

QUARTERLY POLICE AND CRIME PLAN REPORT

July 2018

Introduction

The Police and Crime Plan for South Yorkshire is published by the Police and Crime Commissioner (PCC). It outlines his priorities for the area and how he will work with the Police and partners to achieve them.

The Police and Crime Plan 2017-2021 has been renewed in 2018. The overall aim remains:

For 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

The outcomes in support of the aim are:

- Safer Communities
- Trust and Confidence in the Police and Crime Services
- Serious and Organised Crime
- Efficiency, Effectiveness and Value for Money

This report aims to provide an overview of the progress of all policing and crime partners across South Yorkshire against achieving the four outcomes of the Plan. The report does not include everything being delivered. More information can be found on the PCC's website www.southyorkshire-pcc.gov.uk.

Disclaimer

Much of the performance indicator data used in the graphs in this report is not yet fully audited and is subject to change as records are up dated and quality checks undertaken. Therefore, data is subject to change until published by the Office for National Statistics and cannot be reproduced without permission from the owner of the data.

Safer Communities

This is about partners working together with the communities of South Yorkshire to help them feel and be safe by:
Prioritising joint problem solving, protecting vulnerable people, preventing crime and anti-social behaviour, delivering victim led services, addressing the causes of offending and sharing data and good practice.

Trust and Confidence in Police and Crime Services

This refers to treating everyone fairly and in accordance with their police and crime needs by:
Understanding different communities and taking action to address their concerns, effectively managing calls for service, understanding factors affecting trust and confidence including of hard to reach groups, putting in measures to provide a better experience for victims and taking action to address workforce issues

Serious and Organised Crime

South Yorkshire Police also have a role in tackling crime on a regional, national and international scale by working in partnership to counter threats to national security as well as building specialist capability and raising awareness of cyber dependant and cyber enabled crime.

Efficiency, Effectiveness and Value for Money

This is about making sure that police and crime services provide value for money to the public by pooling funding where this would provide a better service. It is also about working smarter and equipping officers with the training, equipment and technology they need and reporting regularly on successful delivery of agreed savings plans.

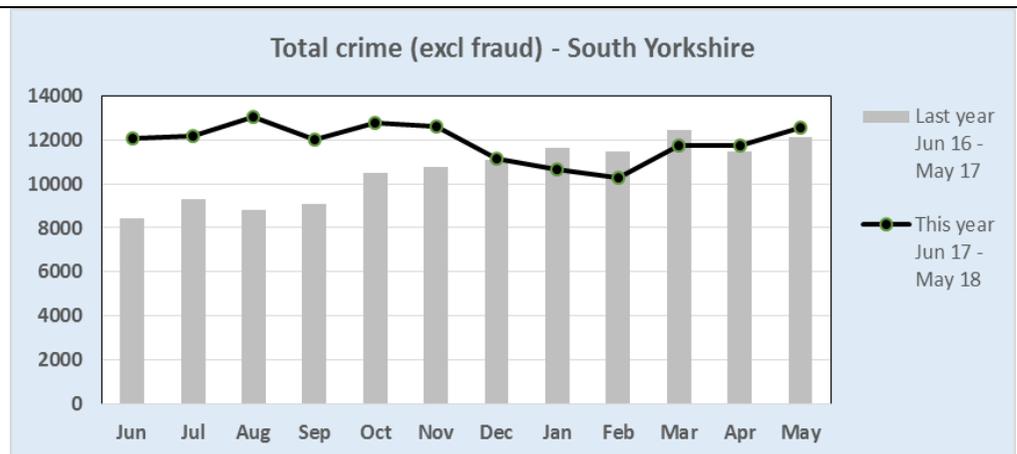
1. Safer Communities

Keeping communities safe is not a job the police can do alone and needs a partnership approach.

A key objective for partners in keeping communities safe and helping people feel safe is preventing crime and anti-social behaviour including tackling the recent spate of violence in the form of knife crime. Over the past 12 months residents have also highlighted burglary as a particular issue that affects how safe they feel in their community.

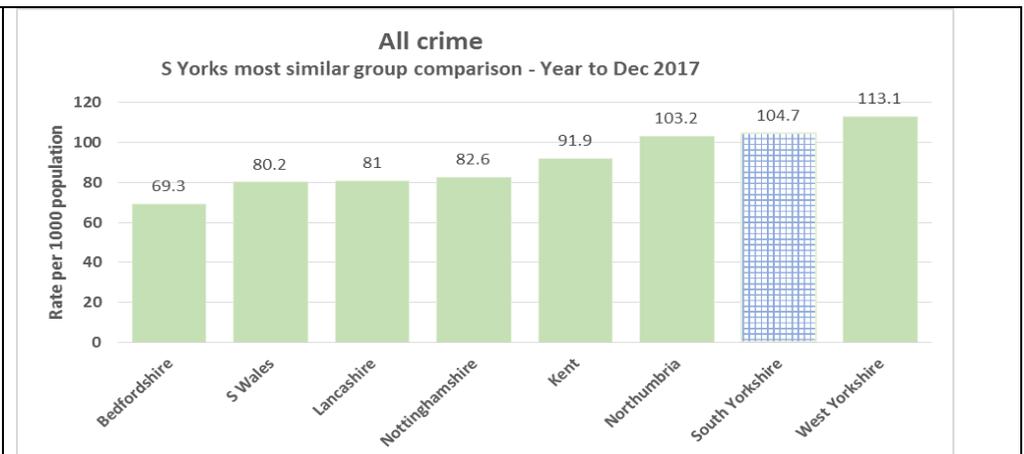
Protecting vulnerable people, such as those who are victims of hate crime or domestic abuse, is also a key objective for partners, as well as providing effective and accessible support services for those who have been the victims of crime.

A number of performance indicators have been chosen for this report to give a high-level view of the effectiveness of partners working together to tackle these issues and data can be seen in the following graphs. As well as looking at data and performance indicators, there is also information about the range of work going on aimed at keeping communities safe - details of which are included after the graphs.



