



**South Yorkshire
Police and Crime Plan 2013/17**

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Foreword



Welcome to my Police and Crime Plan for 2013-17 for South Yorkshire.

This Plan presents my five year vision for policing in South Yorkshire that I want to achieve on your behalf as your first Police and Crime Commissioner. I will be refreshing my Plan, on at least an annual basis, to take into account any changing needs locally, regionally and nationally.

This new role of Police and Crime Commissioner provides real opportunities for South Yorkshire communities. For the first time one individual, has the ability to commission efficient and effective policing and community safety services, to meet your needs. I will be bringing together a wide range of agencies from across the public, private and voluntary sectors, to ensure you receive the right service at the right time.

My approach in developing this Plan has been one of not just listening, but hearing what you have to say. With an understanding of the issues that affect you, I have based my priorities on your primary concerns, those areas you told me matter the most. This Plan sets out how I intend to ensure delivery against my promises to you, whilst at the same time meeting national and regional policing requirements.

I am not, for one moment, going to pretend that this job will be easy, particularly when faced with the financial challenges ahead. I have real concerns that the Government is refusing to acknowledge the impact of further budget cuts on policing and crime. As well as reductions in police staff and budget cuts across all areas of non-pay expenditure, we have also seen a reduction in police officer numbers. I have concerns that community safety will suffer as the Government's cuts impact on services provided by the police, local authorities, Crown Prosecution Service (CPS), Probation Service and Her Majesty's Courts and Tribunals Service (HMCS).

Despite all of these challenges I will continue to place a strong focus on investing in the delivery of front line policing and community safety services.

Finally, in introducing this plan, I want to restate my commitment to keeping in touch with you the public, businesses and partners of South Yorkshire to ensure I not only deliver on your priorities but to enable you to help me to make South Yorkshire the best place to live, work, learn and run businesses in. I want to make contact with as many of you as I can, and I urge you get in touch with me to discuss your views around policing and crime services.

Executive Summary

My approach in developing this Police and Crime Plan has been one of:

- Listening and understanding the issues you have raised;
- Investing resources in what delivers results; and
- Making informed choices and not rash decisions or false promises

Having reviewed a wide range of information from yourselves, partners and wider national issues I have identified the following priorities:

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

To achieve these priorities I have allocated the Force a budget of £245m in 2013/14 which is £6m lower than the budget allocated in 2012/13. I will also commission a wide range of agencies from across the public, private and voluntary sectors to help me deliver my priorities.

My focus in the first year will include:

- Reducing Crime and Anti-Social Behaviour (ASB)
 - Reducing the amount of opportunistic crime by working with the police and partners to target areas identified as needing intervention
 - Using money seized as proceeds of crime to support community initiatives which will help to reduce ASB
- Protecting Vulnerable People
 - Supporting the Force and partners to better protect children against exploitation by investing additional resources into Public Protection Unit officers & specialist training for staff
 - Working with key partners to increase the number of successful outcomes for violence against women and girls, domestic abuse, sexual assault, rape, stalking and harassment
- Improving Visible Policing
 - Increasing the time spent by officers in specific locations, increasing the amount of police presence in targeted areas

- Supporting the Force in continuing to increase the number of Special Constables and Police Volunteers, in particular those from Black Minority and Ethnic (BME) backgrounds

I will engage with the public to help me hold the Chief Constable and other service providers to account to ensure the delivery of the priorities. This will be done in a number of ways including obtaining information on the Force's performance, holding Chief Constable's Question and Answer Session and attending Strategic Force meetings.

I will answer to the public on the delivery and performance of the police service in South Yorkshire.

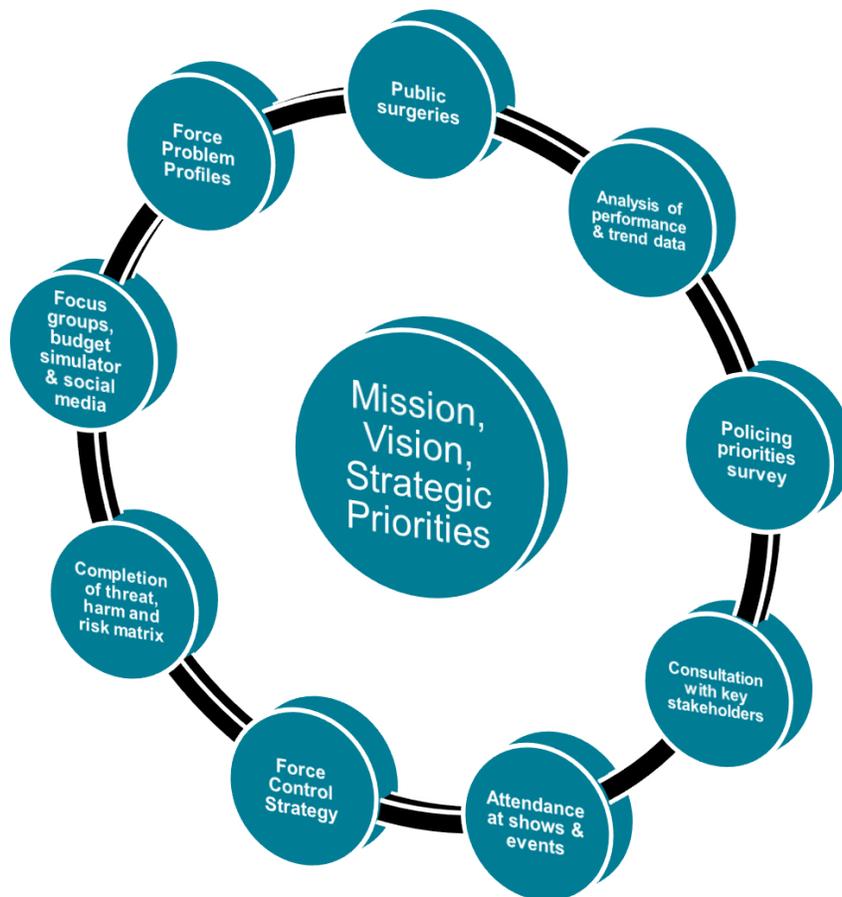
Strategic Planning Process

My Approach

My approach to developing this Plan is based on:

