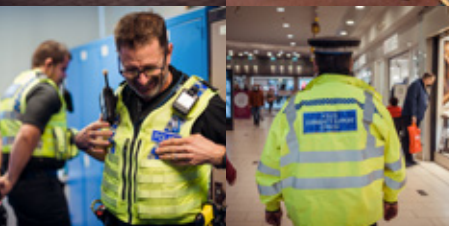




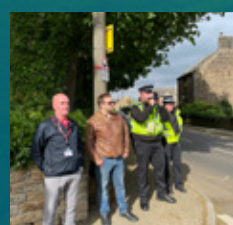
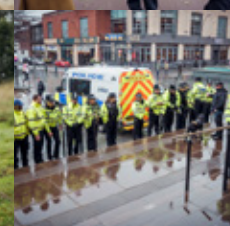
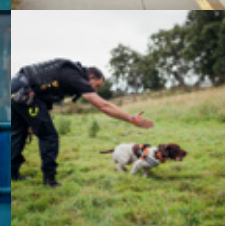
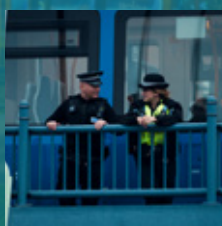
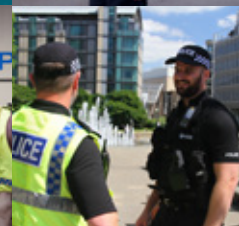
South
Yorkshire
Police and Crime
Commissioner

Your Voice



Working together for a Safer South Yorkshire

Police and Crime Plan
For South Yorkshire
(2023-2025)





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Foreword

By the time my present term of office comes to an end in May 2024, I shall have been Police and Crime Commissioner for a decade. During that time, South Yorkshire Police (SYP) has made a remarkable journey.

In some of those early years, force morale and public trust and confidence in the police had taken a severe knock.

This was hardly surprising. In 2014, Professor Alexis Jay had published her report on child sexual exploitation in Rotherham and in 2016 the inquests into the 1989 Hillsborough football disaster had given their verdicts. In both cases, SYP faced serious criticism. Then Her Majesty's Inspectorate of Constabulary (HMIC) reported that the force 'requires improvement' in most of the areas inspected. Accordingly, the brief I gave to Stephen Watson, when I appointed him Chief Constable in 2016, was to turn this situation round. We agreed that a clear vision and sense of purpose would give the force new energy and determination and make a difference.

Five years later, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) was able to report that the force had moved from 'Requires Improvement' to 'Good' overall and 'Outstanding' in terms of its ethical leadership. For three consecutive years, it was the most improved force in the country. When Stephen Watson left to become Chief Constable of Greater Manchester, I was able to thank him, his senior command team and all officers and staff for the hard work that had made this transformation possible.

I then appointed Lauren Poultney as Chief Constable, and the brief was different, though no less demanding. I asked our first female chief constable not only to maintain the standards that had been achieved, but to take the force forward. 'Consolidation with ambition' became the watchword. We could not afford to stand still, given the pace of change in contemporary society.

In the two years since 2020, we were rocked by one national (and global) crisis after another, each of which had implications for policing.

There was Covid-19 with its lockdowns and restrictions. Illness affected police officers and staff, as it did everyone else, and this had to be managed. In

pay a little more through council tax for policing, the vast majority said they were willing. At the same time, the Chief Constable was able to keep the commitment to increase officer numbers – both our share of the national government uplift of 20,000, and some posts funded from local resources. By the end of March 2023, 1,444 police



addition, the police were called on to enforce the law to safeguard health during a period when the law around leaving the house, gathering in numbers, wearing masks and so on, was changing all the time. The police had to keep the support of the public even as they ensured the law was upheld.

Then in 2022, we were rocked by political instability, war in Europe and a 'cost of living' crisis that caused all our assumptions about the future of public services to crumble. As we entered 2023, it seemed as if we were being asked to make plans for policing, especially in relation to finance, on what felt like shifting sands. As inflation rose, Government funding for policing fell far short of what was needed.

But not all was gloom! When I consulted the public on how willing they were to

officers will have been recruited since March 2020. Part of this has been due to the government's national increase (504 'uplift officers'), part to replace officers leaving (720 officers), the remaining 220 officers being due to local investment. By 2024, the force will have reached a total of 3039 officers, though 1444 will have had less than three years' service.

So, the force is going to be bigger and younger than it was, though for a while it will be less experienced. It takes two or three years for recruits to be trained and become fully independent. This is rarely, if ever, made clear by politicians when they speak about the increase in police numbers. Nevertheless, we will gradually have more officers bringing an ability to respond more quickly to calls for service and keep us safe, though

some – such as detectives, who do not wear uniforms – will be less visible on our streets.

As I look forward over the final part of my term of office, I see some familiar themes and some new ones emerging.

There must continue to be a focus on child exploitation, domestic abuse, drug dealing and the organised gangs that supply drugs and are often at the root of serious violence.

The heightened concerns around violence against women and girls that we began to notice two years ago will continue. Much of the work undertaken here is through partnership working and the Violence Reduction Unit (VRU) that I fund. I am pleased that continued funding has been promised to tackle serious violence next year and the year after.

I also want to keep a focus on neighbourhood crimes and anti-social behaviour (ASB) which new government funding and an ASB action plan will assist us with. And if the other public services continue to contract, the expectation that the police will be there as a kind of universal safety net will continue to add to the demands on policing.

We will continue to support victims of crime and introduce the victim's voice to shaping our services, while recognising that some perpetrators may themselves be victims or vulnerable. The man found looking after a house full of cannabis plants may have been trafficked or under threat from a gang. The woman stealing to fuel a habit may be using drugs to cope with a mental illness.

Some crimes are not as straightforward as they might seem.

I am also pleased that, this year, SYP will be working towards making public the Orgreave Archives that we moved to Sheffield and paid to have digitised.

But as well as local priorities, there are also national ones. We must have regard to the national Strategic Policing Requirement (SPR)¹ and the government's National Crime and Policing Measures. We also know that the Home Secretary has a desire to see certain crimes reduced by 20%. My only concern here is that we do not set 'targets' for the police. That can drive perverse behaviours and was one factor in the police under-resourcing child abuse in the past: it was not one of the target crimes.

We never forget that, every single day, police officers put themselves at risk to keep us safe despite the assaults that have been made on some of them – and on other emergency workers. A good police force is one that takes seriously the well-being and welfare of its own staff. I very much commend the steps the current Chief Constable has taken to ensure that all those who work for SYP, of whatever orientation, background, sex or ethnicity, are welcomed, valued and encouraged to be themselves. I firmly believe that a force that treats its own staff with proper care and respect is more likely to have the same approach to the public it serves.

The coming years are going to be challenging. In one respect, while all force areas face similar challenges, we are always at a disadvantage financially because we are still paying the cost of

those historic failings that dominated the early years of my time as PCC. We continue to make recompense for the mistakes made over child sexual exploitation and Hillsborough with civil claims and other costs that take millions of pounds out of our finances every year. But despite this, the latest inspection by His Majesty's Inspectorate not only rates the force as 'Good' in five of the nine areas inspected and graded but as 'Outstanding' in three others. That is solid and substantial progress even given the financial challenges – consolidation with ambition.