Source: South Yorkshire Police – Most recent unaudited data subject to change

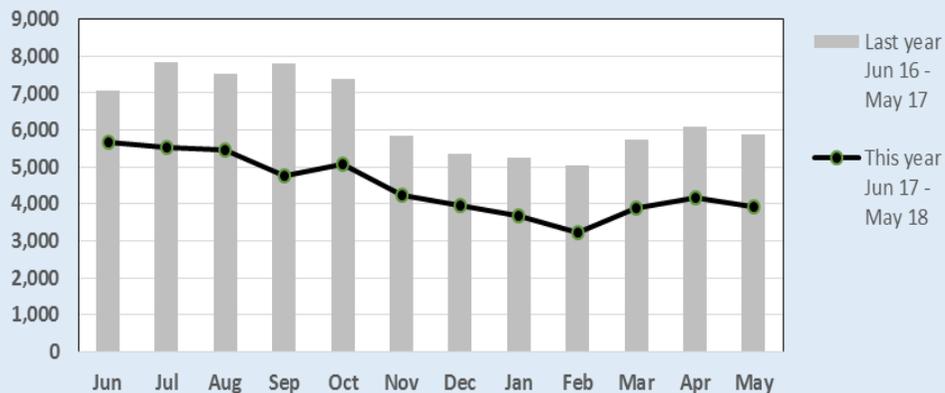
Total recorded crime has been increasing since Jun 16; however, there has been some recent reductions and at times during 2018 total recorded crime has been lower than at the same point during the previous year. Total recorded crime rose nationally in the 12 months to 31st March 2018 compared to the previous year. Part of the increase since Jun 16 can be attributed to better recording by the Police.



Source: Police.uk

South Yorkshire records higher rates of all crime when compared to most other forces that are seen as most similar to South Yorkshire. West Yorkshire has higher rates.

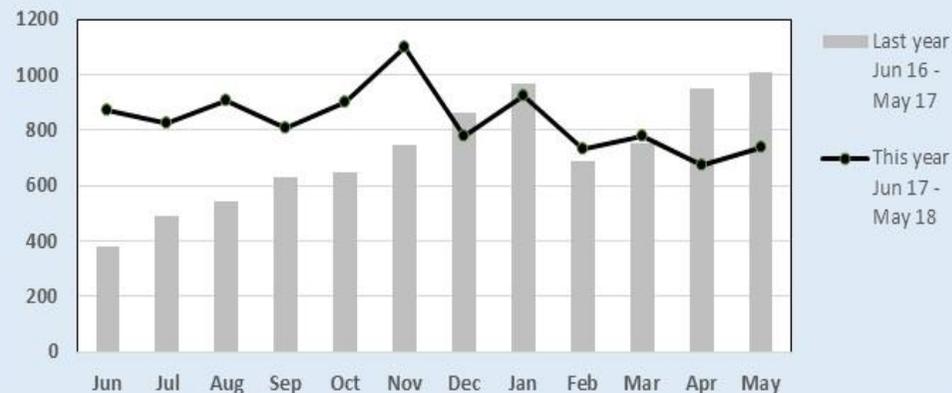
Recorded Anti Social Behaviour- South Yorkshire



Source: South Yorkshire Police – unaudited data subject to change

The number of recorded anti-social behaviour has shown a generally falling trend over the past year and is lower than for the same period last year.

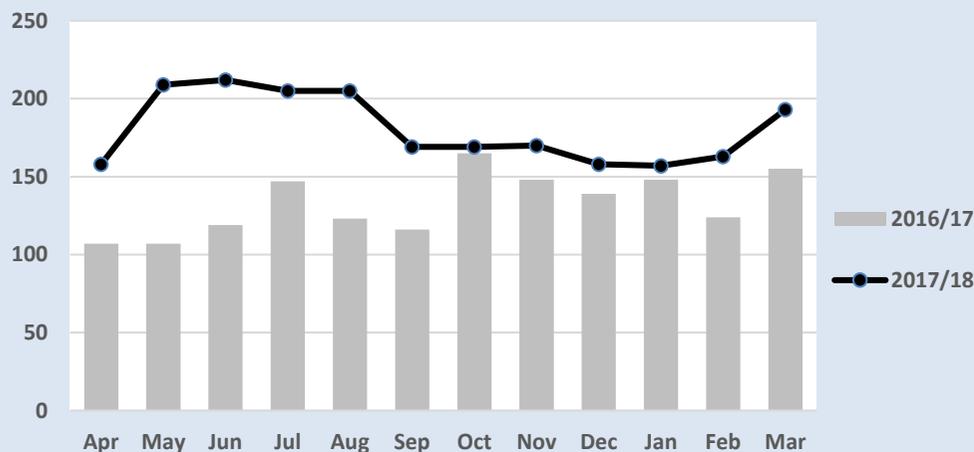
Total residential burglary - South Yorkshire



Source: South Yorkshire Police – unaudited data subject to change

After showing an increasing trend over the past 18 months, there are signs that residential burglary is starting to fall and in April and May was lower than for the same period last year.

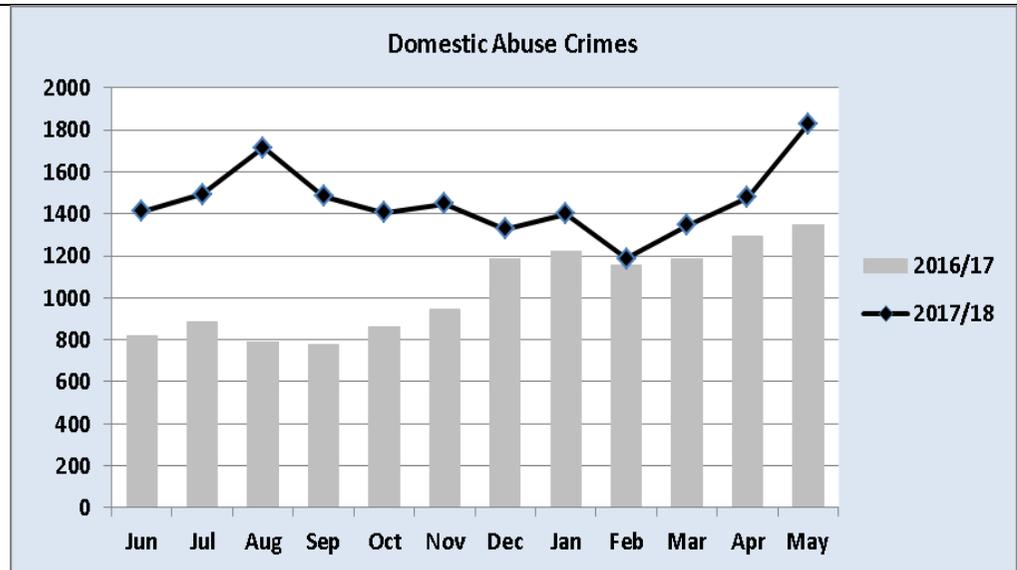
Hate Crime Committed



Source: South Yorkshire Police report to Independent Ethics Panel – unaudited data subject to change

Hate crime being reported and committed is increasing and is higher than for the same period last year. Hate crime is identified as one strand of vulnerability. The results reflect the fact that South Yorkshire Police and the PCC work to make sure people are confident in reporting hate crime.

