

SAFER STREETS **MORE POLICE**

**POLICE AND CRIME PLAN
(2022-2025)**

DRAFT

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FOREWORD

We are not living in a post-coronavirus world, as we thought at one time we might be, but in a world permanently impacted by it. We can only look back wistfully at what is now irrecoverable:

*That is the land of lost content,
I see it shining plain.
The happy highways where I went
And cannot come again.¹*

Everything changed and we adjusted to a more uncertain future – more working from home; more on-line activity; new vulnerabilities; new pressures on the emergency services. At the same time we became acutely aware of climate change and the importance of making big adjustments to our way of living and working if we are to live meaningfully at all.

In this changed and uncertain world, the police, the wider criminal justice system, my office and all our partners are having to adapt. There has been gain as well as loss.

I have learnt to meet people remotely as well as in person which has saved travel time, reduced the carbon footprint and potentially enabled me and my engagement officers to speak to more people. We have had to re-think working arrangements and pay more attention to staff well-being. The police have likewise had to think again about what accommodation they need for staff and what sort of vehicles they will need as we move away from petrol and diesel. The courts have had to re-configure to enable social distancing and to find technological solutions, such as greater use of video links to allow people to appear in court virtually.

Against this changed landscape there have been new initiatives and new concerns.

The government has pledged to restore the 20,000 officers that were cut nationally from police forces after 2010 – we are receiving 487 in South Yorkshire - and we are committed to use local resources to go beyond that with an additional 220 officers. There will be more police, but not all will be in high visibility jackets in neighbourhoods. For instance, we recognise that, if internet crime is growing, that will need a different kind of response. I hope too we can do more to make the force as diverse as South Yorkshire. It will have more women, though it must work harder to attract more police officer applicants from ethnic minorities. It will certainly be younger and, for a while, less experienced.

I don't think the financial pressures will be any easier. Inflation is rising and, sooner or later, the government will have to pay down the national debts that have been accumulating. We still have to meet the costs arising out of the Hillsborough inquest verdicts and child sexual exploitation in Rotherham. But I am acutely aware that there are many South Yorkshire families who struggle financially. We must ensure that our force offers good value for money and uses its finite resources to focus on the issues that matter most to our communities.

¹ A.E. Housman, 'A Shropshire Lad'

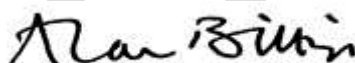
Particular crimes have given more concern – domestic abuse, child neglect, abuse and exploitation, hate crime, drugs supply and the gang violence that often accompanies it. Many of these areas require careful training with specialist officers and investigators. Above all, there has been growing anxiety around violence against women and girls and a concern from many organisations and individuals that more must be done – from ensuring safer streets to the relentless pursuit of perpetrators. We will be working hard to co-ordinate much of this work with partners through the Violence Reduction Unit. We recognise that we have an urgent task in encouraging victims to report crime, knowing the police will listen to them, and take their reports seriously.

During the time of the pandemic, as well as traditional concerns about crime and anti-social behaviour, residents have also told me repeatedly of their growing anxieties about road safety. This is not simply, or perhaps even mainly, a policing matter, but I am determined to spare communities as much as I can from inconsiderate road users. Feeling safe is not just about crime.

As well as local priorities, there are also national ones. We will, of course, ensure that the government's National Crime and Policing Measures are taken into account, but we will be careful not to turn them into 'targets'. In South Yorkshire, we know from our past the dangers of pursuing particular targets and missing other areas of acute but less visible concern. We need good information but information needs careful interpretation and must not be allowed to drive perverse behaviours.

The future is challenging. There will be more officers, but finances will be tight. Criminals will adapt. New crimes will emerge. But with more officers, we have a real opportunity to make the streets of South Yorkshire safer. That is the aim.

Photo

A handwritten signature in black ink that reads "Alan Billings". The signature is written in a cursive, slightly slanted style.

