



ANNUAL REPORT 2013/14

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Preface

Welcome to my Annual Report for the financial year 2013/14.

The main purpose of this report is to provide a summary of how I, as Police and Crime Commissioner for South Yorkshire, have discharged my statutory functions, set out in the Police Reform and Social Responsibility Act 2011, including an overview of performance against my Police and Crime Plan priorities, namely:

- Reducing crime and anti-social behaviour
- Protecting vulnerable people
- Improving visible policing

As your Police and Crime Commissioner, it is my job is to ensure that the policing needs of South Yorkshire communities are met as effectively as possible. I aim to bring communities closer to the police and build confidence in the system.

I provide the money to the police to carry out the objectives set out in my Police and Crime Plan. I am also responsible for commissioning services from other organisations to deliver those same objectives and offer grants to the voluntary and community sector to help them improve safety in our county.

The reporting year was another very difficult year for all public services, and policing was not immune from the further significant cuts made by Central Government. I am, however, pleased to report that crime in South Yorkshire remains at its lowest level for 25 years, despite extremely challenging circumstances. I have identified the need to find a further £24million of savings during 2014/15 and 2015/16, and I am working hard with the Chief Constable and other community safety and criminal justice partners to review how services that meet the policing and crime needs for the area can be delivered more efficiently and effectively.

Against this backdrop of ever decreasing resources, my Annual Report demonstrates the good progress being made in delivering my Police and Crime Plan priorities. I am not complacent, however, and recognise that improving performance is becoming more difficult and requires new approaches and innovations. The real challenge for me is to ensure I commission the services needed in the most efficient and cost effective way.

Public confidence in the police has been damaged by a series of recent controversial issues which have been the subject of public concern and criticism over the years. Not surprisingly, such issues have negatively impacted on public confidence, trust, and on the morale of officers and staff within South Yorkshire Police. These issues also bring huge financial pressures to the force moving forward. These pressures need to be managed whilst allowing the investigations to reach a prompt but fair resolution.

My role as Police and Crime Commissioner

Under the Police Reform and Social Responsibility Act 2011, I have the following statutory functions:

- securing an efficient and effective police service for South Yorkshire;
- appointing and holding the Chief Constable responsible for running the force, and taking disciplinary action when necessary;
- setting policing and crime objectives for South Yorkshire and issuing a Police and Crime Plan;
- setting the force budget and determining the council tax precept;
- commissioning the delivery of policing and crime services, including grant giving, to meet my policing and crime objectives;
- contributing to the national and international policing capabilities, set out by the Home Secretary; and
- bringing together community safety and criminal justice partners, to make sure local priorities are joined up.

In practice, this means I am responsible for setting the strategic direction and commissioning the delivery of policing and crime services for South Yorkshire. The Chief Constable is responsible for delivering an efficient and effective police service, and a variety of other partners / service providers are responsible for delivering community safety and criminal justice services.

Governance arrangements

To assure me, and the people of South Yorkshire, that the right services are being delivered in the right way and at the right time, I have developed oversight and scrutiny systems and processes, as part of my corporate governance arrangements.

I appointed my permanent Chief Executive and Solicitor on 20 January 2014 to support me in delivering my Police and Crime Plan priorities and exercising my statutory and other functions. This is a combined role which not only creates efficiencies around my access to legal advice, but ensures the Chief Executive has enhanced skills as my 'Monitoring Officer' to inform better policy-making and decision-making. A confirmatory hearing was held by the Police and Crime Panel who supported my appointment.

My Chief Executive and Solicitor has conducted a review into the effectiveness of my governance arrangements and implementation of the outcome of that review is underway, as is a restructure of the Office of the Police and Crime Commissioner ('OPCC') to better support me in fulfilling my statutory duties and responsibilities.