1. Safer Communities

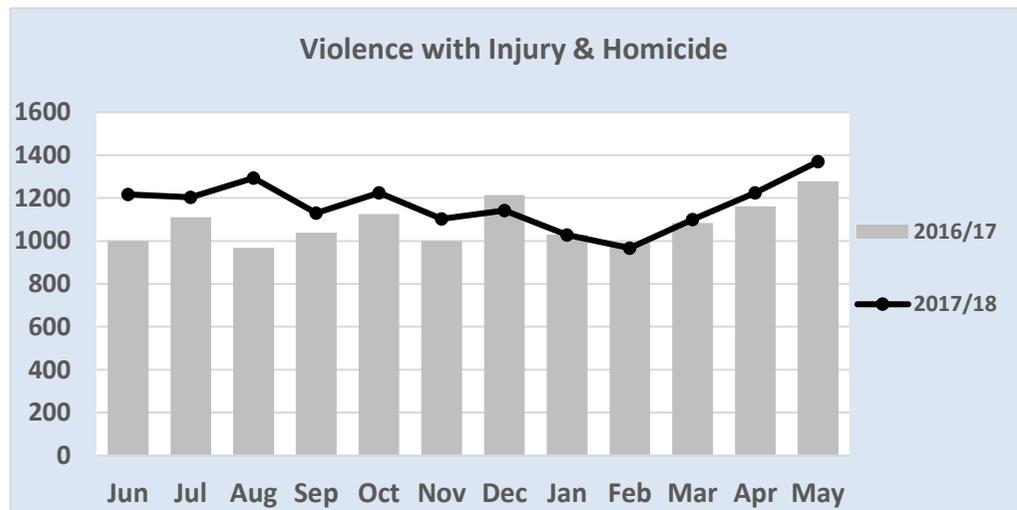


Source: South Yorkshire Police – unaudited data subject to change

Domestic abuse crimes are higher in 2017/18 than 2016/17 with a significant increase since February 2018. Figures reflect that increased focus on recording of crimes from domestic abuse incidents reported.



Source: South Yorkshire Police – Victim Satisfaction Survey



Source: South Yorkshire Police – unaudited data subject to change

There is an increasing trend in violent crime and is slightly higher than at the same period last year. The increase is also being seen across England.

1. Safer Communities

Community Safety Partnerships (CSPs)

CSPs are a key way in which all partners across South Yorkshire work together to keep people safe by tackling crime and anti-social behaviour. There are four CSPs made up of representatives from South Yorkshire Police, Local Authorities, Health services, Housing Associations, Fire and Rescue Services and Criminal Justice partners covering, Barnsley, Doncaster, Rotherham and Sheffield. The PCC holds bi-monthly meetings of the County Wide Community Safety Forum where representatives from each partnership meet together to enhance communication and working between partnerships, share good practice and data and commission specific projects.

This is how both the Doncaster and Barnsley partnership have been working to tackle issues of concern to local residents.

Doncaster - Safer Stronger Doncaster Partnership:-

- Nuisance off road motorcycles have been a major concern raised by the public across all areas of Doncaster, with reports of near misses with motorists and pedestrians causing safety concerns. In response and using funding from the Office of the Police and Crime Commissioner (OPCC) the partnership has purchased two off road motorcycles and equipment to be used by trained officers during off road motor cycle operations.
- Both bikes were successfully used during an operation on the 17th June 2018 in the Warmsworth, Sprotbrough and Edlington areas in which 8 off road bikes were seized and transported away.
- Successful Operations of this type will continue, as well as educating of users of off road bikes, underlining the legal requirements and engaging with them to highlight safe and permitted areas for their use.

Barnsley – Safer Barnsley Partnership:-

- Whilst recognising there is still work to do around anti-social behaviour and specifically the effects of the use of the psychoactive substance known as Spice, recorded antisocial behaviour levels in Barnsley town centre have reduced by over 30% between April and June 2018 when compared to the same period in the previous year.
- The Multi Agency Action Group (MAAG) for Barnsley town centre has been revamped and has become more effective in galvanising action on key issues. This reduction has happened during a period where there has been

good weather and a number of high profile events which have drawn many people into the town centre.

- An anti-social behaviour assessment team are now dealing with 40% of anti-social behaviour incidents at the first point of contact, which is allowing more complex challenges to be dealt with effectively in the most appropriate way

YOYO

To help children and young people get their voices heard and prevent them becoming victims of crime, the PCC funds a project called YOYO (You're Only Young Once) - an innovative way of engaging with young people in schools. The PCC funds Bauer Academy tutors to provide media lessons to pupils in year nine, teaching them to produce podcasts, videos and radio advertisements.

The themes for this year's subjects cover key community issues, including child sexual exploitation (CSE) and Guns, Gangs and Knives. Students research, write and produce the content themselves based on pre-agreed lesson plans. All products recorded in the lesson are uploaded to the YOYO website and YouTube for them to share with their family and friends.

With the help of Hallam FM, some of the radio advertisements are aired across South Yorkshire on rotation as an awareness raising campaign for CSE and Guns, Gangs and Knives.

Since it started in March 2017, YOYO has provided 32 lessons across South Yorkshire and produced 177 videos and podcasts. The outcomes from the project will be evaluated during autumn 2018.

