

OPCC Delivery Plan for 2022-24

Office of the Police and Crime Commissioner Delivery Plan for 2022/24

(for activity 1 April 2022 to 31 May 2024 (just beyond the 2024 PCC elections))

Introduction

The Police and Crime Commissioner (PCC) published his latest Police and Crime Plan – *Safer Streets, More Police (2022-25)* - in March 2022.

The PCC has maintained the same overall aim for South Yorkshire: to be a safe place to live, learn and work. The PCC also retained the same three strategic priorities:

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

The Police and Crime Plan was informed by last year's strategic and financial planning process, conversations with a newly constituted Senior Command Team in South Yorkshire Police, and what we have learnt from the global Coronavirus pandemic and the Government's response to it.

The Office of the Police and Crime Commissioner (OPCC) has developed this Delivery Plan to respond to the PCC's Police and Crime Plan. The Delivery Plan consists of a '*Plan on a Page*' and a supporting narrative (this document). It replaces the previous Delivery Plan for 2021/22.

This Delivery Plan narrative describes in high-level terms the activity the OPCC will undertake in the period until the next PCC elections (in May 2024); activity that will help the PCC achieve his Police and Crime Plan areas of focus and discharge his legal responsibilities.

Underpinning this Delivery Plan are more detailed work programmes and plans, from which individual staff objectives will be set.

As shown on the '*Plan on a Page*', the OPCC has a Vision and Mission Statement, with three Strategic Pillars which are designed to support their achievement. The three Strategic Pillars are – '***Ethical and Transparent Leadership***', '***Working with, and Supporting, Partnerships and Communities***' and '***Valuing our People***' and the OPCC's activity will be organised and co-ordinated under each of these three broad headings.

Value for money - i.e., maximising economy, efficiency and effectiveness in all that we do - is an overarching theme within the Police and Crime Plan, spanning each of the areas outlined above. Over the next year, the following work will assist us in assessing and improving value for money:

- The Value for Money strategy has been approved at the PCC's Public Accountability Board (PAB). Both Chief Finance Officers (CFOs) – i.e., the PCC's and Chief Constable's in South Yorkshire Police (SYP) - will oversee and maintain the strategy, with periodic review. The strategy will be reviewed in 2022/23.

- To further improve processes, an assessment of the HM Treasury document *The Public Value Framework* will be undertaken to determine whether this could be of further use in developing our value for money strategies.
- Working with the OPCC's Evaluation and Scrutiny team, we will progress the work already undertaken in 2021/22 in developing a value for money framework so that we can effectively monitor, measure and report on providing value for money policing and crime services.
- The options appraisal methodology will be enhanced to better demonstrate value for money in our decision making. This approach will be formally documented during the year, in line with the CIPFA Financial Management Code guidance.
- Further work is ongoing in SYP around the capture of business benefits after projects have been completed. This is currently being refined and will be utilised to inform the overall Value for Money assessment at the end of each financial year.

Strategic Pillar 1 - Ethical, Transparent Leadership

The PCC has a leadership role in the policing and crime landscape.

The PCC is responsible for the totality of policing and holds the Chief Constable to account for the exercise of his/her functions (a governance role).

The PCC leads the commissioning of services, including victims' services and the PCC plays a leadership role across systems and partnerships – e.g., in the criminal justice system, and with community safety and violence reduction partners. In supporting the PCC, the OPCC aims to lead by example and be open and transparent in all that it does.

1. Effective and timely strategic and financial planning

As in previous years, the OPCC will support a defined strategic and financial planning process and supporting timetable, and provide evidence-based advice and support to assist the PCC in determining and setting the:

- Police and Crime Plan priorities
- Medium Term Resources Strategy
- Capital Strategy
- Reserves Strategy
- Treasury Management Strategy
- Annual Budget for policing and crime services
- Commissioning Strategy

and to set the OPCC's:

- Delivery Plan
- Annual Commissioning Programme
- Wider Delivery Plans, project plans, and grant and commissioned services' agreements and contracts
- Monitoring arrangements

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

- the Chief Constable's assessment of policing need in South Yorkshire for 2022/23 and beyond, and the affordability of the operating model (through its Strategic Intelligence Assessment, its Force Management Statement (FMS 2022) and other products and conversations)
- the Chancellor's statement on the police funding settlement and any other grants to be provided (e.g., residual funding to support the national programme to provide an uplift in police officers (Operation Uplift), 'Grip' funding for police enforcement activity to reduce serious violence, etc.
- the progression of SYP with its implementation of Operation Uplift, and the continued affordability and achievability of this programme (depending on the funding available to support it)
- the funding to be allocated to the PCC in 2022/23 and in the medium term through Home Office Special Grant and Ministry of Justice grant funding for South Yorkshire's so-called 'legacy costs': Hillsborough disaster-related civil claims; the NCA's investigation into non-recent child sexual exploitation in Rotherham

(Operation Stovewood); and civil claims from victims and survivors of non-recent child sexual exploitation in Rotherham

- the right balance of resources for the most efficient and effective policing and crime services - e.g., the balance between the funding for law enforcement activity versus early intervention and prevention activity
- the degree of flexibility PCCs will be provided in relation to increases to the council tax precept, and the opinions of South Yorkshire's communities to the various budget balancing options (gauged through our consultation and engagement activity).

The planning process depends on the full support of SYP colleagues, and their delivery of timely and meaningful products in accordance with statutory deadlines. We have conducted a joint de-brief of last year's planning process with SYP colleagues to further improve our products and processes.

The process also depends on consultation throughout the year with the public and partners, led by the PCC with the Community Engagement & Communications Manager, and supported by the wider OPCC in formulating information and questions, and evaluating responses.

