



South  
Yorkshire  
Police and Crime  
Commissioner

*Your Voice*



# Putting Safety First





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# South Yorkshire Police and Crime Plan 2013/17

(Renewed March 2015)



# Foreword from the Commissioner



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*“You never really understand a person until you consider things from his point of view.”*

**Atticus Finch**

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Atticus Finch is, of course, the fictional lawyer in Harper Lee’s novel, *To Kill a Mockingbird*. As I write this I have just heard the words spoken in the stage version at Sheffield’s Lyceum Theatre. What Atticus recommends is what I have spent much of my time doing since being elected Police and Crime Commissioner: trying to understand what the many different groups and individuals who make up the communities of South Yorkshire want from their police force and how the police understand their role.

I became Commissioner in difficult circumstances in November 2014. The previous Commissioner, a former Rotherham councillor, had resigned in the face of public anger after Professor Alexis Jay reported on child sexual exploitation in the town. Serious issues were being raised about police failure to act. At the same time, questions were being asked about police conduct during and after the Hillsborough tragedy and at the time of the Miners’ Strike. It was clear that inquests and enquiries arising from these incidents were set to continue for a number of years. It was hardly surprising that public confidence in the police had been shaken and police morale had been damaged. In these circumstances how was trust between the police and the public to be restored?

As I have gone around South Yorkshire talking to community groups, leaders in business, the universities and local authorities, those working in the voluntary sector and many individuals, all have said the same thing: that restoring trust has to begin with an acknowledgement by the police service of what went wrong in the past and a real determination to learn lessons and put matters right for the future. That is the critical starting-point and helping the police to do that will continue to occupy much of my time.

But what has also struck me in the talks I have had is the emergence of another common theme. Whether people were talking about the importance of neighbourhood policing, or doing something about business crime, domestic violence, burglary, bad driving or anti-social behaviour, the common factor was the same: the idea of feeling safe. People said, in effect, we want to feel and be safe – in our homes, where we work, on the streets and in public places, by day and by night. I am sure, therefore, that enabling people to feel safe and be safe has to be the overriding objective of this renewed Police and Crime Plan. This, along with evidence gathered by my office as part of the strategic planning process, identifies that ‘Putting Safety First’ is what will determine the priorities of the police service for the period to 2017.



What you can read in the rest of this document is how I am arranging priorities so that the police and others can contribute towards achieving that ultimate goal of people feeling and being safe.

But all of this has to be done with fewer and fewer resources. The police grant from central government has reduced each year since 2010 and I have to assume that it will continue to do so whatever the result of the General Election in 2015.



There is one other piece of wisdom we can take from *To Kill a Mockingbird*. In the end, law and order in the town where Atticus Finch practised depended not just on the forces of law and order, but on the contribution each and every citizen was prepared to make. For us in South Yorkshire, restoring confidence needs the police to make significant changes to the way they work on our behalf. In return we can make their job more successful if we are equally concerned with one another’s safety.

**Dr Alan Billings**  
South Yorkshire Police and Crime Commissioner  
March 2015

# The Aim

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

## The Strategic Priorities

| <b>Protecting Vulnerable People</b>   | <b>Tackling Crime and Anti-Social Behaviour</b>   | <b>Enabling Fair Treatment</b>  |
|---|---|---|
| <ul style="list-style-type: none"><li>■ Effective action tackling child sexual exploitation.</li><li>■ Reduction in the vulnerability of individuals within the community.</li><li>■ Effective response to new and evolving threats to the most vulnerable people.</li><li>■ Nationally recognised good practice in protecting vulnerable people from harm.</li></ul> | <ul style="list-style-type: none"><li>■ Effective action tackling crime and anti-social behaviour.</li><li>■ Targeted response to those that cause most harm in the community and intervention with others before they enter the criminal justice system.</li><li>■ Prioritising the crime and behaviours that cause the most harm in the community.</li><li>■ The right outcomes for victims of crime and anti-social behaviour.</li></ul> | <ul style="list-style-type: none"><li>■ Integrity in all actions, reflecting the national policing 'Code of Ethics'.</li><li>■ Engagement that actively seeks to implement public feedback in delivering police services.</li><li>■ Services to those most in need of them, ensuring a visible presence in the areas where this will have the most impact.</li><li>■ Services that inspire trust in the general public.</li></ul> |

← **Victim focus** →

# Protecting Vulnerable People

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

Policing nationally is rapidly expanding its understanding of vulnerability and South Yorkshire Police must keep abreast of this evolving picture. They will be expected to work in partnership with other agencies to protect people before crimes are committed which in turn will reduce the demands for a police response. Prevention is always better than cure.



