



South  
Yorkshire  
Police and Crime  
Commissioner

*Your Voice*



# Keeping people safe

The Police and Crime Plan for South Yorkshire 2017 - 2021  
Renewed 2018



Seek the well-being  
of this place because  
in its well-being you  
will find your own

Jeremiah 29:7

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## Foreword



**The Grenfell Tower disaster in 2017 shocked the whole country. We watched with disbelief and felt deeply for those who died a terrible death, those who lost loved ones and those who**

**saw their home destroyed. Among other things, it stands as a stark reminder of how much we depend on our public services, fire, ambulance, police and local authorities – working together and properly resourced, and how those in positions of authority need to listen to the concerns of those they serve.**

This renewed Police and Crime Plan seeks to take those lessons seriously.

The aim of the Plan is to set out for the police service what you, the public, have told me you want to see from policing in South Yorkshire. You have said you want, not just to be kept safe by the police, but also to feel safe. In other words, you want crime and anti-social behaviour to be tackled and you want to feel re-assured generally.

This is why I am continuing to ask the police to protect vulnerable people from threats to their welfare and well-being – from crime and anti-social behaviours – but also to ensure that all communities – from the suburbs to town centres, from rural areas to the inner city – have their fair share of police attention. It also means that the police need to be alert to new or emerging crimes or incidents such as cyber-crime, or incidents against women and girls motivated by misogynistic attitudes.

If the police service is to gain and keep the trust and confidence of people across South Yorkshire it has to think about how it can engage and communicate with communities and individuals, not least those who have become victims. That communication needs to be two-way. The return to a form of neighbourhood policing – albeit with fewer officers than in the past – is one way in which this can be done. This is how the service gains local intelligence and support and keeps its ear to the ground.

The big task in 2018/19 is to understand what the pressures on the service are and how they can be managed. Much policing these days is not directly about crime. For example, it may be about safeguarding the vulnerable – such as missing people or those with mental health issues. But others in the public, private and voluntary

sectors have responsibilities here as well – the NHS, local authorities, local prisons, children's homes, the fire service and so on. The police have to find ways of working with them, because many of these sorts of issues are not directly solvable by the police. Working together to solve problems becomes more urgent for all organisations as funding gets tighter and resources diminish.

During the year I will be asking those I commission to show me how they are doing all this by looking at a number of outcomes: 'safer communities', 'trust and confidence in policing and crime services', 'serious and organised crime' and 'efficiency, effectiveness and value for money'.

There has been good progress in 2017/18: a new leadership team showing determination and purpose, successful child sexual exploitation prosecutions and the return of local policing. The direction of travel – as Her Majesty's Inspectors have pointed out – is positive. We need to keep the momentum going.

But the over-riding message for the coming year is about working together for the common good. We all have a part to play, as individuals as well as in our organisations. The Old Testament prophet put it rather well when he told us to 'seek the well-being of the place where we are set because 'in its well-being you will find your own'. (Jeremiah 29.7)

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

## Chief Constable's message



**I am privileged to lead South Yorkshire Police in delivering the aim and outcomes of this Police and Crime Plan, seeking to keep South Yorkshire a safe place in which to live, learn and work.**

I am committed to improving the way we police so that our communities can have trust and confidence in us, delivering the best policing services we can with the money and resources we have. The bedrock of our service will continue to be Neighbourhood Policing, fulfilling the promises we made when we consulted you about what you wanted from us.

**Stephen Watson**  
Chief Constable of South Yorkshire Police

## Your Police and Crime Commissioner

### What does a Police and Crime Commissioner do?



I am elected by you to be your voice, giving you a say in what you want your police service to do. I listen to your concerns and issues, and take them up with the Chief Constable. I write a Police and Crime Plan, and provide money to the police to deliver the priorities in the Plan.

I am responsible for commissioning services from other organisations to help deliver those priorities as well. I offer grants to the voluntary and community sector to support the Plan's priorities.

I also contribute to national policing needs by having regard to the Strategic Policing

Requirement, a document that outlines the Home Secretary's views of national threats. I hold the Chief Constable to account for his delivery of policing by asking questions, such as: What are South Yorkshire Police doing to combat cross-border crimes like terrorism, cyber-crime and child sexual exploitation?

In addition to this, I am responsible for appointing a Chief Constable to lead the force forward, and provide the best policing possible for South Yorkshire. In certain circumstances I can also dismiss the Chief Constable.

### But what's the point of having a Police and Crime Commissioner and a Chief Constable?

The Chief Constable is 'operationally' responsible for the day-to-day running of the force. He must make sure that police officers and staff are able to do their job of keeping the people of South Yorkshire safe from harm.