2. Supporting the PCC as National Finance lead in the funding formula review

The PCC is the Vice-Chair of the national Association of Police and Crime Commissioners (APCC) / National Police Chiefs' Council (NPCC) Spending Review Board, supported by the PCC's Chief Finance Officer and other officers within the OPCC.

The group is currently working on the national review of the funding formula for policing – i.e., the formula used by the Home Office to determine which area gets what amount of core Government grant for policing (with the budget shortfall being met by council tax precept in that area). The PCC's CFO is supporting the PCC in this area.

3. Responding to the PCC Review, Fire Reform and the Levelling Up Agenda

The PCC Review

The outcome of Part One of the PCC Review was announced in a Written Ministerial Statement on 16 March 2021, which can be found [here](#). The Review seeks to deliver on the government's manifesto commitment to strengthening the accountability of PCCs and expanding their role.

The OPCC has undertaken, or is undertaking, the following activities in response to both parts of the Review:

- a) we have published on the PCC's website all information required by the revised Specified Information Order (SIO) which came into force in May 2021 and has been cited by the Home Office as good practice, nationally.
- b) the Home Office has formally requested a PCC succession plan from each OPCC, in the event that a PCC should be incapacitated and unable to discharge his or her statutory functions. The PCC did not appoint a Deputy PCC in 2021/22, and so the OPCC's Chief Executive & Solicitor has liaised with the PCC and will be writing to

the Police and Crime Panel to involve them in the drafting of a resilience plan that does not include a Deputy PCC.

- c) the PCC and Chief Executive & Solicitor are involved in work of the Home Office, APCC and NPCC in relation to other recommendations, e.g., on the Accountability Guidance and revisiting the Policing Protocol Order 2011.

On 7 March 2022, the Home Secretary made a written statement to Parliament in relation to the PCC Review Part Two.

Details of that statement may be accessed [here](#). Almost a decade since the introduction of PCCs, the review focuses upon the ‘and crime’ part of the PCC role.

The findings broadly covered the following areas:

- Community Safety Partnerships
- Violence Reduction Units
- Local Criminal Justice Boards
- Anti-social behaviour (including the use of Community Triggers) and public confidence
- Offender management and reducing re-offending
- Scrutiny including data sharing
- Police and Crime Panels
- Whether there should be a power of recall for PCCs

The Home Office is working with partners to deliver the recommendations, including legislating where necessary and when parliamentary time allows.

One of the key findings from Part Two is to improve the way PCCs work in partnership with others to fight crime and support victims, including giving PCCs a central role on Local Criminal Justice Boards (LCJBs).

The PCC already chairs the South Yorkshire LCJB. As the PCC’s criminal justice strategic lead, the LCJB Business Manager will co-ordinate work locally to input to national work and the development of guidance.

Once refreshed guidance is published, we will lead work with criminal justice partners to implement changes, which we anticipate will cover things such as LCJB membership, funding, operating arrangements (such as information sharing, frequency of meetings and reporting).

The Chief Executive & Solicitor and members of Senior Leadership Team (SLT) are also providing additional support to the Home Office, and Ministry of Justice, through the national association, the Association of Police and Crime Commissioners’ Chief Executives (APAC²E) and its various portfolio groups.

Fire Reform

In November 2018, the PCC received an independent appraisal of options available under the Policing and Crime Act 2017 in relation to PCC involvement in the governance of Fire & Rescue Services locally.

The PCC was already a voting member of South Yorkshire's Fire & Rescue Authority, and he chaired (and still chairs) a Police & Fire Collaboration Board to provide strategic oversight and governance to the collaboration between the two services in South Yorkshire: primarily in Estates; Fleet; and Community Safety functions.

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

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

Levelling Up

The government's Levelling Up White Paper sets out 12 inter-related missions to achieve by 2030, aimed at reducing regional disparities and inequalities.

One of the 12 missions is that:

"By 2030, homicide, serious violence and neighbourhood crime will have fallen, focused on the worst affected areas".

Funding will be made available to the South Yorkshire region, to support this whole Levelling Up agenda - through the Mayoral Combined Authority, local authorities and the PCC.

A Devolution framework will be introduced to enable local leadership, decision-making and accountability. Locally, this will mean a bigger role for South Yorkshire's Combined Authority, although we are yet to understand the ambitions of the new Mayor (including those relating to policing and crime), as we await the Mayoral election results in May 2022.

The PCC and his statutory officers are involved in national and local work to enable a better understanding of local issues and the work required. The PCC's Chief Executive & Solicitor also attends the Sheffield City Partnership Board, where this agenda is discussed.

The OPCC will also continue its 'watching brief' on developments nationally as part of its normal horizon-scanning activity.

4. Understanding our strategic response and what is working in the areas of Violence against Women and Girls, Road Safety and Treating People Fairly

These three areas of focus have been specifically mentioned by the PCC in the Police and Crime Plan.

a. Violence Against Women and Girls

This activity is being led by the Head of the Violence Reduction Unit (VRU).

Under the PCC's strategic priority of '**Protecting Vulnerable People**', the issue of Violence Against Women and Girls has received Government and public attention. The Government has made funding available to PCCs and forces to tackle such violence,

which the OPCC has successfully bid for. The Government has also published a Strategy which the OPCC has considered.

In November 2021, the PCC hosted a round table partnership event for statutory partners to begin the development of a South Yorkshire response. A virtual 'Networking and Listening' follow up event was held on 28 January 2022, with more than 90 people attending. The information gathered is helping devise how the OPCC and VRU should progress with next steps.

The OPCC is now developing a Statement of Intent so the PCC can ask South Yorkshire organisations to sign up to a public statement of their commitment.

Another event with service providers is planned for June 2022.

Scoping activity is being done to understand what organisations are doing in this area and where the gaps are.