To recognise that the Chief Constable and I are corporations sole under the Police Reform and Social Responsibility Act 2011, we have jointly agreed a Corporate Governance Framework (Framework) based on a model developed by the Association of Police and Crime Commissioners Chief Executives ('APAC²E'). The Framework describes how we will govern as corporations' sole, both jointly and separately. The Framework consists of:

- A Statement of Corporate Governance – setting out the statutory framework and its local application;
- A Code of Corporate Governance – setting out how the core principles will be implemented;
- A Scheme of Corporate Governance – defining the parameters within which the corporations sole will conduct their respective business;
- Separate policies and procedures for each corporation sole, including working protocols.

The principles the Chief Constable and I adopted are those highlighted by the Good Governance Standard for Public Service, which builds on the Nolan principles for the conduct of individuals in public life, by setting out six core principles of good governance for public service organisations. These principles are:

- Focus on outcomes for local people
- Clarity of roles and functions
- Promotion of values and demonstrating these through behaviour
- Informed, transparent decisions and managing risk
- Developing capacity and capability
- Engaging with local people to ensure robust accountability

Individually, I am required to produce an Annual Governance Statement (AGS) for 2013/14 which I have prepared in accordance with statutory timescales. The AGS sets out in greater detail how I operate under each of the principles above. Alongside the AGS I have developed my Governance Improvement Plan which sets out the areas for improvement within my governance arrangements, along with the actions I and others intend to take to implement the improvements.

In November 2013, the College of Policing launched consultation with the public, police officers and police staff to identify their views on the first Code of Ethics for policing in England and Wales. The Code is due to be launched in July 2014 and builds on the previous standards and principles of professional behaviour. The policing principles are defined as:

- | | |
|------------------|--------------|
| • Selflessness | • Honesty |
| • Integrity | • Leadership |
| • Objectivity | • Fairness |
| • Accountability | • Respect |
| • Openness | |

I chair monthly Governance Advisory Board meetings where I consider key matters, make decisions and examine any performance related issues. My monthly budget meetings provide me with oversight on all offers of funding, and up to date budget monitoring information.

The Chief Constable and I have established a Joint Independent Audit Committee which:

- Advises us according to good governance principles;
- Provides independent assurance on the adequacy and effectiveness of the OPCC's and force's internal control environment and risk management framework;
- Oversees the effectiveness of the framework in place for ensuring compliance with statutory governance requirements;
- Provides independent scrutiny of financial and non-financial performance to the extent that it affects the OPCC's and force's exposure to risk, and weakens the internal control environment;
- Oversees the financial reporting process, including the annual governance statement, seeks assurances in relation to the adoption of good governance principles, and gives input on the adoption of appropriate risk management principles.

I have continued to appreciate the force's involvement with partners who have told me the value they place on force participation in the wider partnership landscape. I receive regular updates from my officers on the contributions being made by the Force to the landscape, and I take a report from the Chief Constable which sets out the nature of the partnership. The report also deals with the risk to the Force should the partnership cease to exist, or the risk to the partnership should the Force no longer be involved.

Whilst I talk more about public consultation and the manner in which it is carried out by me and my officers in later sections of this report, I also have responsibility of holding the Chief Constable to account for his responsibilities around obtaining the views of the people within each neighbourhood about crime and disorder in that neighbourhood. I have a Joint Engagement Strategy and Plan with the Chief Constable, and receive reports in relation to progress against this Plan and analysis of the issues identified. This information feeds into the setting of my Plan priorities and the development of policy. I have also been involved in the recruitment of senior officers, including Assistant Chief Constable Jo Byrne.

I am the appropriate authority for complaints against the Chief Constable. During the year of this Report I recorded 3 linked complaints against the Chief Constable and appointed a chief constable from another force to investigate the complaints. On advice from the investigating chief constable I made a voluntary referral to the Independent Police Complaints Commission ('IPCC') and upon receipt of the Investigation Report, I implemented all recommendations.

