



## South Yorkshire POLICE & CRIME PANEL

<b>Meeting Date</b>	<b>18 July 2022</b>
<b>Report of</b>	<b>The Police and Crime Commissioner</b>
<b>Subject</b>	<b>Police and Crime Commissioner's Update (including decisions made since the last meeting)</b>

### EXECUTIVE SUMMARY

The Police and Crime Commissioner (PCC) is supported by the Office of the Police and Crime Commissioner (OPCC) in delivering his Police and Crime Plan, and in effectively discharging his wide range of legal responsibilities. The OPCC has a Delivery Plan that outlines how this is done each year.

This report provides members of the Police and Crime Panel (Panel) with an update on key PCC and OPCC activities against the new Delivery Plan since the Panel's last meeting on 6 June 2022.

This report also provides members of the Panel with information on the decisions taken by the PCC since the Panel's last meeting.

Future reports will contain an Executive Summary of highlights, once members become familiar with the Delivery Plan activities and structure of the report (especially new members).

### RECOMMENDATION(S)

Members of the Panel are recommended to:-

- a) note the contents of this report;
- b) ask questions on the matters contained within the report, given it explains how the PCC has over this period delivered his Police and Crime Plan, and discharged the wide range of his legal responsibilities.

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## **INTRODUCTION**

1. The OPCC has developed a Delivery Plan for the financial years 2022-24, which is designed to help the PCC achieve his Police and Crime Plan priorities and discharge his statutory responsibilities.
2. This report provides members of the Panel with an update on key PCC and OPCC activities since 6 June 2022 (the date of the last Panel meeting).
3. This report also provides members of the Panel with information on the decisions taken by the PCC since the last meeting.
4. This update report follows the headings within the OPCC's new Delivery Plan, as follows:

## **Ethical, Transparent Leadership**

### **Effective and timely strategic and financial planning**

Delivery Plans and work plans have now been set for the year ahead.

Senior officers and staff from the OPCC and South Yorkshire Police (SYP) have conducted separate and joint reviews of the strategic and financial planning process last year to ascertain how the process could be achieved for this coming year.

Discussions are ongoing and we are working on revised terms of reference for the PCC's Planning & Efficiency Group meetings, which oversee the process, and a new Strategic and Financial Planning Timetable. These should be approved later in July.

Following feedback, the Community Engagement & Communications Manager intends leading a public consultation exercise this coming year that combines both the survey that asks the public in South Yorkshire their views on policing priorities in their area, and the consultation on the amount of council tax precept the PCC should set as part of his budget-setting in February for the financial year 2023/24.

### **Supporting the PCC as National Finance lead in the funding formula review**

The Chief Finance Officer continues to support this work and has established regular dialogue with technical leads, nationally, so she is better able to brief the PCC in this work.

### **Responding to the PCC Review, Fire Reform and the Levelling Up Agenda**

#### **PCC Review**

We await the results of the Home Secretary's consideration of submissions within the consultation process around proposed changes to the Policing Protocol Order 2011. The PCC and Chief Executive actively contributed to submissions from the Association of Police and Crime Commissioners (the APCC) and Association of Police and Crime Commissioners' Chief Executives (APAC<sup>2</sup>E).

Despite expecting Part Two of the PCC Review to provide PCCs with greater powers and duties in the criminal justice system, it is clear that Government is only planning to re-state PCCs' convening powers. Government will expect PCCs to resolve local problems and drive

progress with improvements in the criminal justice system locally. We await national guidance for Local Criminal Justice Boards.

### Fire Reform

In relation to the Fire Reform White paper, which is currently out for consultation, the PCC's Chief Executive has met with the Deputy Chief Fire Officer at South Yorkshire Fire & Rescue Services (SYFRS), who is leading on Reform, to ensure the PCC's views are fed into the submission the Authority (SYFRA) are preparing. SYFRS will be submitting a separate document into the consultation exercise.

The Chief Executive has also provided a copy of the Fire governance options appraisal commissioned by the PCC in 2018, a SYFRS chief officers have changed over time.

### Levelling Up Agenda

The Chief Executive and Chief Finance Officer are part of a national network of their peers who are considering the Levelling Up agenda and its potential impact on policing and crime.

## **Understanding our strategic response and what is working in the areas of Violence Against Women and Girls, Road Safety and Equality, Diversity and Inclusion**

### Violence Against Women and Girls

One of the OPCC's Evaluation & Scrutiny Officers has been conducting a scoping exercise to capture the work that public, private and third sector organisations are doing around Violence Against Women and Girls in South Yorkshire.