This work will be shared with partners and will inform:

- PCC co-ordination and collaboration activity
- Assurance activity, including the work programme of the IEP
- OPCC and VRU commissioning decisions
- a targeted communications campaign later this year

and will be used to promote best practice and a sustainable approach to violence against women and girls across South Yorkshire.

b. Road Safety

This activity is led by the OPCC's Community Engagement & Communications Manager.

Under the PCC's strategic priority of '**Tackling Crime and Anti-social Behaviour**' and in the area of Road Safety, the PCC has listened to local communities who have expressed concerns about issues such as speeding, so-called 'SMART motorways and anti-social behaviour using vehicles.

In January 2022, the PCC held a round table discussion to bring together representatives from the four local authorities and the Safer Roads Partnership together. Partners shared details of the activity they are undertaking around issues of speeding and examples of good practice as well as outlining the parameters within which they work and the criteria which needs to be met for solutions to be implemented.

This will enable us to better promote the work of the Safer Roads Partnership and public understanding and awareness of each of the partners involved in road safety, and their respective responsibilities. In turn, this will allow clarity on the solutions we can offer to communities and a more joined up approach.

We are developing a leaflet for the public, and will deliver regular road safety messages, as well as supporting national, regional and local campaigns on road safety. We will consider whether the PCC should develop a specific campaign in this area.

c. Treating People Fairly

Under the PCC's strategic priority of '**Treating People Fairly**', the PCC wants to do three things:

- to understand what is working in other police forces and in SYP to improve diversity in the Force's workforce so that the workforce is representative of the communities it serves, particularly in respect of the recruitment and retention of police officers and staff from Black and Ethnic Minority communities
- to understand whether there is unfairness, including race disproportionality, in the use of stop and search, the use of force and the policing of protests by SYP
- to understand where there is disproportionality of treatment across the wider criminal justice system.

These areas are picked up in later sections of this Delivery Plan narrative.

5. Ensuring robust systems of governance, risk management and control

An organisation must have adequate arrangements for governance, risk management and internal control, in order to keep the organisation safe and achieve its objectives and strategies.

The OPCC has worked with SYP to put in place a Joint Corporate Governance Framework (JCGF) which describes the roles and responsibilities of the PCC and Chief Constable and how, as separate legal entities, they each govern their respective organisations, control their activities, manage risks, and work together.

On the PCC's behalf, the OPCC oversees SYP's systems of governance, risk management and control, as part of supporting the PCC in his role of holding the Chief Constable to account for the exercise of her statutory functions. The PCC's 'holding to account' arrangements (published on the PCC's website) are continually reviewed and refined.

Each year, the OPCC (and SYP separately) conducts an Annual Governance Review, from which it produces an Annual Governance Statement (AGS) for inclusion in the annual statement of accounts. Significant governance issues are identified as part of this review, and the OPCC plans remedial actions to address both significant and non-significant governance issues - in a Governance Improvement Plan.

This year, the following activity has been identified under this Delivery Plan heading:

- Supporting the PCC's governance arrangements, including the support to governance meetings
- Leading and developing the AGR process
- Finalising the current Scheme of Delegations and reviewing the current Financial Regulations within the JCGF
- Finalising the Finance section of the OPCC's Office Manual to sit underneath the Financial Regulations (SYP has its own Financial Instructions and the PCC's CFO will also support the Chief Constable's CFO in reviewing their instructions)
- Setting a Financial Strategy to support the PCC's Medium Term Resources Strategy

- Conducting a desktop exercise of the CIPFA Financial Management Model, taking into consideration progress made with the action plan
- Completing a financial resilience assessment
- Reviewing the PCC's Capital Strategy and Reserves Strategy
- Reviewing funding arrangements for OPCC commissioning and the VRU
- Developing arrangements for improved financial scenario planning
- Overseeing SYP's development of a Savings Strategy to address the projected shortfall in resources in future years
- Defining the Information Governance project and setting and achieving deliverables to complete the project by 30 April 2024 (this will address all outstanding actions in relation to the OPCC's hard copy and electronic folder systems, case management system*, and other information management arrangements (including information security and the handling of information requests))
- Monitoring SYP's readiness for HMICFRS inspections and its response to findings and recommendations, and supporting the PCC's published commentary on HMICFRS activity and SYP's response to it
- Managing the recruitment of additional Independent Members to sit on SYP's gross misconduct panels
- Managing the recruitment of members to the PCC's Independent Custody Visitor (ICV) scheme and member development, and improving the administration of the ICV scheme
- Improving the PCC complaint review process and casework handling with a focus on service recovery and public trust and confidence.

* The new case management system is to be implemented, including developing the system, training staff, and streamlining OPCC processes (as a result of the new functionality provided by the system).

6. Developing and using our assurance arrangements to identify the right areas for questions and further assurance activity, including evaluation and scrutiny

In recent years, the OPCC has set about improving the PCC's arrangements through the development of the PCC's Assurance Framework (PAF). Once matured, this PAF should provide confidence that the arrangements are working effectively to support the delivery of organisational objectives.

The PCC's strategic objectives are:

- 1) To properly discharge the PCC's legal responsibilities; and
- 2) To achieve the priorities in the most recent Police and Crime Plan

There are five key stages in the development of the PAF. These are:

- a) Identification of the organisation's objectives (its raison d'être)
- b) Identification of the controls in place to ensure delivery of the objectives
- c) Identification of the evidence available to demonstrate the effectiveness of the controls in place, or otherwise
- d) Identification of any gaps in controls and/or evidence to support the effectiveness of those controls
- e) Identification of any strategic risks to achieving the PCC's objectives that will likely emerge from completing the fourth stage, above.