I am also responsible for monitoring the number and types of complaints made against the police officers and staff, and receive regular information supplied by the Force's Professional Standards Department in this regard. In order to gain a rounded view of complaints against South Yorkshire Police, I receive updates from the IPCC and meet with the Region's IPCC Commissioner who is responsible for providing independent oversight of, and taking ultimate responsibility for, IPCC investigations, casework and the promotion of public confidence in the complaints system. I meet with members of the public throughout the year, and receive correspondence on a daily basis. My Office helps me analyse the key issues raised, which in turn informs my further scrutiny, should that be required.

The three categories of complaint that continue to attract the highest number of allegations against police officers and are mirrored nationally, are:

1. **Other neglect or failure in duty** *This includes allegations with regard to a lack of conscientiousness and diligence concerning the performance of duties. This may include failure to record or investigate matters and keep interested parties informed. It includes failure to comply with orders, instructions, or force policy.*
2. **Incivility, impoliteness and intolerance** *This includes allegations of abusive, offensive or rude language or behaviour. It does not include harassment. If there are associated allegations (e.g. discriminatory behaviour) then these should be recorded separately.*
3. **Other assault** *This concerns use of more force than is reasonable. Inclusion is solely dependent on the nature of the injuries. It also includes minor assaults resulting in no injury, such as pushing. A person serving with the police must never knowingly use more force than is reasonable, nor should he or she abuse his or her authority. This category includes any unjustified use of force or personal violence (but not assaults that cause no injury arising from unlawful arrest) and any incident involving police dogs or horses where the incident is attributable to the conduct of the person in control.*

Stage Two Transfer

The Police Reform and Social Responsibility Act 2011 established Police and Crime Commissioners and Chief Constables as separate legal entities (corporation soles). These enactments enable, in broad terms, the proposed transfer of various statutory responsibilities relating to assets, liabilities and staff from the Police and Crime Commissioner to the Chief Constable.

The collaborative and partnership working landscape in South Yorkshire is diverse and complex. The most effective and efficient option for providing services to support my role and that of the Chief Constable is likely to vary from function to function, and will be dependent on opportunities for collaboration with partners, including other police forces.

I have retained staff from; Finance; Legal Services; and Media and Marketing; as well as those who work in my office.

Openness and Transparency

Under Section 11(1) and (2) of the Police and Social Responsibility Act 2011 I publish any information specified by the Secretary of State by Order. The Elected Local Policing Bodies (Specified Information) Order 2011 (amended in 2012 and 2013) specifies information that must be published by me, and the time of publication of that information. Information is specified in relation to matters which are of public interest, and the instrument follows the general approach taken in the Code of Recommended Practice for Local Authorities on Data

Transparency, issued by the Department for Communities and Local Government in September 2011 under section 2 of the Local Government Planning and Land Act 1980.

My Office complies with 42 of the 45 information publication requirements from the Order listed by the Home Office. The requirements where compliance is partial or pending relate to the following information:

- *Reasons why Value for Money (VfM) would be achieved on each item of expenditure over £500 and less than £10,000.*

In simple terms, VfM is about getting a good deal from public expenditure and in some respects is a judgement call. I have given a commitment to achieving VfM in my Financial Regulations; procurement rules support VfM; Internal and External Audit provides snapshots, as do inspections by Her Majesty's Inspectorate of Constabulary. At the time of writing this Report, a number of other Police and Crime Commissioner's offices cannot evidence that they meet this requirement, and I have asked my Treasurer to consider how best to demonstrate VfM is at the heart of my decision-making and expenditure.

- *Full copies of contracts over £10,000.*

A headline list of contracts in this category has been published. Limited editing will occur to contracts before they are published in order to comply with existing legislation, to protect commercial interests and for the protection of national security. The Regional Procurement Team is in the process of consulting with existing contractors as to whether any such information requires editing prior to publication. I am anticipating full compliance in this regard as close to the publication of my Annual Report as possible.