We should not forget, however, that much of what has been done and needs to be done to keep the people of South Yorkshire safe depends on all of us working together. And working together not just at the level of official bodies and agencies with reduced budgets, but as neighbours too. As Inspector Goole says at the end of J. B. Priestley's play, *An Inspector Calls*, 'We're all responsible for each other. If we don't learn that lesson, the time will come when we'll be taught it in fire and blood anyway.' In recent years, it may have felt as if we had not learnt the lesson; but if Covid taught us anything, it was about valuing all our neighbours, not least those who work in public services, because together we can make a difference and improve lives.



Dr Alan Billings, Police and Crime Commissioner for South Yorkshire

[1] The Strategic Policing Requirement (SPR) is the document by which the Home Secretary fulfils her statutory duty to set out what are the national threats at the time the document is issued, and the appropriate national policing capabilities required to counter those threats. The SPR was first issued in July 2012, in accordance with Section 77 of the Police Reform and Social Responsibility Act 2011.

Message from the Chief Constable

The continued ambition of South Yorkshire Police has been recognised in our most recent inspection report. HMICFRS awarded us three 'Outstanding' grades, as well as five 'Good' grades and one 'Adequate' following their comprehensive inspection activity. I am particularly proud of our 'Outstanding' grades for protecting vulnerable people and for preventing crime and anti-social behaviour; areas that are prominent in the Police and Crime Plan and at the core of all our policing activity.

Our 'Outstanding' grade for planning and managing the organisation recognises the force is run well, that we understand our demands and have highly effective planning and governance in place.

South Yorkshire Police has an established operating model, which has local delivery at its core enhanced by a full spectrum of specialist resources. We are continuing to consolidate our approach, investing in our people to ensure they have both the capacity and capability to deliver the best service for our communities. We are also working with our partners to ensure that policing does not absorb demand that should sit elsewhere, thereby increasing core policing capacity.

As the experience base of our new recruits grows, we are able to continue to develop our operating model and growth in our core teams is prioritised, ensuring we can continue to improve our response to the public.

As we face financial challenges in the coming years, we also have to focus on making savings whilst maintaining, and indeed improving, our service. This is a very real challenge to which we are taking a considered approach, with public service delivery at the centre.



South Yorkshire Police is in a strong position to continue moving forward, to deliver the priorities of the Police and Crime Plan and ensure the people of South Yorkshire can feel safe and be safe. It is my privilege to lead the hard-working officers and staff who comprise South Yorkshire Police as we continue our progress.

A handwritten signature in black ink, which appears to read 'L. Poultney', followed by a long horizontal stroke.

**Lauren Poultney, Chief Constable of
South Yorkshire Police**

Introduction

Each Police and Crime Commissioner (PCC) sets the policing and crime priorities for their area in a Police and Crime Plan. They do this after consulting with communities, the police force and various partners and organisations in their locality. This is the Police and Crime Plan for South Yorkshire 2023-25 (the Plan).

While the Chief Constable has operational independence, she must take account of the Plan in directing and controlling the force's activity. I then hold the Chief Constable to account for the force's performance against the priorities in the Plan, as well as holding her to account for the exercise of her other statutory responsibilities.

Having listened carefully at community engagement events and meetings over many years, I have kept the same overarching aim and three priorities for policing since I was first elected in October 2014 and then re-elected in 2016 and 2021. I would summarise them in this way:

Aim

We want South Yorkshire to be a place in which it is safe to live, learn, work and travel.

Priorities

- Protecting Vulnerable People
- Tackling Crime and Anti-Social Behaviour
- Treating People Fairly

Under each priority, I also identify some particular areas of focus that I will pay regular attention to throughout the year.

And as well as these priorities, I have four Fundamental Principles that I believe must underpin everything that we do:

- Put victims first
- Improve public trust and confidence in policing
- Demonstrate value for money
- Support sustainability

Put victims first

All crimes matter, but some are more serious than others. Anyone might become a victim of crime, though some will be more vulnerable than others and victims react in different ways. Some are able to disclose what has happened to them soon after the crime has been committed. Others may not feel able to do so until months or even years afterwards. We should encourage more victims to report crimes when they arise and to have trust and confidence when they do report that they will receive a good quality and appropriate response from report and onwards through any investigation. But victims may need support at some point – practical and emotional – at the time of the crime, as a case moves to conclusion, and sometimes beyond.

As PCC, I am directly responsible for the provision of support services for victims in South Yorkshire. Using funding provided by the Government for this purpose, I commission or co-commission services such as:

- Victim Support
- Sexual Assault Referral Centre (SARC) services
- Independent Sexual Violence Advisors (ISVAs)
- Independent Domestic Violence Advocates (IDVAs)
- Restorative Justice

I want to see services that are tailored to a victim's specific needs. The police should respect the needs of each victim, balanced of course by the duty to keep the wider public and other potential victims safe. I am encouraged by the Chief Constable's commitment to getting the basics right, first time. SYP also produces a booklet which is given to victims when they have reported a crime. The booklet provides information about the support that victims are entitled to and contact details for other support services. A copy of the booklet can be found here: <https://www.southyorks.police.uk/find-out/advice-for-victims/>

These activities should encourage more victims to report crimes when they arise.

But I also want victims to be more confident with the criminal justice system as a whole.



I know that, since I established a Victims, Survivors and their Families Panel when I was first elected PCC in 2014 in the aftermath of the CSE revelations in Rotherham, SYP has set up and worked with many external scrutiny groups and Independent Advisory Groups to listen to victims' experiences to help them improve their service and their discussions with criminal justice partners. My office also now routinely consults victims and victims' groups when commissioning new services and monitoring existing services. This coming year, the victims' voice will feature more prominently in my discussions with SYP when I hold the Chief Constable to account, and I will also champion victims' needs when I chair South Yorkshire's Criminal Justice Board. I will ask victims specifically whether they:

- have easy access to support services and the police;
- are treated with empathy according to their particular needs;
- receive a high-quality service from support services, the police, and other criminal justice agencies – up to the resolution of their case;
- receive support services at the earliest opportunity;
- receive clear updates about the progress of their case, and are reminded about other rights within the Code of Practice for victims of crime (VCOP); and
- feel satisfied when they are asked about their experience of support services, the police and their criminal justice journey.

Improve public trust and confidence in policing

I explain this fundamental principle in the Treating People Fairly section of this Plan at page 20.

Demonstrate value for money

There is a section on Value for Money at page 22 of this Plan.

Support sustainability

In delivering this Plan and in addressing our priorities, we will continue to support the delivery of our Sustainability Strategy.

The Strategy encapsulates our positive social contribution, and our commitment to reduce negative environmental impacts in all that we do.

As well as reducing the force's carbon footprint, we shall also see opportunities for making savings. For instance, the estate and the fleet should be run in ways that reduce the impact on the environment and reduce costs.

Progress has already been made in this area.

The Policing and Crime Priorities for South Yorkshire

PRIORITY 1

PROTECTING VULNERABLE PEOPLE

Areas of focus

- Working in partnership to protect vulnerable people
- Violence against Women and Girls (VAWG)
- Domestic Abuse
- Tackling the Exploitation of Adults and Children
- Cyber Crime

Working in partnership to protect vulnerable people

Much of policing and requests for service are not directly about crime, but about safeguarding the vulnerable – such as those who are missing from home or those with mental health issues. The police and other agencies have a duty to safeguard them, and their vulnerabilities need to be recognised at the earliest opportunity. We have done a lot of work with partners in recent years to identify adults and children who have experienced trauma in their life and the adverse impact this can have on their future and how they interact with others. The value of partnership working and the contribution that can be made by working together is one that must continue if we are to protect the most vulnerable in society.

