

9 March 2020

To: Members of the Public Accountability Board

This matter is being dealt with by: [REDACTED] Direct Line: 0114 2964150
Email: [REDACTED]

Dear Colleague

Public Accountability Board

Please find attached an additional document for the Public Accountability Board which will be held on Tuesday 10th March 2020, at 10.00am at Rotherham Metropolitan Borough Council, Town Hall, Moorgate Street, Rotherham S60 2TH.

The document relates to Agenda Item 18, The Office of the Police and Crime Commissioner Delivery Plan 2020 / 2021.

Yours sincerely

[REDACTED]
Erika Redfearn
Head of Governance
Office of the Police and Crime Commissioner

Enc.

Office of the Police and Crime Commissioner

Delivery Plan 2020 / 2021

Office of the Police and Crime Commissioner

Delivery Plan 2020 / 2021

Introduction

The PCC renewed his Police and Crime Plan in 2019 with an overall aim for South Yorkshire to be safe place to live, learn and work.

For this coming year the PCC has determined this aim will remain unchanged, as will the following three strategic priorities:

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

The Office of the Police and Crime Commissioner (OPCC) has developed this Delivery Plan for the financial year 2020 / 2021. This includes our Plan on a Page along with supporting narrative. It is designed to help the PCC achieve his Police and Crime Plan priorities and discharge his statutory responsibilities. Underpinning this Delivery Plan are more detailed work programmes from which individual staff objectives will be set.

PCC elections are taking place across England and Wales on 7 May 2020. On taking up office a new or returning PCC must issue a Police and Crime Plan before the end of the financial year.

For this reason our Delivery Plan is deliberately high-level, providing the opportunity for refinement and change following the May election.

Section 1: Strategic and Financial Planning

1. Effective and timely strategic and financial planning

PCC elections are taking place across England and Wales on 7 May 2020.

On taking up office all PCCs must issue a Police and Crime Plan within the financial year in which an ordinary election is held¹. Issuing a Police and Crime Plan will therefore be a priority for the new or returning PCC.

The OPCC will support a defined planning timetable and provide evidence-based advice and support to assist the PCC in determining and setting the:

- Police and Crime Plan priorities for 2021-2025
- Medium Term Resource Strategy
- Capital Strategy
- Reserves Strategy
- Commissioning Strategy and
- Annual Budget for policing and crime services.

This coming year, the OPCC will work to gain early understanding and clarity on:

- the Chief Constable's assessment of policing need in South Yorkshire for 2021/22 and beyond, and the affordability of the operating model (through its Force Management Statement (FMS 2020) and other products and conversations);
- the Treasury's response to the joint submission from the Home Office, APCC and NPCC on the Spending Review (SR20), and then the Chancellor's statement on the police funding settlement;
- the funding to be allocated to the PCC in 2021/22 and in the medium term through Home Office Special Grant and Ministry of Justice grant funding for South Yorkshire's so-called 'legacy costs': Hillsborough civil claims; the NCA's investigation into non-recent child sexual exploitation in Rotherham (Operation Stovewood); and civil claims from victims and survivors of non-recent child sexual exploitation;
- the right balance of resources for the most efficient and effective policing and crime services - e.g. the balance between funding law enforcement activity versus early intervention and prevention activity;
- the degree of flexibility PCCs will be provided in relation to increases to the council tax precept, and gauging opinions of the public communities to the various budget balancing options.

The planning process depends on the full support of Force colleagues and their delivery of timely and meaningful products in accordance with statutory deadlines. It also depends on consultation throughout the year with the public and partners, led by the

¹ Paragraph 5 (1) of the Police Reform and Social Responsibility Act, 2011

Community Engagement & Communications Manager and supported by the wider OPCC in formulating information and questions and evaluating responses.

2. Preparing for the PCC Election

As mentioned, the PCC elections are taking place across England and Wales on 7 May 2020.