- *Police and Crime Commissioner's access to staff –*

(The duty of the chief officer of the police force maintained by the elected local policing body to provide assistance to the body under section 2(5) or 4(5) of the 2011 Act; and (b) the power of a local authority to provide administrative, professional or technical services to the elected local policing body under section 1(1) of the Local Authorities (Goods and Services) Act 1970(c), information as to any arrangements for use by the elected local policing body of the staff of the chief officer or of a local authority under those provisions)

My Chief Executive is near completion of a review into the administrative, professional/technical services required within my Office as well as drafting a Memorandum of Understanding and Secondment Agreement to support the revised governance arrangements post Second Stage Transfer. It is anticipated that these two pieces of work will be completed by the end of June 2014, after which the website will be updated.

Accountability

Police and Crime Panel

I am answerable to the public of South Yorkshire on the delivery of the priorities set out in my Police and Crime Plan, and the Police and Crime Panel play an important role in scrutinising my actions and decisions.

I have attended the Panel on three occasions during this reporting year where I have presented my Annual Report for 2012/13, consulted on the policing precept for 2014/15, invited comments on my Police and Crime Plan 2013-17 (refreshed April 2014), and attended the confirmatory hearing for the appointment of my Chief Executive and Solicitor.

I would like to place on record my thanks to members of the South Yorkshire Police and Crime Panel for their objective and supportive approach to overseeing the delivery of community safety for the people of South Yorkshire.

Public

During the election campaign, I spoke with thousands of people across South Yorkshire and listened to their opinions and priorities. I still do that now that I am in office, it is a crucial part of my job. I also hold regular surgeries to hear the views of the public.

I plan to involve as many people as possible in shaping future plans using social media, and by being out and about in communities to meet people.

The most effective way members of the public can let me know if I have been successful in my role as Police and Crime Commissioner is at the next election in South Yorkshire, which will take place in May 2016.

Legislation

The Policing Protocol Order 2011, which has been issued by the Home Secretary, sets out the framework within which I am expected to work with the Chief Constable and Police and Crime Panel.

The purpose of the Order is to enhance policing for local communities, and clarify the functions of the respective parties.

Additionally, it provides an explanation of the role of Home Secretary, information surrounding the operational independence of the Chief Constable, and stipulates the respective financial responsibilities of me and the Chief Constable.

Police and crime commissioners and chief constables are required to have regard to the national Strategic Policing Requirement in exercising their respective roles. This requirement focuses on those areas where Government has a responsibility for ensuring that sufficient capabilities are in place to respond to serious and cross-border criminality threats such as terrorism, civil emergencies, public disorder and organised crime, and in support of the work of national agencies such as the National Crime Agency.

Strategic Planning Overview

One of the key functions I have under the Police Reform and Social Responsibility Act (2011) is planning the strategic direction of the police force. In doing so, I have aimed to focus resources on priority areas I know are important to the people in South Yorkshire and the many other agencies that the police and my office work in partnership with. These priority areas - Reducing Crime and Anti-Social Behaviour; Protecting Vulnerable People; and Improving Visible Policing - were reflected in my Police and Crime Plan, published in March 2013 and refreshed in May 2014.

My approach to strategic planning has, and continues to be, evidenced based - listening to, and understanding those things which are important to local people and partners; investing resources in what delivers results; and making informed choices (not rash decisions or false promises). My planning processes are increasingly complex and dynamic, set against a background of ongoing budget cuts, increasingly important regional and national structures, and the Government's vision for a locally accountable police service, which empowers the public to shape policing priorities.

I have taken into consideration the Strategic Policing Requirement and the duty of the Chief Constable, held to account by me, to ensure the force has the necessary capacity and capability to respond to threats at a local level, and to support the national requirement. National threats, harms and risks may not always manifest themselves in South Yorkshire. However, it is part of the UK policing model that forces support one another in delivering at a national level.