Dr Alan Billings, Police and Crime Commissioner for South Yorkshire

MESSAGE FROM THE CHIEF CONSTABLE

South Yorkshire Police has made significant progress in recent years. We now have an established operating model, which has local delivery at its core enhanced by a full spectrum of specialist resources.

As the number of officers grows and we continue to welcome significantly more new recruits, our key driver is to embed further the model we have, ensuring our foundations are strong and that we are getting the basics right and doing them well every time. This does not mean we are limiting our vision or ambition; it is recognition that after substantial change, consolidation is needed.

South Yorkshire Police is in a strong position to move 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 next phase of our progress.

Photo

A handwritten signature in black ink, appearing to read 'L. Poultney', is centered on the page. The signature is written in a cursive style.

Lauren Poultney, Chief Constable of South Yorkshire Police

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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 the communities, police force and various partners and organisations in their locality. This is the Police and Crime Plan for South Yorkshire 2022-25 (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.

Having listened to the public in many meetings, 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 in this way:

Aim

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

Priorities

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

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

Underlying Principles

I ask my Office, the police, our commissioned service providers and partners to address these priorities and as they do to follow two fundamental principles:

- Put victims first
- Show value for money

Anyone might become a victim of crime, though some will be more vulnerable than others. All crimes matter, but some are more serious than others. However, 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. They may all need support – practical and emotional – at the time of the crime, as a case moves to conclusion, and sometimes beyond.

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. This 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 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/co-commission such support services as:

- Victim Support
- Sexual Assault Referral Centre (SARC) services
- Independent Sexual Violence Advisors (ISVA)
- Independent Domestic Violence Advocate (IDVA) services
- Restorative Justice services

I listen to victims and monitor victims' experiences, asking 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)
- feel satisfied when they are asked about their experience of support services, the police and their criminal justice journey.

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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 is 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.

Our understanding of vulnerability has grown over recent years, as has our understanding of how agencies can intervene early to prevent someone becoming vulnerable, or a victim of crime, an offender, or all three.

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.

South Yorkshire Police (SYP) work in partnership with the NHS, clinical commissioning groups, social care partnerships and the voluntary and community sector to help those in mental health crisis 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.

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. But, I also want my Office and the Violence Reduction Unit (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 to women and girls, their notions of masculinity and who they look to as role models.

Although rape and sexual offences perpetrated by strangers are rare, they are among the most serious of violent crimes. Victims need to have the confidence to come forward and report to the police.

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 rely on partners and communities recognising the signs of such activity and reporting matters to the police. And these crimes involve the police managing complex cultural issues, as well as pursuing difficult investigations.

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.

In July 2021, the Government published a National Strategy aimed at tackling the whole range of Violence against Women and Girls. The Strategy highlights four key areas of activity, namely: Prioritising Prevention, Supporting Victims, Pursuing Perpetrators and Strengthening the System.

In November 2021, I held a round table discussion 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.

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.

Domestic Abuse

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.

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 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. This will be aided by the introduction of the Domestic Abuse Act in 2021, which 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.

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 turn to maintaining this position and pursuing those perpetrators who breach the orders.

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, many of them children, into illegal activities and unsafe lifestyle decisions, such as 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.

Children and young people's exposure to risk and vulnerability is likely to have increased during lockdown. With the reduction of funding for Youth Offending Services (YOS), 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.

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 transfixed by two high profile murder trials where 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 vulnerable children and being pro-active. I am pleased that SYP is developing intensive training for all front line officers and call handlers – *Child Matters* – to encourage professional curiosity and recognise signs of distress.

Child Sexual Exploitation – This section needs its own dedicated panel through the design please

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 be 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 investigation has so far seen more than 200 suspects arrested, with 20 people convicted and jail terms totalling almost 250 years 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

In terms of the IOPC investigations, victims believe they were failed not by 'the system' but by individual officers, yet see little that they would recognise as bringing those officers to book. They do not think that justice has been or will be done. And officers have had a sword of Damocles hanging over them for too long. The IOPC is aiming to publish its final report in spring 2022 – seven years after it began. It has published some generic recommendations for SYP and the College of Policing, but the public are concerned about specific outcomes, given the amount of time and money spent on them.