The Chief Executive & Solicitor will lead the preparation work required to ensure:

- the OPCC and Force understand the standards of behaviour expected and how business will be conducted during the pre-election period;
- the OPCC and Force support the Police Area Returning Officer (PARO) in providing information to candidates in a transparent and even-handed manner;
- the OPCC supports the smooth-running of the election process and transition to the post-election period whether with a returning or a new PCC, and with the least disruption to OPCC and Force business.

3. Supporting a returning / new PCC post-election to realise planning aspirations

Following the PCC election, the OPCC will support arrangements for the swearing of the oath, media interviews, and key decisions a returning or new PCC will want to make including any reform to governance arrangements and any revisions to the Police and Crime Plan.

Clearly, in the event there is a new PCC, a comprehensive induction will be provided to support the PCC in fulfilling the requirements of role, including key decisions.

4. Developing proposals for a sustainable model for reducing serious violence

The government has made announcements as to funding for policing for 2020/21, including funding allocated to the PCC for a Violence Reduction Unit in South Yorkshire. There is no clarity on whether central funding will continue beyond 2020/21.

Thus, in the Autumn 2020, the Heads of the Violence Reduction Unit will work with OPCC staff and partner organisations to present proposals to the Violence Reduction Executive Board on options for a sustainable model for reducing serious violence. These options will then feature in the PCC's annual strategic planning process and discussions with the Chief Constable about available budgets.

5. Keeping under review models of Fire & Rescue Service Governance

In November 2018, the PCC received an appraisal of options available under the Policing and Crime Act 2017 for PCC involvement in governance of South Yorkshire's Fire & Rescue Service locally.

The PCC was already a voting member of South Yorkshire's Fire & Rescue Authority, and he chaired (and still chairs) a Police & Fire Collaboration Board to provide strategic

oversight and governance to a number of areas of collaboration between the two services in South Yorkshire: primarily collaboration in Estates; Fleet; and Community Safety functions.

The PCC's response to the options appraisal report concluded:

“...further and faster progress with collaboration could be achieved to improve outcomes for our communities. One of the ways I think this might be achieved is by either (a) giving the chair of the FRA the authority to make decisions at the Police and Fire Collaboration Board, or (b) through a change to the governance arrangements.

If the FRA were agreeable to (a) I would see no overriding reason to pursue a change to the governance arrangements at this time; but if not, I would favour making a business case for the Governance Model going forward.”

The PCC has been content with the pace and scope of collaboration since November 2018, but he has statutory duty to keep these matters under review.

The OPCC will therefore continue its governance and assurance support to the PCC in this area, mainly through attendance at Fire & Rescue Authority meetings and at Police & Fire Delivery Board and Police & Fire Collaboration Board meetings. The OPCC will also continue its 'watching brief' on developments nationally.

6. Helping to shape future probation services

The PCC has been supported by the Local Criminal Justice Board (LCJB) Business Manager in preparing for planned changes to the delivery of probation services.

Key changes in South Yorkshire will be:

- the creation of a new probation region covering Yorkshire and the Humber
- the National Probation Service to become responsible for all offender management and supervision
- the appointment of a new Probation Delivery Partner – one appointed for each of the new probation divisions
- the establishment of a dynamic procurement framework – from which rehabilitative services can be accessed
- the end of the South Yorkshire Community Rehabilitation Company's (CRC's) contract.

Whilst full implementation of the anticipated changes will not come into effect until June 2021, the majority of the preparatory work will take place during 2020/21. For example, the Ministry of Justice is liaising with PCCs to see whether there is an appetite to co-commission some services going forward.

In 2019, the Yorkshire and Humber (YAtH) Rehabilitation Partnership was established. This Partnership is not only looking ahead to preparing for the forthcoming probation

changes, but also looking to make progress in relation to the successful delivery of a number of agreed outcomes, specific to the YAtH region.