Work will continue over the next two years to further develop and populate the PAF, and to use it to drive the activity necessary in support of the delivery of the PCC's strategic objectives, and to identify risks.

For now, the PCC relies on a variety of assurance sources to validate, or otherwise, the effectiveness of the organisational controls in place to support the PCC in achieving his strategic priorities. These include:

- the PCC's Assurance Framework itself
- the PCC's Police and Partners Performance Framework (PCC's Dashboard)
- the Internal Audit function
- the PCC's, and joint, assurance panels (most notably the Independent Ethics Panel (IEP) and the Joint Independent Audit Committee (JIAC))
- externally, through peer review, HMICFRS, External Audit, the Police and Crime Panel, etc.

But ultimately, South Yorkshire's communities are the most important and influential sources of assurance - what the public tell the PCC and OPCC about policing and crime services at community meetings and visits, through correspondence (and complaints), and through media and social media comment.

In terms of our assurance arrangements, the focus of activity for the OPCC's Evaluation, Scrutiny and Performance staff this year will be:

- Monitoring the efficiency and effectiveness of SYP's services and the PCC's commissioned services through the PCC's Dashboard
- Enhancement of the PCC's Dashboard, to include information from recently published Criminal Justice scorecards, other national measures that will be published (including for call handling), and our associated assurance activity
- Working with the PCC's CFO, to progress the work already undertaken in 2021/22 in developing a 'Value for Money' framework so that we can effectively monitor, measure and report on providing value for money policing and crime services
- Working with the Head of the Violence Reduction Unit and our partners in scoping and developing the PCC's strategic response to the government's Violence Against Women and Girls Strategy
- In the area of Rape and Serious Sexual Offences (RASSO) – building on our Rape Victim Journey Tracker work to help understand the investigation process as a whole and how victims' experiences can be improved
- Undertaking reviews of custody records to ensure correct and proper treatment of detainees and identifying opportunities to enhance processes/procedures
- During the late summer and early autumn, gaining an understanding of the effectiveness of the existing programme of drug testing in custody and resulting referrals of detainees into drug treatment services
- In support of the Commissioning Team:
 - during the summer /autumn of 2022, working with the Community Engagement & Communications Team to understand the views of those taking part in restorative justice, to inform future services, and
 - towards the end of 2022/ early 2023, supporting preparation to re-tender the contract to for victim support services

- Supporting the IEP and SYCJB in the PCC's priority of '*Treating People Fairly*', particularly around better understanding issues of disproportionality
- Supporting SYCJB in relation to meeting its ambitions as stated in its annual Delivery Plan, including any refresh of its governance arrangements and outcome performance measures
- Supporting the Community Engagement and Communications Team around understanding communities' priorities and concerns, and the drivers of public trust and confidence.

The focus of activity for the wider OPCC will be:

- Working together with SYP colleagues, overseen by the JIAC, to ensure alignment and connectivity between the PCC's and Chief Constable's assurance arrangements, addressing any areas of concern
- Preparing to commence scoping and securing internal audit provision for the PCC and SYP for future years
- Providing professional and administrative support to the Chairs and Members of the PCC's key assurance panels, enabling them to efficiently and effectively discharge JIAC's terms of reference through a programme of work and thematic areas of activity. [The existing member allowances scheme will be refreshed to complement the work of these panels].

JIAC will focus on providing independent assurance to the PCC and Chief Constable on the adequacy and effectiveness of the:

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

The IEP's focus this year will be to build on its previous work and concentrate on activity in the following three areas:

- Horizon scanning to identify potential ethical issues for future policing, including technological developments
- Looking internally within SYP to consider the embeddedness of ethical standards in the way its people think and behave
- Supporting police legitimacy in communities through reality testing the public's experiences / interactions with SYP, including the fair and proportionate use of tactics in the policing of protests as well as potential disproportionality issues in stop and search and the use of force

There may also be a role for the IEP in the Violence Against Women and Girls agenda, dependent on scoping work described at section 4 of this Delivery Plan.

7. Pursuing appropriate external funding

Each member of the Partnerships & Commissioning team will continue to have responsibility for pursuing, external funding opportunities where appropriate, with the aim of maximising the funding available for policing, crime, preventative and/or victim-focused activity in South Yorkshire.

This will involve the team in horizon-scanning, research, needs assessments, gap analyses, liaison with SYP colleagues and partners, and bid drafting.

The PCC-led VRU works on behalf of partners on a long-term 'public health' approach to reducing serious violence, pursuing additional funding to bring into South Yorkshire. The Home Office requires the VRU to lead some bids with partners and can be asked to lead additional Home Office grant rounds, when required.

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

The Partnerships & Commissioning team will continue to be driven by:

- the PCC's Commissioning Strategy that sets out his commissioning principles, approach and the commissioning cycle
- obligations from various grant funding agreements
- the PCC's Police and Crime Plan, specifically the areas of focus within the Plan
- the PCC's 'Value for Money Strategy'

The Commissioning Programme for 2022/23 sets out the activities required to manage and/or maintain delivery of the various services and activity the PCC has commissioned, co-commissioned or co-funded from agencies or providers other than SYP. The activities will be linked to the areas of focus highlighted in the PCC's Police and Crime Plan. Each member of the Partnerships & Commissioning has a defined portfolio of responsibility for certain commissioned services, grant funded activity and the work relating to these areas.

Work will continue in 2022/23 to re-commission the regional Adult Sexual Assault Referral Centre (SARC) service, in partnership with NHS England and the other OPCCs in Yorkshire and the Humber. In addition, other key services require re-commissioning, with processes starting in year. This includes the Restorative Justice service, victim support service and Child Sexual Assault Assessment service all of which are co-commissioned services.

