

RESPONSE TO HMIC REPORTS – PEEL Legitimacy and Leadership

In response to the specific findings relating to South Yorkshire Police arising from the PEEL Legitimacy and Leadership Report.

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

PEEL Legitimacy

We will progress the recommendations contained within the reports as quickly as possible. The inspectors have identified similar issues as the College of Policing's Peer Review, conducted within force earlier this year.

The force overall was graded as 'Requires Improvement', this was made up of three component parts.

It was pleasing to note that the inspectors graded the force as 'Good' with regards to ensuring that our workforce behaves ethically and lawfully and this is a solid foundation that we can build upon in the future. It was gratifying to see that Inspectors recognised the work we have undertaken to embed the Code of Ethics and our approach to anti-corruption.

The force acknowledges the requirement to improve to ensure consistency around standards of behaviour and to comply with all aspects of the current guidelines for vetting, ensuring we have sufficient capability and capacity to monitor internal computer systems to identify risks to our integrity.

The force was graded as 'Requires Improvement' as to how well we understand, engage with and treat people fairly. HMIC noted that enabling fair treatment is an integral part of our monthly organisational business day, which focusses on how the force can improve the services offered to the communities of South Yorkshire. It was recognised that we treat people with fairness and respect and have a vibrant communications team with a substantial active social media following.

In terms of improvement, we accept that our current operating model has limited the effectiveness of our engagement with our communities. We are developing plans to improve how we gather feedback and opinions about the services we deliver to the public. This will include monitoring any changes that are made to the services we deliver, bringing together all the information into a meaningful process to improve legitimacy. In addition, as you are aware, we are embarking on detailed design work on a new neighbourhood policing offer, the development of which should go a long way to improving the effectiveness of our engagement.

We acknowledge that the outcomes of our previous staff survey in 2014/15 have not allowed the force to progress and communicate some of the work around improving the wellbeing of our workforce.

In 2016, we utilised the Durham University Business School Staff Survey and have achieved a response rate of 47.3%. This is a significant improvement on our last survey and the results will help us to understand the issues that have the greatest impact on workforce perceptions around treatment and create a good baseline for development. We will introduce additional engagement

methods including the launch of a colleague panel, which will allow officers, staff and senior leaders from across the force to have their say on issues that affect them.

HMIC recognised the new professional development structures that are in place for our staff and the range of resources to support workforce health and wellbeing. The force recognises the impact that cancelled rest days have on staff and has implemented a new process around football planning. A project is currently looking at a central duties management function, which will ensure adequate resources are available to meet demands and manage annual leave.

PEEL Leadership

There is no overall grading for this report,

HMIC noted that the force has a 'Leading Together' strategy, which provides a plan for leadership and the availability of courses for frontline sergeants and inspectors.

HMIC recommended that the force needs to develop a good understanding of leadership capacity and capability across the organisation to help inform future development opportunities. The College of Policing have recently commenced a Cultural Leadership review, with specific terms of reference around the identified areas for improvement. The results will help to inform new ways of working that will encourage officers and staff to show their skills and passion for the jobs they do every single day.

We have now developed our plan for the organisation and are committed to improving the way we police so that our communities can have trust and confidence in us. Please be reassured that the recommendations will be captured within our ongoing organisation development.

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

The force has been graded by HMIC as requiring improvement, which clearly isn't a place the public, Chief Constable nor I want it to be in. It would however be wrong to label the force as requiring improvement across all areas inspected by HMIC.

The inspectors noted that they believe the workforce acts ethically and lawfully and a lot of progress has been made around implementing the code of ethics. This is pleasing to read alongside positive comments around South Yorkshire Police's approach to anti-corruption and communication with the public about misconduct hearing outcomes.

The main areas requiring improvement relate to engagement both with the workforce and public over changes to how services are delivered. This is an acknowledged criticism and was highlighted in the peer review report. Engagement not only needs to move past social media to capture views of different communities but needs to be sustained and not simply confined to specific projects.



Whilst I have statutory responsibilities to respond and feedback views of communities and victims, legislation outlines it is the responsibility of the force to seek the views of neighbourhoods and HMIC acknowledge this is an area that needs improvement.

Staff have also felt a lack of feedback and the new Chief Constable has set about a plan to address these issues with a new approach to a staff engagement utilising the Durham University Business School. In relation to low morale, some areas have already begun to be proactively addressed such as with leave and rest days and planning of requirements on specific resources.

PEEL Leadership

The force hasn't been graded in the assessment of leadership. However HMIC acknowledge some of the challenges facing leadership in the force over the course of the last few years that has meant it has struggled to build or maintain an understanding of the leadership capability within the force.

In response to the peer review report the force has engaged with the College of Policing to put in place peer support that will address some of the criticisms around the organisation's understanding of leadership capacity and capability.

As previously stated, the Chief Constable has committed to take South Yorkshire Police from a force that requires improvement to one that is good and indeed excellent. My role in helping him achieve this will be to provide appropriate support and challenge.