Supporting Victims

Adult Sexual Assault Referral Centre (SARC) Service

Mountain Healthcare's South Yorkshire Sexual Assault Referral Centre (SARC), Hackenthorpe Lodge, has received 21 referrals in April, 26 in May and 45 in June. Whilst this is lower than in the same period last year, Mountain Healthcare and the PCC have been working hard to raise awareness of SARC services and are reassured to see individuals reporting their experiences of sexual violence / abuse and accessing appropriate support and medical care, whilst providing the police with evidence to support investigations.

1. Safer Communities

A team of Crisis Workers from the SARC have been working on a 'Freedom for Choice' project, promoting the self-referral pathway, so individuals feel comfortable and confident in making choices when reporting their experiences.

Self-referral clients can make an appointment (anonymously if they wish) to visit the SARC, without police involvement, accessing important healthcare, support and guidance. Evidence obtained can be stored securely should they wish to report to police later. The self-referral option gives individuals alternatives, allowing important evidence and intelligence to be secured, which assists in identifying perpetrators and developing preventative measures.

Victim Support

The South Yorkshire Victim Support service knows that face-to-face appointments don't work for everyone, and that people want to be able to access information and tools that are right for them, at a time that suits them. One of the new approaches introduced in South Yorkshire is a range of practical tools allowing victims control of their own recovery at their own pace.

The 'Sleep Workbook', 'Managing Anger Worksheet', 'Five Steps to improve your Wellbeing' and 'Protecting your Property leaflet' are tools which victims can access and work on independently, or with someone to help them if they'd prefer. Experts in each field have helped to make sure the tools have the greatest impact, are user friendly and suitable for all victims, including children and young people.

Each workbook is available on Victim Support's local website and can be used at any point of a victim's recovery. The Victims Support Triage team can also send out workbooks and links to victims they are contacting in the very early stages after a crime, and check in with victims to see how the tools are working for them. Partner agencies can use the tools too.

Feedback about these tools has been extremely positive and Advocates report that victims find the resources useful in their recovery.

Victim Voice Project

The OPCC, supported by South Yorkshire Police, is undertaking a project to work with victims and understand how their journey through the criminal justice system affects their levels of trust and confidence in services.

A recent independent baseline survey, commissioned by the PCC, sought the views of the harder-to-reach communities within South Yorkshire to establish levels of trust and confidence in the Force. The results identified that victims of crime have considerably lower levels of trust and confidence in South Yorkshire Police (SYP), than non-victims.

Further work is being undertaken to understand the disparity between the views of victims and non-victims and to identify which part of the victims' journey has the most adverse affect on their confidence.

Focus groups with victims are currently taking place and an on-line survey is in development. This work is due to report back later this year. The possibility of repeating the survey again in 2019 is currently being explored.

Protecting the Vulnerable

The Police and Crime Plan draws attention to the 13 strands of vulnerability identified by the College of Policing including but not limited to: Domestic Abuse, Hate Crime, Stalking and Harassment, Child Abuse and Vulnerable Adults.

In its last inspection of South Yorkshire Police, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) judged the Force as "Requires Improvement" in protecting vulnerable people. HMICFRS made the following observations:

"The Force works well with partner organisations to provide longer-term safeguarding for vulnerable victims. It manages the highest-risk domestic abuse cases effectively. It refers all high-risk cases to a multi-agency risk assessment conference to allow for information to be exchanged between police and other specialists."

"The Force manages the risk posed by dangerous and sexual offenders well. It works well with partner organisations to support vulnerable people and has effective arrangements in place."

However, HMICFRS were concerned that some vulnerable victims may not receive a sufficiently rapid response to keep them safe.

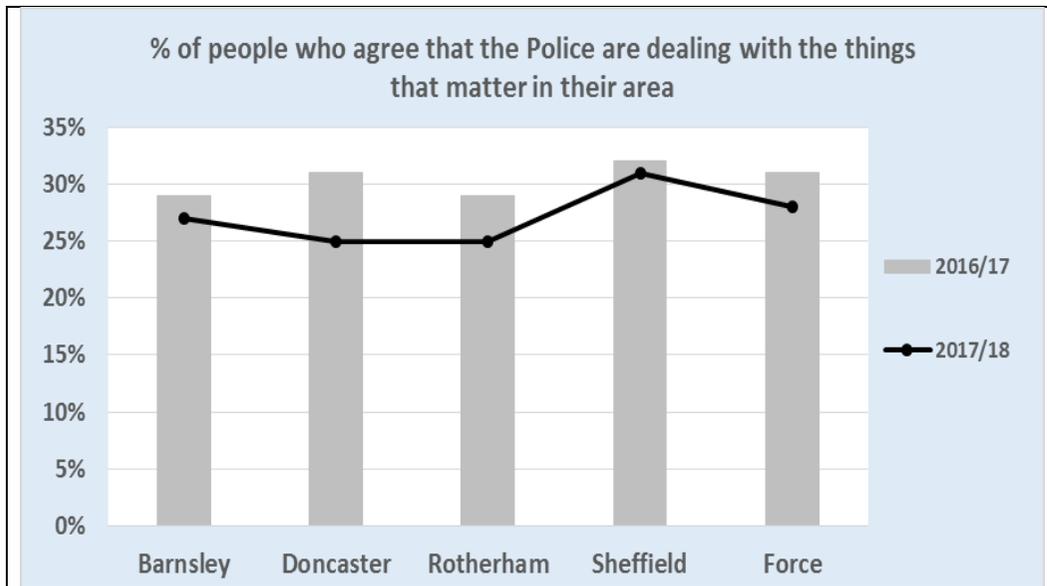
HMICFRS make recommendations for improvement based on their concerns and the Force act quickly to address recommendations made.

2. Trust & Confidence in Services

A number of public engagement events were hosted last year by the Chief Constable and his Chief Officer team. The feedback from the events showed that the public wanted to see more dedicated community officers with whom they could easily interact. South Yorkshire Police have reintroduced Neighbourhood Policing Teams in South Yorkshire aimed at having police officers engage directly with local communities and focus on problem solving within those communities.