- Listening and understanding the issues you have raised;
- Investing resources in what delivers results; and
- Making informed choices and not rash decisions or false promises

The diagram below sets out of the sorts of information I have considered, including the extensive consultation I have carried out to help me identify the priorities which matter most to you. My planning processes are continuous and I have already started my round of consultations to lead to the next set of priorities



Public Consultation and Engagement

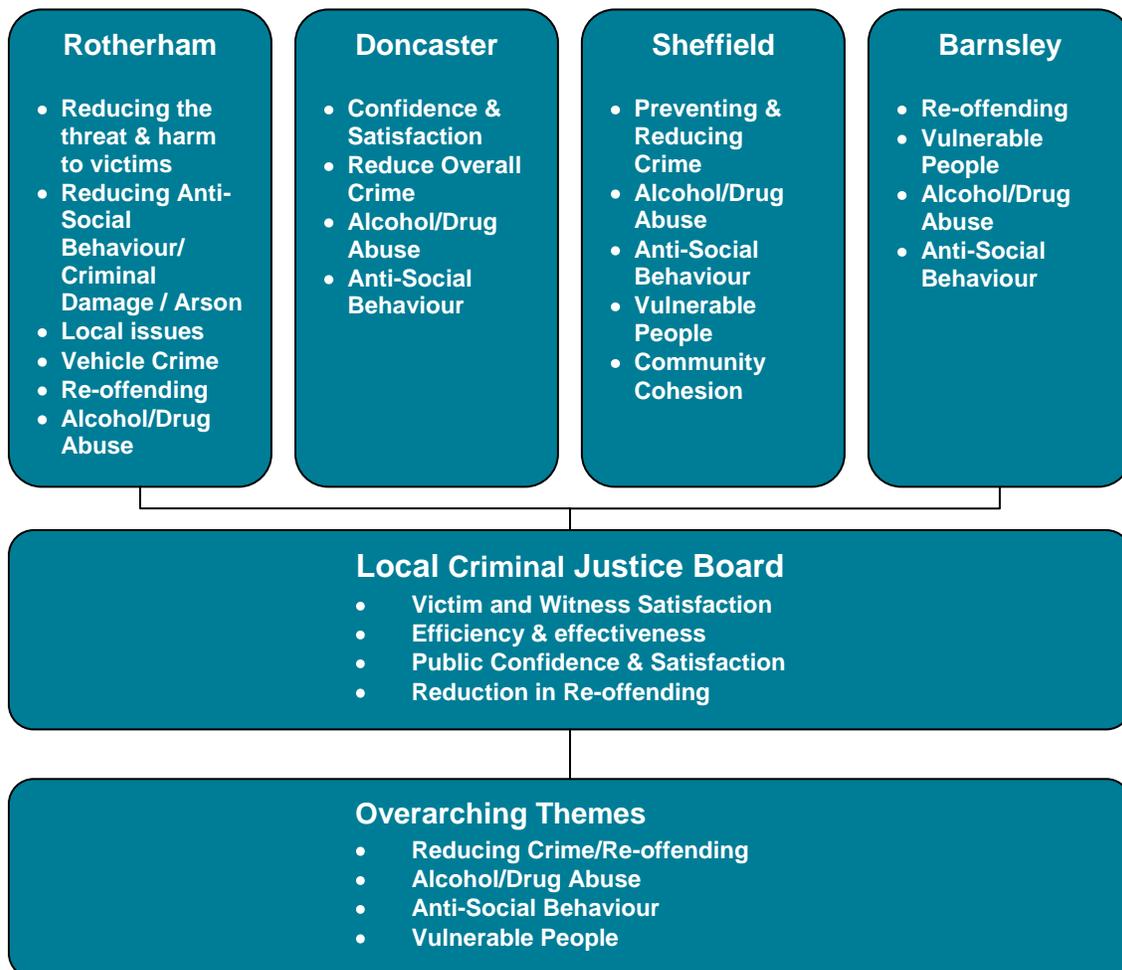
You can see from this that I place great emphasis on talking with, and listening to, the views of the diverse communities within South Yorkshire as well key partners and agencies including local authorities, the Probation Service and third sector organisations like Victim Support.

In my many conversations with you, I know that you want:

- To feel and be safer in your homes and neighbourhoods
- To know that the police will respond quickly and professionally when they are needed
- And you want swift justice – if a crime is committed you want the culprits caught and dealt with appropriately

Partner Engagement

The diagram below shows some of the key issues partners have identified as areas they should focus and prioritise resources.



National considerations

As previously mentioned I have a duty to consider national issues affecting policing, including information from central government and Her Majesty's Inspectorate of Constabulary (HMIC).

Key themes from central government include:

- Organised crime, child exploitation, economic crime, border crime, human trafficking and work around troubled families
- Tackling e-crime and new technology used to commit crime through introducing legislation that will enable monitoring of electronic communication
- Placing the victim and communities at the centre of community punishment
- Outcomes based commissioning for victim services
- Support for victims and witnesses, initially after the incident, then in giving evidence in court and finally making sure that the opportunities for offenders to reoffend are reduced

Her Majesty's Inspectorate of Constabulary (HMIC) monitors Forces and escalate serious concerns to ministers. This is in line with the theme of improving local accountability and builds on other initiatives such as the introduction of the Crime Mapper website. HMIC have announced the following inspections so far:

- Street to Strategic Inspection, around the National Crime Agency and serious & organised crime
- Stop and Search Inspection

Common Goal

I believe we all share a common goal "to make South Yorkshire the safest place to live, learn, work and run businesses".