Our understanding of vulnerability has grown over recent years, as has our understanding of how agencies can and must intervene early to prevent someone becoming vulnerable, or a victim of crime, an offender, or all three. For instance, an area of concern nationally as well as locally is the growing number of people with mental health problems and we know that drugs can contribute to the problem. Some of those who suffer with a mental health condition and have become addicted to drugs can quickly find



themselves involved in crime and anti-social behaviour. This is why tackling drug misuse in its many guises is a key area of focus in this Plan. I am represented on each of the new four district Combatting Drugs Partnerships in South Yorkshire - where we are involved in assessing local needs and planning actions jointly to combat the problems with drugs going forwards. I will be closely monitoring progress in this area.

It is not the sole responsibility of the police service to tackle crime or the sole responsibility of other agencies to protect vulnerable people. All organisations need to work together.

SYP works in partnership with the NHS, the Integrated Care Partnership, social care partnerships and the voluntary and community sector to help those in mental health crisis or other difficulty obtain the right service at the right time. And SYP also works in partnership with



local authorities and others to safeguard children and adults.

Violence against Women and Girls

In 2021, the nation was shocked by a number of high-profile murders of women, sometimes in public spaces and sometimes involving a sexual element. It provoked a national debate about the safety of women and girls in contemporary society.

In July 2021, the Government published a National Strategy aimed at tackling Violence against Women and Girls

(VAWG). The Strategy contains a very broad definition and highlights four key areas of activity, namely: Prioritising Prevention, Supporting Victims, Pursuing Perpetrators and Strengthening the System. Most recently, the Strategic Policing Requirement (SPR), which details national threats identified by the Home Secretary, has been updated to include the threat of VAWG. If we are to prevent violence, support victims and pursue perpetrators, a collective focus is needed.

I acknowledge that violence in South Yorkshire is not exclusive to women and girls. I describe the work of our Violence Reduction Unit on pages 17 and 18 of this plan. In relation to VAWG, I held a round table with key agencies to discuss the Government's strategy, to ensure that everything we can do locally is being done, and to identify any gaps. I followed this up with a 'listening event' with representative interest and lobbying groups, charitable organisations and service providers. Most recently, my office and the VRU have engaged with a number of organisations to scope and understand the activity taking place which is seeking to address VAWG in South Yorkshire. The work identified some duplication and gaps in service and activity but, just as important, some innovative practice that might be replicated more widely. The work resulted in a number of recommendations, and I will be asking partners to reconvene in the coming months to discuss progress being made in this area.

There is now a National Delivery Framework for policing, and SYP has appointed a strategic lead to co-ordinate the police response with partners, and to implement actions in this area.

Women and girls in South Yorkshire have the right to feel safe in public spaces and their own homes. Children and young people should also feel safe in schools and educational settings. I want the police and partners to focus their activity in this area on preventative



action, education and safety messages.

My office has been granted Home Office funding through the Safer Streets Fund to achieve some of these things. I want my office and the VRU to lead work with the police and partners to influence attitudinal and societal change, especially around attitudes of men and boys in South Yorkshire towards women and girls. I also want to continue to give support to those (principally men) who recognise they have a problem with their relationship and want to change – by addressing their anger, coercive and controlling behaviour, use of alcohol or drugs, and so on. To address this, the VRU is funding work with Learn Sheffield to produce a toolkit of lesson plans and materials for educators to focus on building healthy relationships, increasing understanding of discrimination and supporting students' wellbeing. We will also be producing campaigns that focus on the essential role men can take in changing the attitudes and behaviours that perpetuate violence against women and girls.

Although rape and sexual offences perpetrated by strangers are rare, they are among the most serious of violent crimes. In June 2021, the Home Office launched Op Soteria, a project

that has seen academics and Police work together to understand how the outcomes for rape and sexual offences can be improved. Much work has taken place nationally and locally by the police and other agencies in this area to strengthen cases and improve charge and conviction rates. We have and will continue to take account of the findings from Op Soteria in work taking place locally aimed at improving the response to victims of sexual offences. Victims need to have the trust and confidence to come forward and report to the police. I will work with my office to understand and respond to victims' needs in this respect.

But there are other less visible, violent crimes that women and girls are subjected to within communities, including forced marriage, so-called honour-based abuse and Female Genital Mutilation. The police and partners must recognise and understand the importance of culture and cultural difference within communities and recognise the signs of abuse so that victims and survivors have the trust and confidence to report matters.

There are also less violent crimes that can still have a devastating impact and may escalate to more serious



incidents if not tackled. 'They include cyber bullying; revenge porn; and stalking and harassment, including non-domestic stalking, all of which can have a significant and lasting effect on victims and survivors.

Domestic Abuse

Such is the demand on policing around Domestic Abuse that this subject needs its own focus in this Plan. Anyone can be a victim of domestic abuse and victims and survivors should feel protected and supported by services.

Domestic abuse can take many forms including emotional, psychological, physical, sexual, financial abuse, and coercive control. The increasing use of smart devices and social media has also seen victims being subject to 'tech abuse', for example through online harassment. The government definition of domestic abuse is fairly broad – it is wider than that between intimate partners and includes teenage relationships, child to parent abuse and abuse by family members.

So often, we see children caught up in situations of domestic abuse – something that can have a lasting and damaging effect on their lives and future relationships. My office and SYP work

with schools and partners to improve awareness of these issues and increase reporting.

Domestic abuse victims are more likely to be hidden behind closed doors and there is known to be under-reporting nationally. SYP has put in place online facilities and provided victims with ways of reporting abuse safely and silently for those victims who may be at greater risk.

SYP has also rolled out specialist Domestic Abuse Matters training to frontline staff including officers, call handlers, senior leaders and local authority partners. This training is designed to increase professional curiosity, the ability to recognise domestic abuse in all its forms and to assist in identifying safeguarding concerns. Domestic Abuse Teams are now established in each of the four districts. All frontline officers are now better able to identify unreported domestic abuse in the first place and the specialist teams provide greater expertise and resilience when dealing with reported cases.

I want to see us getting better at our domestic abuse interventions and support. The introduction of the Domestic Abuse Act in 2021 is important in this regard and focuses

on strengthening support for victims of domestic abuse and their families through improvements in protective measures and by providing an effective response to perpetrators. The Act now recognises children as victims of domestic abuse in their own right.

SYP has already achieved much in this area – putting in place a team to apply for Domestic Violence Protection Orders, with SYP among those forces in the country to have secured the most court orders. The focus now needs to be on the whole criminal justice system and helping to prevent the unthinkable – domestic-related homicides.

I was pleased to co-commission a perpetrator programme – Inspire to Change – so that individuals who recognise they have a problem with their behaviour can be helped to change.

The Act places much of what has been guidance for service providers on a statutory footing, covering not only criminal justice reform but also health, family courts and housing. All of which are key in keeping women safe. When victims report domestic abuse and tell us about their experiences, we need to actively listen and support them and their children by taking positive action.