## Where are we now?

So who are vulnerable? Vulnerability may come about as a result of someone's age, gender, sexual orientation, ethnicity, disability, health or religion.

Child abuse mainly happens within families; but, as we now know from the 'Independent Inquiry into Child Sexual Exploitation in Rotherham 1997 – 2013', by Professor Alexis Jay OBE ('Jay Report'), the sexual exploitation of young and vulnerable children can also begin on town and city streets. Child abuse, and specifically child sexual exploitation, will continue to be central to any priority around protecting vulnerable people. We also note that there is a proven link between missing person reports and cases of sexual exploitation. From February 2014 to January 2015 there were 6,374 missing person reports in South Yorkshire, of which 519 are of under 18's who repeatedly go missing.

Both the 'Jay Report' and Louise Casey's "Report of Inspection of Rotherham Metropolitan Borough Council, February 2015", have criticised the police over their handling of child sexual exploitation. Since the 'Jay Report', the Force has worked with partners and government bodies to improve their response. The number of staff within the Public Protection Units (PPU) has increased by 102 since 2013, and I have made a decision to increase specialist staffing within the unit as a whole by a further 62. This will provide additional investigative and supervisory capacity to allow for the creation of locally delivered referral processes, working alongside partners.



In South Yorkshire, over the past year, domestic incidents which resulted in a crime being recorded, were up by 33% (1,861 offences). Nationally, around 1.2 million women suffered domestic abuse. Over 400,000 of these women were sexually assaulted: 70,000 women were raped, and thousands more stalked. These are alarming figures and we need people in South Yorkshire to know that if they report incidents they will be taken seriously.

The changing demographic profile of the country and South Yorkshire show that elderly people will form a greater proportion of the total population in the coming decades. Analysis of victim profiles tells us that elderly people are more likely to be victims of theft, burglary and criminal damage, with women being at a higher risk of theft offences. All elderly people can be vulnerable targets for distraction burglaries.



The police have a crucial role in working with and supporting people with mental health problems. They are often the first to respond to urgent situations that may involve vulnerable individuals with mental health problems. They have to make quick decisions to assess the situation and the needs of all 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. This needs to be done through a coordinated and focussed approach. I am looking for a commitment to recognise those who are vulnerable now, who may be vulnerable in the future and then, working in partnership, to protect them by adopting nationally recognised good practice. I believe strongly in victim-focussed service design and delivery and have already set up an independent advisory panel of victims and survivors of child sexual exploitation. I will commission research to identify what works in order to enhance the effectiveness of police and partners in protecting those at risk and helping those who have been victims.

I am committed to working with partners to see the “Government Action Plan for Violence Against Women and Girls” implemented, as well as working with the Crown Prosecution Service to secure more successful outcomes for victims.

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

**South Yorkshire Police are tackling child sexual exploitation and working with partners to prevent the abuse of children.**

Child sexual exploitation and preventing child abuse remain a central priority of protecting the vulnerable. There will be a focus on identifying those who may be vulnerable to abuse, and putting safeguards in place to prevent them becoming victims, as well as targeting those that prey on vulnerable children. The police must demonstrate a greater willingness and ability to hear the experiences of victims and survivors. They must use – along with other agencies – the full range of actions open to them to disrupt the activities of perpetrators.

**South Yorkshire Police are working with partners to reduce the vulnerability of individuals within the community.**

The police will need to demonstrate effective practices in their assessment of risk and the identification of the vulnerable within communities. They must also demonstrate what actions they are taking to prevent victimisation, as well as dealing with those who commit acts against them. This will also include working with partners to develop an overarching “Safeguarding strategy for the protection and support of vulnerable people in South Yorkshire”. In addition I don’t want to lose sight of others whose safety is often at risk through careless driving – such as pedestrians, cyclists and other road users.