Based on a comprehensive understanding of local needs I have developed the following Mission, Vision and Strategic Priorities to address key concerns which matter to you most and I aim to improve the quality of people's lives in South Yorkshire.

My Vision

To make South Yorkshire the safest place to live, learn, work and run businesses

My Mission

To work with and commission South Yorkshire Police and partners to deliver reductions in crime and anti-social behaviour

My Strategic Priorities

Reducing Crime and Anti-Social Behaviour

Protecting Vulnerable People

Improving Visible Policing

These priorities form the basis for my commissioning of policing and crime services and will drive the Force's, and other service providers, performance on an on-going basis.

They will also assist me in achieving my five year vision for policing in South Yorkshire.

Reducing Crime and Anti-Social Behaviour (ASB)

This priority includes local to global crimes.

Locally I recognise that it can be very upsetting to be a victim of a crime, whether that is a burglary or people causing damage to property or behaving inappropriately in your street. Tackling crime and ASB is daily business for the police and consistent with the Government's objective to cut crime. I believe that more needs to be done in order to understand the reasons behind offending and re-offending and reducing crime.

In addition to local crime this priority also includes crime such as serious violent offences, gun and knife crime and organised crime gangs. Organised crime is a real problem that causes significant harm to local communities.

Where are we now?

- Overall crime has reduced by 7% between 1 January and 31 December 2012 when compared to the same period in 2011. This equates to **6,738 fewer crimes**.
- Anti-social behaviour incidents have reduced by 19% between 1 January and 31 December 2012 when compared to 2011. This equates to **20,378 fewer incidents**.

Where do I want to be?

- Despite continued, budget reductions, I will do all possible to ensure that crime continues to fall and at a greater rate than the national average over the next 3 years
- The public of South Yorkshire will have the confidence to report anti-social behaviour knowing that the police and partners will do something about it
- A fairer and more just society where victims of crimes, such as anti-social behaviour, have a say in how offenders should be punished
- A reduction in the amount of organised crime
- Develop more support for victims
- Reduce the number of those crimes which severely impact on the public's confidence and wellbeing

How am I going to get there?

By:

- Reducing the amount of opportunistic crime by working with the police and partners to target areas identified as needing intervention
- Focusing on crime prevention by supporting the police in delivering crime prevention training to its staff and partners
- Providing opportunities for voluntary and community organisations to bid for funding to help reduce ASB
- Using money seized as proceeds of crime to support community initiatives which will help to reduce ASB
- Keeping a strong focus on protecting front line policing by replacing the 110 police officers leaving in 2012/13 and the replacement of a further 60 leavers in 2013/14. All new recruits will be placed in front-line roles to support my priorities around reducing crime and ASB and increasing visibility
- Work with partners and the Force to deliver further initiatives and best practice to address crime and ASB
- Maintaining the number of police community support officers (PCSOs) in 2013/14
- Continuing to support the Force to carry out drug tests when required to those in custody by allocating funding to purchase drug testing equipment and staff to administer
- Working with key partners to continue with work in reducing reoffending by investing resources in restorative justice initiatives
- Working with key partners to invest additional resources to enhance the joint working around IMPACT (Integrated Model of Partners Addressing Crime Together) which concentrates on prolific offenders in each local authority area
- Work with other Police and Crime Commissioner's, Councillor's and MP's to ensure a fairer police and community safety funding deal for the people of South Yorkshire
- Working more closely with the National Crime Agency and UK Border Agency to do more to address drug crime, fraud, guns and knives, people trafficking, smuggling, money laundering, cyber crime and reducing reoffending and prolific offenders
- Longer term I also intend to explore with the Force and partners the implementation of a secure homes programme to help keep people safe

Performance Indicators

I will monitor the following initiatives and investments to ensure progress is made towards the outcomes I know are important to you:

- Increase in the number of police and partner interventions around opportunist crime to reduce the number of burglaries
- Increase in the number of police and partner staff trained in crime reduction
- Increase in the amount of crime reduction information delivered to members of the public
- Implementing a more robust monitoring process for community grants awarded
- The number of officers to ensure the 110 and additional 60 police officer leavers are replaced and PCSO numbers are maintained
- The number of drug tests carried out and referrals to drugs intervention programmes
- Increase in the number of Restorative Justice interventions
- Improvements in the way in which prolific offenders are managed to deliver reductions in re-offending
- Updates on the work undertaken by the Force and Voluntary Sector to deliver a secure homes programme
- Increase in the amount of money seized from criminals which is returned back to South Yorkshire and invested in greater support for victims
- An increase in the number of organised crime groups the Force have identified and are managing

Protecting Vulnerable People

My overriding aim is to keep the people of South Yorkshire safe. Vulnerable people are potentially more at risk of being a victim of crime and therefore may need additional support from the police and partners.

A wide range of people are potentially vulnerable, but I recognise it may not be possible to deliver everything in my first year in office. What I have heard from you and partners is that protecting vulnerable children, particularly those at risk from child sexual exploitation should be a key priority. Taking this into consideration my initial intention will be to focus on child sexual exploitation and in the longer term commission services to reduce violence against women and girls, protecting older people and combating crimes which target the most vulnerable such as Hate Crime.

Where are we now?

- **Child Abuse/Sexual Exploitation**

Child Sexual Exploitation (CSE) is a national problem. The exact scale of CSE is difficult to determine due to a lack of reporting and identification of the risk factors. Its extent may therefore seem small in comparison to other recorded crimes, but I know it is evident throughout the Force. The effects on the victim are also far greater than that of many other crime types. Partnership working in CSE is crucial but is under threat due to uncertain funding.