This work will enable the PCC and the partnership's Violence Reduction Unit (VRU) to better understand where there is duplication and gaps, and where there may be opportunities to maximise Government funding being offered through the PCC. The work will also identify any co-commissioning opportunities.

The OPCC officer leading this explained her work at the PCC's third 'listening event' on Violence Against Women and Girls in June and to the PCC-chaired Violence Reduction Executive Board.

Once completed, the PCC will decide how to take the work forwards with partners locally. It is expected the scoping work will be completed and reported on in September 2022, although key themes are being shared dynamically with VRU partnership managers, VR Executive Board, and through other meeting mechanisms to help inform ongoing work.

### Road Safety

In previous reports to the Panel, it has been explained that the OPCC is developing a leaflet for the public, to better promote the work of the Safer Roads Partnership and aid 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.

The content and design of this leaflet is nearing finalisation and it will then be published and distributed through the OPCC's targeted community engagement channels.

## Treating People Fairly

The OPCC has recently revisited work it did in March 2021 to assess whether the OPCC, SYP and commissioned services are doing all they can in this area.

Although some progress has been made, the OPCC's Senior Leadership Team is now considering how further improvements can be made faster, as part of Delivery Plan activities this coming year. Examples include:

1. Wider recruitment support for diverse communities. This is supporting the work of the PCC's Independent Ethics Panel in testing the following working hypothesis:

*'considering national good practice, and recognising the current social and economic climate, there is nothing more that SYP can do to improve its workforce representation'*

2. Considering how the PCC's grants' schemes can be made more accessible to diverse communities and organisations
3. Working with SYP to ensure the PCC's Independent Ethics Panel is adding value in its scrutiny work in the areas of stop and search and other police interactions with members of the public, particularly aimed at tackling race disproportionality.

## **Ensuring robust systems of governance, risk management and control**

The Chief Executive & Solicitor, who is also the PCC's Monitoring Officer, is overseeing the final stages of work on the PCC's and Chief Constable's Joint Corporate Governance Framework by the Chief Finance Officer, the OPCC's Head of Governance and Governance & Compliance Manager. This work involves refreshing Financial Regulations and Contract Standing Orders.

Work is also progressing in determining the PCC's Resilience Arrangements now Part Two of the PCC Review has not mandated the requirement for PCCs to appoint Deputy PCCs. The Chief Executive will work with the Police and Crime Panel in finalising these arrangements.

All four officers have also co-ordinated the OPCC's Annual Governance Review, culminating in the publication, on 4 July 2022, of the PCC's Annual Governance Statement (AGS) within the final Statement of Accounts.

The Chief Executive will now monitor implementation of improvement activity as part of the Governance Action Plan (AGS-specific) and wider OPCC improvement plan.

The Chief Executive is in discussions with SYP's Deputy Chief Constable and Director of Resources about strengthening governance arrangements for police collaboration activity. In the meantime, senior OPCC officers will participate in a forthcoming workshop about the shaping of the Regional Procurement Team – a four PCC and force collaboration in the Yorkshire and the Humber area.

The Chief Finance Officer recently led a workshop for the Joint Independent Audit Committee (JIAC) in order that they could scrutinise the final accounts' position and understand and question the Annual Governance Review and associated AGS. The OPCC and SYP's CFO have also been working on the CIPFA Financial Management Model. This was presented to JIAC initially in November 2020, the first year of compliance being 2021/22. JIAC was

presented with an updated self assessment, along with an outline of the action plan for continuous improvement.

It is intended that a further workshop will be arranged to discuss the setting of a work plan for JIAC until May 2024, and this will require some change to the way in which JIAC members work. It is hoped that the work plan will allow members to have a greater knowledge of the organisation, which in turn will ensure a sharper focus from JIAC on the priorities identified through the OPCC's and SYP's risk and assurance arrangements.

The Governance & Compliance Manager is leading an 'Information Governance' project the aim of which is to ensure GDPR compliance of all electronic and hard copy Information held by the OPCC. Much progress has been made with organising and weeding hard copy material through May and June, which will assist with plans to move to hot-desking in support of the OPCC's 'New Ways of Working' policy.

As part of the PCC's responsibilities in relation to the statutory framework for complaints against the police, the OPCC is currently recruiting additional Independent Members to sit on police misconduct panels and Police Appeals Tribunals.

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

In consultation with the OPCC's SLT, the Head of Governance continues to lead work to populate the PCC's Assurance Framework which identifies:

- those legal responsibilities and strategic priorities around which the PCC needs assurance
- the sources of assurance
- the control measures in place and the strength of those measures
- any gaps or weaknesses in the controls or the assurance levels.