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. 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 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 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.

Cyber Crime

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. 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, and I need the force to be pro-active with my office in highlighting the dangers to both businesses and the public.

Cyber 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 6 forces in the north east of England. The regional collaboration has resulted in the establishment of the North Eastern Business Resilience Centre which has attracted national funding to pursue innovative approaches and advise local businesses in preventing and protecting against cyber-attacks.

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**
- **Retail Crime**
- **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.

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.

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. 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 recently 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 placed-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, especially since COVID lockdowns, although that is principally a matter for local authorities rather than the police.

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.

Starting with recreational use, people can quickly become drug users, the drug use can escalate and this can then lead to them committing crimes to feed their addiction. 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 are working on a drugs profile for South Yorkshire. This will allow 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.

SYP also continues to work closely with local authorities and criminal justice partners, and seizes and forfeits or confiscates cash and assets 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 ensuring out of court disposal referral pathways through our existing Liaison and Diversion Service for lower level offences where offenders are alcohol and drugs misusers. This is part of a pilot initiative for conditional cautions in Barnsley and Doncaster. If successful, this initiative will be rolled out across the county, and continued going forwards.

Organised Crime Gangs (OCGs) and Serious Violence

The loss of around 500 police officers in South Yorkshire contributed, I believe, to an expansion of the drugs markets and associated criminality, including knife and gun crime. I welcome the government's commitment to restoring police officer numbers, providing an additional 487 officers in South Yorkshire by 2024. I will go beyond that and fund a further 220 posts from local resources.

I have also welcomed SYP's creation of a county wide Road Crime Team and an Armed Crime Team in Sheffield. I have seen the results already of SYP coming down hard on gangs and criminals who are utilising our strategic roads network, and I am encouraged that the Armed Crime Team is to be rolled out to other districts. 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.

South Yorkshire's Violence Reduction Unit and Violence Reduction Strategy – **This section needs its own dedicated panel through the design please**

Since September 2019, South Yorkshire has had an effective Violence Reduction Unit (VRU). This is one of 18 units nationally that receives Home Office funding through PCCs, with South Yorkshire receiving a £1.6m annual grant.

The VRU co-ordinates work with a wide range of local partners - including the police and local authorities - to reduce serious violence by taking a 'public health' approach to tackling crime. This long term approach works alongside police enforcement activity, and focuses on the root causes of crime, delivering interventions to prevent serious violence happening in the first place.

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 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.

Community Safety Partnerships (CSPs) are the agreed lead mechanism for local delivery, with each of the four CSPs in South Yorkshire having Violence Reduction Actions in their Partnership Plans.

In addition to these CSP actions, the VRU commissions bespoke interventions and training that address serious violence including:

Hot spot areas: The VRU works with SYP in areas identified as hot spots for violence. Projects that support young people involved or at risk of involvement in violence are grant-aided – such as support to young people who are out of schooling, mentoring, work with children who have experienced violence in their homes, providing positive diversionary activities.

Domestic Abuse: The VRU supports work to reduce domestic abuse as we know that this can be quite traumatic for children and lead to them being involved in violence themselves. We have also funded domestic abuse awareness campaigns and training for front-line officers – Domestic Abuse Matters.

Trauma informed training: The VRU and partners are collaborating to train all staff working with young people in Trauma Informed approaches.

Diversion: Diversionary activity directly commissioned:

- 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 willing to consider ways out.
- 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.

Other Partnerships

CSPs are a key way in which all partners across South Yorkshire work together 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, 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 achieve common goals and priorities and solve local issues. So, for example, we have the Yorkshire and the Humber Rehabilitation Partnership which has been instrumental in supporting the implementation of probation service reforms. The Partnership now seeks to support successful rehabilitation of adult offenders in our region, including exploring opportunities to commission and co-commission services which help with offenders' employment and accommodation needs, for example.