My responsibility is 'strategic'. In other words, I tell the Chief Constable where I think the public want him to focus his efforts in fighting crime and ensuring the efficiency and effectiveness of the force. I do this in this Police and Crime Plan

and then hold him to account for achieving the outcomes in it.

It is important to remember that the Chief Constable has a duty to protect the public from all crime, not just the ones that I ask him to focus on. The Chief Constable and I work closely together to make sure we are both agreed on the priorities for the force, and that we do not work towards different ends.

## What is the Police and Crime Plan?



The Police and Crime Plan is a document I must produce that tells the police what you the public want them to do. The Plan is important as it sets out and communicates the policing and crime priorities as I see them to the public, the police, partner agencies, the Police and Crime Panel, the Home Secretary and others with an interest in how South Yorkshire is policed.

The Police and Crime Plan 2017-2021 was published shortly after my re-election in May 2016. Each year I refresh it to take account of any changing or emerging policing and crime priorities.

Over the past twelve months, the public, the police and partners have told me that the issues listed below are those we are all most concerned about. Accordingly, I am publishing this renewed Plan for 2018/19.

- |  |   |                                  |
|--|---|----------------------------------|
| Anti-Social Behaviour                    | Firearms                                  | Organised Crime Groups           |
| Arson                                    | Harassment and Stalking                   | Prisons and Offender Management  |
| Burglary                                 | Hate Crime                                | Protests                         |
| Child Abuse                              | Hidden Crime                              | Rape and Sexual Offences         |
| Child Criminal Exploitation              | Homelessness / Accommodation              | Restorative Justice              |
| Child Sexual Exploitation                | Honour-Based Violence and Forced Marriage | Road Safety                      |
| Community Cohesion                       | Human Trafficking and Modern Slavery      | Rural Crime                      |
| Complex Needs                            | Knife Crime                               | Substance Abuse                  |
| Contact Management                       | Mental Health                             | Urban Street Gangs               |
| Counter Terrorism and Domestic Extremism | Missing and Absent Persons                | Violence Against Women and Girls |
| Cyber-Crime                              | Misogyny                                  | Violent Crime                    |
| Domestic Abuse                           | Neighbourhood Policing                    | Vulnerable Adults                |
| Emergency Services Collaboration         | Organised Acquisitive Crime               | Young Offenders                  |
| Female Genital Mutilation                |   |                                  |



## How do you decide which organisations to give money to?



I give money to those organisations that can best provide a particular service. This is principally the police, but where they can't provide that service, or it would be more effective for someone else to do so, I make funding available to them.

This other funding is used to help victims after a crime, to support the rehabilitation of offenders, for drug treatment services, for community safety activities, or to provide diversionary activities as a help to stopping crime happening in the first place.

I do this in two ways:

1. I see a need that would be better met by an outside organisation, and request them to do this on my behalf either by providing a grant or by asking suitable organisations to bid on a competitive tender. I decide on a service provider based on quality of service and cost. I publish my decisions, and the reasoning behind them, on my website so that you can check I am making good choices on your behalf.
2. I invite organisations to apply for a grant from a pot of money set aside to support projects within the community. These projects must help either prevent crime and disorder, or support those who have been a victim of crime. In order to get a grant, organisations must show how their project will help me achieve my priorities, and be able to demonstrate that they have done this once the project finishes.



## You make sure the Chief Constable is doing his job – who makes sure you are doing your job?



You do, by voting for the person you think is best suited for the job at the Police and Crime Commissioner elections. These take place every four years.

During those four years, I am held to account by the Police and Crime Panel, acting on your behalf. The Panel is made up of twelve people – ten councillors from each of the four districts in South Yorkshire, plus two independent members of the public. It is the Panel's job to make sure I am making decisions in your best interest.

This includes decisions about what priorities are in the Police and Crime Plan, how much the policing precept in your council tax should be, and the recruitment and dismissal of the Chief Constable.

The Police and Crime Panel is also responsible for reviewing my proposed appointments of key officers, and for scrutinising my Annual Report. I have to report regularly to the Police and Crime Panel to account for what I am doing, or to be questioned by them and members of the public.

## Policing and Crime Aim

**My overall aim in the Police and Crime Plan has not changed since last year.**

I want South Yorkshire to be a safe place in which to live, learn and work. This can be achieved by

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

A person is vulnerable if, as a result of their situation or circumstances, they are unable to take care of or protect themselves, or others dependent on them, from harm or exploitation. A person can become vulnerable at any time in their life, through their own actions or the actions of others, or simply due to a lack of appropriate support.

