

## **RESPONSE TO HMIC REPORTS – PEEL Efficiency**

In response to the specific findings relating to South Yorkshire Police arising from the PEEL Efficiency Report.

### **South Yorkshire Police – Response from the Chief Constable, Stephen Watson**

South Yorkshire Police welcomes the HMIC PEEL report 'Police efficiency 2016', which was generated following a number of visits to the force during 2016. South Yorkshire Police had already recognised that one of the unintended consequences of the LPU structures was the loss of dedicated neighbourhood policing resulting in our ability to meet the needs of our communities being compromised. As such, an internal review of local policing was launched, followed by a Peer Review conducted by the College of Policing, the findings of which mirror the observations of the HMIC.

HMIC have judged that South Yorkshire Police 'requires improvement'. The report acknowledges that the force does have a good understanding of current demand in responding to calls for service from victims but has a limited understanding of how to work proactively to prevent crime occurring.

The force recognises the journey we are on and is committed to delivering the best possible service to the people of South Yorkshire. We therefore welcome the HMIC recommendation and improvement suggestions contained in the report. As such, we are already acting on the areas highlighted, in line with the recommendations provided. This includes:

- A review of Human Resources.
- Leadership Review.
- Recruitment and promotion to address identified gaps within the workforce.
- The development of a new strategic plan and performance framework.
- The launch of an independent staff survey.

An increase in the capacity of the Change Team to deliver a comprehensive assessment of current and future demand will provide a new operating model for local policing. The team will use recognised best practice to deliver improvements and a good example is the work already completed to look at demand around neighbourhoods using deprivation, police incidents data mapped against the Cambridge Harm Index. This provides us with an opportunity to understand where our vulnerable areas are and therefore where a neighbourhood presence to proactively prevent harm is required. We recognise that the model introduced in 2015 does not allow this level of proactivity nor does it meet the changing needs of South Yorkshire's diverse communities.

To enable us to better address community issues across the county, work is ongoing with partner agencies and blue light services to develop joint working arrangements and I am pleased to see this reflected in the report. The new Change Team will bring together all

projects under a governance framework led by a Chief Officer and overseen personally by me.

I am pleased that the report acknowledges the work already undertaken to provide officers and staff with the appropriate technology to enable them to spend more time out in our neighbourhoods and we will continue to work to realise further benefits from technology.

HMIC recognises our track record in working with other police forces to improve efficiency, and whilst we recognise that the force has some hurdles to overcome, I feel positive that the Force has all the ingredients to make good progress towards addressing these areas.

Every officer and member of staff within South Yorkshire Police is committed to ensuring our communities can have trust and confidence in the Force, and we will continue to listen to the public to ensure we are preventing and fighting crime and protecting communities.

### **Office of the South Yorkshire PCC – Response from Dr Alan Billings, PCC**

Nothing in this report comes as a surprise because in May-June interim Chief Constable Dave Jones and I commissioned a peer review of the force conducted by the College of Policing which laid out very clearly where the strengths and weaknesses of South Yorkshire Police were. This report does not add to that.

The peer review findings have already provided the incoming Chief Constable, Stephen Watson, with a very clear idea of where the force's priorities must lie. This is what he and the force have been working to since his arrival and the College of Policing is continuing to give support. The HMIC report does not change those priorities but only confirms them.

As a result of the peer review, the key areas for improvement are already well recognised, especially the need to have a more complete understanding of the different and changing demands on the force.

The report states that while the force understands well such areas of demand as reported crime, it did not anticipate how changing local policing would impact on its workload. It finds the force 'inadequate' in this respect. In other words, the force needs good neighbourhood policing if it is to manage crime and anti-social behaviour. It also needs better planning for future demand. When I appointed the present Chief Constable he was given a clear brief to get all this right.

The report echoes the peer review in finding that a lack of strategic vision and a failure to understand demand has made workforce planning too finance rather than function driven.

Overall, I see this report as the inspectorate catching up with and confirming what the peer review had laid bare and what the force has been working to address since that time.



There are some positive points worth noting. One is that victim satisfaction with the service is 'good' at 83%. Given where the force was when I first became Police and Crime Commissioner, immediately after the Jay Report and the scandals around child sexual exploitation, this is a very good result and a credit to hard-pressed as well as hard-working officers and staff.

We might note that 999 calls in South Yorkshire per 1000 of population are thirty more than the average per force area.

The Chief Constable has committed to take South Yorkshire Police from a force that requires improvement to one that is good and indeed excellent and I will support him in that in every way I can.