Additional grants will be distributed to victim service organisations through extra funding secured from the Ministry of Justice. These will be closely managed to maximise the funding available. There are other services, where the PCC is not the lead commissioner, but does co-fund a service which will require re-commissioning or re-negotiating in year. The relevant Partnerships & Commissioning officer will be fully involved in these processes, ensuring that the needs of policing are considered, and the PCC's wider requirements are met.

Re-commissioned services that are currently going through an initial mobilisation period - such as the Independent Sexual Violence Advisor (ISVA) service - will be closely managed to ensure contract requirements are met.

The team also supports the VRU, whose commissioning decisions are led by the 16 priorities to help address the long-term causes of violence identified in the South Yorkshire Area profile. This includes supporting the VRU's contract and grant management arrangements for relevant activity funded through the VRU grant. During the year, the support requirements of the VRU will continue to be monitored, with activity distributed within the Partnerships and Commissioning team as appropriate.

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

SYP reports its performance against the Police and Crime Plan to the PCC's monthly PAB.

The OPCC produces a quarterly performance report on progress against the PCC's Police and Crime Plan with evaluated information from the PCC's performance framework (the PCC's Dashboard). This report covers activity by SYP, the OPCC, commissioned service providers, grant recipients and partners.

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

These two reports - the PCC's Quarterly Performance Report and the PCC's Quarterly Resources Report - are published on the PCC's website for the benefit of South Yorkshire's communities, and they also go to the Police and Crime Panel whose role it is to review, scrutinise and support the PCC in the exercise of his functions.

Following the introduction of the National Priorities for Policing and associated National Crime and Policing Measures, the OPCC publishes on the PCC's website a statement on the contribution of SYP to achieving these priorities. This statement is reviewed each quarter and updated where necessary. The Governance and Compliance Manager oversees the content of the PCC's website, in terms of its compliance with the government's Specified Information Order.

To increase accessibility to the public, the OPCC will continue to support the PCC's monthly PAB which is filmed and live-streamed via our You Tube channel and is then made available to view shortly after. Previous recordings are also available on You Tube (@SYPC Media). The PCC's Twitter channel is also used to provide live updates and the key headlines as they are being discussed in the meeting.

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

Strategic Pillar 2 - Working with, and supporting, Partnerships and Communities

The OPCC supports the PCC in working with key partners to deliver policing and crime outcomes, most notably in the areas of violence reduction, community safety and criminal justice. Our partnership working includes maximising opportunities to improve the efficiency and effectiveness of policing services through emergency services' collaboration.

As a voice of South Yorkshire's communities, it is important that the PCC connects with our diverse communities and that our communities feel connected to the services we provide. The PCC and OPCC are committed to supporting resilient and sustainable communities.

10. Working in partnership to deliver and sustain South Yorkshire's approach to reducing serious violence

Established in 2019, South Yorkshire has an effective and efficient Violence Reduction Unit (VRU) that works well with a wide range of local partners to reduce serious violence through a 'public health' approach to tackling the causes of crime.

Each of the four Community Safety Partnerships (CSPs) in South Yorkshire has Violence Reduction Actions in their Partnership Plans – and these are the delivery arm of the VRU strategy based on the area profiles and the priorities that flow from it.

This countywide partnership is managed by the VR Executive Board chaired by the PCC. Our structure across South Yorkshire is a good starting point for the 'Duty to Cooperate' to address serious violence which is expected to be introduced in 2022 (part of the new Police, Crime, Sentencing and Courts Bill).

The Home Office has recently announced a 3-year funding proposal for the VRU, with a significant uplift in funds compared to previous years, as follows:

2022/23 £2.891m
2023/24 £2.163m
2024/25 £2.140m

This significant increase is very welcome but has required some quick decisions about how we spend the additional funds as effectively as possible.

The allocation of funds is provisional, and we are now awaiting Home Office decision on the bid submitted.

The VRU is co-located with SYP teams, and the Unit plans activities to complement police interventions and neighbourhood work by using joint intelligence to target grants and interventions to where they are needed most.

The current work of the VRU continues, and has included:

- Navigators working at the Northern General Hospital offering engagement with people attending A&E with injuries related to violence
- Navigators working in the 3 SYP Custody Suites offering engagement to people arrested for violent offences
- Trauma informed training – expanding the number of people working with young people with a trauma informed perspective

- Managing through a Grant round that provided c£200,000 to 13 projects in areas of higher violence rates
- Introduction of 'Mentors in Violence Prevention' into 8 South Yorkshire schools that 'skill-up' volunteer students to safely challenge other students when they witness bullying, harassment, or discrimination.

11. Working with Community Safety Partnerships (CSPs) to reduce crime and disorder

Both the Partnerships & Commissioning Manager and SYCJB's Business Manager attend CSP meetings with their different perspectives, to represent the PCC on all four district CSPs.

In addition, using his convening powers, the PCC has an established Countywide Community Safety Forum which is attended by the chairs of all four CSPs and others to enhance proactive partnership working, communication and co-commissioning opportunities on a countywide basis. An example of this countywide approach is the re-commissioning of a countywide domestic abuse perpetrator programme which the OPCC supported, and also numerous funding bids to which partners contributed.

Throughout 2022/23, we will continue to use this Countywide Forum to explore good practice and co-commissioning/co-funding opportunities. We will consider the frequency of the meeting and the medium in which it is held to maximise attendance and value for money.

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

As part of the strategic planning process, consideration will be given as to whether the PCC will give a more directive strategic steer for use of the grant to meet Police and Crime Plan priorities.