## Outcomes in Support of the Aim

### Safer Communities

**Our understanding of vulnerability has grown over the past few years, as has our understanding of how to address this. Early intervention is by far the best way either to stop someone becoming vulnerable, or to prevent their vulnerability becoming unmanageable.**

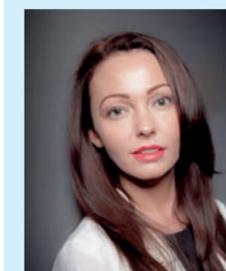
It is also the best way to stop someone becoming an offender, as underlying unmet needs often lead to offending. There will always be those who turn to a life of crime by choice. However, there are many vulnerable people who end up in the criminal justice system through failings or gaps in services and who, had they been supported earlier, could have been given the chance to choose a different path.

Thirteen key strands of vulnerability have been identified in South Yorkshire:

- Domestic Abuse
- Stalking and Harassment
- Missing and Absent
- Female Genital Mutilation
- Managing of Sex and Violent Offenders
- Vulnerable Adults
- Child Abuse
- Honour-based Violence and Forced Marriage
- Modern Slavery and Human Trafficking
- Serious Sexual Offences
- Anti-Social Behaviour
- Mental Health
- Hate Crime

There will be hidden victims of all these types of crime, and recent experience has shown that there will be crimes that we are yet to be aware of. One such example has been the emergence of child criminal exploitation, known as 'County Lines', where children and young adults are trafficked to other places to sell drugs.

This raises questions around the way in which some vulnerable children and young people have become criminalised under the influence of others – which is what happened to some of those who were groomed and sexually exploited. This is why I am supporting 'Sammy's Law'.



*Samantha Woodhouse is a survivor of child sexual exploitation.*

*She waived her right to anonymity in order to raise awareness of the plight of survivors, and is lobbying the Government to have the criminal history of victims of child sexual exploitation removed. The lives of victims and survivors have already been damaged in such horrific ways, and a criminal record received when they were under the influence of an abuser can be a barrier to recovery and moving on with their lives.*

*I commend Samantha for her bravery in speaking out and using her own horrifying experiences as a platform to help others.*



We have to be honest about the way policing is changing. 36% of police time is spent on fighting crime. The other 64% is spent on public safety and welfare, non-crime related incidents, prevention and protection\*. As partners are forced to reshape services to balance their budgets, their cuts in service can result in extra work for each other – such as the police dealing with people with mental health issues or finding children that have not returned to a children’s home at their agreed time. This is not sustainable, and is not providing the best service for people who depend on those services to survive, never mind thrive.

Complex high-harm crimes are becoming the new ‘volume’ crime. But they take longer to investigate and require more specialist resources. Victims are often not ready to disclose to the police what has happened to them, yet they still require support – practical and emotional – to deal with what has happened. A victim of abuse, for example, may be able to disclose what has happened to them soon after the crime has been committed, or they may not feel able to do so until decades afterwards. The abuse can be the first time it happened, or the hundredth. These crimes take considerable resources. This is not to say that so-called ‘traditional’ crimes are not important, rather that the approach to what harm means, and how this can have a lasting effect for a victim, needs new thinking.

\*South Yorkshire Police 2017

As well as developing our understanding of vulnerability, our understanding of harm is also being developed. Police forces are recognising that the harm caused by some so-called ‘low level’ crimes are in fact some of the most impactful upon victims, and can have long-reaching effects.

Some crimes will always be heinous, and will of course have horrific impacts upon victims and their families for many years. But others are no less impactful. One such example is burglary.

Police response to burglary has been a ‘hot topic’ in the press for a number of years, as forces seek new ways of responding in order to maximise efficiency and effectiveness. They may decide that matters can be best progressed by telephone rather than a visit. However, in reaching for new ways of working, they must never forget the impact on the victim of any crime. The first initial contact with the emergency services can shape a victim’s experience of their journey through the criminal justice system, and help or hinder their recovery.

People react to a situation in their own unique way. Each victim should be treated as an individual and in accordance with their needs. The best way to ensure this happens is by supporting victim-led services. This means services should be designed for victims, in collaboration with victims. Where a victim does not wish to disclose to the police, they must still have timely access to appropriate support within their community.

In an ideal world, policing would just be about ‘catching the bad guys’. However, the police have as much a responsibility to stop crime happening in the first place as they do to investigate it when it does. Yet it is not solely the responsibility of the police to prevent crime; every one of us has this responsibility. With the current announcement on police funding presenting another bleak picture, we can no longer afford to be purely reactive.