Thus, the PCC will be supported in ensuring current probation services are delivered, whilst probation services are preparing for significant organisational change, and will continue to work with regional colleagues to:

- a) contribute towards the formation and shaping of future probation services by seeking to influence national thinking, decision-making and commissioning arrangements likely to impact upon effective provision of prevention, resettlement and rehabilitative services
- b) support the PCC in progressing the work and ambitions of the YAtH Rehabilitation Partnership and the South and West Yorkshire Resettlement Consortia
- c) support the South Yorkshire Prisons Partnership Board, focussed on making our prisons and local communities, more safe
- d) influence delivery of continual improvements in the arrangements for offenders (and young people who commit crime) leaving prison and returning to the communities within South Yorkshire.

Section 2: Controls and Associated Assurance Arrangements / Activity

7. Ongoing development of the PCC's Assurance Framework for risk, governance and internal control

The PCC's Assurance Framework aims to be a structured way of identifying and mapping where the main sources of assurance come from and the level of reliance that can be placed on those assurances.

For the PCC, the assurances being sought are around whether the OPCC Business Plan objectives are being achieved (as these objectives are about delivering against the PCC's Police and Crime Plan and the PCC's statutory responsibilities). The Framework describes the principal risks that may prevent these objectives being realised.

The objectives of the OPCC are:

1. To deliver the OPCC Delivery Plan designed to help the PCC achieve his Police and Crime Plan priorities and discharge his statutory responsibilities; and
2. To provide the PCC with an efficient and effective support service;
3. To comply with all legal, nationally prescribed and locally determined rules, standards and deadlines.

The focus this year is to work together with Force colleagues, overseen by the Joint Independent Audit Committee (JIAC), to ensure alignment and connectivity between the PCC's and CC's assurance arrangements, addressing any areas of concern.

It should also be noted that preparation will have to commence for securing internal audit provision for future years.

8. Supporting the PCC's / Joint Assurance Panels as part of our assurance arrangements

We will provide professional and administrative support to the Chairs and Members of the PCC's key governance meetings, enabling them to efficiently and effectively discharge their terms of reference.

Lead officers will continue to work with members to prepare for and participate in meetings, as well as supporting members to progress activity outside of meetings. Member training and development needs will be discussed and agreement reached as to how these will be met.

The Joint Independent Audit Committee (JIAC) will focus on providing independent assurance to the PCC and Chief Constable on the adequacy and effectiveness of the:

- joint strategic and financial planning arrangements
- processes that enable the realisation of benefits and outcomes, including the return on investments and the delivery of savings plans
- governance arrangements in relation to collaboration and partnership working including decision-making (particularly in the IT Services and cyber-crime areas),
- project, risk and opportunity management arrangements put in place to achieve the increase in police officer numbers, whether funded locally or through the Government specific grant.

There will be particular focus for the Independent Ethics Panel (IEP) in supporting the Chief Constable on the Force's journey to outstanding. This is particularly relevant this coming year to:

- anticipate and mitigate the challenges an influx of new police officers will likely have on both the workforce mix and leadership culture of the Force;
- support the Force in demonstrating its efforts to improve the diversity of the workforce; and
- anticipate and mitigate the challenges that a target-driven performance focus can bring to an organisation (in light of the Government's proposals to introduce national outcomes for crime reduction).

Other areas of activity for the IEP will include providing independent assurance on the new police complaints handling arrangements and any further work required in considering the ethical issues relating to digital policing.

Other assurance panels

In 2014, the PCC established a Victims, Survivors and their Families Panel focussed on improving the service provided to those reporting child sexual exploitation.

Listening to the views of victims and survivors is key to understanding and ensuring services are designed to meet their needs. More work in this area will be a priority for the PCC and OPCC during 2020/2021, although the PCC will determine how views are canvassed.

9. Independent risk-based evaluation and scrutiny

The PCC's Dashboard is a key control within the PCC's Assurance Framework. It helps inform whether the PCC's Police and Crime Plan is being effectively and efficiently delivered by the Force and other organisations.