This work should be concluded in September, at which point the Framework can be shared with JIAC and the Police and Crime Panel.

The Evaluation & Scrutiny Team now have a work plan of priority areas for the year, with some flexibility built in for unplanned pieces of work identified through the Assurance Framework, risk management arrangements or direction from the South Yorkshire's Local Criminal Justice Board (SYCJB), e.g., to extend work already done around the criminal justice journey for victims of rape, to other parts of the criminal justice process.

### **Pursuing appropriate external funding**

The Partnerships & Commissioning Team has faced additional demand over the last two years, caused by ad-hoc Government funding rounds, particularly to support their Violence Against Women and Girls' agenda. The PCC's aim of maximising additional funding for South Yorkshire's communities has to be balanced with the ability to deliver activity within year, on the part of the OPCC, grant recipients and commissioned service providers.

Additional funding has been secured from the Ministry of Justice to provide multi-year support to increase support to victims of domestic abuse of sexual violence (£1.06m). Work is ongoing to allocate the additional funding across the county to try to fairly meet needs. Awards to community groups will be made shortly. Home Office funding to help to address domestic

abuse perpetrator behaviour (£517k) has been secured. A decision on Home Office Safer Streets funding bids as mentioned in the previous report is awaited.

For the benefit of new members, a schedule of additional Government funding, received since 1 April 2021 is attached at *Appendix 1*.

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

There is continued focus on the recommissioning of the regional Sexual Assault Referral Centre (SARC) service. A market engagement event with potential bidders was held at the end of June. The service specification and tender questions have been finalised. Co-commissioning partners are working through requirements for contract terms and conditions as well as for the partner collaboration agreement.

The new Independent Sexual Violence Advisor (ISVA) contract commenced in April 2022; mobilisation of this contract has continued. There is continued close working between the OPCC and the National Crime Agency to ensure the needs of both partners are met. No break in service has been experienced, and the transition has not resulted in a dip in service to victims.

A ministerial visit (Dominic Raab Deputy Prime Minister and Victoria Atkins MP) to the Sheffield Rape and Sexual Abuse Centre, the visit went well and showcased the good service offered to victims.

The Partnerships & Commissioning Team continues to support the VRU in managing its various service contracts, in the administration of the Violence Reduction Fund, and in additional grants to Community Safety Partnerships. Members of the team have participated in the evaluation of both recent VR Fund grants rounds.

Terms and conditions for PCC grants have been reviewed and a new single grant agreement document has been developed to bring together a number of individual elements previously provided as separate documents. This will be considered again in year, to reflect any issues or changes required.

The Partnerships & Commissioning Team manage the various contracts held by the PCC through regular contract meetings, and participate in partnership and stakeholder meetings, particularly around support for victims across the county. As a result of securing additional Home Office domestic abuse funding, a trial service was launched to tackle domestic abuse perpetrated by children/young people. This will be monitored in year with a view to increasing capacity if required. Additionally, the team participates in the commissioning activity of other partners to support delivery of local services.

Discussions take place throughout the year with colleagues in the OPCC, SYP and with other partners to look at emerging or identified gaps and future requirements for service. For example, most recently, this has included discussions with SYP on future requirements for additional services to enable conditional cautions to be offered to target groups.

## **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**

The Community Engagement & Communications Manager is continually developing the PCC's website to improve navigability for by members of the public, whilst fulfilling the PCC's aim of being open and transparent and complying with data protection principles and the government's Specified Information Order (which determines the minimum level of information PCCs need to publish).

A review of the current content is also taking place to ensure all information remains up to date and relevant.

The Chief Finance Officer is meeting with one of the OPCC's Evaluation & Scrutiny Officers and SYP's Chief Finance Officer and Business Change & Innovation Team to design a method for measuring Value for Money which balances meaningful metrics with public user-friendliness.

## **Working with, and supporting, Partnerships and Communities**

### **Working in partnership to deliver and sustain South Yorkshire's approach to reducing serious violence**

Funded by the Home Office, South Yorkshire's Violence Reduction Unit (VRU) offers strategic leadership of our countywide partnership approach to reducing serious violence.

The PCC chairs the Executive Board which has senior leader representation from the key partner organisations. We have representation from South Yorkshire Police, the 4 Local authorities, Health, Probation, Youth Justice plus Community and Faith sectors. The VRU engages with community groups through regular open meetings and via social media. The Unit also commissions an annual engagement process in which an independent provider brings groups of people from across South Yorkshire together to feedback what issues they face and what they think helps address violence in their localities.