- **Violence Against Women and Girls**

This includes domestic abuse, sexual assault, rape, stalking and harassment.

It is evident from partners and members of the public that domestic violence continues to be a concern.

The Home Office report Call to End Violence against Women and Girls states fewer than one in four people who suffer abuse at the hands of their partner and only around one in ten women who experience serious sexual assault report it to the police. That means I and partner agencies have to do more to help victims feel confident about reporting these crimes and much more to prevent violence against women and girls happening in the first place.

It is also important to recognise that men experience domestic abuse as victims too and men's experiences are likely to be significantly different to women though.

In years 2 and 3 of this plan I want to see more work being done with young people in schools around domestic violence and invest in campaigns to tackle and challenge some attitudes towards women in the media, workplace and also in local communities.

- **Older People**

South Yorkshire like other UK counties has a significant retired population. As the population ages, the proportion of crimes targeting older people will increase, for example, physical abuse, rogue trader and financial offenses. Through my consultation you have also told me that older people fear crime more than any other group. This links to reducing crime, increasing visibility and providing safer neighbourhoods.

- **Hate Crime**

Hate crime is any criminal offence that is motivated by hostility or prejudice based upon the victim's: disability; race; religion or belief; sexual orientation; transgender identity.

Where do we want to be?

- Partners working together to deliver joined up services which focus on the needs of the most vulnerable in South Yorkshire
- Services that are accessible and available to those who need them the most
- Vulnerable people feel safer in their homes and in their communities

How am I going to get there?

By:

- Supporting the Force and partners in work involving CSE by investing £0.5 million to fund additional Public Protection Unit officers & specialist training for staff
- Bringing together key partners to improve communication, develop joint protocols and share good practice around CSE
- Holding the Chief Constable to account to ensure the Government's 'Child Sexual Exploitation National Action Plan', the recommendations made by the National Children's Commissioner and Barnardos recommendations in their 'Cut them Free' campaign are implemented and embedded within the Force
- Working with key partners to increase the number of successful outcomes for violence against women and girls, domestic abuse, sexual assault, rape, stalking and harassment
- Investing in providing enhanced services for young victims of crime
- Work with key partners to ensure the Government Action Plan for Violence Against Women and Girls is delivered
- Invest in training to identify signs of financial or physical abuse of older people
- Support active monitoring and management of serial perpetrators of domestic and sexual violence, and stalking

- Establish a countywide CSE Forum
- Develop more effective working with the CPS to secure more successful outcomes for victims

Performance Indicators

I will monitor the following initiatives and investments to ensure progress is made towards the outcomes I know are important to you:

- The use of funding invested in the Force to provide additional resources and training for work around CSE
- Increase in the number of Strategic Countywide Forums available to partners
- Ensure national recommendations around CSE are implemented and embedded by the Force
- Increase in the number of successful outcome for victims, which may include prosecution, for violence against women and girls, domestic abuse, sexual assault, rape, stalking and harassment
- Increase in the number of young victims receiving support via a new Young Witness Service
- Increase in the number of Children's and Young Person Police Officer's
- Reduce the risk to vulnerable people by improving intelligence sharing between the police and partner agencies
- Reduce the number of distraction burglaries
- Encourage the reporting of domestic violence incidents and deal with them effectively
- Ensure the actions in the Government's Violence Against Women and Girls are implemented by the Force
- Increase in the number of people trained in dealing with signs of financial or physical abuse of older people
- Increase in the number of successful outcomes for victims

Improving Visible Policing

Crime continues to fall and yet I know people still feel unsafe within their communities. I also know from talking to many of you how much you, the people of South Yorkshire, truly value neighbourhood policing and feel much safer when you regularly see police officers and police community support officers (PCSO) in your local area.

Against a back cloth of reducing budgets we need to use resources more effectively.

Where are we now?

Across South Yorkshire there are sixty two Safer Neighbourhood Teams operating at a local level developing and maintaining links with the communities they serve. These Teams are made up of police officers, police community support officers and council staff whose entire remit is to focus on the needs of the local community.

Both South Yorkshire Police and I use a wide range of different methods, including social media, to increase your awareness of the work of the police. However I feel more can be done to increase police visibility both physically and practically to help people feel safer and to assist in the reduction of crime and ASB.

Where do we want to be?

- People feel safer in South Yorkshire
- Reduce incidents of crime and ASB
- Better understanding of community safety issues in local communities
- More Special Constables and volunteers who are reflective of the communities they serve
- Improve public confidence and customer satisfaction in the police
- Give the public confidence to come forward and report crime

How am I going to get there?

By:

- Enabling officers and other staff to report their exact location aiding deployment of resources to incidents using improved technology

- Increasing the time spent by officers in specific locations, increasing the amount of police presence in targeted areas
- Increasing the number of police officers, staff and volunteers who will be easily identifiable as working for South Yorkshire Police, increasing police presence in local neighbourhoods
- Supporting the Force in continuing to increase the number of Special Constables and Police Volunteers, in particular those from BME backgrounds
- Increasing the number of vehicles and assets identifiable as belonging to South Yorkshire Police
- Retaining the number of PCSOs
- Working with partners to maximise the uniformed presence in those areas identified as requiring a police presence
- Increasing the number of officers on patrol
- Developing the use of social media
- Improve the management and resolution of reported incidents
- Use Safer Neighbourhood Teams appropriately and effectively

Performance Indicators

I will monitor the following initiatives and investments to ensure progress is made towards the outcomes I know are important to you:

- Increases in the amount of time police officers of all ranks and staff spend out on patrol in the areas of most need
- More people easily identifiable as working for or with South Yorkshire Police
- Increase in the number of Special Constables and Police Volunteers
- Increase the number of PCSOs
- Increase in the number of uniformed presence (including those people from partner agencies) in those areas identified as requiring a police presence
- Increase in the number of followers and engagements through social media
- Increase in the amount of media engagements reported in print, social and broadcast media
- Reduction in sickness absence for police officer and staff
- Reduction in complaints against the police

Strategic Policing Requirement

The Strategic Policing Requirement (SPR) is a statutory requirement issued by the Home Secretary. The purpose of the SPR is to ensure that Police Forces, Police and Crime Commissioners and Chief Constables do not simply provide policing at the local level. The complexity of policing across England and Wales means that there are a number of national requirements which local Forces are required to contribute towards. These national requirements, risks and threats may not always manifest themselves in the local Force; however it is part of the UK policing model that Forces support one another in delivering at the national level.