We have to prioritise joint long-term problem-solving with partners and communities to find sustainable solutions to community issues. Indeed, this has been made clear by the Government in their response to the recent increase in violent crime where police, partners and communities

have been tasked to provide a multi-stranded approach to help prevent violent crime happening in the first place.

Policing is a system; cuts to one part impact upon another. The same is true of all services protecting vulnerable people. Cuts made by one agency cause demand in another. Similarly, investment by one agency may reduce demand on another.

Only by working together can we collectively minimise the harm to communities and maximise the provision of services, not only to ourselves, but most importantly to the public. It is not enough to treat the symptoms; we must always seek to treat the cause.



### Outcomes

**Partners work together with the communities of South Yorkshire to help them feel and be safe by:**

- Prioritising joint problem-solving to find sustainable and fair solutions to community issues
- Identifying and protecting vulnerable people through early intervention and prevention

- Proactively understanding current and emerging trends to prevent individuals from becoming victims of anti-social behaviour, crime and harm
- Delivering victim-led services designed with service users
- Addressing causes and reducing frequency of offending
- Sharing data and identifying and evaluating best practice

## Trust and Confidence in Policing and Crime Services

**Last year, I asked the Chief Constable to demonstrate that the public of South Yorkshire were satisfied that their views and opinions on policing in their local area had been listened to and considered.**

The Chief Constable and his Chief Officer team hosted a number of engagement events across South Yorkshire throughout the spring and summer. The feedback showed that the public wanted more presence from, and interaction with, dedicated community officers.

Following this, I am pleased to see the reintroduction of neighbourhood policing teams in South Yorkshire, and believe that a renewed focus on listening to the public, having a local officer dedicated to a community and a strong focus on problem solving has set South Yorkshire Police on the right path to being able to catch community issues early and prevent crime happening or escalating.

There are now five neighbourhood policing promises:

- Include a number of organisations working in partnership, and with the public, delivering results in a joint way
- Protect the vulnerable through early intervention and protection
- Proactively understand and prevent crime and harm by working together to solve problems, identify offenders and people most at risk of harm
- Tackle crime and anti-social behaviour
- Engage and communicate effectively with communities by listening to and prioritising concerns, helping to understand the issues that matter the most

Communication is not just about making sure someone answers the telephone, reads an email or is available to talk face-to-face. It is about acknowledging that contact has been made, keeping you informed of what is happening with your crime, and updating you on the result of any action, whatever that may be. It is understanding the demands on the service from the public, and aiming to provide an excellent service.

In 2017, I jointly commissioned, with the Chief Constable, a consultation project to find out what the levels of trust and confidence were in South Yorkshire Police. We did this by district, by age groups and by looking at some of the more hard to reach communities and groups – such as young people and ethnic minorities. This has helped us to gain a better understanding of the hard to reach communities in South Yorkshire, and specifically the factors affecting trust and confidence in the police.

The survey revealed real positives, as well as some criticisms. The under 35s, for instance, were very positive about the police – something that pleasantly surprised us. But it also identified communities with whom the force needs to improve engagement and suggested alternative or new approaches to be considered. These now need to be explored further.

But it was pleasing to hear that people in South Yorkshire have high levels of trust and confidence in their force. In the survey, 76% of respondents said they had confidence in SYP, and 78% said they trust SYP. This is higher than the confidence they have in the police service nationally, which was 75%. What is also clear is that, not only do they trust them, but they also believe they do a

good job. Unfortunately this is not always how some victims of crime feel – though it is not yet clear which parts of the criminal justice system fail them – police, courts, prosecutors or victims' services. We all need to work hard at improving our understanding of the needs of victims and where they feel they are let down and re-design services with victims' needs in mind.



## Outcomes

Everyone is treated fairly and in accordance with their policing and crime needs by:

- Working together to understand the different communities in South Yorkshire and their individual policing and crime needs, taking action to prioritise community concerns
- Managing incoming calls for service, acknowledging and managing the risk of inadvertently suppressing demand
- Understanding and taking action to address the factors affecting trust and confidence in South Yorkshire Police amongst hard

to reach communities, as identified in the jointly commissioned baseline assessment of trust and confidence

- Working with partners to understand why trust and confidence levels among victims of crime is lower than the general population, the impact this has on their journey through the criminal justice system, and putting into place measures to provide a better victim experience
- Creating and fostering a culture of listening, learning and embracing constructive challenge within the workforce, taking action to address workforce concerns, and promoting pride in working for South Yorkshire Police

## Serious and Organised Crime

Police forces carry the responsibility for tackling a wide range of threats, risks and harms in order to reduce crime and keep the public safe.