Tackling the Exploitation of Adults and Children

Protecting vulnerable people includes preventing the exploitation of people through crimes such as Modern Slavery and Human Trafficking. Modern slavery exists in plain sight: people are deceived, threatened and coerced into ways of life that lead to domestic, sexual or economic exploitation.

Criminal gangs 'recruit' vulnerable people, both adults and children, into illegal activities and unsafe lifestyle decisions. Signs that children are being exploited often presents by way of them missing school and staying away from their homes. Gangs also seek to exploit children, online or on the street, through 'County Lines' for example. 'County Lines' is the term

used for the trafficking of illegal drugs across geographic boundaries, often into smaller towns and rural areas. The 'County Line' is the phone used to take the order for drugs. Vulnerable adults are also at risk of exploitation. One example of adult exploitation is what is known as 'cuckooing'. This is the name given to the practice where people take over another person's home and use the property to facilitate exploitation, for example in storing drugs or for sex work. The person being targeted by the criminals can present to the police and partners as an offender or victim. Identifying exploitation requires knowledge of the signs and professional curiosity.

The work of the Youth Offending Services (YOS) is important. Nationally, there has been an increased demand on the police and a gap in service provision. I have maintained funding which contributes to the work of the YOS in each local authority in South Yorkshire to support them in engaging with young people who have committed crime or are on the cusp of offending. The Youth Justice Board has also increased its funding to YOS in this last year.

I will continue to give full support to the Violence Reduction Unit and its approach, which brings together a wide range of partners in seeking, among other things, to prevent children and young people being harmed and exploited in the first place.

In 2021, the nation was troubled by two high profile murder trials in which step-mothers were found guilty of abusing and killing a child in their care. Both cases highlighted in a most extreme way the importance of the police as well as other agencies understanding their role in safeguarding and protecting vulnerable children and being pro-active. I am pleased that SYP in conjunction with the NSPCC has rolled out comprehensive force-wide training – Child Matters – to encourage professional curiosity and recognise signs of distress and abuse.



Child Sexual Exploitation

Child Sexual Exploitation (CSE) remains a specific area of focus for me, and one that is prioritised by SYP.

I was first elected as PCC for South Yorkshire in the aftermath of the report by Professor Alexis Jay (the Jay Report) into the failure of Rotherham Metropolitan Borough Council and SYP to investigate thoroughly allegations of CSE in Rotherham between 1997 and 2013.

Two investigations had already begun. First, the National Crime Agency (NCA) had been commissioned by the then Chief Constable to independently investigate CSE in Rotherham for the period covered by the Jay Report – Operation Stovewood - the single largest law enforcement investigation of its kind in the UK. Second, SYP referred to the Independent Police Complaints' Commission (now the Independent Office for Police Conduct, IOPC) the issues raised in the Jay Report and related complaints.

Neither of these investigations have been as speedy as I felt they should have been, and I have said so to both. This has not been fair to either victims or officers.

In terms of Operation Stovewood, the public want to see more convictions and lengthy prison sentences for those perpetrators of the abuse. The Stovewood investigation has so far seen numerous suspects arrested, and a number of convictions and lengthy jail terms handed down. Investigations are continuing and more charges are expected to be brought;

the NCA has predicted that it will not conclude its investigations and resulting criminal trials until 2027/28. Further information on Operation Stovewood is available via the NCA website: www.nationalcrimeagency.gov.uk/Stovewood

It is important that victims continue to have access to the specialist support they need. I commission the Independent Sexual Violence Advocacy (ISVA) service, a service for all those victims of rape and sexual offences seeking support, including Operation Stovewood victims.

In terms of the investigations about police misconduct by the IOPC, the final overarching 'Operation Linden' report was published in June 2022.

In the meantime, the police approach to CSE nationally has changed significantly since 2013. And other forces have looked to SYP who have led the way in improved practices. SYP has a focus on identifying those who may be vulnerable to abuse and putting safeguards in place to prevent the vulnerable becoming victims, as well as targeting those who prey on vulnerable children. SYP devotes significant attention to the changing nature of CSE and has seen a substantial increase in CSE offences taking place online. This focused attention enables SYP to continue to develop the capacity and capability to deal with new forms of offending. I routinely ask for assurance and formal reports to my Public Accountability Board throughout the year at both a district and force level.

There is a continuing need for the victims' voice to be central in designing support services and SYP's response to CSE. This is not new in South Yorkshire, despite what the IOPC wrote in its Operation Linden recommendations, published in November 2021. As soon as I was elected PCC in 2014, I set up a Victims, Survivors and their Families Panel who initially met with me and my staff for some time – they didn't want to meet SYP officers at first – and we learnt a great deal about grooming and abuse

directly from them. They explained why they did not all see themselves as victims and why they did not at first want to co-operate with the police. After a time, we introduced them to officers where they told them about their experiences. Some victims went on to advise the police on training both in South Yorkshire and in other forces. Some victims also organised a national conference for professionals from all over the country in Rotherham, where their powerful testimonies were well received and had considerable influence. Some of these victims have gone on to lead very positive lives and some refer to themselves as 'thrivers' rather than survivors and speak about their relationship with SYP quite differently from other victims. In other words, there is no single victim voice, but many. Their experiences of grooming and abuse were different, as were their relationship with the police, and some speak about how that relationship has changed over time.

I intend to continue my dialogue with CSE victims so that I can be assured they have confidence in policing and other criminal justice agencies. I will do this through the correspondence I receive and through targeted engagement I have with communities, groups and individuals.

I have always been a supporter of what has become known as Sammy's Law, Sammy Woodhouse being a South Yorkshire survivor. This initiative requires the Government to change the law so that those victims of CSE who become involved in crime as part of their exploitation, are not criminalised and disadvantaged for the rest of their lives.

Fraud and Cyber Crime

Fraud is when an offender is intentionally dishonest in order to secure unfair gain (usually financial), which may cause a loss to the other party. This is often carried out using information technology and is then referred to as 'cybercrime'.

Fraud costs the UK economy an estimated £4.3 billion per year and affects around 1 in 13 adults and equates to over 50 per cent of all crime. However, this type of crime is likely to be under-reported.

Cyber-related crime and online offending can be complex and varied including offences such as possessing or transmitting indecent images, fraud, and cyber-attacks on both individuals and businesses. But most of this crime is a national issue, requiring a national response and significant investment. The most prevalent and harmful crimes



in this area that I want SYP to focus on are online exploitation of adults and children, and online and cyber fraud. I need the force to be pro-active with my office and other organisations in highlighting the dangers to both businesses and the public. We all need to work together to protect ourselves and prevent crimes occurring in the first place.

Criminals often see the vulnerable and elderly as easy targets for their offending, but this type of crime can happen to any of us at any time and can leave victims feeling embarrassed and reluctant to report incidents to the police or even tell their family or friends.

It has been a challenge to build the capability and capacity in SYP with the expertise to keep up with the pace of technological advancement. Some of this challenge has been overcome through collaborating with the other six forces in the north-east of England. The regional collaboration has resulted in the establishment of the North-East Business Resilience Centre (NEBRC) which has attracted national funding to pursue innovative approaches and advise local businesses in preventing and protecting against cyber-attacks.

Locally, the Economic Crime Unit will target fraud and cybercrime and is working to recover assets (including cash) gained through criminal activity – the proceeds of crime. Some of this money comes back into the force through the Asset Recovery Incentivisation Scheme which is then re-invested in tackling economic crime and through my community grants' scheme – 'Giving Back' – so that the money benefits those communities affected by crime. There is more information on the 'Giving Back' grants' scheme in the 'Value for Money' section of this plan.