The SPR covers a number of areas namely:

- Terrorism
- Public disorder
- Organised crime
- Civil emergencies
- Large-scale cyber incidents

Recent examples of when Forces have had to contribute towards this requirement include the safe policing of the Olympics and Paralympics.

In discharging the responsibilities against the SPR, it is the duty of the Chief Constable, held to account by the Police and Crime Commissioner, to ensure that the force has the necessary capacity and capability to respond to these threats at a local level and to support the national requirement. In providing that the requisite resources are available at the local level, the force must ensure that these officers and staff area are able to work seamlessly with officers and staff from other forces, meaning that they are trained to a standard level and they are in effect interoperable teams. The requirement means that there has to be a consistency in terms of training, tactics, equipment and command.

Whilst the threats within the SPR will not necessarily be manifested locally, there are many times that the local force will benefit by being able to call upon national support for a high level local incident.

How is this going to be delivered?

Budget for 2013/14

I have allocated the Force a budget of £245m for 2013/14. This is some £6.1m lower than the budget allocated for 2012/13. This reduced allocation reflects not only the reduced level of resources available for 2013/14 but also the Force's successful track record in delivering cost reductions which has seen £50.6m of cashable savings since 2007/8 and equally importantly a new climate of challenge and support designed to encourage and deliver further progress, on cost effectiveness and even greater value for money.

Despite this reduction in funding, a strong focus will remain on investing in front line policing. With this in mind the replacement of 110 police officer leavers in 2012/13 will be followed by the replacement of 60 further leavers in 2013/14; with the help of additional funding from reserves, PCSOs numbers will also be maintained in 2013/14.

The 2013/14 Council Tax Precept increase of £5 per year at Band D will help greatly to offset reductions in other funding and is undoubtedly a significant factor in our ability to maintain front line policing levels.

The summary analysis below shows the changes in major funding sources from 2012/13 to 2013/14.

Comparison of Funding

	2012/13 £m	2013/14 £m	Variation £m
Reserves*	4.6	-	-4.6
Government Grant	199.4	196.2	-3.2
Council Tax Income	53.6	55.3	+1.7
	<u>257.6</u>	<u>251.5</u>	<u>-6.1</u>
Reserves+	-	4.5	+4.5
	<u>257.6</u>	<u>256.0</u>	<u>-1.6</u>

* Used to support policy output

+ Allocated to partner organisations for community safety projects

Maintaining performance with this lower level of funding and resources will be challenging and will require current efficiency measures to be permanently embedded

and new ones to be identified and delivered. To assist me in doing this I am establishing an Efficiency Advisory Panel made up of local business representatives.

This more challenging environment will, in particular, require a further positive response and reaction from South Yorkshire Police. However, other partner agencies involved in the delivery of this Police and Crime Plan will also need to respond positively to potential reductions in the funding which is made available to them and also work hard to deliver 'more with less'. As your Police and Crime Commissioner I will be looking to bring partners in the public, private and voluntary sectors together to further reduce duplication and waste and remove barriers to sharing information.

These very same Value for Money (VFM) challenges will also apply to support services, including the Office of the Police and Crime Commissioner and also the support services provided to support my Office by the South Yorkshire Joint Secretariat.

Part of the Police Reform agenda requires the Chief Constable and I to negotiate which police staff should continue to be employed by me and which staff should transfer to the employment of the Chief Constable. I am required to complete this transfer before the end of March 2014, after attaining approval of the Home Secretary. Needless to say, VFM and the eradication of any unnecessary duplication of effort and cost will be key aspects of any revised arrangements which I put in place to support the delivery of my Police and Crime Plan. (For more information on VFM see Appendix B).

Community Safety Fund

In addition to the main police grant I am responsible for a Community Safety Fund and have been allocated £3.187m this year. I have taken the opportunity to bring together partners to join up activity and approaches. The Community Safety Fund is not new funding, its arrival coincides with the removal of a number of central government funding streams received by partner organisations such as local authorities. So I will be working with these affected partners to make sure we can fund the right activity to get the most from this money.

There are risks associated with changing current services and commissioning entirely new activity this year and I have considered this as part of my commissioning approach. I will use this funding to support partnership activity to contribute to my strategic policing priorities and will be allocating funding to Community Safety Partnerships, Youth Offending Services and Drugs Intervention Programmes, all of which have been affected by central government funding reductions this year.

Working with partners – Medium Term Investment

Throughout this plan I have talked about working with the police and partners, in this time of central government funding cuts it is very important that we continue to work

together to tackle the things that matter to you. The austerity measures put in place by this government have a direct effect on the services and initiatives that the police and partners can deliver. Over and above the reduced Community Safety Fund received from central government this year I will support activities with the partners listed below. The services they deliver are intertwined in policing matters and community safety issues. Demonstrating my commitment to working together I am committing to this funding for the next 3 years to enable these organisations to continue to deliver existing and new initiatives which will help me deliver the priorities in this plan.