In addition to working collaboratively with other partners the VRU directly commissions some interventions and offers Grant funding to organisations and community groups. This year the funding rounds focus on working with young people at risk of involvement in violence and on addressing violence against women and girls.

### **Working with Community Safety Partnerships (CSPs) to reduce crime and disorder**

OPCC officers have attended the Barnsley, Doncaster and Rotherham CSP meetings since the last report, with the Sheffield CSP meeting due shortly.

The PCC's grants to the CSPs have been confirmed, and completed proposals setting out the intended use of the funding are starting to be returned.

Each CSP will be provided with a grant agreement using the new single grant documents mentioned previously. Attendance at the Youth Offending Management Boards is continuing, with the PCC represented at each meeting.

## **Working with partners to tackle drugs in our communities**

We are awaiting SYP's new strategy to tackle drugs in our communities, in response to the government's strategy. We understand this is almost finalised.

The Office for Health Improvement and Disparities' Substance Misuse Yorkshire & Humber Programme Manager has set up regular meetings for the Yath Local Authorities and OPCCs to meet to discuss the Joint Combatting Drugs Unit '*Guidance for local delivery partners*', to share learning. An OPCC officer will attend the meetings to hear learning from other areas.

OPCC officers are also attending the existing relevant local boards to ensure the PCC is represented. The guidance sets out a requirement for local Combatting Drugs Partnerships; to date, Local partners are progressing on a Local Authority footprint basis. Consideration of the various county meetings chaired by the PCC is going on as to whether they provide an opportunity for taking reports to share progress and information from the local partnerships.

During 2021, staff from the OPCC worked with colleagues from SYP, public health substance misuse commissioners and local substance misuse service providers, to develop arrangements for the introduction of a substance misuse conditional caution. Rather than receiving a simple caution, offenders are required to engage with treatment services. This new Conditional Caution was developed in partnership, went live in April 2022, and offers a consistent response to low-level drug and alcohol possession/ misuse across the county. In order to be considered for this disposal, the offender has to make a full admission and be willing to adhere to the terms of the conditional caution. Compliance with the caution should be completed within 12 weeks.

The new caution has already been used in all districts across the county and progress will be reviewed later this year.

Staff in the OPCC have also been working with partners to introduce a new Community Sentence Treatment Requirement sentencing option. The new sentencing disposal seeks to engage offenders willing to engage with Drugs, Alcohol or Mental Health treatment – or, in appropriate cases, a combination of these. The service went live towards the end of March in Sheffield courts as far as suitable Sheffield and Rotherham offenders are concerned. The service is to be extended countywide in coming weeks.

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

The PCC's Strategic Lead on Criminal Justice continues to lead work by criminal justice partners on race disproportionality in support of this area of focus within the PCC's Police and Crime Plan.

At the April meeting of the LCJB, partners agreed a roadmap of partnership activity. Performance in this area is challenging given the geographical footprint of partner agencies (national or regional) and issues around access to data in criminal justice agencies or the collation or retention of comparable data. Thus, we are seeking to better understand whether anticipated activity in organisations is translating into action and better outcomes in this area.

The OPCC has had recent discussions about the part the PCC will need to play in the Integrated Care System. The first step will be inviting a representative from health to talk to the PCC and OPCC about its new structures, arrangements and priorities.



## **Working in partnership with Yorkshire and the Humber (YaTH) to support successful rehabilitation**

The YatH Rehabilitation Partnership last met in April when it reviewed progress achieved over the last year against a number of its key priorities, and of course significant changes brought about by Probation unification. The Partnership is due to meet again on 19 July.

The PCC's Strategic Lead on Criminal Justice has represented the YatH region on a national working group with officials from the Ministry of Justice who are looking at changes to the PCCs role in relation to offender management arising from the PCC Review Part Two. Work is expected to progress over the remainder of this year.

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

Last month the Independent Office for Police Conduct released the long-awaited report into SYP's handling of reports of child sexual abuse and exploitation in Rotherham between 1997 and 2013. The PCC issued a statement to the media and undertook several media interviews in response.

The force-led Trust and Confidence Steering Group is being reviewed and refreshed to ensure it includes new and emerging issues that affect trust and confidence in policing in South Yorkshire.