Retail Crime

Over the past two years I have become more aware than ever before of the number of incidents at various retail outlets, not least the smaller or more isolated independent shops. I have had meetings with shop-owners and shop assistants. As a member of the Co-operative Party I have been kept informed of the way many of their stores have been targeted and staff have faced abuse and worse. Yet during the lockdowns we all became very aware of how dependent we are on these shops for our everyday needs.

I am pleased that SYP has prioritised retail crime, and I will ask for updates on progress in keeping retail workers safe. I will also continue to support nationally campaigns to strengthen the law to safeguard shop workers.

I particularly hope that the force will encourage shop owners who are targeted and where cases go to court, to submit not only business but also community impact statements, since these make a difference to sentencing.

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 city. 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 and so I have ensured the Chief Constable plans to retain these teams. 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, and it 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 non-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 Road Safety 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; organised crime; child sexual abuse and cyber-crime.

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 dedicating SYP's resources to regional or national specialist teams – e.g. the Regional Organised Crime Unit and Counter Terrorism Policing North East.

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.

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 the force not being as ethnically representative of the population it serves as it might be.

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 the force against the above priorities as well as the Use of Force and Policing Protests, receiving appropriate reports each month from the police and the independent panels.

I am also seeking to understand disproportionality in the wider criminal justice system. In November 2021, I convened a special meeting of partners of the Local Criminal Justice Board with a focus on looking at the work which is being progressed in this area

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 the *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.

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 secure the greater representation of minority ethnic groups.

Those members of public who have interactions with the police also 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.

Championing equality

I have already said that the force needs to look more like the communities it serves, and that means it must do more to recruit women and those from minority ethnic communities. But it must also ensure that those groups are treated fairly as members of the organisation.

I expect the force to champion equality, diversity and inclusion. I will expect to see more women and more from minority ethnic groups in all ranks and across all sections of the force, officers and staff.

I will be supportive of the Race, Inclusion and Equality Association that was formed in 2021.

Fair allocation of police resources

South Yorkshire is a mix of communities – urban and rural inner-city 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 that will mean that attention needs to be paid to visibility. 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. 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.

The PCC’s Proceeds of Crime Act Community Grant Scheme.

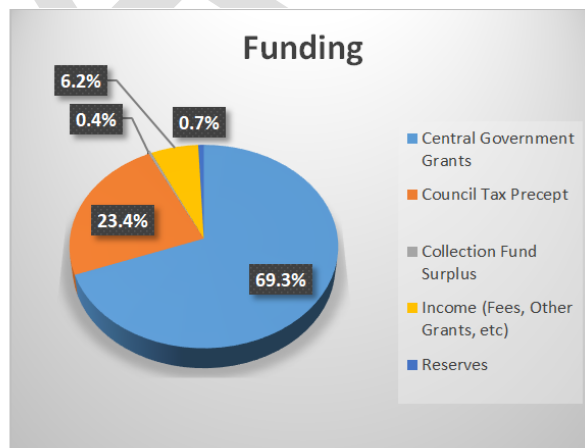
Each year I provide funding for a small grant scheme. I invite voluntary and community groups to apply for funding of up to £7,500 for projects that will help towards realising one or more of the three priorities in the Plan. Some of this money comes from money taken off criminals (under the Proceeds of Crime Act 2002).

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/>

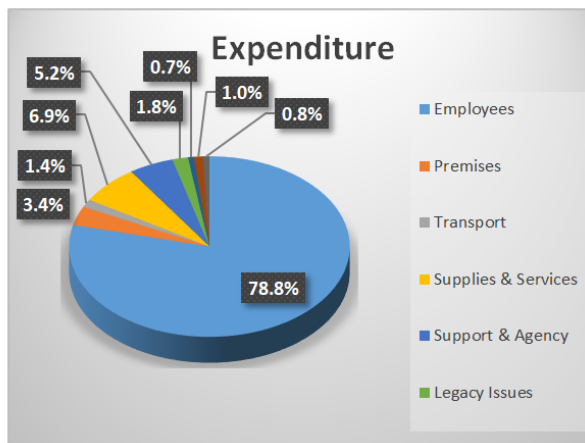
The Policing Budget

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.