- Barnsley Metropolitan Borough Council
- Doncaster Metropolitan Borough Council
- Rotherham Metropolitan Borough Council
- Sheffield City Council
- South Yorkshire Victim Support
- South Yorkshire Probation Trust
- South Yorkshire Voluntary and Community Organisations

Commissioning

I plan to take a balanced approach to commissioning activity and this year will fund many of the organisations which previously received their funding from central government in 2012-13. In order to be balanced I am also building upon the grant scheme legacy I have been left and am investing more into this area to help local people get involved in taking positive action in their local areas. Further details on my approach to commissioning can be found in my commissioning framework document.

I am determined that services for the people of South Yorkshire will be commissioned to deliver the right services, to the right people, at the right times and in the right way and have developed the following principles which I will apply when I am commissioning work.

1. Put the needs of local people first and consider the social impact and value of services and projects as part of the commissioning process
2. Develop the right outcomes through research, consultation and engagement with local people, service providers and users and other relevant partners and partnerships
3. Ensure that all services commissioned and grants awarded contribute to at least one of the strategic priorities
4. Monitor commissioned services to ensure delivery of required outcomes and develop feedback mechanisms to allow service user, service provider and other relevant partners to contribute to future planning.
5. Ensure, where possible, an integrated and collaborative approach between service providers.
6. Maximise efficiency, value for money and partnership working by involving a mixture of statutory providers, existing partnerships, private or voluntary and community sector organisations in developing and delivering services.
7. Have fair commissioning processes ensuring relevant information is made available to all potential providers.
8. Show preference to local service providers, subject to the underlying principle that the services will be delivered by those providers considered most likely to provide the most benefit to communities in South Yorkshire.

Partnership Working

This plan can only be delivered by working in partnership.

The Police Reform and Social Responsibility Act (2011) set out my responsibilities and it requires me and my office, on my behalf, to work closely with a range of partners and partnerships. I understand the benefits that organisations from the public, private and voluntary and community sectors can bring to help me meet the strategic objectives set out in this plan. As a result I intend to take an active role in the partnership landscape of South Yorkshire including refreshing the current partnership arrangements to ensure they continue to deliver. By making a commitment I will also meet a broader objective to be involved in the welfare of communities by positively influencing the social and economic development of South Yorkshire.

The changes in central government funding which give me responsibility for commissioning activity to enable the delivery of this plan mean I need to involve and be involved with local organisations and partnerships. I recognise that meeting the obligations contained in the Act “to provide an efficient and effective criminal justice system for the area” cannot be done in isolation and means working collaboratively with existing partnerships and their responsible authorities. In addition to this, I intend to meet my obligation to you, to be your voice and by bringing democratic challenge to existing arrangements get the best service for you. I will also examine new opportunities and new ways of working to get the best policing and crime outcomes for the people of South Yorkshire.

I am not statutorily required to be involved in any specific partnership; and because of the amount of activity that occurs in each of the four local authority areas I cover my involvement will for the most part be restricted to strategic or countywide partnerships. Although there will be occasions when I may become involved in arrangements which relate to a geographic area or a particular priority theme.

From you and partners I hear the message that large scale outsourcing of services is not something you want me to deliver. And so I do not intend to do so, however I believe our business community have experience and knowledge that can help me explore ways of delivering the best service to you. So I will engage with the business community to see what lessons we can learn from the private sector to help me deliver a more efficient and effective police force.

In addition to my own role in partnerships I understand that the involvement of police officers and staff is extremely important to the success and strength of many partnership arrangements. I will continue to support and encourage the involvement by the police force and will, as part my role to hold the Chief Constable to account, monitor Force involvement in partnerships. On the occasions where there is an overlap in involvement in a partnership with officers I will ensure there is no duplication

Taking all of the above into consideration I have decided to take an outcome based approach. In other words I am not prescribing how a service should operate instead I am inviting experts to deliver the right services to the right people at the right time in the right way for which I shall hold them to account.

Policing Requirements for South Yorkshire

South Yorkshire Police is the thirteenth largest of the 44 police forces within England, Wales and Northern Ireland.

The Chief Constable is responsible for the operational policing decisions in the County. He is also responsible for making sure that the Force has enough resources to meet its requirements under the SPR. The roles and responsibilities of the Chief Constable and the Police and Crime Commissioner are set out in the Policing Protocol.

The Force comprises of four districts and fourteen departments. All contribute to delivery of the overall strategic priorities and objectives which allow for some local interpretation in order that resources can be used in the most efficient and effective way to meet specific local needs.

The table below provides a snapshot of the make-up of South Yorkshire Police's workforce as at 19 November 2012.

Staff	Number*
Police Officers	2760
Police Staff	1948**
PCSOs	328
Special Constabulary	273

* Full Time Equivalent

** Permanent Police Staff Strength

Crime in South Yorkshire is now at its lowest level for 20 years and I will work together with the Chief Constable to tackle the challenges ahead and continue to deliver excellent services for the residents of South Yorkshire.

Collaboration

Collaboration is key to the deliver of this plan and I intend to continue with many of the arrangements I have inherited.

South Yorkshire Police is part of a regional collaboration programme in Yorkshire and the Humber.

Regional collaboration in Yorkshire and the Humber began in 2005 in response to a proposed merger of forces by the Government. These plans were eventually scrapped, however the four Chief Constables and four Police Authorities of Humberside, North Yorkshire, South Yorkshire and West Yorkshire came together with a view to progressing collaboration. The aim was to improve the capacity and capability of the

four forces to meet protective service gaps, and in order to further this, a number of shared units were created including:

- The Regional Intelligence Unit;
- The Regional Asset Recovery Team;
- The Regional Roads Crime Team;
- The Yorkshire and the Humber Collaboration Programme Team.

It was recognised that by doing so, economic benefits as well as operational benefits in terms of capacity and capability could be realised; on a recent assessment an estimate of reductions in costs to forces by aggregating over a four force basis for the above units has been estimated at £4.5 million. The focus of activity has moved on from the early days building capability and capacity to encompassing reducing cost as an objective.