## **Targeted campaigns to raise awareness of issues aligned to the priorities within the Police and Crime Plan**

The launch of the *#NoMore* campaign took place and the campaign is now circulating across social media platforms. The campaign directs people to a website where they can find a range of information and all the campaign resources: [www.nomore-standwithus.com](http://www.nomore-standwithus.com)

## **Promoting and embedding sustainability in all we do**

The OPCC's Office Manager is the sponsor for sustainability activity and she attends SYP's quarterly Sustainability Advisory Board to align our approach with SYP's, in support of the PCC's and Chief Constable's joint Sustainability Strategy. Following the next Advisory Board on 13 July, the Office Manager intends to lead a workshop with SLT to progress our planned actions for the coming year.

## **Valuing our People**

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

The OPCC has now set its (post-Covid pandemic) 'New Ways of Working' policy to set permanent working arrangements in terms of where staff are based.

The Chief Executive intends to re-run the staff survey in quarter 4 of this year, using the same question set as last year, with those responses there as a baseline for comparison purposes.

## **Planning for, recruiting and retaining a diverse and talented workforce**

The OPCC is reviewing how it can improve its recruitment processes to improve its Equality, Diversity and Inclusion, including better use of its diversity information received from applicants in a review of each recruitment exercise once it is concluded and better support for applicants from diverse communities.

## **Prioritising the wellbeing of our staff in the management of health and safety**

As mentioned previously, the OPCC is progressing with actions to address the results of the staff survey last year, including better signposting for staff support from a well-being perspective.

The Office Manager continues to represent the OPCC at SYP's Strategic Health & Safety Board to align the OPCC's policies and processes with SYP's and also provide assurance to the PCC that health and safety obligations are being effectively discharged by SYP.

The Office Manager has conducted premises' health and safety inspections to schedule, referring any issues to SYP's Facilities Management team.

Every member of OPCC staff has had a Display Screen Assessment and workstation assessment for the office and home working, and additional equipment has been supplied to address any issues identified.

The Office Manager has conducted a security assessment and produced a new Security Policy to cover the PCC's and outward-facing OPCC staff personal security.

## **Providing the right working environment, practices, and technology to do our best work**

The Office Manager is planning the roll out of Office 365 which will include exploring potential functionality provided by the applications and migration of all OPCC information to the Cloud. This exercise will be significantly supported by the rationalisation of records as part of the Information Governance project mentioned earlier in this report.

The Office Manager is preparing a Service Level Agreement to cover all outsourced services and services provided by SYP that are relied on by the PCC and OPCC, e.g., human resources support.

The Office Manager is also revisiting the OPCC's Business Continuity Plan, including its assessing its resilience to cyber attack.

## **Supporting, developing, and empowering our staff to perform well**

The Chief Executive is working with the Office Manager to streamline the process for staff Performance & Development Reviews, in response to feedback through the staff survey last year. Once PDR objectives are set for this coming year, identified development needs will then be fed into the OPCC's Training & Development Plan.

## **PCC DECISIONS MADE SINCE THE LAST MEETING**

1. The PCC has made 9 decisions between 1 April 2022 and 5 July 2022.
2. Between 24 May 2022 (the date of the last report) and 5 July 2022, the PCC has made the following decisions:

<b>Subject</b>	<b>PCC Decision</b>	<b>Date</b>
Variation to the Integrated Multi-Channel Customer Contact and Resource Management Solution Contract	Approved one off costs of £3,223 to replace existing headsets in the Force Control Room	09.06.22
Atlas Air Conditioning and building refurbishment	Approved additional funding for the proposed works at Atlas Court Call Centre.	15.06.22
Data Migration and Technical Solutions	Approved capital costs of £2m to migrate data from five operational systems into a single nominal system. This will reduce data protection risks and improve operational effectiveness	16.06.22
Ecclesfield Police Station Refurbishment	Approved capital funding to support the implementation of the Ecclesfield Police Station refurbishment scheme	16.06.22
Carbrook House Reconfiguration	Approved capital funding to implement smarter ways of working throughout Carbrook House. This work includes a re-design of all open office areas, meeting rooms and welfare spaces to update the current working environment to provide improved working conditions	17.06.22
Airwave Replacement 22/23	Authorised expenditure of £200,000 for the procurement of Airwave Equipment for Doncaster District from the 22/23 capital budget	29/06/22
Evaluation of South Yorkshire Community Sentence Treatment Requirement (CSTR) service	Agreed to make a funding contribution towards the costs associated with up to 3 rounds of independent academic evaluation to be undertaken of the CSTR service operating in South Yorkshire	28/06/22

<b>List of background documents</b>		
<ul style="list-style-type: none"> <li>• Transitional Police and Crime Plan</li> <li>• OPCC Delivery Plan 2022-24</li> </ul>		
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