The Dashboard also seeks to provide information to South Yorkshire's Criminal Justice Board in relation to the delivery of the priorities set out in its Business Plan.

An assessment tool has been developed to assist the OPCC Senior Leadership Team in determining those areas to be prioritised for assurance, evaluation and scrutiny activity.

Areas for focus this coming year are set out below, recognising these may change following the PCC elections:

- Atlas Court call handling performance
- Continued engagement activity with the public and partners in support of the Force on its journey to outstanding for Neighbourhood Policing
- Helping shape and monitor the effectiveness of OPCC commissioning activity to ensure it adds value
- Working with criminal justice partners to review the adequacy of governance arrangements and performance information and to reduce delays in the criminal justice system.

Targeted public, partner and victim engagement will continue as an integral part of our assurance work. This includes gathering views on the efficiency and effectiveness of the Force's engagement activity, as well as policing and crime services generally.

10. Delivering against the various PCC / Joint strategies, including ensuring Value for Money (VfM)

The OPCC plans to introduce more explicitly the need for decision proposals and business cases to demonstrate VfM before the PCC is asked to approve decisions.

It is also envisaged that the decision-making process will more explicitly require demonstrable consideration of national guidance (e.g. on emerging issues like modern slavery), of ethical, equality and sustainability issues, and consideration of PCC and joint strategies. Such strategies include the:

- Joint Risk Management Strategy
- Joint Engagement Strategy
- Capital Strategy
- Sustainability Strategy
- Health and Safety
- Estates Strategy
- Collaboration strategies
- Equality strategies

'Value for Money' (VfM) has different meanings to different people. The PCC has focussed on two main areas in his Police and Crime Plan – '*Achieving the right balance of resources for the most efficient and effective policing and crime services*' and '*Maximising Economy, Efficiency and Effectiveness in all that we do*'.

In 2019, the Chief Finance & Commissioning Officer produced a VfM Strategy for the PCC (attached). Work will continue in 2020/21 to ensure delivery of this Strategy by the Force and the OPCC.

The VfM Strategy emphasises that as, increasingly, any additional funds for policing and crime services are solely generated through increases in local taxation above the headline level of inflation, it is crucial that we are able to demonstrate that the most effective outcomes for the public are being achieved.

It is likely envisaged that the PCC's Planning and Efficiency Group and the Joint Independent Audit Committee will have roles to play in monitoring delivery against the VfM Strategy.

Section 3: Directly delivering activity and commissioning services

11. Directly delivering, engaging in, and influencing early intervention and prevention activity

The OPCC has delivered early intervention and prevention activity for a number of years. Over the last three years, we have delivered the *YOYO (You're Only Young Once)* initiative to Year Nine students in schools across South Yorkshire. Issues covered included child sexual exploitation and guns, gangs and knives, which have incorporated discussion on sexting, drugs, alcohol, safe strangers, domestic abuse and healthy relationships.

Following the PCC election, we will look to continue work to spread important messages to young people across South Yorkshire, and to review the need for early intervention and prevention activity over and above that supported by the Violence Reduction Unit.

12. Commissioning value for money services to deliver the PCC's priorities, including victims' services and early intervention and prevention activity

The commissioning team will be driven by:

- the PCC's 4-year Commissioning Strategy that sets out his commissioning principles, the commissioning cycle followed, and the overall budget
- the PCC's Police and Crime Plan, renewed in 2019
- the PCC's Value for Money Strategy

The Commissioning Plan for 2020/21 sets out the activity the PCC has commissioned, or will commission, from providers other than the Force that will specifically address the areas of focus highlighted in the PCC's Police and Crime Plan. Each member of the commissioning team has a defined portfolio of responsibility for commissioning certain services and the work relating to these areas.

We are still assessing the level of support required by the PCC's commissioning team to the Violence Reduction Unit's activities for 2020/21.