2009 saw the publication of the Regional Efficiency and Productivity through Collaboration. This set out a vision of forces exploiting every available opportunity to derive maximum business benefits from joint working arrangements, with a presumption that all services should be delivered collaboratively across Yorkshire and the Humber unless the evidence suggests it is less efficient and effective to do so.

In 2010 the new Government's Comprehensive Spending Review (CSR) set out reductions in funding for forces over 4 years, averaging 20% for South Yorkshire. These reductions were given particular urgency for policing as the spread was not even over the four year CSR period, but front loaded.

The four Chief Constables and Authorities agreed that the focus of Yorkshire and the Humber Collaboration should shift towards cost reduction, but not at the exclusion of building or maintaining capacity and capability.

I, along with the other three Commissioners, have inherited the Yorkshire and Humber collaborative arrangements, together we have initiated a review into the current regional programme to ensure the best value for money for the people in South Yorkshire.

Performance Management / Governance

One of my statutory responsibilities as your Police and Crime Commissioner is to hold the Chief Constable to account ensuring that the Force is efficient and effective and, by doing so, secures value for money for local people.

Holding the Chief Constable and service providers to account

I will hold the Chief Constable and other service providers to account to ensure the delivery of the priorities in this Plan.

I will do this via a number of methods including:

- **Chief Constable's Question and Answer Sessions**

Members of the public get an opportunity to ask the Chief Constable about a policing concern in their area. Questions are submitted to me and I will then select which questions to ask the Chief Constable, the Chief Constable will provide me with an answer to the question which I will then publish.

- **Governance Advisory Board**

The Chief Constable and I have adopted a Corporate Governance Framework which describes how we will ensure both the Force and Chief Constable is held to account. Part of this Framework includes the Governance Advisory Board, where I will ask the Chief Constable to provide me with information on the Force's performance against my priorities to assist me in making decisions that have strategic relevance and/or help inform policy decisions.

- **Community Engagement and Consultation**

I have already said that I intend to not only listen to you, but hear what you have to say and I will use a number of different methods to enable me to do, such as:

- attending regular community events across the county
- use of surveys and online polls
- use of online media and social media
- award grants
- hold public surgeries visiting Barnsley, Doncaster, Rotherham and Sheffield on a fortnightly cycle

- **Joint Audit Committee**

The Joint Audit Committee is responsible for enhancing public trust and confidence in the governance of my Office and South Yorkshire Police. It assists me and the Chief Constable in discharging statutory responsibilities:

By:

- Advising the Chief Constable of South Yorkshire Police and myself according to good governance principles.
- Providing independent assurance on the adequacy and effectiveness of my Office and South Yorkshire Police internal control environment and risk management framework.
- Overseeing the effectiveness of the framework in place for ensuring compliance with statutory governance requirements.
- Independently scrutinising financial and non-financial performance to the extent that it affects my Office and South Yorkshire Police's exposure to risks and weakens the internal control environment.
- Overseeing the financial reporting process including the annual governance statement

- **Efficiency Advisory Panel**

The Efficiency Advisory Panel will consist of representatives from the South Yorkshire business community and will assist me in doing 'more for less' whilst meeting increasing expectations in policing and crime services.

- **Black Minority Ethnic (BME) Advisory Panel**

This panel is made up of representatives from the South Yorkshire BME communities and will advise me on policy development.

- **Working closely with Her Majesty's Inspectorate of Constabulary (HMIC) and Association of Police and Crime Commissioners (APCC)**

I will work closely with HMIC to ensure the Force undertake any actions relating to policing activity with the aim of encouraging improvement.

The APCC has been commissioned to provide essential national support functions for elected PCCs and all policing governance bodies in England and Wales and I will use this service to assist me in keeping up to date with what is taking place nationally.

Scrutiny of Police and Crime Commissioners

I will answer to the public on the delivery and performance of the police service in my area.

The Police and Crime Panel in South Yorkshire will scrutinise my actions and decisions and make sure information is available for the public, enabling them to hold me to account.

Panels have been set up to focus their attention on important strategic actions and decisions made by me, this will include 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
- appropriate senior appointments

How you can get involved

Special Constabulary

There are few, if any, voluntary organisations, which offer the variety of experience you will find in the Special Constabulary. As a Special Constable, you will work in partnership with regular officers to reduce crime, 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 antisocial behaviour and participating in crime reduction initiatives targeted at local problems. No two shifts are ever the same as a Special. You will have to be prepared for any eventuality and demonstrate flexibility.

There are currently 273 Specials Constables in South Yorkshire Police and we are recruiting to unprecedented numbers, looking to achieve 650 Special Constables by April 2015.

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 131 Police Support Volunteers, with several more going through the recruitment process. Of this total, 57 are attached to our Police Dog Training school as Puppy Walkers and Watchers.

South Yorkshire Police run a Cadet scheme and all our Cadets are classed as Volunteers. In addition to the above numbers there are currently 54 Police Cadets across Sheffield, Barnsley, Doncaster and Rotherham.

The current volunteering roles available are:

- Puppy Walkers/ watchers
- Community Ambassador
- Lifewise Volunteer
- Digital Outreach Officer
- Cadet Leader

- Safer Roads Partnership Community Champion

If you are interested in becoming a Police Support Volunteer, please see the South Yorkshire Police website

<http://www.southyorkshire.police.uk/content/volunteer-vacancies>

Or contact the Police Support Volunteer Project Officer on 01709 832455. Alternatively, email SYPVolunteers@southyorks.pnn.police.uk

PACT – Partners and Community Together

The PACT process gives you the chance to influence what happens in your neighbourhood. Through PACT, the community is able to influence and shape services in their area, identify and communicate their priorities with partners, help create community spirit and take ownership for an area. Through PACT your Safer Neighbourhood Team (SNT) will identify the issues that affect you most and determine three priorities every month for your neighbourhood.