Funding	£m
Central Government Grants	220.7
Council Tax Precept	74.6
Collection Fund Surplus	1.2
Income (Fees, Other Grants, etc)	19.6
Reserves	2.3
	318.4



Expenditure	£m
Employees	251.0
Premises	10.8
Transport	4.5
Supplies & Services	22.0
Support & Agency	16.4
Legacy Issues	5.8
Office of the PCC	2.1
Partnerships & Commissioning	3.3
Capital Charges	2.4
	318.4



There has been investment to support a further increase of 220 police officer posts in 2022/23, which should bring the total both from the local and national increases to 724 posts since April 2019. This increase means there are additional costs to take into account for what is needed to support those officers, in order to maximise their efficiency.

There are other factors that affect future budgets. General inflation levels are currently running higher than in recent years, especially the cost of utilities. Police pay had been frozen but a pay rise will be negotiated in 2022. These are challenging to predict, and so could cause unanticipated financial impact in the medium term which I must take account of in the Medium Term Resource Strategy (MTRS).

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 reserves will be needed to meet them. In particular, we will have to cover £13.1m of the funding of historic legacy costs between 2022 and 2024. Using reserves to meet other expenditure is not, therefore, a sustainable approach especially when, without further action, the prudent minimum reserve balance can only be maintained until 2024/25. SYP will also have to make substantial efficiency savings.

In these ways, I will be seek to ensure for local communities and taxpayers that the services provided are delivering Value for Money.

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 re-configure the service to meet changing demands, in the long run there should be efficiency savings. These savings can then be used to enhance service delivery, replenish reserves and repay any costs of borrowing.

Therefore, over the next few years I will continue to ask SYP to make efficiency savings - £7m between 2022 and 2024 - and the police have set up a savings team who are 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 produces 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.

Sustainability

I also believe that one consequence of having a Sustainability Strategy to reduce the force's carbon footprint, we shall also see opportunities for making savings. The estate and the fleet should be run in ways that reduce the impact on the environment and reduce costs.

Collaboration with South Yorkshire Fire & Rescue Service

Unlike some other PCCs, I have not taken on a governance role over the Fire & Rescue Service in South Yorkshire. Instead, 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.

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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 (see **Appendix 1**), and to certain national priorities I am required to publish information about – e.g. the 'National Crime and Policing Measures' (see **Appendix 2**), the 'Policing Violence Against Women and Girls National Framework for Delivery', and other measures and scorecards.
- 3) At my 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.
- 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 Her 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 12 people – ten Councillors from each of the four districts in South Yorkshire, plus two independent members of the public.

It is the Panel's job to make sure I am making decisions in 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: <http://www.southyorks.gov.uk/webcomponents/jsecSYPCP.aspx>

AFTERWORD

Regardless of the financial situation, policing faces considerable issues next year and beyond.

I have asked the Chief Constable to ensure that the good practice that has been developed over recent years is firmly embedded and maintained. We must aim for a period of stability at central and district level – and the Chief Constable has acknowledged that.

But I do not underestimate the challenges:

- new national policing measures and initiatives
- reviews and investigations – Independent Office for Police Conduct (IOPC) overarching report on non-recent CSE (Jay Report victims); Rotherham MBC independent report on CSE; Sheffield City Council investigations into racial equality and the ‘trees’ controversy
- implications for the estate of home-working for staff but also increased officer numbers
- implications of need to reduce emissions – buildings and fleet
- better modelling for resource allocation.

We must rise to the challenge.

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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 www.southyorks.police.uk/work-us/specials 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: www.southyorks.police.uk/content/volunteer-vacancies 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: www.southyorks.police.uk/content/how-apply

Independent Custody Visitors (ICV)

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

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

Independent Advisory Groups

I run a number of Independent Advisory Groups to provide the valuable role of 'critical friend' to me 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

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How to find out more or contact me:

PCC website: <https://southyorkshire-pcc.gov.uk/>

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Social Media:

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Twitter: @sypcc

Instagram: @sypcc

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