13. Pursuing appropriate external funding

This coming year each member of the commissioning team will have responsibility for pursuing external funding opportunities, so that we maximise the funding available for policing and crime services in South Yorkshire. This will involve them in horizon-scanning, research, needs assessments, gap analyses, liaison with Force colleagues and partners and bid drafting.

Section 4: Partnership working

14. Leading and supporting the Local Criminal Justice Board in securing an efficient and effective criminal justice system for South Yorkshire

Section 10 of the Police Reform and Social Responsibility Act 2011 provides a reciprocal duty on PCCs and partners to co-operate to ensure local leaders work together in the public interest in order to maximise their collective impact. The criminal justice duty states that the PCC and criminal justice bodies, “*must make arrangements (so far as it is appropriate to do so) for the exercise of functions so as to provide an efficient and effective criminal justice system for the police area*”. The criminal justice bodies included within this duty are those that comprise the local criminal justice board.

South Yorkshire’s Criminal Justice Board (SYCJB) is currently chaired by the PCC’s Chief Executive & Solicitor, on the PCC’s behalf.

The PCC employs staff within the OPCC who support the work of the SYCJB – e.g. strategic management, performance, evaluation and scrutiny staff, finance staff and business support staff. There is a service level agreement between the PCC and partners to formalise the support provided.

The SYCJB synchronises its strategic planning with that of the PCC in producing his Police and Crime Plan for the area. SYCJB has an agreed statement of intent for the period 2017-2021. It contains an overarching vision that: *Barnsley, Doncaster, Rotherham and Sheffield are areas where people have trust and confidence in their local criminal justice system, which supports victims; rehabilitates offenders and young people who commit crime; reduces re-offending; and delivers value for money.*

The Board also develops an annual Delivery Plan, which includes details of local key performance indicators. Wherever possible, these indicators are outcome focussed. A summary report is completed at the end of each performance/ financial year summarising SYCJB’s achievements.

SYCJB is supported by two delivery groups:

- The Victim-focussed Efficiency group
- The Rehabilitate & Reduce Reoffending group

In addition, SYCJB brings together two countywide subject-matter expert partnership groups. These groups not only support the SYCJB, but also offer support and insight to the Community Safety Partnerships across the county and the Strategic Safeguarding Board. These two groups bring together key personnel working on:

- Domestic Abuse
- Rape and Serious Sexual Offending

In February 2019, the Home Office and Ministry of Justice launched national and local protocols on the role of PCCs in the criminal justice system. These two protocols suggest ways in which partners should engage with each other to focus collectively on shared priorities and improve the effectiveness of the criminal justice system, without prescribing any particular mode of engagement.

This coming year, the Chief Executive and SYCJB Business Manager will aim to:

- work with criminal justice partners to review the adequacy of governance arrangements and performance information and to reduce delays in the criminal justice system
- lead effective delivery of the annual work programme for SYCJB throughout 2020-21
- contribute towards national criminal justice considerations, by seeking to influence national thinking and decision-making on criminal justice-related matters.

15. Working in partnership to deliver South Yorkshire's approach to violence reduction

The South Yorkshire Violence Reduction Executive Board was established in 2019/20.

In 2020/21, the Executive Board will continue to steer and direct the public health approach to violence prevention and violence reduction across South Yorkshire.

The Executive Board will be supported by the staff working in the Violence Reduction Unit (VRU) and the wider OPCC, as well as other partners.

Utilising information and experience developed over recent months (including an Area Profile and Response Strategy), the VRU will co-ordinate activities across the county, including the delivery of interventions. In so doing, the VRU, the OPCC and partners will further strengthen links with Community Safety Partnerships, elected representatives and our local communities.

16. Working with community safety partners to reduce crime and disorder

The Police Reform and Social Responsibility Act 2011 put in place a flexible framework for partnership working between PCCs and their community safety partners. This provides a reciprocal duty on partners to cooperate, as well as the power for a PCC to call the responsible authorities from the various community safety partnerships together to discuss issues affecting the whole police area and make sure priorities are joined up.