PRIORITY 2

TACKLING CRIME AND ANTI-SOCIAL BEHAVIOUR

Areas of focus

- Neighbourhood Crimes and Policing
- Drugs Supply and Demand
- Organised Crime Gangs and Serious Violence
- Violence Reduction Unit and Strategy
- Other Local Partnerships
- Rural and Wildlife Crime
- Speeding and Road Safety
- National Threats

Neighbourhood Crimes and Policing

I want SYP, working with partners, to continue to concentrate on tackling the crime and anti-social behaviour (ASB) that matters most in our neighbourhoods - due to its volume, the seriousness of the offences involved, or the harm or anxiety it causes within communities and businesses. People need to feel safe in their homes, workplaces and local communities.

Such crime includes residential and commercial burglary, vehicle crime, theft - including retail theft - robbery, and hate crime. I am particularly keen the police understand why some crimes - such as burglary - are so prevalent in South Yorkshire compared with other areas, and how they should reduce them.

If they are to do this successfully, SYP need effective Neighbourhood Police Teams (NPTs) fairly deployed across the

many, different communities, urban and rural. NPTs were cut during the period of austerity - from 2010 - but in 2016 I asked the previous Chief Constable to re-introduce them.

They are now becoming well established within each of the four districts. I wholeheartedly support the problem-solving approach to crime and ASB that SYP has led on developing nationally. The NPTs use analytical techniques and research about what has worked elsewhere to take an evidence-based approach to resolving issues. NPTs work with local partners, and only use police enforcement activities where appropriate and necessary. An example is the Integrated Offender Management (IOM) approach which focuses on tackling neighbourhood crimes - and places emphasis on working effectively in partnership, between police, probation and other partners, to reduce reoffending and support the successful rehabilitation of offenders.

NPTs are also the 'eyes and ears' in communities and a trusting relationship between local communities and officers helps secure vital information about issues of concern - from low level damage to suspected terrorist activity. I am asking SYP to continue to improve ways of contacting the police to provide information and intelligence but also to provide other options where an emergency response may not be required. We have seen a number of recent developments in this area and contact options now include online reporting, email, and webchat. In this way, we will properly identify vulnerable people, keep places safe and iron out

any issues of community tension.

The current Chief Constable has reviewed the NPT model, to ensure SYP's structures properly line up with local authority ward boundaries and the arrangements of health partners. The Chief Constable's review has also looked at the level of resources needed in each district. This will lead to even more effective place-based partnership working and services, with co-location of teams in the same building, where this makes sense - e.g. in relation to community safety or mental health service provision.

We have seen increased concerns around certain types of anti-social behaviour over the past couple of years. Fly-tipping has been raised many times, although that is principally a matter for local authorities rather than the police. I want to see a focus on addressing anti-social behaviour in communities. We will be funding South Yorkshire to pilot an increased police presence to clamp down on anti-social behaviour in targeted hotspots where it is most prevalent.

Drugs Supply and Demand

Drug use and drugs supply are major drivers of crime and are known to be linked to serious violence and organised crime gangs (OCGs). Drug suppliers may use violence to protect their markets, and many OCGs seek to exploit children and young people for criminal gain. I firmly believe that the loss of 20,000 police nationally and 500 or so in South Yorkshire after 2010, led to an expansion of the drugs markets



and associated criminality, including child criminal exploitation, county lines, knife and gun crime.

Ensuring people understand how they can make worthwhile life choices, and the risks they run by being drawn into drug-dealing gangs, is something that concerns many agencies, not just the police. I will support as far as I can all such efforts.

The government released a Drugs Strategy at the beginning of December 2021, but SYP was already proactive in this area. Analysts have developed a drugs profile for South Yorkshire that allows us an improved understanding of our local drugs markets and county lines, more effective police enforcement activity around drugs supply, and better targeted intervention, prevention and treatment services. The Combatting Drugs Partnerships in South Yorkshire will also be key in supporting our assessment of local needs in order to tackle the issue of drugs.



SYP also continues to work closely with local authorities and criminal justice partners and seizes assets (including cash) in order to disrupt drugs supply and OCG activity.

Drugs intervention and treatment services have been supported with funding through my office for some time, despite other PCC areas having withdrawn such funding. My office has recently worked with SYP on the provision of out of court disposal referral pathways through locally commissioned services, including local treatment services for lower-level offences where offenders are alcohol and drugs misusers. This is available across the county and is expected to continue going forwards.

Organised Crime Gangs (OCGs) and Serious Violence

I welcome the Government's commitment to restoring police officer numbers, providing an additional 504 officers in South Yorkshire by 2024.

I have also welcomed SYP's creation of a county-wide Off-road Bike Team and Armed Crime Team. I have seen the results already of SYP coming down hard on gangs and criminals who are utilising our strategic roads network. There are some parts of our county that have been blighted for too long by

organised criminality.

We need a two-pronged approach. On the one hand there must be tough law enforcement, but on the other we need to take more preventive steps to keep people away from violence or to help them turn their lives round if they have been caught up in it. This is also part of the longer-term work of the Violence Reduction Unit.

SYP's approach to reduction and detection is robust and will improve following learning from the upcoming HMIC thematic inspection.

South Yorkshire's Violence Reduction Unit and Violence Reduction Strategy

The South Yorkshire Violence Reduction Unit (VRU) was established in September 2019 with £1.6m of funding from the Home Office. The Unit, now one of 20 VRUs across the country, has a three-year funding deal up to 2025, as follows:

£2.89m in 2022/23

£2.16m in 2023/24

£2.14m in 2024/25

so bringing over £7 million into South Yorkshire to address this important issue. It is helpful that the funding agreement provided to VRUs covers



three financial years of 2022/23, 2023/24 and 2024/25, which will allow VRUs to plan spending further ahead. Although the annual amounts reduce year on year, it is more money coming into South Yorkshire per year than in previous funding rounds.

The VRU co-ordinates work with a wide range of local partners - including the police, probation, health, voluntary and faith sectors and local authorities - to reduce serious violence by taking a 'public health' approach to tackling crime. This includes supporting young people to develop healthy relationships and by challenging the attitudes that perpetuate violence against women and girls. The VRU also commissions evidence-based interventions which can support young people to address Adverse Childhood Experiences, and to move away from involvement in violence.

The VRU has produced an Area Profile which has drawn together data held by the police, public health and other available evidence to provide an understanding of violence and its complex causes across South Yorkshire. Using this profile, the VRU has worked with partners to develop a Violence Response Strategy, incorporating views from stakeholders across the system, as well as members of some of our most affected communities. The Strategy sets out a multi-agency response to be co-ordinated by the VRU and delivered by all partners across South Yorkshire – with the 4 South Yorkshire Community Safety Partnerships embedding Violence Reduction actions in their local Community Safety Plans.