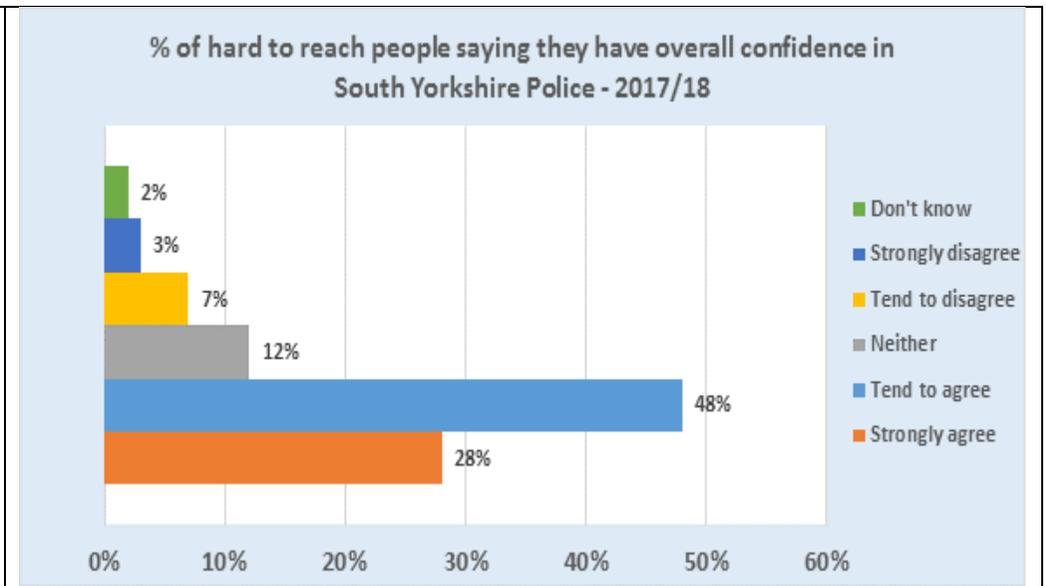
The key performance indicators used in this part of the report are aimed at understanding whether Neighbourhood Policing, as well as the work of other police and crime services and the criminal justice system as a whole, gives the public and victims of crime trust and confidence in those services.

There is also information about how the new Neighbourhood Policing Teams and the PCC continue to engage with local residents and how the Force is making sure it listens to its own workforce to address concerns and implement good practice suggestions.



Source: SYP Your Voice Counts

There has been a reduction in the % of people in 2017/18 compared to the previous year who think that the Police are dealing with things that matter in their area.

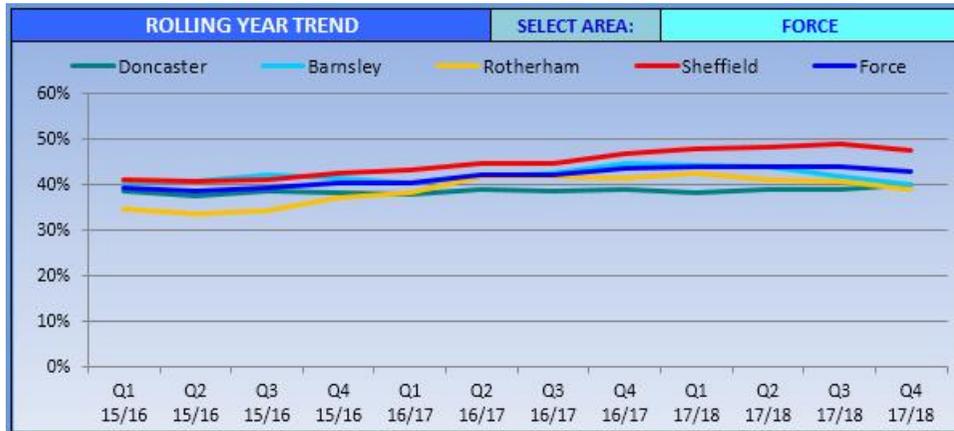


Source: OPCC Baseline Survey

Around 75% of hard to reach people have overall confidence in South Yorkshire Police based on an extensive survey carried out at the end of last year.

2. Trust and Confidence in Services

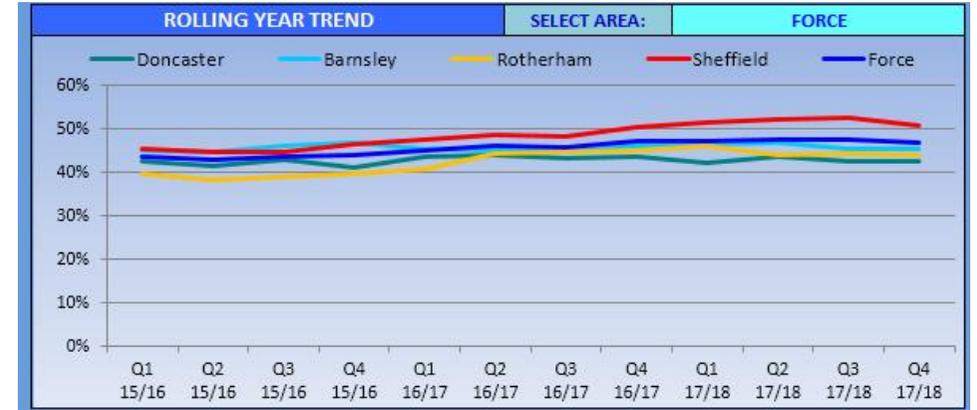
% of people who are very or fairly confident that the Criminal Justice System is effective.