Whilst it is up to individual chief constables to respond to the local policing need in each force area, some crime types are of such magnitude that they can only be appropriately addressed by forces

acting together. Crime and terrorism do not respect borders, and only by working in partnership can we provide the most appropriate response.

One such example is the Serious Violence Strategy, where the Government has provided a framework for police, partners and communities to come together to tackle serious violent crime, such as homicide, knife crime and gun crime.

The Home Secretary's Strategic Policing Requirement sets out threats to national security, public safety, public order and public confidence that are of such gravity as to be of national importance, or can only be effectively countered by national policing capabilities.

These are:

- Terrorism
- Serious and organised crime (including the trafficking of drugs, people and firearms, organised illegal immigration, large-scale and

high volume fraud and other financial crimes, counterfeit goods, organised acquisitive crime and cyber-crime, most often for financial gain)

- A national cyber-security incident
- Threats to public order or safety that cannot be managed by one force alone
- Civil emergencies
- Child sexual abuse (whilst not a threat to national security, it is a threat of national importance)

The Specialist Capabilities Programme is a national vision for specialist capabilities – such as surveillance, major investigations, armed policing and roads policing.

The Policing Vision 2025 sets out the future plan for policing over the next few years to 2025, driving forward transformational change and encouraging a more sophisticated response to the challenges faced now and in the future.

A future police force will:

- Tailor local policing to society's complex and diverse needs
- Be better prepared to respond to existing and emerging crime types through specialist capabilities
- Attract and retain a workforce of confident professionals able to operate with a high degree of autonomy and accountability and will better reflect its communities
- Make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system
- Work with partners in a consistent manner to enable joined up business delivery around policing support services and community safety

The internet has opened new lines of connectivity that have grown, and continue to grow,

exponentially. This is positive, but is creating new vulnerabilities. It is also creating a new type of offending. Over 50% of crimes now have some sort of digital element; criminals no longer have to have a physical presence at the location the crime is committed. This presents a new challenge to all aspects of law enforcement, not only in the way criminals choose to carry out their illegal activity, but how this is creating a social shift as people live more of their lives online.

More needs to be done to make it easier for people to report online fraud. A recent survey run by my office found that only 10% of those who were victims of cyber-crime reported it to the police or Action Fraud. 29% did not report it at all. Without accurate reporting and recording of cyber-crime, the police cannot build a picture to effectively tackle the issues.



## Outcomes

South Yorkshire Police have a role in tackling crime on a regional, national and international scale by:

- Working with others to ensure arrangements are in place that counter threats to national security and public safety through the national Strategic Policing Requirement

- Contributing to building specialist capabilities that enhance the police response to new and complex threats (Specialist Capabilities Programme Delivery)
- Working collaboratively in the public interest to realise the Policing Vision 2025
- Working with other forces and agencies to prevent crime, to improve victim engagement and to raise awareness of cyber-dependent and cyber-enabled crime

## Partnerships and Wider Criminal Justice System

### You've mentioned partners helping with achieving your priorities – what exactly does this mean?

It is no longer the sole responsibility of the police service to tackle crime, as it is no longer the sole responsibility of other agencies to protect vulnerable people. In order to make a true difference, we need to work together.

Partners across South Yorkshire, such as Fire and Rescue, local authorities, probation, prisons, the NHS and voluntary bodies, have told me their priorities for the next year. These are very similar to those I've set out for South Yorkshire Police in this Plan: support delivery of more efficient, effective and speedy justice; give support for victims to make their journey through the criminal justice system easier; deliver early intervention to enable young people and offenders to make different choices, especially those at risk of entering the criminal justice system for the first time; and support rehabilitation to reduce reoffending. It makes sense to work together to achieve these. This will prevent us working separately on the same problem, and will lead to a better outcome for victims, witnesses and offenders.

I also pay attention to what other national agencies are doing, and have regard to what their priorities are and how this may impact on policing. All public bodies will have less money going forward, and will have to make cuts to balance the books. This means more pressure on existing services, and I will work closely with the Chief Constable to think through what this means for South Yorkshire Police.



### What sort of issues do the police and partners collaborate on?

South Yorkshire Police works closely with local authorities and criminal justice partners on areas such as community safety, domestic abuse, missing persons, anti-social behaviour, drug and alcohol misuse and mental health.



### What can you do to encourage partnership working and collaboration?

As Police and Crime Commissioner for South Yorkshire I can use the influence of my office to bring people together. Some partners, such as Fire and Rescue, have a duty to collaborate.

