

# OPCC Delivery Plan for 2022-24

# Office of the Police and Crime Commissioner Delivery Plan for 2023/24

(for activity May 2023 to 31 May 2024 (just beyond the 2024 PCC elections))

## Introduction

The Police and Crime Commissioner (PCC) published his latest Police and Crime Plan – Working Together for a *Safer South Yorkshire Streets, More Police (2023-25)* - in April 2023.

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 the 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 new 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 2022-24.

The Delivery Plan narrative describes in high-level terms the activity the OPCC will undertake in the period until just beyond 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.

## 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 ensure:

- The timetable runs to plan
- SYP identifies and delivers its savings and efficiencies plan, including delivery of its Priority Based Budgeting programme (PBB)
- SYP's legacy issues and arising costs are effectively managed towards a completion point

The planning process depends on the full support of SYP colleagues, and their delivery of timely and meaningful products in accordance with statutory deadlines.

### 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.

Assessing the impact of the Funding Formula on South Yorkshire and the impacts on the OPCC. Realising the impacts of the transition and implementing the change.

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

The OPCC will continue its 'watching brief' on developments nationally as part of its normal horizon-scanning activity and will support local implementation of any announced changes to government policy or initiatives.

### 4. Supporting the delivery of the Police and Crime Plan Priorities

The PCC has set out in his Police and Crime Plan four fundamental principles that underpin everything we do:

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

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.

A refreshed Joint Corporate Governance Framework (JCGF) 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 internal 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). 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:

- Amending the PCC's Standing Orders as to Contracts, to better balance business need with internal control requirements
- Finalising a financial resilience assessment
- Supporting the PCC's governance arrangements, including the support to governance meetings
- Ensuring compliance with various PCC/OPCC legislative responsibilities including: the effective administration of the Independent Custody Visiting scheme; processing freedom of information and subject access requests; responding to HMICFRS inspection report findings; processing requests for a review of a SYP determination of a complaint against the police (PCC complaint reviews); processing applications for financial assistance from police officers and former police officers and staff; and processing pension forfeiture cases
- Reviewing funding arrangements for OPCC commissioning and the VRU
- Identifying and monitoring the delivery of SYP's savings and efficiencies plan, including delivery of the PBB programme
- Setting and delivering the Information Governance 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))
- Managing the recruitment of members of the Joint Independent Audit Committee (JIAC)
- Mobilisation of a new Internal Audit Tender
- Supporting the transition to a new External Audit Team

## 6. Embedding the use of 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 for risk, governance and internal control through the development of the PCC's Assurance Framework (PAF). Work will continue to embed the PAF to ensure arrangements are working effectively to support the delivery of the PCC's strategic objectives:

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

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 these strategic priorities. These sources of assurance include:

- the PCC's Police and Partners Performance Framework (PCC's Dashboard)
- Internal Audit activity
- the PCC's, and joint, assurance panels (most notably the IEP and the 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 driven by the four Fundamental Principles of the Police and Crime Plan:

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

## 7. Pursuing appropriate external funding

The Partnerships & Commissioning team will carry out horizon scanning and research activity to identify external funding opportunities.

The OPCC's SLT will use an agreed process to consider external funding opportunities. Where decisions are taken to pursue funding bids, the team will conduct research, needs assessments, gap analyses, liaison with SYP colleagues and partners, and draft a robust bid. The intention is to maximise the funding available for policing, crime, preventative and/or victim-focused activity in South Yorkshire.

The PCC-led Violence Reduction Unit (VRU) works on behalf of partners towards 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 and Youth Endowment Fund 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 team will progress its 'business as usual' activity carried out to manage and/or maintain services and activities the PCC commissions, co-commissions or co-funds. In addition, the 2023/24 Commissioning Work plan covers the areas of focus highlighted in the PCC's Police and Crime Plan. The Partnerships & Commissioning team each have a portfolio of responsibility for certain commissioned services, grant funded activity and the work relating to these areas.

In particular, work will continue in 2023/24 to re-commission or scope the county-wide Victim Support service, the Restorative Justice service the future Child Sexual Assault

Assessment services. Work will also be carried out to commission other services, including work to improve Hackenthorpe Lodge (Victim Centre), an out of court disposal service(s) for female offenders, and a number of commissions on behalf of the VRU.