Source: SYP Your Voice Counts Survey

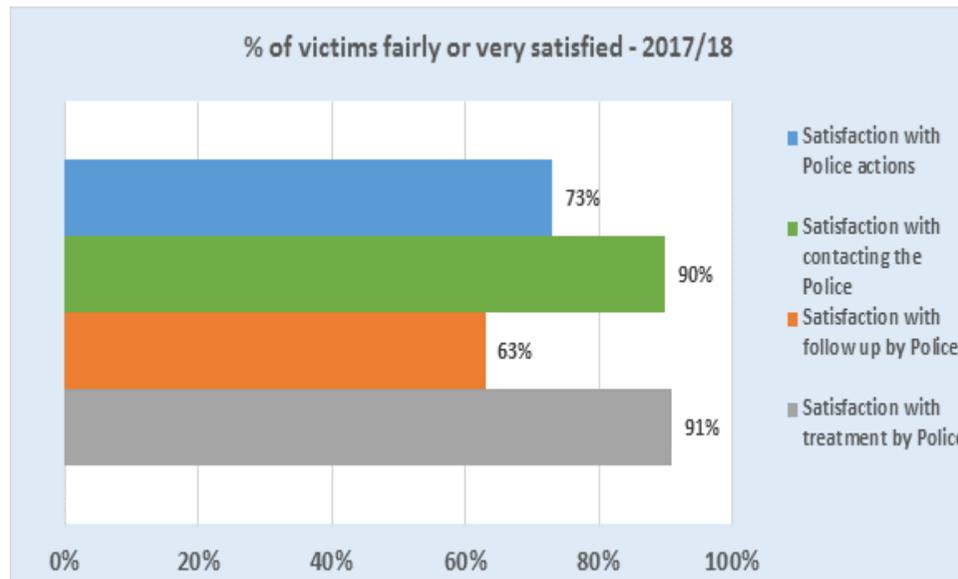
There has been a statistically significant improvement in the percentage of people who are fairly or very confident during the past two years. Latest result 43%

% of people who are very or fairly confident that the Criminal Justice System is fair.



Source: SYP Your Voice Counts Survey

There has been statistically significant improvement in the percentage of people who are fairly or very confident over the past two years with the latest result of 47%



Source: SYP Victim satisfaction survey

2. Trust and Confidence In Services

Neighbourhood Policing

September 2017 saw the re-launch of Neighbourhood Policing in South Yorkshire and by June 2018, there were 396 officers and staff dedicated to neighbourhood policing. Things are still developing and each of the four districts are gaining an understanding of their neighbourhood provision and how it needs to be developed further to tackle community issues. Teams across all four districts are engaging with their local communities through attending community meetings, linking with Neighbourhood Watch, using Social Media and engaging with children and young people through schools and universities. Over 11,000 people (11,162 – 17.07.18) have now signed up to the SYP Alerts, providing information directly to South Yorkshire residents from over 260 officers and police staff.

Barnsley. The teams in Barnsley are developing relationships with the public to support both families and individuals, helping repeat vulnerable victims and providing a visible presence in local communities. For example, focused work around Penistone has taken place in tackling rural crime and across the district there has been work to prepare and obtain closure orders for premises associated with serious nuisance or disorder.

Doncaster. Public Space Protection Orders (PSPOs) have been used in Doncaster town centre to deal with begging and a “Quad Squad” has been used to tackle off road motorbikes, which have been identified by communities as a priority to deal with in 13 out of 20 areas in the district. There are drop-in sessions across the district for members of the public to attend.

Rotherham. PSPOs have been used in Rotherham town centre and Clifton Park since October 2017 and a selective licensing zone has been introduced in Dinnington together with pro-active drugs and road crime operations. Satellite Police stations have been established in Dinnington Resource Centre and Montgomery Hall in Wath.

Sheffield. Increased visibility of officers in crime hotspot areas in the city have been trialled and warrants executed at properties concerned with the supply of the drug “Spice”. There have been off-road motorbike operations and the enforcement of anti-social behaviour closure orders in the district.

PCC’s Public Engagement.

Supporting the work at the community and neighbourhood level and to ensure residents can have trust and confidence in services, the PCC and his office pro-actively look to understand current and emerging trends to prevent people from becoming victims of anti-social behaviour, crime and harm. The PCC and a small team of officers undertake as many engagement events in the community as possible to help get an understanding of the different communities in South Yorkshire and address their concerns.

From April to June this year, the PCC and his engagement team have been out across the county gathering over 700 people’s views on policing. The team have attended local community groups, parish councils and residents meetings as well as meeting with the Lesbian, Gay, Bi-sexual and Transgender (LGBT) community and representatives of the Medina Mosque in Sheffield. The team have also held general engagement stalls in various town centres across the region. The main issues concerning residents have been drug use especially ‘Spice’ in town centres – particularly in Barnsley and Doncaster, off road motorbikes and concerns around knife crime and gang culture in Sheffield. Whilst appreciating the cuts to policing and reduction in police officer numbers, people still think it important to have a more visible police presence. The public’s perception of the 101 non-emergency phone number system continued to be of concern.

The 101 service

Plans to introduce a new call handling service for the 101 system have been delayed as aspects of the system’s functionality are not working correctly.

The new system, which will speed up the time taken to answer and deal with non-urgent calls, was originally planned to be introduced in March this year but has recently been delayed for the second time. It is planned to introduce it later this year.

Both the Force and the PCC are aware that there are issues with the current 101 services and are working to address these and reduce delays, alongside implementing the new system. A lot of work has been done over the past 12

2. Trust and Confidence In Services

months in addressing workforce issues in the call handling centre and there has been significant improvement in staff morale with reduced turnover of staff as evidenced by peers from the College of Policing.

In the two months prior to 22 May, the 101 service received an average of 1,537 calls per day with approximately 12% of these being abandoned – it is highly likely many of those abandoned calls are remade by the callers. Reducing abandoned calls is a key principle of the review of the service and drives how the business will be configured in the future.

As at the middle of May, callers to 101 were waiting an average of 100 seconds for their call to be answered but there are often delays following this before a call is dealt with by an appropriate resource. It is also recognised that within this average there are people who wait much longer for their call to be answered, as well as some calls which are answered more quickly.

Rural crime

Rural crime is an issue that people raise at engagement events and the PCC and South Yorkshire Police meet regularly with the rural and farming communities regarding rural issues. Fly grazing is an issue that is always on the agenda, particularly in the Doncaster area.

A new equine ID law comes into effect on 1 October 2018. In addition to current requirements for all horses to have valid passports from October onwards all horses, ponies and donkeys will need to be microchipped by 2020 for inclusion in a national equine database. Local authorities will have powers to issue fines for non-compliance.

Trees Protests

In March this year the PCC commissioned an independent report into South Yorkshire Police's handling of the Sheffield trees protests following receipt of complaints from a growing number of people about the policing of the protests.

Members of the PCC's Advisory Panel on Policing Protests were asked to review the policing of the protests, make recommendations and advise the PCC if there were lessons to be learnt.