**South Yorkshire Police and partners are recognising and responding to new and evolving threats to the most vulnerable people.**

Police and partners must demonstrate that they are robust and effective in assessing future threats and changing the nature of policing to respond to them. There is also a need to recognise a growing number of people with mental health issues as well as those influenced by drugs and alcohol. Once these threats have been identified they must also show what actions they are taking with partners to prevent harm from occurring.

**South Yorkshire Police and partners are using nationally recognised good practice to protect vulnerable people from harm.**

Police and partners will engage in the work being done throughout the United Kingdom to develop their understanding of vulnerability, and how to protect from harm those identified. They will be expected to demonstrate effective application of new approaches where appropriate.

# Tackling Crime and Anti-Social Behaviour

Tackling crime and anti-social behaviour (ASB) is core business for the police. It is consistent with the Government's objective to cut 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 have remained stable since 2012.

There have been, however, changes in categories beneath the overall level of recorded crime. The highest increases have been in sexual offences and violence against the person. However, the increase in sexual offences may indicate a greater willingness on the part of victims – especially women – to report crimes against them.

The highest decrease has been in vehicle offences.



There has been a 2% (1,805) decrease in anti-social behaviour incidents over a rolling 12-month period.

In the period between July 2014 and January 2015, of the total of 54,728 crimes recorded, 1690 were dealt with by Community Resolution (3%). The majority of these Community Resolutions were used for offences of violence against the person, theft (shoplifting) and criminal damage.

The police have demonstrated considerable success in dealing with some crime types, particularly theft from vehicles and criminal damage. They have also targeted organised crime groups and invested significantly in the Public Protection Unit, which supports the victims of serious sexual crime.

Nationally policing has been criticised for some of its crime recording practices. South Yorkshire Police have implemented the recommendations from Her Majesty's Inspectorate of Constabulary's Crime Data Integrity Report. The police have also invested significantly in technology to better understand long-term crime trends and build a better operational response.

## Where do we want to be?

The police must continue to prevent people becoming victims of crime and anti-social behaviour. To do this they need to focus on the crime that matters in the community, either due to the volume of it, or the seriousness of the offences. Similarly they need to concentrate efforts on those that cause the most harm to our community - whether by the nature and/or amount of their offending or the indirect, though potentially devastating, effect of organised crime and drug use. In all this the police must be focussed on the needs of the victim and keeping them informed. They also need the public to feel confident to report

all offences so they can build a true picture of offending across the local area to better direct their resources. They must then ensure that the highest standards of crime recording are implemented internally and encourage reporting of offences, especially in known areas of crime under-reporting. It is always desirable to see crime fall if it indicates effective practice, but a rise in some under-reported crimes may be considered positive if it indicates the public 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 four outcomes:



**South Yorkshire Police are tackling crime and ASB, and working to prevent people becoming victims.**

The police will need to demonstrate how they are working with partners to deter individuals from committing crime, ASB and re-offending. They will need to show that they understand the impact crime and ASB have on victims.

**South Yorkshire Police are prioritising the crime and behaviour that cause the most harm to communities.**

The police must demonstrate that they have effective processes for assessing what crimes and types of ASB cause the most harm, where the most at risk areas are, and that they take a robust approach to the deployment of resources.

**South Yorkshire Police and partners are targeting those that do the most harm in communities and intervening with others before they enter the criminal justice system.**

Police and partners must demonstrate that they are focussed on managing those that could or do cause the most harm in communities, whether these are prolific and dangerous offenders, or individuals involved in ASB that disproportionately harm parts of the community.

**South Yorkshire Police and partners are efficiently delivering the right outcomes for victims of crime and ASB.**

The police must focus on having a victim-orientated approach to dealing with crime and disorder, and demonstrate that they effectively investigate crime, and work to deliver the right outcome for the victim and the wider community and work to ensure that justice is done.

# Fair Treatment

During the election campaign people told me they wanted 'good policing'. By this they meant not just efficient, intelligent and effective policing – though they did – but also ethically responsible policing. There was a feeling that aspects of alleged past conduct (Hillsborough and Rotherham) had tarnished South Yorkshire Police to such an extent that public trust and confidence had been badly shaken. This seemed to be not just a question of ethical failure or lapse on the part of a few individuals, but something more systemic and cultural. People needed reassurance that proper standards of professional conduct were being restored, that the national Code of Ethics adopted by South Yorkshire Police was being implemented and embedded, and nothing like this could happen again.