There are then other services, where the PCC is not the lead commissioner, but co-funds services which require re-commissioning or re-negotiating this coming year. The relevant Partnerships & Commissioning team member will be fully involved in these processes, ensuring that policing needs are considered, and the PCC's wider requirements are met.

## 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.

From the PCC's Dashboard, the OPCC produces a quarterly performance report on progress against the PCC's Police and Crime Plan, covering activity by SYP, the OPCC, commissioned service providers, grant recipients and partners.

The OPCC also produces a quarterly consolidated resources report which includes comment on SYP's budget monitoring report as to how the Chief Constable is using her resources against the budget set by the PCC at the start of the financial year. The report also comments on the progress of the capital programme and on the PCC's overall budget.

These two reports 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 openness and transparency and its compliance with the government's Specified Information Order.

## **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 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.

Our structure across South Yorkshire has been a good starting point to implement the 'Duty to Cooperate' to address serious violence, introduced in January 2023. The requirements of the Duty will strengthen and broaden the partnership approach to serious violence in South Yorkshire

We have indicative Home Office funding until March 2025, and so continue to commission and support work with young people to divert them away from involvement with violence. Our aim is to build the capacity of community groups, schools and youth services to improve the offer we can make to young people from the communities most adversely effected by violence.

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

The Head of Partnerships & Commissioning and PCC's Strategic Criminal Justice Lead attend CSP meetings from their different perspectives, to ensure the PCC is represented on all four district CSPs.

In addition, using his statutory 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.

Throughout 2023/24, 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.

Work will be undertaken this year to participate in the government's CSP Review and Anti-Social Behaviour Powers consultation exercise, having considered partner views. The government's Anti-Social Behaviour Action Plan and additional funding will also be considered as to any additional requirements or work that will be required in the area.

## 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:

- continue to fund at a Local Authority level drugs intervention and treatment services for custody
- attend the Combatting Drugs Partnership meetings in each Local Authority area
- conduct the assurance activity outlined in section 6 of this Delivery Plan
- continue to work with SYP and other partners on ensuring out of court disposal referral pathways are available.
- work with partners to evaluate the use made of Community Sentence Treatment Requirement orders, throughout the county.

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

The 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 which focus on Violence Against Women and Girls.

SYCJB looks to synchronise its strategic planning with that of the PCC in producing his Police and Crime Plan for the area. SYCJB will consider refreshing its plans in light of recently refreshed guidance for criminal justice boards and the local 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 hope to re-examine the performance data we rely on 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 SYCJB – e.g. strategic management, performance, evaluation and scrutiny, finance and business support staff.

There is a service level agreement (SLA) between the PCC and SYCJB partners to formalise the support provided.

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

SYCJB evaluation and assurance may be requested this year beyond work already going on.

The PCC, Chief Executive and the PCC's Strategic Criminal Justice Lead will also continue to focus on leading effective delivery of an annual work programme for SYCJB.

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

The PCC's Strategic Criminal Justice Lead 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 PCC's 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 rehabilitation & a reduction of reoffending
- enhancement of the PCC's role in promoting unpaid work.

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

The Yorkshire and Humber (YAtH) Rehabilitation Partnership seeks to progress 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. The PCC is represented at each Youth Management Board by OPCC officers. 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 PCC's Strategic Criminal Justice Lead, the Head of Partnerships & Commissioning and members of her team, will collectively co-ordinate work of SYCJB, CSPs 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 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 produce and develop the PCC's website, the Media Briefing and Engagement Reports.

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 by various means, and 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 team to consult with service providers and users to ensure their feedback is considered within any re-commissioning decisions.

To ensure public accessibility, the Public Accountability Board is live-streamed via our You Tube channel. It is also recorded and uploaded to the PCC's website so that it can be viewed at any time. Previous recordings are also available on You Tube (@SYPCC Media). The PCC's Twitter channel is also used to advertise the meetings and to provide live updates and the key headlines as they are being discussed in the meeting. We will also proactively promote the meetings and the agendas and proactively highlight good practice from the reports to the media.

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.

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

The OPCC has recently joined the Rural Crime Network and will be supporting the work that is undertaken nationally to develop a Communications Strategy and to raise awareness of the effects of rural crime and the work that is done to tackle it.

During 2023/24 the Communications and Engagement Team will focus on issues surrounding rural and wildlife crime to raise awareness of the crimes and effects it has on our rural communities. We will also work actively with SYP and rural communities to provide support to address these issues and to actively promote the work good work that is undertaken. This will include extensive consultation with communities to gather views and information and to provide feedback.

