part it involves using resources more cleverly and efficiently. But this is now a good force that is well able to meet the challenge.



How to Get Involved

Special Constabulary

'Specials' are volunteer police officers who give some of their spare time in this way because they want to make a contribution in their communities. There are few, if any, organisations that offer the variety of opportunities you will find as part of the Special Constabulary in South Yorkshire Police. 'Specials' are a vital part of the police service, working alongside regular officers to reduce crime and protect vulnerable people. Being a special constable is a way of developing new skills while serving the local community.

If you are interested in becoming a special constable, please visit: **www.southyorks.police.uk/sign-up/to-volunteer-with-syp/to-be-a-special-constable/about-special-constables/** or call: **0114 219 7000** for more information.

Police Support Volunteers

There a number of volunteer roles within the police, such as a Community Safety Volunteer, Puppy Walker, Lifewise Volunteer or Digital Outreach Officer. Each role plays a vital part in supporting South Yorkshire Police, and is a way of giving back to the community.

If you are interested in a Police Support Volunteer role, please visit: **www.southyorks.police.uk/sign-up/to-volunteer-with-syp/to-be-a-police-support-volunteer/** or call: **01709 832455** and ask for the Police Support Volunteer Project Officer.

Police Cadets

South Yorkshire Police currently run a cadet scheme, where young people aged 15-17 volunteer to help their local community, find out more about how the police work, and have the opportunity to work towards awards and qualifications. South Yorkshire Police Cadets have been involved in various aspects of policing, such as participating in test purchase operations.

If you are interested in becoming a Police Cadet, please visit: **www.southyorks.police.uk/sign-up/to-volunteer-with-syp/to-be-a-cadet/**

Independent Custody Visitors

I run an Independent Custody Visiting (ICV) Scheme, where members of the public visit police stations unannounced to check people being held in custody are being treated properly. ICV's perform a very important role on my behalf, and I am grateful for their continuing involvement and contribution.

If you are interested in applying to be a custody visitor, please visit: **www.southyorkshire-pcc.gov.uk/get-involved/icvs/** or call: **0114 296 4150**

Independent Advisory Groups

I run a number of Independent Advisory Groups to provide the valuable role of 'critical friend' to me and South Yorkshire Police. The groups give independent advice on a number of policy issues, and provide a safeguard against disadvantaging any section of the community through a lack of understanding, ignorance or mistaken belief.

If you are interested in being an Independent Advisory Group panel member, please email: **info@southyorkshire-pcc.gov.uk** or call: **0114 296 4150**

Contact

How to contact me

Office Address:

Office of the South Yorkshire Police and Crime Commissioner
South Yorkshire Police Headquarters
5 Carbrook Hall Road
Carbrook
Sheffield
South Yorkshire
S9 2EH

Telephone: **0114 296 4150**

Email: **info@southyorkshire-pcc.gov.uk**

Media Enquiries: **media@southyorkshire-pcc.gov.uk**

Social Media:

SouthYorkshirePoliceandCrimeCommissioner/

@sypcc

@sypcc

1704