Since the election I have also had conversations with police officers who have told me that these legacy issues have damaged the morale of the Force and they need help restoring their confidence as well.



The fair treatment of residents and communities 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.

Fair treatment involves putting the national 'Code of Ethics' for policing at the heart of everything that the police do; it involves effective community engagement, listening to feedback and using it in making decisions and setting our priorities, and dealing with the public's concerns.



Wider than this, it also involves being fair to the public by prioritising the deployment of resources to where they are needed most, being visible and accessible at the right time and in the right place. It also involves focussing on the demands that matter most to delivering public safety and eliminating wasteful activity.

## Where are we now?

South Yorkshire Police is taking a number of significant steps to improve their visibility in the community. Last year saw a successful joint bid by South Yorkshire Police and Humberside Police to the Home Office Innovation Fund to purchase laptops that allow operational officers to do their work whilst still in the community, rather than having to return to their police station bases. The laptops were initially tested at Woodseats Police Station, Sheffield, and resulted in a significant rise in the visible policing hours of the staff.



However, public trust in the police has been seriously tarnished, both nationally and locally. Nationally, there was much criticism of the way some police behaved towards the government minister, Andrew Mitchell MP, and locally there have been damaging revelations about the response to child sexual exploitation in Rotherham, the Hillsborough tragedy and the Miners' Strike. South Yorkshire Police has acknowledged failings and has accepted the criticism made. The organisation has also taken steps to embed the 'FIRST' principles and put them at the heart of everything they do. 'FIRST' stands for Fairness, Integrity, Respect, Standards and Trust.

## 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 to the public. Fairness involves effective and representative community engagement, taking steps to listen to and understand our community, the levels of trust within it and actively trying to increase that trust. It is also about effective use of resources ensuring that the areas of most need are the areas the police are focussed on.

I have already established an Independent Ethics Panel - independent of both me and the police - chaired by an experienced solicitor. I have asked the Panel to follow up some of the previously mentioned ethical concerns and provide me and the police with independent and effective challenge. I need to be sure that the police are acting with integrity and high professional standards in all they do. The Panel has no decision making powers, but will make recommendations to me and the Chief Constable.

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:

**South Yorkshire Police and partners are adhering to their respective codes of ethics and professional practice.**

Police and partners must ensure that officers and staff act according to their respective codes of ethics, in their actions, and that instances where they do not are investigated fully and that training and development of staff reflect the values and standards expected of those working within the profession.

**South Yorkshire Police and partners are having efficient, representative engagement with communities and actively seeking to implement public feedback in delivering police services**

Police and partners must demonstrate that they have mechanisms to ensure that the community can engage with them and that this engagement includes all parts of the community. Engagement must be purposeful and efficient and so it must also be demonstrated how this engagement influences the delivery of services.

**South Yorkshire Police is prioritising the delivery of services to those most in need of them, ensuring a visible presence in the areas where this will have the most impact.**

The police must demonstrate that they have an effective method for determining which aspects of the community have the most need, prioritising the efficient delivery of policing services, and being visible in areas where this has a positive effect and the most benefit, and reducing the inappropriate use of resources.

**South Yorkshire Police and partners understand that the confidence the public has in them depends on their understanding of what the public want and being able to deliver it.**

Police and partners must have an understanding of the public's opinion of their interaction and delivery of services, working with the Office of the Police and Crime Commissioner and partnership agencies to increase that knowledge wherever possible.



# Funding the Priorities

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 government funding for all public services, except the National Health Service, has been cut. On 17 December 2014, the Government issued the Provisional Police Grant Report for 2015/16. The amounts allocated to Police and Crime Commissioners – the Police Grant and Formula Funding allocations - have fallen by 5.1% (in cash terms) compared to 2014/15.

Nationally, over the last 10 years or so, we have seen the costs of investigating crime rising, even though the number of crimes is falling. This is mainly due to the shift in crime types to those that are of a more complex nature.

## South Yorkshire's Position

For South Yorkshire, the finance settlement represents a reduction in funding of £9.6m (or 4.83%) compared to 2014/15. This is on top of a reduction of £9.5m in the previous financial year: i.e. a cumulative reduction of £19m over the last two financial years.