As Police and Crime Commissioner, my functions extend beyond securing the maintenance of a police force, and its efficiency and effectiveness, to all aspects of community safety and crime prevention. I have put various mechanisms in place to ensure my strategic planning process captures this wider remit, and I have set out below some of the key issues identified by partners, as areas for focus and prioritisation of resources:-

Community Safety Partnerships priorities			
Rotherham	Doncaster	Sheffield	Barnsley
<ul style="list-style-type: none"> • Anti-Social Behaviour • Reduce Crime • Reduce Harm 	<ul style="list-style-type: none"> • Reduce Anti-Social Behaviour • Reduce Crime and Reoffending • Protect Vulnerable People • Reduce substance and alcohol misuse • Improve Confidence and Satisfaction • Enhance Partnership working 	<ul style="list-style-type: none"> • Domestic Burglary • Domestic Abuse • Anti-Social Behaviour • Child Sexual Exploitation • Community Cohesion • Reduce Offending / Reoffending • Drugs • Partnership Response 	<ul style="list-style-type: none"> • Anti-Social Behaviour • Vulnerable Victims • Prevent and Reduce Reoffending • Substance Misuse

South Yorkshire Local Criminal Justice Board priorities

- Victim and Witness Satisfaction
- Efficiency & effectiveness
- Reduce Re-offending
- Public Confidence & Satisfaction

Overarching partnership priority themes

- Reduce Crime / Re-offending
- Alcohol/Drug Abuse
- Anti-Social Behaviour
- Vulnerable People

I am keen to ensure I do what I can to bolster the South Yorkshire economy, and I have introduced a Procurement and Commissioning Framework that supports, where possible, the use of local businesses to deliver services or supplies to the force.

Consultation and Engagement

I have developed a Community Engagement and Consultation Strategy which identifies how I have, and will continue to, fulfil my statutory responsibility of engaging with the public and other key stakeholders. I want to ensure that everyone's voice is heard, and will continue to develop and improve engagement approaches, including the use of social media.

In order to be the voice of the South Yorkshire people in the fight against crime, it is important I am visible and accessible, so I can understand which policing and crime issues are important to them. I have undertaken around 100 engagement activities including visits to local schools, parish councils, churches / mosques, local projects and had direct engagement with over 1400 people.

I hold "surgeries" on a rotation basis across South Yorkshire. Members of the public attend these surgeries and tell me their policing and crime concerns, and they often ask for my assistance in helping resolve these concerns. Similarly, members of the public contact me using email, social media, letters, or via the telephone, seeking my support in resolving their policing and crime issues. Whilst it is not always possible to provide the solutions individuals seek, I make every effort to explain the reasoning for this and where possible offer alternative solutions.

During my first year in office, I carried out a review of South Yorkshire Police's engagement activity and, in particular, focussed on improving the "Partner and Communities Together" meetings. The review identified a set of minimum standards which officers and partners in Safer Neighbourhood Areas are expected to adhere to when engaging with members of the public. I will be monitoring the effective implementation of these minimum standards during 2014/15, and I will report back progress in my next Annual Report.

Additionally, I have reviewed and refreshed the existing Black & Minority Ethnic (BME) Independent Advisory Groups to ensure as many diverse communities as possible can bring their views to me and have a more engaging role in policing our communities. 'Stop and search' is a standing item on the agenda for these groups, and I also carried out a consultation exercise to seek people's views in relation to their direct personal experiences of being stopped and searched by the police.

The Police and Social Responsibility Act 2011, specifically places a responsibility on me to seek the views of victims of crime about matters concerning policing. I commissioned Victim Support to deliver a Victim Survey on my behalf which, after an initial pilot testing phase, was rolled out across the county. In line with the focus on the community remedy brought about by the Anti-Social Behaviour Bill, the survey asked some questions around restorative justice. Out of 865 surveys completed, 53% of those who responded said they would engage with restorative justice (RJ), 32% said they would not, and 14% said they didn't know. Of those who said they would engage with RJ, 31% said it would help them in coming to terms with the crime by telling the offender how it affected them, and 20% said they wanted to know why the offender had committed the crime.