Cyber Crime is recognised as a large volume crime that effects many people. We will support local and national campaigns to raise awareness and promote initiatives to reduce the number of victims.

The Team will support VRU and SYP and initiatives wherever possible. This will include the second stage of the #NoMore campaign that was launched successfully last year.

### 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)

1. **Good health and well-being** – supporting the health and well-being of our employees and those with whom we work
2. **Quality education** – provide our people with the skills, knowledge and confidence to contribute to sustainability and widely share these opportunities
3. **Reduced inequalities** – promote environmental, social and economic equality across everything we deliver
4. **Responsible consumption and production** - embed sustainability considerations into the purchase, use and disposal of all the resources we use
5. **Climate action** - take urgent action to combat climate change and its impacts
6. **Peace, justice and strong institutions** - ensure sustainability is considered in everything we deliver
7. **Partnerships for the goals** - develop effective partnerships to support a positive contribution to the communities we serve.

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 OPCC has a Senior Sponsor and Sustainability Impact Lead (SIL), who, in conjunction with SLT members, have developed a sustainability action plan which is updated on a quarterly basis and refreshed with SLT at least annually.

Progress is also monitored and reported annually to the PCC's PAB, and quarterly to the PCC's Estates Board.

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, inform our decision-making process 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

Valuing our People has become one of our Strategic Pillars as a result of discussions and consultation with staff. Including this as a strategic pillar, reflects its importance, quite literally on the face of our Delivery Plan, and draws together work we are 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 have engaged with staff to understand what a "great place to work" looks like in their minds via discussions at a Staff Quarterly Away Day (February 2022) and Staff Surveys (December 2021, repeated in January 2023). The latest staff survey results are being analysed and compared so we can better understand the results and take appropriate action.

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 are aiming to achieve this by:

#### 1. 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 descriptions 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 are available to all participants throughout the entire recruitment process.

The Office Manager continues to lead improvements to the accessibility and smooth-running of our recruitment process and her Team support the recruitment processes for filling staff vacancies and appointing new assurance panel members and other volunteers.

## 2. 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 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, chaired by SYP's Director of Resources.

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.

The OPCC offices have recently being refurbished and under the new Working Arrangements policy, staff are able to work in an agile way, both from home or by booking one of the desks in the office. The office space also includes two purpose-built meeting rooms, which are widely utilised and appreciated by staff for in person and online meetings, one to ones, break out space, etc.

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.

There is a new policy in place to provide guidance and support to those staff who are managing unreasonable persistent contacts and unacceptable behaviour from members of the public.

Staff are signposted to employee assistance programmes or other support networks, including:

- 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.

- through the newly established OPCC Wellbeing Champions' network. A group of volunteers from the OPCC who are trained to provide help and support to colleagues and signpost them to appropriate sources of help.

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.

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

The OPCC has a recently refreshed and tested its' Business Continuity Plan (BCP) to ensure we are able to cover all our core functions, enabling the PCC to continue achieving the Police and Crime Plan priorities and discharge his legal responsibilities.

The Office Manual (OM) is 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.

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.

### 4. 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 priorities and discharge his statutory functions.

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

Delivery Plan activities are considered for inclusion into individual Performance & Development Review (PDR) objectives and are monitored through the PDR process. Improvements have been made to the PDR and objective setting system which streamlines 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 are 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 carry out quarterly reviews of the training plan to capture any training needs identified as a result of the updated Police and Crime Plan and Delivery Plan activities or individual requests for development.

## 19. Implementation of Microsoft 365 (M365)

An upgrade to Microsoft 365 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 has commenced which involves various stakeholder organisations and OPCC staff working together to enable the OPCC to make further use of M365 to enhance our technological capabilities. We will store and share files and folders online rather than use on premise servers, making data much more secure and easy to handle, whilst maintaining full control of the integrity of the original documents.

The OPCC has almost completed an Information Governance Project which has seen a significant reduction in the amount of hard copy and electronic documents held by the OPCC. The project adhered to the records retention and disposal procedure which underpins the OPCC's overarching Information Management Policy and supports the Police and Crime Commissioner's (PCC's) Joint Corporate Governance Framework.

The reduction in files and folders and the upcoming introduction of a new filing structure will support the transition to M365, ensuring a smooth transfer of information.