There are no details of the potential grant settlement for 2016/17. This will be dependent on the outcome of the next spending review, which will take place after the 2015 general election. The lack of clarity or certainty about funding beyond March 2016 does not assist any medium-term financial planning.

In order to prepare plans for the medium-term I have made assumptions about the potential level of funding reductions from Government and the cost pressures that will be faced in the next few years. On the basis of these assumptions, we will need to find savings of up to £49m in the four years from April 2016. Obviously the position may change as further information becomes available.

I am clear, however, that the potential scale of the continuing reductions in Government funding represent a challenging position for policing in South Yorkshire. In addition, South Yorkshire face potential costs that other police forces do not. I am legally obliged, for example, to fund the costs of some of those police officers involved in the Hillsborough Inquests. The Government has notified us that we will only be receiving special grant funding estimated at £10.7 million towards the costs we have incurred during 2013/14 and 2014/15. This leaves us with an estimated shortfall of around £6 million, which does not take into account other applications for financial assistance that have been made since we applied for a special grant, nor the continued representation of those currently covered by the special grant that will continue into 2016.





Finally, in South Yorkshire, following the publication of Professor Alexis Jay's report, the number of referrals in relation to child sexual exploitation has increased, along with the number of sexual offences. These crime types, by their very nature, are complex to investigate and must be adequately resourced.

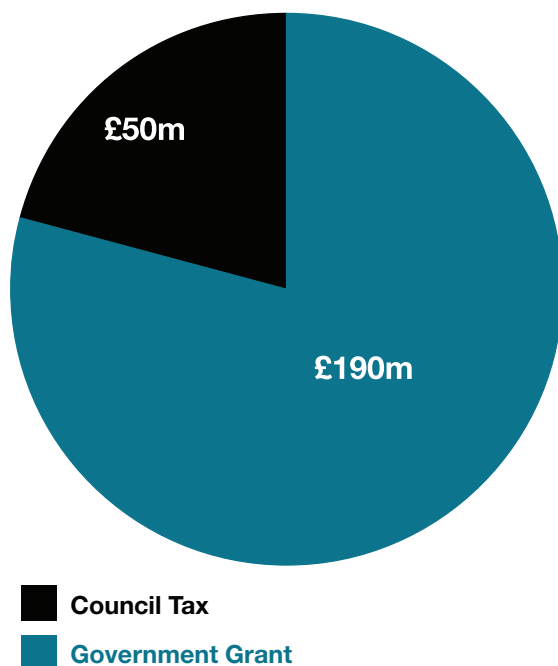
The pie chart also shows quite clearly how dependent South Yorkshire is on government grant as against council tax. In some parts of the country the two would be closer in size. This means that South Yorkshire funding is disproportionately affected by any percentage cuts in government grant.

### Council Tax Precept

This is why I increased the South Yorkshire Police Council Tax for 2015/16 by 1.95% to £148.16 for a Band D property for 2015/16; an annual increase of £2.83, or approximately 6p per week.

The pie chart below provides an overview of the total revenue funding available to me to fund the policing and crime priorities set out in this Plan.

### Total Revenue Funding 2015/16 (£)

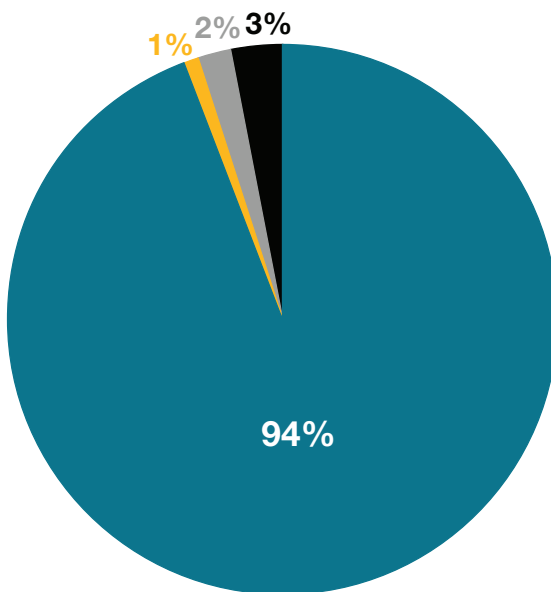


# Delivering the Plan

In this section I set out how I propose to deliver 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 that they are providing value for money services.