Others have a legal role to play in keeping communities safe – all local authority areas must have a Community Safety Partnership (CSP). Although I am not a statutory member of any of the partnerships, my Office is represented in each district, and at the Countywide CSP Forum.

If an area is suffering from a particular issue, I can ask the Chair of the Community Safety Partnership to provide a report on what is being done about it. The report will cover all the work being done by the agencies in that area and, from that report, I can work out what part South Yorkshire Police should play.



### What about other criminal justice agencies?

The police service is just one part of a wider system of bringing people to justice, known as the Criminal Justice System (CJS). As well as police, there are the Crown Prosecution Service (CPS), Her Majesty's Courts and Tribunal Service (HMCTS), and third-sector agencies who support victims and witnesses at court and through a trial.

South Yorkshire Police's part is investigating the crime, catching the offender and providing evidence to the CPS. From there, the CPS decide whether to prosecute the offender. Sometimes frustration with perceived lack of action may be focused on the police or other agencies, when in fact it is no-one's fault, but a result of a very complex system.

In order to address such frustration, I support a Local Criminal Justice Board (LCJB), which brings together local criminal justice agencies to create a system where the partners work together to achieve common goals and priorities. The key objectives of the South Yorkshire LCJB are to help bring about:

- An end-to-end service for supporting victims and witnesses
- An end-to-end system for rehabilitating offenders, including young people who commit crime, and reducing reoffending
- A more efficient and integrated local criminal justice system



## Finance and Resources

### Where does the money to run South Yorkshire Police come from?

As Police and Crime Commissioner, I must set the annual budget for policing. I also fund other activities that support my priorities by commissioning some services and giving funding to organisations through my Community Grant Scheme.

Most of the funding for South Yorkshire comes directly from government via the police grant, and the remainder comes mainly from you as the police part of your Council Tax. This is known as the 'precept'. We also use some of the assets recovered from convicted criminals.

The Government has said that the police grant funding for South Yorkshire in 2018/19 will be frozen at the same level as the previous year. However, in order to support some of the service and inflationary pressures we face the Government will permit me to raise council tax by an equivalent to £12 for the year (23p per week) for each household living in a Band D property. Most households in South Yorkshire are in Band A or Band B which means a precept rise of between £8 and £9 for the year (15p-18p per week).



Over the last few years a pattern has emerged as to how the Government wants to fund policing: the cost of paying for the service will be borne increasingly by local council tax payers, even though we have in South Yorkshire some of the poorest households in the country.

Even so, this does not take account of increases in salaries and prices – inflation. It is a cut in ‘real terms’. To help the books to balance the force will have to make further savings. I have asked the Chief Constable to do this without damaging the restoration of neighbourhood policing and the commitment to work towards keeping us safe from serious crime and terrorism. But this is getting harder to do with every year of ongoing austerity.

The Government wants police and crime commissioners to use more of their reserves, but in South Yorkshire we need to have an adequate level of reserves to pay towards the continuing costs of legacy issues – Hillsborough and child sexual exploitation (CSE) in Rotherham, which the Government will not pay for in full.



Is this why you are increasing the precept?

Yes. Although the level by which the precept is raised is a decision for each individual police and crime commissioner to make, the Government has made it clear that if we do not raise funding locally by the maximum, we cannot expect any additional help from them during the year. But we need additional help – called Special Grants – to pay towards the cost of those past mistakes.

These are principally the cost of civil claims brought by those who lost loved ones or were harmed by Hillsborough and by those young women who were not helped while being sexually abused as children in Rotherham. It also includes the cost of investigating all those cases of CSE in Rotherham, identified in the Jay Report, which is being undertaken by the National Crime Agency.

This is the biggest investigation of its kind in the country with almost 200 detectives and investigators. All this will cost millions of pounds – money that will not be available for normal policing. Without Special Grant funding from the Government we could be in a very serious situation.

I consulted with many of you throughout the year to see if you would be prepared to pay a little more towards South Yorkshire Police as part of the council tax. 80% of you said you would, on the understanding that you see an improvement in local policing, an improvement in the 101 service and more being done to keep victims of crime informed throughout the investigation of their crime.



### What is the money spent on?

The majority of funding is given to the Chief Constable for the day-to-day running of South Yorkshire Police.

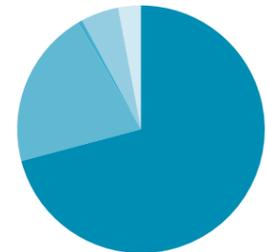
In addition, I allocate funds to support my Commissioning Strategy through which I commission services, chiefly for victims of crime. I also award grants to organisations that help me achieve the priorities in this Plan, especially for those helping victims.