In partnership with South Yorkshire Police, I conduct “Your Voice Counts” surveys with members of the public across the force area to assess the public’s perception of local policing and feelings of safety, etc. In terms of value for money, of the 9,747 people who responded to the question, 46% (4,510) agreed that South Yorkshire Police provided good value for money, 41% neither agreed nor disagreed, where as 13% disagreed. The survey also asked people to name one priority they would like the police service in their area to focus on. Top results included drugs, ASB and visible presence, which I have clear priorities around in my Plan. In terms of awareness of the role of Police and Crime Commissioner, results (66%) were broadly in line with national results which surveyed the same issue.

South Yorkshire Police carry out a user satisfaction survey which is conducted with victims of burglary, vehicle crime and violent crime. Results from this survey indicate that 85% of people are at least fairly satisfied with the overall experience of dealing with the police service. Results have been stable at this level for a number of years. In some of the different aspects of the survey, South Yorkshire Police are seen to be easy to contact (98% agree with questions around this) but fall down around the follow-up to reported incidents of crime (scoring 73% when asked about this aspect of service). In relation to ease of contact, victims agree that they get to speak to the police quickly, and an officer or member of staff were able to take all of their details. In terms of follow up people were not so inclined to agree that if they needed to contact the force after the incident, they were able to find someone and make easy contact. In addition, updates were not always provided without asking.

Surgeries are a key part of my Community Engagement Strategy. Surgeries are an opportunity for members of the public to raise community safety issues directly with me. The issues raised at surgeries feed into the wider work of determining policing priorities and aid decisions around commissioning activity. Surgeries also act as a ‘reality check’ as to what is happening in local areas, helping me to hold the force to account.

I hold surgeries at regular intervals in each District / Local Authority area:

- Barnsley – Office of the Police & Crime Commissioner
- Doncaster – Civic Offices, Waterdale
- Rotherham – Town Hall
- Sheffield – Town Hall

My Police and Crime Plan priorities

My Police and Crime Plan priorities are based on a comprehensive understanding of local needs and I have developed the following Mission, Vision and Strategic Priorities to address those needs.

My Vision

To make South Yorkshire the safest place to live, learn, work and run businesses

My Mission

To work with and commission South Yorkshire Police and partners to deliver reductions in crime and anti-social behaviour

My Strategic Priorities

Reducing Crime and Anti-Social Behaviour

Protecting Vulnerable People

Improving Visible Policing

Performance against my Plan priorities

I hold a variety of performance meetings, and receive updates on a regular basis from the Chief Constable, to help me monitor force performance against my Police and Crime Plan priorities. Towards the end of 2013/14, I instigated the development of a performance framework, which will extend beyond my oversight of force performance, to measuring the outcomes of other service providers I have commissioned to deliver my policing and crime priorities.

Set out below is a summary of the progress made in delivering my priorities during 2013/14.

Priority One – Reducing Crime and Anti-social Behaviour

I set the Force a target of reducing crime and Anti-social Behaviour (ASB) at a rate at least in line with the national average over the length of my term in office, and I am pleased to report good progress has been made in this regard. Crime continues to fall in South Yorkshire and, in 2013/2014 crime has fallen by 1.1%, meaning **995** less victims of crime when compared with the same period last year. Additionally, domestic burglary has fallen by 11.8% (or 970 less burglary victims) and vehicle crime has fallen by 6.0% (or 741 less victims). When compared with peer forces, termed 'Most Similar Group' (MSG) forces, South Yorkshire Police has for the 12-month period to May, recorded an 11% reduction, comparing favourably to the national and regional pictures, where the reductions were 7.1% and 10%, respectively.

Within the same period, ASB has reduced by 4.0%, meaning **3356** less reports. Importantly, within reported ASB, 'personal' reports also fell by 10.0%, or **3612** less reports.