The pie chart below shows the breakdown of revenue funding I am providing to a variety of organisations, as well as South Yorkshire Police.

## Expenditure 2015/16 (£)



-  South Yorkshire Police
-  Office of Police and Crime Commissioner
-  Commissioning and Partnerships
-  Debt Charges and Interest

The majority of the revenue funding (South Yorkshire Police 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 (Office of the Police and Crime Commissioner 1%) 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.

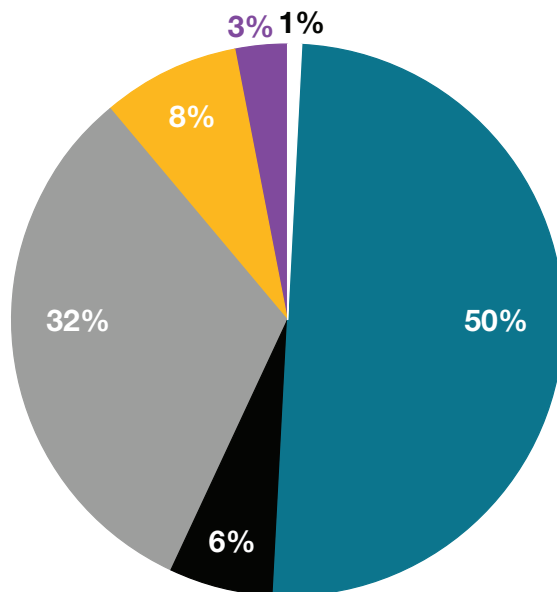
I also commission services and award grants to organisations that help reduce crime and disorder in accordance with the Police and Crime Plan (Commissioning and Partnerships 2%). This includes specific funding for victims' services devolved to me by the Ministry of Justice. I have to determine the criteria for awarding funds to organisations and show how the priorities in the Plan are supported by their activities.

In addition 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 from the revenue budget.

# Securing Neighbourhood Policing: The New Policing Model

Wherever I go in South Yorkshire people tell me how much they value neighbourhood policing. They want highly visible, dedicated police teams, who know an area well, supported by locally based police community support officers (PCSOs). The biggest threat to neighbourhood policing in every part of the country is the continuous erosion of government funding - the Police Grant. Savings have to be made and since 85% of the police budget goes on salaries it is hardly surprising that police numbers have fallen across the country and within South Yorkshire.

The following pie chart provides a snapshot of the make-up of South Yorkshire Police.



- Police officers
- PCSOs
- Police staff
- Specials\*
- Volunteers\*
- Cadets\*

\*unpaid

We will look to further streamline operational and business support functions and where it makes sense collaborate with others to improve efficiency. If funding continues to reduce significantly, we have to find ways of securing the commitment to neighbourhood policing at less cost. I believe we can do that with a new Local Policing Model – and new technology is what helps make it possible.

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



The new LPTs will have responsibility to solve community problems and manage local demand. Named inspectors will be the principal point of contact for elected members and partners.

Most staff will start their shifts at LPT bases across the four existing areas (Barnsley, Doncaster, Rotherham and Sheffield) where they will be briefed together, saving duplication, then deploy straight into the community. Members of the public will continue to see some officers and all PCSOs on a regular basis as they always have done. However, all police officers in the team will be more visible in neighbourhoods, not least because they will have laptops that enable them to work in the communities they serve for longer, irrespective of where they are based. The police estimate that this will give police officers 150,000 additional hours in the community – time that previously would have been spent travelling back and forth to the police station to complete reports.

In addition, LPT officers and PCSOs will receive assistance from a Local Support Unit that will specialise in the proactive investigation of crime, anti-social behaviour problem solving, children and schools related matters and offender management. These resources will support the whole district and go where the need arises.

Each geographical area will have a named inspector and dedicated PCSOs, who will be the main points of contact for local communities. Multi-skilled police officers on duty 24 hours a day, 7 days a week, will support them across each of the new LPTs. It is recognised that the current safer neighbourhood staff have built up excellent relationships in their communities, and this knowledge and experience will be harnessed when supporting vulnerable people and solving community issues. Effective communication is important and we will strengthen the access to local policing teams through single points of contact, both telephone and email.