The Government remains committed to making sure victims of crime receive the support they need to help them cope with, and as far as possible, recover from, the impact crime has had on their lives. Some commissioned services are financed by the Ministry of Justice grant, which I use to commission victim support services as part of my obligations under the Code of Practice for Victims of Crime. I allocate funding for support for:

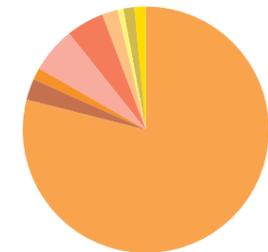
- Victims of sexual violence
- Victims of domestic violence
- Victims of child sexual abuse
- Restorative Justice services
- Other services for victims of crime<sup>2</sup>

A small amount of funding is used to finance the running of my office, which enables me to carry out my responsibilities as Police and Crime Commissioner.

<sup>2</sup>Including a referral service to Victim Support who provide emotional and practical support to victims, with a particular focus on vulnerable victims and those with enhanced entitlements as per the Code of Practice for Victims



Funding £	
Central Government Grants	186,431,848
Council Tax Precept	59,336,535
Collection fund surplus	1,802,874
Income (fees, other grants etc.)	13,067,895
Reserves	7,304,760
<b>Total</b>	<b>267,943,912</b>



Expenditure £	
Employees	209,238,655
Premises	7,377,113
Transport	4,513,156
Supplies and services	16,106,291
Support and Agency	13,896,872
Legacy	7,132,500
OPCC	2,018,892
Commissioning and Partnerships	3,312,788
Capital charges	4,347,645
<b>Total</b>	<b>267,943,912</b>



Total number of properties 2018/19		
Band A	350,924	51.0%
Band B	104,364	19.2%
Band C	74,371	14.1%
<b>Band D</b>	<b>42,615</b>	<b>8.2%</b>
Band E	21,847	4.4%
Band F	9,459	2.0%
Band G	5,011	1.0%
Band H	422	0.1%
<b>Total</b>	<b>609,013</b>	<b>100.0%</b>



### How do we know we are getting value for money?

The efficiency and effectiveness of those I commission is of paramount importance to me. As government funding for public services continues to reduce this is becoming even more critical.

All public services must operate in a way that makes the most of available resources. To do this they need to understand what their demand is now and into the future and how they are going to organise themselves to meet that demand together in the most cost effective and sustainable way. While there may be some initial up-front costs to the police as they re-configure the service to meet changing demands, in the long run there should be efficiency savings. These savings can then be used to enhance service delivery, replenish reserves and repay any costs of borrowing.

As the owner of the police estate (buildings and land) I have asked the Chief Constable to maximise its best use in collaboration with the Fire and Rescue Service. A new joint Head of Estates is to be appointed. This role will seek to identify and take advantage of opportunities to share premises across the wider public estate. A new Joint Estates Strategy will be agreed and implemented.

I must also evaluate the Force's long-term impact upon the environment, reducing carbon emissions and increasing environmental sustainability by reviewing our operations and the use of buildings and materials. Through the Sustainability Strategy 2016-2020, produced jointly with

Humberside Police and Police and Crime Commissioner, we have identified nine key areas of activity aimed at improving our performance, whilst continuing to engage and support officers and staff, local communities and the wider public.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) has said that South Yorkshire Police has a limited understanding of current and likely future demand.

This is a cause of concern. Further analysis is needed by the force to develop a complete picture of demand, including analysis of the under-reporting of crime and inefficient working practices which generate unnecessary demand. The force also needs to engage more with communities and partner organisations to understand more fully the opportunities for early intervention, prevention and problem solving.

As with most public services the most expensive resource is the people who form the workforce. Individual and service area productivity will improve where officers and staff well-being is treated as a priority along with providing the right training, equipment and technology.

To help me ensure we have value for money, I have the services of a Joint Independent Audit Committee. It makes regular reports to me and the Chief Constable.