The VRU works in partnership with SYP in areas identified as hot spots for violence in our towns and city centres. This includes high visibility patrols of hot spot areas, and funding projects that support young people involved, or at risk of involvement, in violence, support to young people who are out of schooling, provision of mentoring, and work with children who have experienced violence in their homes and providing positive role models for the future. There will also be a continued focus on violence in the night-time economy across South Yorkshire, which in some areas is where the most violence takes place. The VRU will also continue its commissioning of diversionary activity including:

- **Hospital Navigators** – providing one-to-one mentor support to those admitted to the major trauma centre in Northern General Hospital. This can be a 'reachable moment' when people become more reflective about their violent way of life and are willing to consider ways out. We are looking at opportunities to extend the reach of this support in other hospitals.



- **Plan B Custody Navigators** - using the reachable and teachable moment at the custody suites across South Yorkshire to provide person-centred support to people arrested for violence-related offences.

An independent evaluation of VRUs across the country reported in January 2023. It acknowledged the good progress made by VRUs, including their leadership and coordination of the county-wide response to violence reduction and an increasing use of evidence-based interventions. The VRU in South Yorkshire is also leading the implementation of the Serious Violence Duty introduced by the Government in January 2023 to address serious violence and homicide. My office and the VRU will play a key role in delivering the requirements of the Duty with all our partners, including SYP.

Other Partnerships

Community Safety Partnerships (CSPs) bring together partners across South Yorkshire to work at a local level to tackle crime and anti-social behaviour and keep people safe. CSPs are made up of representatives from local authorities, SYP, Probation, health services, housing associations and the Fire & Rescue Service. CSPs in South Yorkshire have continued to work together throughout the pandemic, albeit using different ways of working in many cases. I chair a Countywide Community Safety Forum which brings together the chairs of the four district CSPs in South Yorkshire to look at countywide responses, good practice and co-commissioning opportunities.

The police service is just one part of a wider system bringing people to justice, known as the criminal justice system (CJS). I support and chair a Local Criminal Justice Board (LCJB), which brings together local criminal justice agencies to improve the efficiency and effectiveness of the criminal justice system in South Yorkshire. There remain a number of long-standing efficiency challenges in South Yorkshire at various points throughout the criminal justice system. Addressing these challenges together, such as the backlogs that accumulated during the pandemic will be key, whilst at the same time seeking to make sure that victims' needs are being met. Through the LCJB, we will bring a greater focus on local delivery.

The Yorkshire and the Humber Rehabilitation Partnership has been instrumental in supporting the implementation of probation service reforms. Going forward, I expect the Partnership will now focus on supporting delivery of the



Yorkshire and the Humber Reducing Reoffending Plan and the successful rehabilitation of adult offenders in our region, using an evidence-based approach.

Rural and Wildlife Crime

Many rural and farming communities and parish councils have expressed their thanks for the renewed commitment to understanding and tackling rural and wildlife crime. People in rural or smaller urban areas often feel that they have less of a claim on police resources than those who live in the bigger towns or the cities. They need reassurance through careful explanation of how resources are allocated and by seeing more of the police in their area.

News of the expansion in 2021 of the Rural Crime Team, based at Ring Farm (Mounted Section), Barnsley, and specialist officers in all districts was greatly appreciated.

Nuisance off-road and quad bikes have become a growing concern. Complaints have come from every part of the county and from urban and rural areas. I have had meetings with farmers who have told me about damaged crops and terrified animals, and with residents in urban settings who have spoken of noise and danger on residential streets.

The work of the roads police and the off-road bike teams has been particularly appreciated by the public. They can be deployed alongside local and specialist resources in tackling the anti-social behaviour that can blight communities.

Rural crime can range from theft of machinery and vehicles to organised crime - theft of plant is often linked to organised criminality, and rural



crime includes crime which damages employment, heritage and tourism prospects and, ultimately, the UK economy. Because rural crime is a growing concern in South Yorkshire, I have become a member of the National Rural Crime Network, which is a collaboration made up of PCCs, charities, commercial and not for profit organisations. The Network highlights issues affecting rural communities and shares good practice aimed at preventing and reducing crime and the fear of crime in these rural areas.

Speeding and Road Safety

The matter of speeding and road safety has become of greater concern to people in the last few years, and especially during the period when we were locked down and more people worked from home. The Roads Policing Team works to support the safety of the public across South Yorkshire's roads. But this is not solely a policing matter.

I will give support to the South Yorkshire Safer Roads Partnership in seeking to improve safety in towns and villages. I have begun discussions with partners about how we can ensure the public are better informed about who is responsible for all aspects of road safety. We must also work together to find ways of ensuring that drivers not only obey the speed limit but also drive in ways and at speeds that are appropriate to particular circumstances. I will support those communities who want to be involved in 'Speedwatch' campaigns.

I have consistently expressed my opposition to so-called 'All Lane Running' or 'Smart' motorways and will continue to do so. I have supported the work of campaigners in this area.

National Threats

Along with other PCCs and their respective Chief Constables, I am required to consider national threats identified by the Home Secretary (the 'Strategic Policing Requirement') when determining our local strategic policing priorities. These threats include terrorism, civil emergencies, public disorder and serious organised crime (SOC) which involves individuals planning, coordinating and committing serious offences, whether individually or in groups and/ or as part of transnational networks. SOC includes child sexual abuse, cybercrime, modern slavery and human trafficking and organised immigration crime; illegal drugs; illegal firearms; organised acquisitive crime; and fraud, money laundering, bribery and corruption, and sanctions evasion.

Whilst these national requirements may not always manifest themselves in South Yorkshire, the UK policing model is one which expects forces to contribute to meeting national threats. Some of this contribution is made by supporting national strategies and dedicating SYP's resources to regional or national specialist teams – e.g. the Regional Organised Crime Unit, Counter Terrorism Policing North East and, in the cyber space, the NEBRC already mentioned.

PRIORITY 3

TREATING PEOPLE FAIRLY

Areas of focus

- Treating members of the public fairly
- Championing equality
- Fair allocation of police resources

Treating members of the public fairly

The fair treatment of individual residents and communities in South Yorkshire is essential to maintain the public's trust and confidence in the police and partner organisations. Whoever the police engage with, they should seek at all times to treat people with courtesy and respect. This includes understanding and addressing such issues as racial and cultural differences.

We now have data from the Census 2021. Where there is disproportionality or discrimination, I would expect the police to address this. This shows itself in such police activity as stop and search and in SYP not being as ethnically representative as it might be of the population it serves.

I have asked my Independent Ethics Panel to work with the police in understanding whether different groups within communities are treated differently in their interactions with the police, or they believe they are, why this happens, and the implications for individuals, communities and levels of trust and confidence in the police.

I will monitor the progress of SYP against the above priorities as well as the Use of Force, receiving appropriate reports each month from the police and the independent panels. I also have a statutory role to hold the Chief Constable to account for SYP's handling of complaints against the police, and I am the review body for those people dissatisfied with how their complaints are resolved. From what we see, my office feeds learning back into SYP, and checks are made about improvements to the service that this leads to.

Last year, we saw a number of high-profile cases nationally where police officers had seriously breached the standards of professional behaviour expected of them. In their report: An inspection of vetting, misconduct, and misogyny in the police service, HMICFRS concluded that a culture of misogyny, sexism and predatory behaviour towards female police officers and staff and members of the public still

exists and is even prevalent in many forces. Such behaviours affect people's trust in the police more generally. Baroness Casey's independent review into the standards of behaviour and internal culture of the Metropolitan Police Service has highlighted the many cultural challenges facing the service.