Whilst crime has fallen within this period, the Force still faces a number of challenges in relation to reducing crime. Firstly, a reduction of 1.1% marks the start of a journey for sustained crime reduction, building on the very successful previous years of reduction. Alongside the need for continual crime reduction, there are distinct challenges in relation to domestic burglary and vehicle crime. Whilst both of these crime types have continued to fall, more needs to be done. When measured, using the domestic burglary rate or vehicle crime rate per thousand households, it is clear the force still lies outside of the average rate for these offences when compared to our MSG of forces. The force has deployed resources to tackle these two volume crime categories based on research and analysis of what works to drive down crime. Initiatives such as crime prevention campaigns, public awareness and offender management all significantly contribute, but more work needs to be done to constantly refresh what works.

Alongside this, the other gap in force achievements during 2013/2014 has been the limited success in increasing the amount of money seized from criminals. During this period, confiscations and forfeitures have reduced by around £800,000 when compared to the same period last year. For this reason, seizing cash and assets under the Proceeds of Crime Act will remain a key focus for the force in 2014/2015.

Priority Two - Protecting Vulnerable People

My overriding aim is to commission services to keep the people of South Yorkshire safe, whilst acknowledging that vulnerable people are potentially more at risk of being a victim of crime and they may need additional support from the police and partners. For 2013/14, the primary focus has been in relation to child abuse and child sexual exploitation (CSE). When I came into office, South Yorkshire Police were amongst the lowest spending forces in relation to public protection. I made the decision early in my term of office that this needed to change. We are now in the upper quartile of forces for the amount we invest in public protection.

Child Sexual Exploitation (CSE)

Child Sexual Exploitation (CSE) remains an issue both within South Yorkshire, and nationally. The effect on victims is extremely substantial, and is greater than for many other crime types. It can affect the physical and emotional well-being of victims, and significantly impact on the course of a young person's life should it not be dealt with.

During 2013/14, I provided significant investment in this area to help tackle CSE by providing extra resources. Officers are now co-located with multi-agency Protection Units, to ensure the best use of resources, and are supplemented by a central team of officers who undertake specific investigations across the country.

There will be further increases in resources as I continue the investment into this priority area over the coming year. Crucially, this extends the force's capacity to tackle CSE, to support victims, and to bring offenders to justice alongside our criminal justice partners.

In addition, I commissioned Victim Support to provide dedicated support to victims of CSE to help victims through the difficult process of going to court, and I have agreed to becoming a member of the 'National Taskforce on Sexual Violence against Children and Young People' which gives me an opportunity to shape national thinking and policy making.

Alongside this, I commissioned HMIC to undertake a thematic inspection of the effectiveness of the Force's approach to protecting children from sexual exploitation, and their recommendations for improvement was published in November 2013. I am pleased to report that the recommendations have already been implemented.

Violence Against Women and Girls

The impact on services of domestic abuse is enormous and far-reaching, with costs estimated nationally at £15.5 billion per annum.

In my many conversations with partners and members of the public, it is evident that domestic violence continues to be a real concern. This is further supported by the findings

of an in-depth review carried out by my Deputy Police and Crime Commissioner during this financial year.

Some of the achievements in tackling this crime this year include:

- A serious sexual assault campaign using posters, outdoor advertising, and social media messages to encourage reporting;
- The force and partners working together to encourage reporting;
- Increased successful outcomes as a result of increased recording and supplementary services provided to victims;
- Greater emphasis on the policing of stalking offences.

Priority Three - Improving Visible Policing

The third priority within my Police and Crime Plan for 2013-2017 is to increase the visibility of policing in South Yorkshire, so that the people within our communities feel safer.

Across South Yorkshire, there are sixty-two Safer Neighbourhood Teams operating at a local level, developing and maintaining links with the communities we serve. These Teams are made up of police officers, police community support officers ('PCSOs') and council staff whose entire remit is to focus on the needs of the local community.

Over the last 12 months, at my request, the force has improved the visibility of its detective officers; improved the signage of the police estate; increased the size and availability of the Special Constabulary; increased the number of police volunteers; maintained the number of PCSOs; increased the visibility of vehicles, and expanded the use of social media.