There is a local Community Safety Partnership (CSP) in each of South Yorkshire's four districts. OPCC officers represent the PCC on all CSPs, but we intend to consider OPCC support to CSP meetings to improve our approach.

In addition, using his convening powers, the PCC has established a Countywide Community Safety Forum attended by all four CSP chairs and others to enhance

proactive partnership working and communication on a countywide basis. An example of this countywide approach is the PCC's instigation of the co-commissioning of a countywide domestic abuse perpetrator programme.

Throughout 2020/21, we will continue to use this forum as a way to explore good practice and co-commissioning/co-funding opportunities.

The PCC provides funding each year to enable CSPs to meet their priorities and support the delivery of Police and Crime Plan priorities. At each countywide forum meeting, the CSPs provide updates on how the funding is being used and to what effect.

The government intends to introduce a new Serious Violence Public Health Duty during 2020/21 and this new duty is expected to affect CSPs. The PCC can seek to influence how this duty is delivered in South Yorkshire by considering setting requirements around the use of funding provided to the CSPs.

Section 5: Communications

17. Proactive and reactive external communications aimed at improving public trust and confidence in policing and crime services across all our communities

The PCC's Engagement & Communications Team will continue to provide a proactive and reactive service to the national, regional and local media to ensure awareness of the PCC's responsibilities, decisions and views in support of openness, transparency and public accountability.

The Team will support further development of the PCC's website, the Media Briefing and Engagement Reports in 2020/21. In addition, the Team will look to develop a regular newsletter for the PCC to distribute at meetings, events and engagements to update on his work, and provide feedback in line with our '*You Said, We Did*' approach. This newsletter will launch after the PCC elections in May 2020.

The Communications & Engagement Strategy describes roles, responsibilities, objectives and approaches and we are agreeing a media-handling protocol with the Force's Corporate Communications team. In 2020/21, the OPCC's Engagement & Communications Team will aim to work more closely with the Force and partner communications colleagues to ensure public messages are co-ordinated and properly contextualised.

The Engagement & Communications Manager will continue to support Assistant Chief Constable (Local Policing) in his work leading the Force's Trust & Confidence Steering Group to understand and respond to the drivers of public confidence in policing.

18. Targeted campaigns to raise awareness of issues aligned to the priorities within the Police and Crime Plan

The Engagement & Communications Team will work with the PCC and OPCC to plan and run media campaigns aligned to the priorities and areas of focus within the Police and Crime Plan.

The Team will seek and encourage opportunities for joint media campaigns with the Force and with other partners. Evaluation of the reach and impact of campaigns will be conducted where practicable and cost-beneficial to do so, to improve the efficiency and effectiveness of future campaign activity.

19. Meaningful reporting to the public on whether Police and Crime Plan outcomes are being achieved and how much policing and crime services are costing

South Yorkshire Police reports its performance against the Police and Crime Plan to the PCC's monthly Public Accountability Board.

The OPCC produces a quarterly performance report on progress against the PCC's Plan with evaluated information from the PCC's Dashboard (the PCC's Dashboard is explained at section 9 of this Delivery Plan).

The OPCC also produces a quarterly resources report from the PCC's Chief Finance Officer. This resources report comments on the budget monitoring report of the Force's Director of Resources as to how the Chief Constable is using his resources against the Force budget set by the PCC at the start of the financial year. The report will also comment on the progress of the capital programme and on the PCC's overall budget. The aim is to 'tell the story' of how well resources are being used.

These two reports - the PCC's Quarterly Performance Report and the PCC's Quarterly Resources Report - are published on the PCC's website for the benefit of South Yorkshire's communities, and they also go to the Police and Crime Panel which has a scrutiny role in respect of the PCC.

In 2020/21, the OPCC intends to work with the PCC and Force to better develop its narrative reports and demonstrate Value for Money policing and crime services.

There is also ongoing work to improve public accessibility to the PCC's governance arrangements, including meetings and decision-making, partly through further development of the PCC's website.