To get involved you can:

- attend a PACT meeting, these are advertised meetings in neighbourhood locations to allow large numbers of local residents to meet and discuss local issues
- Visit your local SNT website which has a “Contact Us” option and issues of concern can be forwarded to the local SNT for their attention

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 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 contact Tracy Webster by emailing twebster@syjs.gov.uk or telephone 01226 772852.

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, focus groups and Independent Advisory Groups (IAGs).

I also run a number of 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 Police Force and me, not as an independent group but as a forum where independent advisors can give independent advice on the development and review of policy, procedure and practices. The 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 lack of understanding, ignorance or mistaken beliefs.

Contact Me

As I have already mentioned my approach is based on listening to you and understanding the issues that matter to you most.

There are a number of ways you can contact me:

- Attend one of my fortnightly Saturday surgeries, please email thepcc@southyorkshire-pcc.gov.uk or call 01226 774600 to book an appointment
- Email me via Contact Us on my website thepcc@southyorkshire-pcc.gov.uk
- Call my office on 01226 774600
- Via Facebook
<https://www.facebook.com/pages/South-Yorkshire-Police-and-Crime-Commissioner/134311176610923?ref=ts&fref=ts>
- Via Twitter <https://twitter.com/SYPCC>

My staff and I will also be attending a variety of events across the county throughout the year. For further information about these events please contact me using one of the methods highlighted above.

Appendix A - About South Yorkshire

South Yorkshire is a metropolitan county covering 600 square miles in the Yorkshire and the Humber region of England. It consists of four boroughs: Barnsley, Doncaster, Rotherham and the City of Sheffield. Sheffield is the sixth largest city in the UK.

The population of South Yorkshire is 1,343,600. Sheffield has the largest population with 552,700 residents, followed by Doncaster (302,400), Rotherham (257,300) and Barnsley (231,200).

South Yorkshire like other UK counties has a significant retired population and the 2011 census data has shown the long-term trend towards an ageing population continues. As the population ages, the proportion of crimes targeting the elderly is likely to increase, for example, rogue trader offences. Conversely and in contrast to surrounding areas, Sheffield has a high population of 20 to 29 years olds, which is due to the two universities based there. This brings specific issues to areas with high student populations, for example, burglary of student houses.

The vast majority of South Yorkshire residents are white, with just 5% of the population belonging to Black or Minority Ethnicity (BME) groups. South Yorkshire has a range of different communities from all parts of the world, ranging from a high rate of Somali people in particular areas of Sheffield to one of the largest Gypsy/Traveller communities in the country within Doncaster.

Based on the National Indices of Multiple Deprivation, all local authorities in South Yorkshire, fall within the list of the 50% most deprived Local Authorities.

There are five major football teams including Sheffield United and Sheffield Wednesday. Average attendances at home matches range from 3,500 in Rotherham to 20,000 for the two Sheffield clubs. South Yorkshire is also home to a major horse racing course at Doncaster, along with Motorpoint arena and the English Institute for Sport, all based in Sheffield.

Meadowhall is a major shopping complex situated between Sheffield and Rotherham, and there are several other large shopping centres/parks throughout the county. There are several large concert venues within South Yorkshire, such as Doncaster Dome, Sheffield City Hall and O2 academy, plus two theatres in Sheffield.

The M1, M18, M180 and A1 (M) motorways all pass through South Yorkshire, along with several main line rail routes. These arterial road and rail routes allow fast access to all parts of the UK. Within Sheffield, there is the Supertram network, which is due to be extended into Rotherham town centre by 2015.

The Robin Hood International Airport is located in Doncaster. The county also houses four prisons (including Young Offenders Institutes), all in Doncaster.

Appendix B - Value for Money

Value for money (VFM) should and will always be at the heart of achieving the best outcomes possible from the resources we have available. Delivering on this core belief becomes even more critical as the resources available suffer significant annual reductions.

VFM isn't particularly about savings money; it's about spending our money on the things which contribute most to the outcomes we seek to achieve. It's also about developing an understanding of what difference our spending and investment decisions actually make in terms of the outcomes for those who rely on the services we provide. Only when we have such an understanding can we make totally confident spending decisions.

Where are we now?

VFM profiles are produced annually by HMIC and these facilitate comparison between South Yorkshire Police and other Forces. These profiles have helped to identify areas of activity where cost improvements maybe deliverable.

South Yorkshire Police have for several years been following a programme of continuing improvements, based around evaluating processes and structures to identify and deliver efficiencies and cost reductions. This evolved firstly into a 'Workforce Modernisation Programme' and subsequently into the on-going 'Diamond Programme'.

Very significant cost reductions have been delivered, particularly within the current Comprehensive Spending Review (CSR) period. Furthermore, a number of further reviews are in the process of being implemented with additional cost reductions anticipated.

Way forward

As outlined above much has been achieved in the pursuit of VFM, however, further progress is essential and additional momentum is required. This is not to say that those mechanisms which the Force currently has in place should be discontinued. The intention is not to replace this work but to enhance it by way of additional independent scrutiny and challenge. With this in mind a new 'Efficiency Review Programme' will be established. In particular this will utilise skills and experience from the Commercial/Business sector to inform future efficiency initiatives and Programmes through the work of an 'Efficiency Advisory Group'.

Glossary

Anti-social Behaviour	ASB
Black Minority Ethnic	BME
Child Sexual Exploitation	CSE
Crown Prosecution Service	CPS
Her Majesty's Inspectorate of Constabulary	HMIC
Independent Advisory Group	IAG
Partners and Community Together	PACT
Police Community Support Officers	PCSOs
Strategic Policing Requirement	SPR
Value for Money	VFM