In particular, the Panel was asked to report on whether the policing was fair and proportionate and whether the Force was effectively engaging with all parties to explain their actions, including with the wider community.

A report was produced and received at the Public Accountability Board (PAB) on 28th June. It provides ten recommendations for South Yorkshire Police and the PCC to consider. The full report is available to view on the PCC's website.

<http://www.southyorkshire-pcc.gov.uk/News-and-Events/News/2018/June/Independent-Report-Makes-Recommendations-into-Policing-of-Tree-Protests-in-Sheffield.aspx>

The Police Workforce

As well as actively engaging with their communities, South Yorkshire Police is helping to create a culture of listening, learning and embracing constructive challenge within the workforce.

There is a section on the internal intranet which gives officers and staff a number of mechanisms to actively engage with the Force, providing suggestions, feedback and observations. Engagement is actively encouraged to obtain honest and constructive feedback through:

- anonymous staff surveys
- a Colleague Panel which gives everyone a voice within the organisation on key issues, providing opportunity to help influence key decisions
- a 100 Little Things campaign which aims to improve efficiency and address those areas that cause frustration in delivering a first class service to the public.

South Yorkshire Police's Ethics Committee provides a forum for officers and staff to raise issues of an ethical nature whether operational, organisational or administrative to ensure the highest standards of professional and personal integrity and conduct are displayed and maintained.

There is also a dedicated area on the intranet to 'celebrate our people'; instilling pride by awarding commendations, good work minutes and public praise. This is strengthened by the leadership pledges, which the Chief Constable has personally delivered to all sergeants and first line managers to highlight their

2. Trust and Confidence In Services

role in creating a positive culture and maintaining high standards with their teams.

Independent Ethics Panel (IEP)

To support the workforce further, the PCC and the Chief Constable have also asked the independent Ethics Panel to undertake a piece of work looking at creating a positive culture within South Yorkshire Police. This involves members of the IEP, who are independent of the Police and the PCC, speaking to police officers of all ranks and staff within the organisation to gather views and information that they will use to publish a report with recommendations around supporting a positive culture.

3. Serious & Organised Crime

Police forces carry the responsibility for tackling a wide range of threats, risks and harm 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.

The Strategic Policing Requirement specifies six national threats: terrorism, cyber-crime, public order, civil emergencies, child sexual abuse and serious and organised crime. It is these types of crime where forces need to work together to provide the most appropriate response. In March 2018 HMICFRS, as part of its 'Effectiveness' inspection, assessed South Yorkshire Police as having *'the necessary arrangements in place to fulfil its national responsibilities, and to respond to an attack requiring an armed response. It is taking steps to increase the number of officers it needs to respond to public order incidents'*.

A review of the Force's operating model last year led to a reshaping of the capacity and capability to tackle serious and organised crime and the return to neighbourhood policing. At last month's PAB, the Chief Constable reported that the Force had continued to build upon strong multi-agency partnership working in respect of the threat at local, regional and national levels.

There has been an increasing trend across England and Wales in crimes categorised as "Violence against the person" over the past 12 months and regrettably we have seen an increase in homicides, knife crime and gun crime in South Yorkshire.



The PCC is working with the Chief Constable and partners to help tackle these crimes and provide reassurance to the communities affected, including identifying and disrupting organised crime groups and working collaboratively with other forces.

Organised Crime Groups (OCGs)

The force currently has 128 mapped OCGs, 55 of which are believed to be primarily criminally active in a number of areas, the highest percentage being Drugs Supply (63%), followed by Organised Acquisitive Crime (13%) and Financial Crime (11%). As a result of work done to disrupt these groups the following has been achieved:

- 127 individual disruptions recorded against OCGs, including drug seizures, financial and asset seizures, arrests, custodial sentences, and civil orders.
- Recovery of 29 criminally held firearms, including some previously stolen from dwelling burglaries.
- Two organised criminals from Doncaster being sentenced to a total of 28 years for firearms conversion and supply.
- An OCG in Barnsley has been completely dismantled with members being sentenced to a total of 42 years in custody for conspiracy to supply controlled drugs.
- The dismantling of two OCGs in the Sheffield and Doncaster areas suspected of trafficking victims from Eastern Europe into the UK for the purpose of labour exploitation and benefit fraud.

Working together

Tackling serious and organised crime requires a joint approach between police forces. The newly constituted North East (seven force areas) Transformation, Innovation and Collaboration Programme ('NETIC') was established during 2017/18 with an overarching aim:

'To deliver transformational collaborative policing across the NE Region by maximizing the design and delivery of Strategic Policing Capabilities, and identifying new themes and functions to amplify the collaborative approach to address threats, risk and harm.'

3. Serious and Organised Crime

NETIC's governance arrangements include a NETIC Collaboration Board, consisting of the seven PCC's (supported by their chief executives) and Chief Constables, and a NETIC Delivery Board made up of the seven Deputy Chief Constables and the PCC's Chief Executives.

Work to date has been in scoping potential collaborative opportunities and delivery of the national Specialist Capabilities Programme. (Note: The Specialist Capabilities Programme is a national vision for specialist capabilities – such as surveillance, major investigations, armed policing and roads policing.)

The Serious Organised Crime Partnership Board continued its work towards delivery of its local strategy. For example, in the last quarter a number of cross-border operations took place and in recognition of the emergence of the drug 'Spice' within local communities, a local profile has been prepared and shared with partners.

During the last quarter, a South Yorkshire Prisons Partnership Board has been established to facilitate governance and leadership at a strategic and local level (all four prisons being based within the Doncaster district). This is a new and innovative approach to partnership working in addressing issues within prison communities – as well as impacts on local communities outside the prison gates.

The accelerating pace of technology and criminal cyber capability development currently outpaces the UK's collective response to cyber-crime. The PCC recognises this within his Police and Crime Plan and is hoping to achieve greater partnership working between forces and agencies to raise awareness of cyber-crime. The OPCC will be working with the Force to deliver targeted campaigns this year that will raise public awareness of cyber fraud, including signposting vulnerable victims to services.