12. Working with partners to tackle drugs in our communities

In support of the PCC's Police and Crime Plan commitment and the government's new Drugs Strategy, the OPCC will undertake the following activity:

- use SYP's emerging drugs profile for South Yorkshire (and the resulting improved understanding of our local drugs markets and county lines) to better target intervention, prevention and treatment services
- continue to fund and commission drugs intervention and treatment services
- conduct the assurance activity outlined in section 6 of this Delivery Plan
- continue to work 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 (part of a pilot initiative for conditional cautions in Barnsley and Doncaster, and to be rolled out across the county if effective)
- work with partners to introduce access to Community Sentence Treatment Requirement orders (initially in Sheffield courts for Sheffield and Rotherham residents, but then to the rest of the county).

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

South Yorkshire's Criminal Justice Board (SYCJB) continues to be chaired by the PCC.

SYCJB is supported by two delivery groups - the Victim-focused Efficiency group and the Rehabilitate & Reduce Reoffending group.

There are also two countywide subject-matter expert partnership groups - working on Domestic Abuse and Rape and Serious Sexual Offending – both of which support the SYCJB and offer support and insight to the CSPs and the countywide Strategic Safeguarding Forum.

These two groups also focus on Violence Against Women and Girls and the SYCJB will receive specific updates on this activity and the progress being achieved.

SYCJB attempts to synchronise its strategic planning with that of the PCC in producing his Police and Crime Plan for the area. SYCJB will be looking to produce a new strategy or statement of intent for the period 2022-2025, to coincide with the new Police and Crime Plan.

The PCC Review Part Two acknowledged the need to improve PCCs' access to criminal justice data, to support a more data-confident culture going forward. With this context in mind, we will re-examine the performance data we rely upon to monitor activity and progress against desired outcomes – both in relation to delivery of Police and Crime Plan objectives and those of SYCJB.

Staff within the OPCC support the work of the SYCJB – e.g., strategic management, performance, evaluation and scrutiny, finance and business support staff.

There is a service level agreement between the PCC and partners to formalise the support provided. This Service Level Agreement will be reviewed alongside changes arising from the PCC Review Part Two, to reflect changes that are due to the national guidance issued to LCJBs.

The Board agrees an annual Delivery Plan and may also request assurance work (including problem-solving 'deep dive' work) to be undertaken where there may be concerns regarding outcomes being achieved locally.

SYCJB evaluation and assurance may be requested this year beyond work already going on in the following areas:

- Timeliness of investigations
- File quality and effective case commencement / closure
- Victims' experience
- Justice outcomes.

The ability to undertake such work will be determined by the co-operation of partners, access to the relevant information in partner organisations, and the prioritisation of other OPCC work.

The PCC, Chief Executive and SYCJB Business Manager will also continue to focus on:

- leading effective delivery of an annual work programme for SYCJB
- the ongoing recovery of the local criminal justice system from the impact of coronavirus pandemic
- working with partners to build local understanding of race disproportionality within the local criminal justice system.

In 2022/23, we plan to hold a listening event to hear from local communities regarding their perceptions and experiences of race disparity within the criminal justice system. The intention will be to use information gleaned at this event to inform our next steps, possibly including the development of a statement of intent and data dashboard.

14. Working in partnership within Yorkshire and the Humber (YaTH) to support successful rehabilitation

SYCJB's Business Manager assists the PCC in supporting successful rehabilitation of offenders and young people who commit crime.

Included in the PCC Review Part Two were recommendations to cement the PCCs' role in offender management – aimed at strengthening collaborative working between PCCs and the Probation Service. Main aspects of increased collaboration are likely to be:

- the co-commissioning of services by Regional Probation Directors and PCCs
- increased sharing of relevant data to support a reduction of reoffending and improve confidence in local data sharing
- enhancement of the PCC's role in unpaid work.

South Yorkshire is already well placed to take on these changes.

In 2019, the Yorkshire and Humber (YAtH) Rehabilitation Partnership was established to oversee probation reform and make progress in relation to the successful delivery of agreed outcomes and priorities, specific to the YAtH region.

The PCC and SYCJB will contribute towards realisation of regional ambitions aimed at successful rehabilitation by:

- Seeking to work with partners to address local issues where South Yorkshire is found to be a rehabilitation outlier within the region
- Working with partners on matters of local priority that feature in SYCJB's annual Delivery Plan.

Young people who commit crime are managed by Youth Offending Teams, whose work is overseen by Youth Management Boards in each District. Staff in the OPCC will represent the PCC on these Boards. The South and West Yorkshire Resettlement Consortia focuses on young people sentenced to secure youth custody. The OPCC will continue to support work of the Consortia with the aim of achieving successful rehabilitation outcomes for young people.

The SYCJBs Business Manager, the Partnerships and Commissioning Manager and members of her team, will collectively co-ordinate work of SYCJB, Community Safety Partnerships and Youth Offending Teams aimed at successful prevention, early intervention and rehabilitation of adults and children who commit crime in South Yorkshire.

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

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

The Team will continue to develop the PCC's website, the Media Briefing and Engagement Reports this year and will look to develop a regular newsletter for the PCC to distribute at meetings, events and engagements to update on his work, and provide feedback in line with our '*You Said, We Did*' approach.

Last year saw the retirement of the two Engagement Officers and the departure of the substantive Senior Communications Officer. Two posts have now been amalgamated into one post to cover engagement activities for the whole of the county and two new members of the team - Senior Communications Officer and Engagement Officer - are now in post.

The Communications & Engagement Strategy describes roles, responsibilities, objectives and approaches. The Strategy will now be revised now the team has been restructured and the Police and Crime Plan has been produced, to take it through to the end of the PCC's term of office in May 2024.

The views of the public around priorities for policing are an essential part of the continued development of the Police and Crime Plan. These views will be gathered throughout the year through engagement and consultation with communities, groups, parish and town councils, as well as gathering views expressed on social media. The results will be fed into the evaluation and scrutiny work that focuses on policing priorities. The Team will continue to work closely with SYP's neighbourhood policing teams to develop a programme of visits to each neighbourhood to understand the varying community issues they face, and to develop new relationships, undertaking joint engagement where appropriate.