### Outcomes

**Resources are used well to provide value for money services to the public by:**

- Demonstrating the delivery of efficient and effective services that meet the policing and crime needs of South Yorkshire, pooling funding where a better service to the public would be achieved
- Ensuring financial planning is fully integrated in strategic planning and decision-making
- Delivering an Estates Strategy that is aimed at maximising and making best use of the wider public estate, taking advantage of opportunities to share premises whenever appropriate to do so
- Reporting regularly on successful delivery of agreed savings plans and the capital programme
- Working with Regional Procurement to drive down force spend and produce savings
- Improving individual and service area productivity by focussing on wellbeing, working smarter, and equipping officers and staff with the right training, equipment and technology
- Understanding current and future demand on police and partners, acknowledging the effect savings plans may have upon each other, to enable comprehensive workforce planning
- Promoting sustainability through the Sustainability Strategy 2016-2020

## Reporting Performance

### How does the Chief Constable and those commissioned report their performance to you?

How do you measure their performance and know if your Plan expectations are being achieved?

**I have an overarching Performance Assessment Framework managed by my office. This helps me assess progress made towards the aim of my Plan.**

This Framework requires all those I commission, including the Chief Constable, to produce plans that set out the activity they intend to undertake, whether individually or with others. The detail and the content of these plans are proportionate to the level of funding provided.

Through a combination of meetings and activity by my staff, internal and external audit, assurance panels and committees, the public, community groups, MPs, councillors and other stakeholders (as well as HMICFRS / other external inspectors / scrutiny arrangements) I am able to assess overall progress in delivering my Police and Crime Plan.

At my Public Accountability Board (PAB), held monthly, I ask the Chief Constable to report to me on how progress is being made in delivering my expectations by looking at a number of themes: 'safer communities'; 'trust and confidence in policing and crime services'; 'serious and organised crime'; and 'efficiency, effectiveness and value for money'. Reports and discussions will aim to answer the following questions:

- What is the progress made against the outcomes?
- Where there is good progress, how do we know this to be the case?
- Where there is little progress, how will this be corrected and what are the issues stopping it happening?

Sometimes I need an independent view from my assurance panels on particular issues of concern. I will ask the Joint Independent Audit Committee to examine the robustness of force savings plans, and ask the Independent Ethics Panel to continue their work on realising a positive culture within South Yorkshire Police. Where I deem it necessary, I can also commission HMICFRS to inspect the force on a particular issue, or request that specific audit activity take place.

It is through the South Yorkshire Police and Crime Panel that you hold me to account for my decisions and actions. The Panel have a vital role in challenging, supporting and scrutinising me to make sure that I achieve the aim and outcomes set out in this Plan, which I report in my Annual Report.

Ultimately, I am most publicly held to account by you at the ballot box.

But who monitors your performance?



## Get Involved



### Police Cadets

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

**If you are interested in becoming a Police Cadet, please visit [www.southyorks.police.uk/sign-up/to-volunteer-with-SYP](http://www.southyorks.police.uk/sign-up/to-volunteer-with-SYP)**

### Special Constabulary

There are few, if any, organisations that offer the variety of experience you will find as part of the Special Constabulary in South Yorkshire Police. 'Specials' are a vital part of the police service, working alongside regular officers to reduce crime and protect vulnerable people.

Being a special constable is a great way of developing new skills and giving something back to your local community.

**If you are interested in becoming a special constable, please visit [www.southyorks.police.uk/sign-up/to-volunteer-with-SYP](http://www.southyorks.police.uk/sign-up/to-volunteer-with-SYP) or call 0114 219 7000 for more information.**

### Police Support Volunteers

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

**If you are interested in a Police Support Volunteer role, please visit [www.southyorks.police.uk/sign-up/to-volunteer-with-SYP](http://www.southyorks.police.uk/sign-up/to-volunteer-with-SYP) or call 01709 832455 and ask for the PSV Project Officer.**

### Independent Custody Visitors (ICV)

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

**If you are interested in applying to be a custody visitor, please visit [www.southyorkshire-pcc.gov.uk/Get-Involved/Independent-Custody-Visiting](http://www.southyorkshire-pcc.gov.uk/Get-Involved/Independent-Custody-Visiting) or call 0114 296 4150.**

### Independent Advisory Groups

I run a number of Independent Advisory Groups to provide the valuable role of 'critical friend' to South Yorkshire Police and I.

The groups give independent advice on a number of policy issues, and provide a safeguard against disadvantaging any section of the community through a lack of understanding, ignorance or mistaken belief.

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



## Contact Me:

### Office Address:

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

Telephone: **0114 296 4150**

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

### Media Enquiries:

**media@southyorkshire-pcc.gov.uk**

### Social Media:



Facebook:

[https://www.facebook.com/  
SouthYorkshirePoliceandCrimeCommissioner](https://www.facebook.com/SouthYorkshirePoliceandCrimeCommissioner)



Twitter: @sypcc



Instagram: @sypcc



*Your Voice*

**South  
Yorkshire  
Police and Crime  
Commissioner**