PCSOs will continue to serve beat areas within Local Policing Teams, providing a consistent presence for local people.



One key objective of the new operating model is to require LPTs to take greater ownership of all issues that arise in their areas and to effectively manage their resolution. For example, resolving anti-social behaviour - dealing with nuisance behaviour when it is happening rather than after the event.

The new operating model will provide an effective and timely response, when and where there is a policing purpose, or victim need, in order to better serve the communities of South Yorkshire. Despite a shrinking overall budget the new policing model has been designed to maximise the availability of locally-based staff and maintain a focus on the delivery of local policing. The Force's 'Contact Centre' will focus on meeting the needs of the caller to ensure the right resource/ response is provided at the right time and in the right place.

The new operating model will take time to bed down as police officers adjust to new shift patterns and as some begin to think geographically as well as functionally. But the clear intention is to retain the local commitment in all areas.

### National Priorities

Of course policing is wider than what happens within 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 our strategic policing priorities. These threats have recently been updated and include: terrorism; civil emergencies; public disorder; organised crime; child sexual abuse and cyber-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.

### Enabling Services

Policing cannot be delivered effectively without support from all the enabling services, such as estates, finance, human resources and information technology. I recognise that in times of austerity it is often these services that are cut first, but I also recognise that it is often these services that help meet the challenges we face. Since coming into office I have actively encouraged the enabling services to come forward and help with the design and delivery of a newly shaped South Yorkshire Police and I will continue do so.

So, for example, I have welcomed the installation of solar panels on some police buildings and the trialling of electric police vehicles. These not only support our sustainability strategy but save money in the longer-term.



### Collaboration and Partnership Working

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

It is a statutory requirement for all local authority areas to have a Community Safety Partnership, and whilst I am not a statutory member of any of the partnerships, such is the role they play in keeping our communities safer that my office is represented. If there is particular issue or concern in an area I can also request a report from the Chair of

the Community Safety Partnership. Over and above attendance at the meetings I commission each of the CSPs to identify and support relevant projects and initiatives to assist in making South Yorkshire a safer place for all.

South Yorkshire Police has a long history of collaborating with other agencies and police services - nationally, regionally and locally. Sometimes collaboration takes place to improve the capacity and capability of the Force in specialist areas of policing and on other occasions it is utilised to deliver economic, as well as operational, benefits.



South Yorkshire Police already works closely with local authority and criminal justice partners around such areas as domestic abuse, enquiries into individuals who are regularly missing from home, anti-social behaviour, drugs, alcohol or mental health issues and the management of offenders, and assistance to, troubled families.

In bringing offenders to justice the police are just one part of the wider criminal justice system needed to bring prosecution cases forward. The system relies on component organisations such as the Crown Prosecution Service (CPS), the Courts and Tribunals service and now third sector organisations to support the trial and the victim and witnesses through various processes. Some victims have told me that securing a conviction is not always the outcome they most want, what matters most is having the offence recorded as a crime, and being given the chance to be listened to and be directed to appropriate support services.

New legislation introduced last year seeks to place victims at the heart of local responses to anti-social behaviour through the introduction of 'community remedies' and case reviews, known as the 'community trigger'. I support the introduction of this new tool and will be interested to see how effective this is in helping resolve victims' complaints of anti-social behaviour.

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.

# 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 their associated policing and crime outcomes. It is now for the police and partners to determine what methods they will use to deliver the outcomes and how these will be measured. My office will ensure that police and partners work together to draw up delivery plans that will determine activity and demonstrate to me, through a Governance and Assurance Board, effectiveness in the delivery of the three priorities. All measures will be based on evidence of what works to keep the public safe, with a clear aim to constantly improve the service the public receives.



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.

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 local communities about their experiences;
- taking soundings from advisory panels; and
- 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; and
- 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 and feels a safe place in which to live, learn and work.

I have written 'live', 'learn' and 'work' to make the point that while many of us regard South Yorkshire as our permanent home, the place where we will always live, others come here to study or work for a time. They too need to be and to feel safe.

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

- protecting vulnerable people;
- tackling crime and anti-social behaviour; and
- ensuring 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 to live.





# 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 communities.

Special constables are a vital part of the police service, helping to prevent crime and interacting with the diverse communities 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 438 Special Constables in South Yorkshire Police, and we are seeking to increase this number. We particularly welcome recruits from the BME community who currently number 8%.