Action Fraud is the UK's national fraud and internet crime reporting centre. It provides forces with a list of victims within their community that have been subject to fraud on a monthly basis, identifying those that have self-defined as vulnerable. Operation Signature supports those vulnerable victims of fraud in South Yorkshire, including protecting victims and safeguarding them from being targeted for further offences. Since the inception of Operation Signature, the Force has received 639 referrals from Action Fraud.

4. Efficiency, Effectiveness and Value for Money

The efficiency and effectiveness of those commissioned, including South Yorkshire Police, to deliver the PCC's Police and Crime Plan is of paramount importance. This is even more critical as government funding for public services continues to reduce. The PCC has a Commissioning Strategy which is currently being refreshed to strengthen the value for money requirements of commissioned policing and crime and victims' services and OPCC officers meet on a monthly basis with Regional Procurement. The agenda includes current and future commissions by the OPCC, explores co-commissioning opportunities with local partners and other OPCCs and each quarter will be provided with a list of contracts due to expire or be renewed on a rolling twelve month basis.

The OPCC Delivery Plan sets out the activity the OPCC intends to deliver during this year to assist the PCC in determining whether this outcome is achieved. One output is to ensure the development and ongoing maintenance of governance and assurance activity to support the PCC in holding the Chief Constable to account for the delivery of an efficient and effective policing service.

As part of its Police Efficiency Effectiveness and Legitimacy (PEEL) inspection programme, HMICFRS has expressed concerns about the Force's understanding of the skills and capability of its workforce to match resources to demand and the lack of alignment between financial plans, workforce plans and future operating model. To help tackle some of these issues South Yorkshire Police has prepared and submitted its first force management statement (FMS) to HMICFRS in June.

The FMS is the chief constable's statement and explanation of:

- the demand the Force expects to face in the next four years;
- how the Force will change and improve its workforce and other assets to cope with that demand;
- how the Force will improve its efficiency to make sure the gap between future demand and future capability is as small as it can reasonably be; and
- the money the force expects to have to do all this.

The Force and OPCC are waiting feedback from HMICFRS on this first FMS and this will be used to develop the FMS in future.

In addition, the PCC and Chief Constable have also aligned their strategic, financial and FMS planning cycles for next year and beyond to ensure a joined up approach to setting priorities and budgets. In this cycle, for the first quarter of this year, the focus has been on gathering information to inform the policing needs for next year and beyond. The next phase of work is to understand how those needs can be prioritised and met in the most efficient and effective way and within the resources available.

Linked to this, the Planning and Efficiency Group (P&EG) allows strategic discussions to take place between the PCC and South Yorkshire Police. P&EG is attended by key senior leaders, chaired by the PCC, and usually meets monthly or more frequently if needed. The Group does not replicate the work of other strategic and tactical boards already in existence, but provides reassurance about progress on key business themes, such as the strategic planning timetable and savings plans, sharing a situational awareness as to the strategic direction of the Force.

Any issue of strategic significance can be raised in the Group, though there will be a number of core items discussed under themes including but not limited to:

- Finance
- Organisational Governance or Planning
- Operational Matters
- Stakeholders/Partnerships

The current high level financial position for the OPCC and the Force is as follows:

Revenue budget:

- OPCC forecast is £17k underspend. The Commissioning and Partnership budget is forecast to be on budget.
- The Force forecasting a £4.0m underspend, largely due to delays with implementation of the Crime Review. Within this, the Force is forecasting full delivery of the £6.1m savings plans (with £4.86m already delivered). Legacy Costs are forecast to be £1.8m underspent, largely due to the timing of the Hillsborough civil claims now expected to impact in later years.

4. Efficiency, Effectiveness and Value for Money

Capital budget:

- £15.97m forecast is £2.64m under the programme, which will be kept under review

Estates

A new Head of Joint Estates & Facilities Management has been appointed for South Yorkshire Police and South Yorkshire Fire & Rescue (SYFR).

Their role will oversee estates and facilities management within both organisations, to help progress collaboration under the development and implementation of a shared estates strategy.

Changes in the Force structures and working practices mean that the existing SYP Estate Strategy and Asset Management Plan, originally due to run until 2020 will be reviewed. The revised strategy will include a vision of how the estate should be managed and contribute to the objectives in the Police and Crime Plan and the Force's Plan on a Page. It will comprise of a longer- term policy and strategy with an action plan to be refreshed annually. This will mirror the proposed SYFR strategy and will ultimately become a joint strategy, all completed in accordance with the Chartered Institute of Public Finance and Accountability (CIPFA) best practise.

As part of the estates work, action is taking place to improve conditions for both staff and detainees at the Doncaster Custody Suite. Ideally the Force would like to replace the outdated facilities of both the Custody Suite and College Road headquarters but this would cost upward of £25m.

The current facilities, which are blighted with health and safety problems, are featured on the Force's Strategic Risk Register.

The building does not currently comply with Home Office regulations but SYP has provided assurance that they are working to ensure they fully understand the risks involved and whether they can take steps to ensure they comply with regulations.

The efficient and effective use of buildings is an important part of delivering value for money but also the long-term impact on the environment of these has

to be taken into account too. Humberside and South Yorkshire Police have a joint Sustainability Strategy 2016-2020. Both Forces have a longstanding commitment to the sustainability agenda and can show considerable performance improvements over the last few years. They work locally, regionally and nationally with other Forces and partners to achieve best practice and drive progress and are dedicated to embedding Sustainability throughout their operations to achieve further improvements. The OPCC has a project to ensure they are complying with and to raise awareness of the Sustainability Strategy with the office.

Working with Fire and Rescue

As part of making sure services are efficient and effective in serving the public, PCC's can become a member of the Fire Authority or take on full responsibility for them. In South Yorkshire, the PCC has opted at this stage to become a member of the Fire Authority to ensure a much greater collaboration between police and fire services. A joint steering group between the Force and SYFR has been created to drive this partnership forward resulting in:

- a shared police and fire station at Maltby
- a joint Head of Estates Services and Joint Head of Facilities Management
- a joint Head of Community Safety
- a joint Head of Fleet Management Services
- a formal collaboration agreement will be signed by the parties on Monday 23rd July.
- each newly appointed joint lead has been asked to develop proposals for their respective collaborative functions

The PCC will consider his options on collaboration further after reflecting on progress so far.