The Engagement Officer will work closely with the Partnerships & Commissioning Manager to consult with service providers and users to ensure that their feedback is considered within the re-commissioning of services that is due to be undertaken during 2022/23.

The Engagement & Communications Manager will continue to support the Assistant Chief Constable (Local Policing) in his work leading SYP's Trust & Confidence Steering Group to understand and respond to the drivers of public trust and confidence in policing. Work has begun to re-focus and restructure the group around the way SYP interacts with the public through its Independent Advisory Groups (IAGs), and how it addresses issues raised both nationally and locally around the culture of policing. The OPCC will be particularly focused on addressing the damage caused to public trust and confidence through recent, national events.

Work will also be undertaken by the Engagement & Communications Manager to reinstate the Policing of Protests Panel, with refreshed Terms of Reference and

membership to provide community feedback and challenge to SYP when handling protests that are high profile and cause a significant level of public disruption or potential damage to public trust and confidence.

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

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

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

The OPCC was successful in bidding for funding from the Safer Streets Fund to develop a campaign in partnership with the VRU, and with support from SYP, as part of our response to Violence Against Women and Girls. The focus of this campaign is around the treatment of women within the night-time economy and features strong women's voices saying "*no more*" to certain behaviours they have experienced. The campaign will launch in the spring and will be supported through a joint media plan.

17. Promoting and embedding sustainability in all we do

The PCC and OPCC are fully committed to SYP's Sustainability Strategy 2020-2025, which commits to seven Sustainable Development Goals (SDGs). These goals have been embedded within the Police and Crime Plan and the work of the office.

We recognise that we have a corporate responsibility to:

- act as a fair and supportive employer
- value our people and treat them with respect and promote equality
- enhance the lives of the communities we serve, and
- protect the natural environment.

The SDGs were selected from the 17 United Nations Sustainable Development Goals in a series of consultations with officers and staff. Progress against them is monitored, reviewed and reported annually to the PCC's PAB, and quarterly to the PCC's Estates Board.

The selected goals are:

- **Good health and well-being** – supporting the health and well-being of our employees and those with whom we work.
- **Quality education** – provide our people with the skills, knowledge and confidence to contribute to sustainability and widely share these opportunities.
- **Reduced inequalities** – promote environmental, social and economic equality across everything we deliver.

- **Responsible consumption and production** - embed sustainability considerations into the purchase, use and disposal of all the resources we use.
- **Climate action** - take urgent action to combat climate change and its impacts.
- **Peace, justice and strong institutions** - ensure sustainability is considered in everything we deliver.
- **Partnerships for the goals** - develop effective partnerships to support a positive contribution to the communities we serve.

As in all Districts and Departments of SYP, we have appointed a Senior Sponsor (our Office Manager who is a member of the OPCC's Senior Leadership Team) and a Sustainability Impact Lead (SIL) (a member of the VRU who volunteered for this role).

As with all SILs, the OPCC's SIL acts as a sustainability champion with staff, working with the Sustainability Manager for SYP to embed the strategy, drive forward the commitments, and monitor and report on progress.

The Partnerships & Commissioning team consider social value and sustainability as part of all their commissioning activity.

Strategic Pillar 3 - Valuing our People

Last year, it became clear during discussions with staff that 'Valuing our People' should be one of our Strategic Pillars. This would reflect its importance, quite literally on the face of our Delivery Plan, and would draw together work we were already doing, or aspiring to do, for our people.

The activities set out below have emerged through a combination of conversations with staff and us explicitly recognising the importance of employer, head of paid service and Office Manager responsibilities on the face of our Delivery Plan.

18. Understanding how the OPCC can be a "great place to work", and what makes a difference

We are committed to offering a diverse and multi-generational workforce a great employment experience so that we can attract, recruit and retain the right 'talent' with the required skillsets to deliver great services.

We know that staff need to feel a sense of purpose and that their contribution is recognised, and we need to focus on the health and wellbeing of our people and offer staff appropriate support and ongoing personal development.

We have engaged with staff to understand what a "great place to work" looks like in their minds via a Staff Survey (December 2021) and discussions at a Staff Quarterly Away Day (February 2022)

Key topics resulting from these consultations are:

- Setting a New Working Arrangements policy and consulting with staff on how we will work differently
- Plans to reconfigure the OPCC office space to provide the most suitable working environment for staff which aligns with the New Working Arrangements Policy and also SYP's Smarter Ways of Working (SWW) project.
- Improvements to the PDR and objective setting system to streamline the process.
- Implementing a Training and Development plan for 2022/23
- The implementation of Microsoft Office 365 and associated applications to improve communication, file management and storage.
- Rationalisation of paperwork in the office area, linking into the Information Governance Project.

We will assess where we need to be and where we are (as a baseline), before identifying and agreeing improvements and changes.

Finally, we will re-assess how staff feel once all agreed identified improvements have been implemented.

19. Planning for, recruiting and retaining a diverse and talented workforce

We strive to provide a fair and supportive work environment for all our staff. We are committed to ensuring that during our recruitment process and employment period, no applicant receives less favourable treatment or is disadvantaged by a condition or requirement that cannot be justified in relation to a particular role.

We are committed to developing appropriate approaches to recruitment which proactively promote the PCC as an employer. All recruitment is based on merit and job and person specifications are carefully formulated for the roles advertised.

Responsibility for managing the recruitment and induction process lies with the Business Support Team headed by the Office Manager. Support and advice is available to all, throughout the entire recruitment process.