In South Yorkshire the police have worked hard to restore the public's trust and confidence in policing after it was badly shaken following Alexis Jay's report. Good progress has been made and I want to ensure that this continues. My Independent Ethics Panel will assist me with this work.

I am also seeking to understand disproportionality in the wider criminal justice system. I have held, and continue to hold, listening events with partners and affected communities to better understand the impact of disproportionality, and how this can be addressed.

Through my office, I have a number of mechanisms to check on how police treat people. For instance, my office administers an independent custody visiting scheme to ensure the fair treatment of detainees who may themselves be vulnerable.

Those members of the public who have interactions with the police expect certain standards from police officers and staff dealing with them – this might be the only interaction they ever have with the police. SYP must ensure, therefore, that officers and staff not only act according to their code of ethics and standards of behaviour but that they treat every interaction as an opportunity to improve trust and confidence in the police.

These ethical standards of behaviour need to underpin all officer interaction not just with members of the public but with other officers, staff and partners to create an inclusive culture where trust and confidence is paramount. It is important that officers and staff working in SYP have the confidence to challenge or raise concerns confidentially where they see behaviour, attitudes and language that fall below that which the public and service expect to see – and that such behaviour will be recognised, investigated, and dealt with accordingly.

Championing equality

In SYP's workforce I want to see better representation of women and those from ethnic minority groups at all ranks and in all roles. The national uplift of police officer numbers



has presented a critical opportunity to get this right. This is why I asked my Independent Ethics Panel to look at how SYP recruits, trains, promotes and retains officers and staff.

I know there is already much work going on in this area, but I hope the force will continue to consider new ways of making positive interventions that help us to achieve a more representative and inclusive workforce at every level. It is important that having recruited a more diverse workforce, they choose to continue their career in SYP.

While female representation has improved markedly – more than one third of SYP is female and some of the most senior officers – much more work needs to be done to improve workforce diversity including increasing the number of Black, Asian and Other ethnic minority officers and staff in SYP.

I will be supportive of SYP's continued internal focus on diversity and inclusion and the work of their Equality Hub which represents and coordinates a number of diverse staff support networks.

Fair allocation of police resources

South Yorkshire is a mix of communities – urban and rural, inner-cities and suburban. All deserve fair share of police resources. Determining what that means is something that the Chief Constable has to do basing her decisions on a careful understanding of threat and harm.

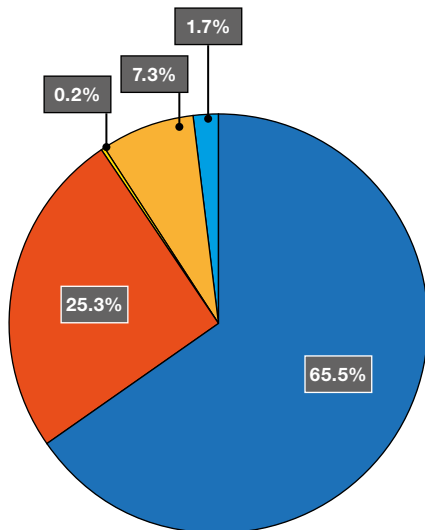
People need to be kept safe. But people also need to feel safe, and I want the force to think about how communities can feel reassured, especially in those places that are more remote or are smaller townships or villages. For some, this will mean that attention needs to be paid to visibility or, more accurately, engagement and interaction with the public. People are reassured by the visible presence of the police in their neighbourhood or by knowing that officers call regularly at places in their community.

Value for money

The funding I receive is ultimately from the public by way of national and local taxation (policing's share of the council tax). I provide the majority of that funding to the Chief Constable for the day-to-day running of South Yorkshire Police. With the remaining funds I commission services and award grants to organisations that help me achieve the priorities in this Plan, including specific funding for victim support services and to reduce serious violence, the latter being co-ordinated by the VRU.

The PCC's Proceeds of Crime Act Community Grant Scheme – 'Giving Back'

Each year I provide funding for a small grant scheme. I invite voluntary and community groups to apply for funding of up to £10,000 for projects that will help towards realising one or more of the three priorities in the Plan. Funding for this comes from money taken off criminals (under the Proceeds of Crime Act 2002), and I have decided to call it as a result the 'Giving Back' community grant scheme.

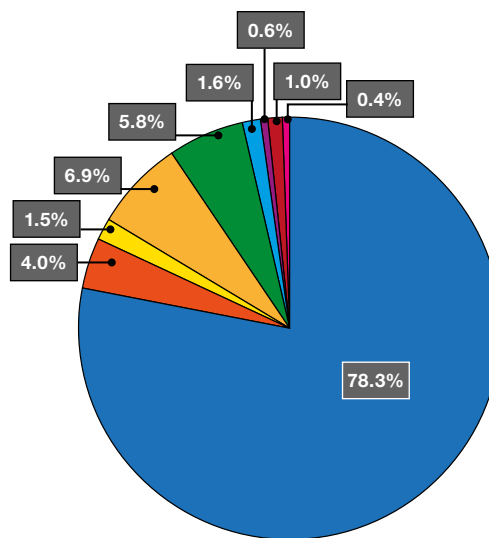


Funding	£m
Central Government Grants	228.6
Council Tax Precept	88.1
Collection Fund Surplus	0.8
Income (Fees, Other Grants, etc)	25.4
Reserves	5.8
Total	348.8

Projects funded through this scheme have been many and various. The scheme is open all through the year. All the information needed to apply to my grant scheme can be found on my website <https://southyorkshire-pcc.gov.uk/what-we-do/grants/>

The Policing Budget

Each year I have to set a budget for policing. Most of the funding for SYP comes from the government's Police Grant, but money also comes from the policing element of the Council Tax (known as the Police Precept). The charts below show where funding comes from, as well as what the money is spent on.



Expenditure	£m
Employees	272.9
Premises	13.8
Transport	5.1
Supplies & Services	24.2
Support & Agency	20.1
Legacy Issues ¹	5.8
Office of the PCC	2.0
Partnerships & Commissioning	3.3
Capital Charges	1.5
Total	348.8

¹ The costs arising from police failings during the Hillsborough Disaster in 1989 and Child Sexual Exploitation in Rotherham between 1997 and 2013



There has been considerable investment in policing in South Yorkshire. Plans are in place so that by the end of the 2022/23 financial year an additional 1,444 officers will have been recruited since March 2020. Part of this has been due to the Government's national increase (504 'uplift officers'), part to replace officers leaving (720 officers), the remaining 220 officers being due to local investment. South Yorkshire has also agreed to take a further 15 officers as additional funding was offered by the Home Office. We are, therefore, on track to have a total of 3,039 police officers, the target set by the Home Office, and we may exceed it.

To continue to attract Home Office funding for these 'uplift officers' the Force is expected to maintain the numbers that have been set by the Home Office for the foreseeable future, and these officer numbers will be monitored by central government.

This investment in policing means that there are additional costs to take into account in order to properly support those officers and provide an efficient police service, and this results in challenges in balancing the financial position in the medium to long term.

There is a focus on efficiency both

internally, and from the Home Office and a national productivity review is underway. The police funding formula is also being revised, and I am one of two PCC representatives sitting on the national group debating that formula.

There are also other factors that affect future budgets. There has been much uncertainty recently both politically and economically. General inflation is moving adversely at present, especially the cost of utilities, and pay inflation is subject to negotiation for which we have had to make assumptions in our financial forecasts.