If you are interested in becoming a special constable, please contact **0114 2917000** to arrange attendance at a presentation evening.

## Police Support Volunteers

We currently have 135 police support volunteers, with several more going through the recruitment process.

South Yorkshire Police run a Cadet Scheme, and all our cadets are classed as volunteers. There are currently 74 police cadets across Sheffield, Barnsley, Doncaster and Rotherham. Cadet recruitment is due to commence soon and applicants must be aged 15 on 1 September 2014 and no older than 17 as of 31 August 2015.

If you are interested in becoming a Police Support Volunteer, please see the South Yorkshire Police website: [www.southyorkshire.police.uk/content/volunteer-vacancies](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 communities

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. Partners and Communities Together (PACT) meetings are a valuable part of that process.

The aim of the PACT is 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.



## 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 will be available on the website once it is finalised.

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

A key focus for me is establishing effective methods of communicating, consulting and engaging with you. 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 be out and about in communities attending established local meetings, forums and events to hear from all sections of our community. I am particularly keen to engage with victims of crimes and hear about your experiences and where services are meeting your needs, where they need improving and where you think we should be doing things differently.

We recognise, however, that a variety of engagement mechanisms need to exist which the “one size fits all” approach to PACT fails to recognise. Our methods of engagement will reflect the unique needs of each community and tap into the productive community meeting structures that may already exist. In locations where there are existing and vibrant meeting structures the Local Policing Teams will look to participate and contribute to maximise local engagement opportunities. In other areas where meetings are either not in place or ineffective, the Local Policing Teams will seek to build relationships using the most relevant communication channels.

Each Neighbourhood Inspector will be able to describe, for the area they serve, a comprehensive, varied and effective approach, ensuring that every resident within the county is able to interact with their Local Policing Team.

I am also keen to build upon work I have already started, to engage further with young people through locally established forums and panels.

If your organisation or group would like to get involved and talk through priorities and feed into the planning process please email: **consultation@southyorkshire-pcc.gov.uk** or telephone **01226 774600**.

### 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 18 years old, or over.

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

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

If you are interested in applying to be a custody visitor please email: **consultation@southyorkshire-pcc.gov.uk** or telephone **01226 774600**.

### Independent Advisory Groups

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. These groups are people recruited from the community, who have no connection with the police service.

These advisory groups 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 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 the Independent Advisory Groups 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**  
18 Regent Street  
Barnsley  
South Yorkshire  
S70 2HG

## Phone

01226 774600

## Email

info@southyorkshire-pcc.gov.uk

## Media

Email: media@southyorkshire-pcc.gov.uk

**please note:** this address is for media enquiries ONLY.

## Social Media

### Facebook:

<https://www.facebook.com/pages/South-Yorkshire-Police-and-Crime-Commissioner/134311176610923>

### Twitter:

@sypcc



# Appendix 1

## The Strategic Planning Process

The PCCs Strategic Planning Process is set out in the diagram below.

|  |   |  |   |
|--|---|--|---|
|  | Review 14/15 process & agree 15/16 timetable        | Public engagement plan agreed                | Planning stage                            |
|  | Stakeholder engagement plan agreed                  | Emerging policing & crime issues             | May 2014 to July 2014                     |
|  | Annual report                                       |  |   |
| Public engagement activity re: priorities  | Inaugural police & crime plan working group meeting | SYP threat, harm & risk assessment           | Information gathering stage               |
| Public engagement activity re: budgets etc | Stakeholder engagement activity                     | National threat, harm & risk                 | July 2014 to October 2014                 |
|  | Analysis of information gathered                    | Force strategic intelligence system          |   |
|  | Emerging police & crime issues                      |  |   |
| Chief officer/PCC/OPCC senior leaders day  | Police & crime panel - priority & precept           | Receive/analyse Govt. Grant & precept limits | Formulation                               |
| Consult stakeholders re: draft priorities  | Review budget & MTFP with SYP & PCC                 | Budget options                               | October 2014 to February 2015             |
|  | Priorities, budget & precept                        |  |   |
|  | Draft police & crime plan                           |  |   |
|  | Publish police & crime plan                         | Budget & council tax precept set             | Completion<br>February 2015 to April 2015 |