This year, the Office Manager will continue to lead improvements to the accessibility and smooth-running of our recruitment process and her Team will support the recruitment processes we have identified for filling staff vacancies and appointing new assurance panel members and other volunteers.

20. Prioritising the wellbeing of our staff in the management of health and safety

As an employer, the PCC has a duty under the Health and Safety at Work Act 1974 to provide a safe and healthy workplace.

The PCC and the Chief Constable have a joint Health and Safety Policy which states that *“All staff have responsibility for health and safety; however, we have overall responsibility for the strategic and day to day management of health and safety of our staff through our appointments as Police and Crime Commissioner and Chief Constable”*.

The Office Manager is the appointed Health & Safety Single Point of Contact for the OPCC and attends the quarterly local Health and Safety Board where any issues or actions raised can be escalated for further review by the quarterly Strategic Health and Safety Board, jointly chaired by SYP’s Director of Resources and the OPCC’s Chief Executive & Solicitor.

This year, the Office Manager will continue to conduct quarterly premises safety inspections, and ensure any issues identified are corrected or escalated.

OPCC staff will continue to be made aware of the Health and Safety policy and are required to complete mandatory on-line Fire Safety training as part of their induction process and then complete a refresher every three years.

We will continue to encourage OPCC staff to participate in the various voluntary Health and Safety courses available to them to fulfil the compliance requirements for their place of work.

All staff complete DSE on-line assessment training at induction followed by the completion of a workstation assessment. Any issues or modifications identified are addressed.

A purpose-built wellbeing room is available on site for staff needing to take a break for whatever reason, and we have access to well-being champions in SYP who are trained to provide support to colleagues.

Staff are reminded of their H&S obligations to ensure they are working in a safe and suitable environment; their equipment is in good working order and what action to take if not. All have completed DSE assessments for their home environment and have been issued with regular guidance and updates relating to their working arrangements and their welfare.

During the pandemic, we have conducted regular COVID risk assessments on our office premises and adhered to all government and SYP guidance. We are ready to reinstate all safety precautions should the need arise.

To ensure staff do not feel isolated at home, there are regular check-ins with line managers and other team members by MS Teams chat / video or, where appropriate, in person for smaller numbers. Also, weekly staff briefings involving the whole Team via MS Teams video help to bring everyone together and give the opportunity to share information and experiences. Quarterly staff away days have been reintroduced and staff are expected to attend in person wherever possible.

We are exploring support for staff who are dealing with abusive calls or having prolonged exposure to disturbing information and environments because of the nature of work we do.

We encourage our staff to access more formal wellbeing support available in various forms;

- via Occupational Health Unit (OHU) either as a self-referral or via their line manager. OHU will discuss any support required with an individual and will assist the line manager in making appropriate decisions in how to support them.
- via the APCC, who are linked with an organisation to provide an employee freephone helpline, available 24 hours a day to provide free counselling, support and advice for PCCs and their offices.

Policies and procedural instructions concerning staff welfare are readily available including a range of leave options, which ensure that individuals are supported in maintaining a healthy work life balance. These encompass various types of leave which cover several situations where a member of staff may require to be away from the workplace.

21. Providing the right working environment, practices, and technology to do our best work

The OPCC has a Business Continuity Plan (BCP) so that we can cover all core functions to enable the PCC to continue achieving the Police and Crime Plan and discharge his legal responsibilities.

The Office Manual (OM) is a newly developed document, published on the OPCC SharePoint (intranet) page, and accessible for all staff to view OPCC strategies, policies, procedures and processes. The continual review and refreshing of policies and procedures will continue to ensure legal compliance, and that working arrangements are kept up to date.

The OPCC SharePoint page provides easy access to all documents contained within the OM.

The OPCC has a Service Level Agreement (SLA) with the South Yorkshire Pensions Authority who meet our IT provision requirements.

All staff are provided a standard set of equipment at induction, with any specialist roles receiving additional equipment, as required. The pandemic enabled organisations to

think differently and allow staff to work from home wherever their role allows. The OPCC has embraced this and has provided staff with additional equipment in order to facilitate working from home, with no detriment to performance or output.

Plans are underway to reconfigure the OPCC office space to provide the most suitable working environment for staff which aligns with the New Working Arrangements Policy and also SYP's Smarter Ways of Working (SWW) project.

Equipment is recorded on an asset log and to ensure we are using current technology; a replacement programme is in place which informs the OPCC financial planning process.

A recent upgrade to Microsoft Office 365 (O365) was approved by the PCC and SLT in order to give staff the most up to date software and communication facilities (MS Teams video calling and MS Teams chat) enabling us to communicate better with each other and internal/external stakeholders.

A further project is being considered to 'on board' other elements of O365 which will further enhance our technological capabilities.

22. Supporting, developing, and empowering our staff to perform well

We aim to provide the PCC with a highly proactive, efficient, professional and flexible support service that enables him to achieve the Police and Crime Plan and strategies and discharge his statutory functions.

In support of this, all staff receive a tailored induction plan with objectives to focus on during their probationary period and thereafter in an annual objective setting process.

High level Delivery Plan activities are cascaded down into individual Performance & Development Review (PDR) objectives and are monitored through the PDR process. Improvements are being made to the PDR and objective setting system to streamline the process.

Staff are able to reflect on their performance when they update their objectives with their line manager. These are also discussed more informally at regular one-to-one meetings.

We are committed to empowering our people to maximise their full potential, starting with the provision of training to enable them to fulfil all aspects of their role. Training and development needs are identified through the PDR process. These training requests will be considered by the OPCC Senior Leadership Team (SLT) and, if approved and within budget, the training needs are added to the annual Training Plan and funded by the PCC.

We will carry out an annual review of the training plan to capture any training needs identified as a result of the updated Police and Crime Plan and Delivery Plan activities.