Increasing interest rates make borrowing for capital investment more expensive. Some of this capital expenditure is, however, absolutely necessary for the police to be able to function effectively, and in premises that are fit for purpose. On the back of this, plans are in place to build a new Doncaster Police Station. Some other growth, especially in IT, is also critical if we are to keep ahead.

The above factors are challenging to predict and could cause unanticipated financial impact in the medium term which I must take account of in the Medium-Term Resource Strategy (MTRS). Within that forecast, it has been assumed that there will be some

savings arising. We know that further savings will be required in the future, but the extent will depend on the economy and future funding settlements.

Reserves can be used to balance budgets, but once used in this way, they are gone and, given the range of pressures and risks that SYP face, some use of reserves will be needed. In particular, we will have to cover £15m of the funding of historic legacy costs up to 2027/28. Using reserves to meet other expenditure is not a sustainable approach, however, we may be in a position whereby some use of reserves is necessary in the short to medium term, particularly to fund areas where we intend to 'invest to save'. During this period SYP will also have to make substantial efficiency savings so that prudent minimum reserve levels are not eroded. I am supportive of the force's plan to use priority-based budgeting in order to make the organisation more efficient and to find savings.

Our Value for Money Strategy

Value for Money (VfM) is defined by the National Audit Office as "the optimal use of resources to achieve intended outcomes". VfM is often broken down into core component parts to understand whether an organisation uses its resources economically, efficiently and effectively.

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 reconfigure 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.

Therefore I will continue to ask SYP to make efficiency savings in addition to those I have already asked for (£7m between 2022 and 2024). This is to achieve a balanced budget position without the need for use of reserves for everyday expenditure. The force may, however, seek to invest to save. The Chief Constable has set up a savings team which is charged to do this.

I have a VfM Strategy which identifies key principles and approaches to ensure the most productive use of resources in delivering the priorities and the desired outcome of this Police and Crime Plan. I intend to use information my office, Internal Audit, External Audit and HMICFRS produce around cost drivers and, where possible, make links between finance and performance. There is more information about this in the Accountability section in the following pages.

I will continue to monitor the delivery of VfM services, and this will also be a key focus for the Joint Independent Audit Committee.

I will seek to ensure for local communities and taxpayers that the services provided are delivering Value for Money.

Collaboration with South Yorkshire Fire & Rescue Service

I have not sought to take on a governance role over the Fire & Rescue Service in South Yorkshire. However, I am a voting member of the South Yorkshire Fire & Rescue Authority and I chair a Police and Fire Collaboration Board. Through these roles, I provide strategic oversight and governance to a number of areas of collaboration between police and fire services in South Yorkshire, where it is in the interests of efficiency and effectiveness for the two services to work together.



Accountability

How do I monitor progress?

On behalf of the people of South Yorkshire, I monitor the progress made in meeting the priorities and areas of focus in this Plan.

I do this in a number of ways:

- 1 Firstly, I assess progress through a Value for Money 'lens', by which I mean that I have a number of high-level measures that I believe are important to victims and the wider public – e.g. victim satisfaction levels, call handling times, police attendance times, etc.
- 2 There is then a Performance Framework managed by my office, which uses a range of measures linked directly to the priorities in this Plan and to certain national priorities that I am required to publish information about – the National Crime and Policing Measures. Further information about this, including published reports, can be found on the OPCC website at <https://southyorkshire-pcc.gov.uk/openness/5840-2/>
- 3 At my bi-monthly Public Accountability Board (PAB), which is live streamed, I ask the Chief Constable to report to me on how progress is being made by SYP against the areas of focus in this Plan. I have quarterly informal meetings with SYP's Senior Command Team to have more detailed performance discussions.
- 4 I also receive assurance through the work of my office, the Joint Independent Audit Committee, the Independent Ethics Panel, from Internal Audit and reports from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services.

Who am I accountable to?

The public can access information on my website about how I am performing my functions as PCC, and how I am progressing with delivery of the Police and Crime Plan - <https://southyorkshire-pcc.gov.uk/>. I am ultimately accountable to the people of South Yorkshire at the ballot box at PCC elections, held every four years.

During those four years, my actions and decisions are reviewed and scrutinised by the Police and Crime Panel (the Panel).

The Panel is made up of 13 people – ten Councillors from the four districts in South Yorkshire, plus three independent members of the public.

It is the Panel's job to make sure I am making decisions in the best interests of the public, including decisions about what priorities are in each Police and Crime Plan, how much of our residents' council tax should be spent on policing, and decisions about the recruitment and dismissal of the Chief Constable.

I report regularly to the Panel, and I am questioned by Panel members and members of the public about how I am discharging my responsibilities, how progress is being made with the Plan's priorities and the decisions I have made.

More information about the Panel can be found on their website at: <https://www.barnsley.gov.uk/services/south-yorkshire-governance/south-yorkshire-police-and-crime-panel/>



How to Get Involved

Special Constabulary

'Specials' are volunteer police officers who give some of their spare time in this way because they want to make a contribution in their communities. There are few, if any, organisations that offer the variety of opportunities 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 way of developing new skills while serving the local community.

If you are interested in becoming a special constable, please visit <https://www.southyorkshire.police.uk/sign-up/join-team-syp/volunteer-with-syp/special-constable/applying-to-be-a-special-constable/> 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 way of giving back to the community.

If you are interested in a Police Support Volunteer role, please visit: <https://www.southyorks.police.uk/sign-up/join-team-syp/volunteer-with-syp/> or call: **01709 832455** and ask for the Police Support Volunteer Project Officer.

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: <https://www.southyorks.police.uk/sign-up/join-team-syp/volunteer-with-syp/volunteer-cadet/>

Independent Custody Visitors (ICV)

I run an Independent Custody Visiting Scheme where members of the public volunteer as custody visitors and in pairs check unannounced that people who are being held in custody are treated properly. ICVs 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: <https://southyorkshire-pcc.gov.uk/get-involved/icvs/> or call: **0114 296 4150**

Independent Advisory Groups

I run a number of Independent Advisory Groups and scrutiny panels to provide the valuable role of 'critical friend' to myself and South Yorkshire Police. 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 or call: **0114 296 4150**



Afterword

The next few years are going to be financially very challenging for policing in South Yorkshire. The Government recognised that its grant does not meet the full cost of inflation this year and has allowed the precept to rise to meet some of these extra costs. This is probably going to be the pattern for the future. Even so, the force will still have to make substantial savings. This becomes more difficult if the Chief Constable has to maintain police officer numbers. It could lead to warranted officers being put into staff posts as they become vacant and that is not a good use of resources. But when over 80% of the budget is staffing costs and savings have to be found, this is what happens.

There is, however, one area where savings could be made but only with the co-operation of partners. Over the years of austerity, the police began to pick up non-crime work which should have been the responsibility of other parts of the public sector. Dealing with people facing a mental health crisis is one example. Police officers are not medically trained, and police cars are not ambulances, yet, at the moment, the police rather than medical professionals, too often find themselves assisting the mentally unwell. These sorts of incidents take up considerable amounts of police time and take them away from tackling crime and anti-social behaviour.

Nevertheless, I am optimistic and encouraged because we clearly have now in South Yorkshire a good performing force with a strong and committed leadership.

We have come a long way since I was first Police and Crime Commissioner and I have every confidence that we will continue to make steady and solid progress.

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