In addition, the force has safely and successfully delivered, and taken part in, a number of significant high profile policing events. Most recently, a Police Constable and Police Community Support Officer, both from Rotherham, received MBEs for their services to policing and the community.

In the 2013/2014 HMIC 'Value for Money' profiles, the force showed a frontline police officer ratio of 94.8%, higher than both the national and the MSG average.

As the financial challenges continue, and in collaboration with Humberside's Police and Crime Commissioner, I was able to secure a grant of £1.3 million from the Home Office's Innovation Fund. This grant, together with a further £0.9 million contribution from Humberside and South Yorkshire, is supporting the delivery of a mobile technology project across both forces. This will mean that officers and staff can work more often away from police stations and police buildings out in the communities they serve.

In taking this work forward, I have submitted a joint bid with Humberside Police to the Home Office Innovation Fund to support the roll out of the mobile working for Police Officers. We were successful in securing £1million of funding the previous year, but are looking to take this forward with a second phase that will allow Police Officers and PCSOs to spend more time in communities.

National research has shown a consistent link between the level of police visibility and public confidence in the police, and this is also reflected in results from South Yorkshire Police's 'Your Voice Counts' survey. For people not having confidence in South Yorkshire Police, a lack of visibility is the number one reason given. The public must be confident in their police service, and my aim, through pursuing this priority, is to make sure this is the case.

Budget and Value for Money (VfM)

The Annual Budget for 2013/14 was once again set within the context of significant reductions in Central Government funding. The impact for South Yorkshire in 2013/14 is a further cut, amounting to £10 million.

In order to accommodate this reduction in resources, I have worked constructively with the Chief Constable to ensure that a balanced budget was delivered at the end of the financial year, whilst maintaining front-line policing capacity, including the number of PCSOs deployed across South Yorkshire. Importantly, the budget also saw additional resources allocated to addressing Child Sexual Exploitation.

In spite of the ongoing financial pressures, and several events occurring this year which had not been anticipated when the budget was set (including a number of protest marches), the Chief Constable delivered a 0.3% underspend. This will, of course, provide some welcome mitigation against the continuing financial pressures which can be expected over the coming years.

I have a statutory responsibility to consider applications for financial assistance from police officers in legal proceedings where those officers have acted in good faith and exercised their judgement reasonably. During this reporting year, I received a number of applications for such financial assistance from retired police officers involved in the Hillsborough Inquests, for coronial purposes only, and after considering each case on its own merits, I have granted financial assistance to those retired officers amounting to over £5million for the financial year 2013/14.

My Reserves are at a level broadly in line with those held in other Metropolitan Policing areas. However, to the extent that they are not already earmarked, they remain vulnerable given the additional costs associated with the Hillsborough Inquests and the policing of protest marches. In November 2013, I applied to the Home Office for support in funding these costs. I am currently awaiting the outcome of these applications.

Value for Money (VfM)

VfM will always be at the heart of achieving the best outcomes possible from the resources I have available to deliver my Police and Crime Plan priorities. This becomes even more critical as the resources available continue to suffer significant annual reductions.

VfM profiles are produced annually by HMIC, and these facilitate comparison between South Yorkshire Police and other forces. These profiles have helped to identify areas of activity where cost improvements may be deliverable. South Yorkshire Police has for several years been following a programme of continuous improvement, based around evaluating processes and structures to identify and deliver efficiencies and cost reductions. Very significant cost reductions have been delivered, particularly within the current Comprehensive Spending Review (CSR) period. Furthermore, a number of reviews are in the process of being implemented with additional cost reductions anticipated.

I am particularly keen to utilise the skills and experience from the Commercial/Business sector to inform future efficiency initiatives and set up my Efficiency Advisory Panel to provide me with independent scrutiny and challenge. The Panel's report, in November 2013, acknowledged that owing to the considerable budgetary and operational pressures the force is under, the force had to completely reinvent the way it looks and feels. The Panel encouraged the Chief Constable and me to continue implementation of the change agenda, recognising that organisational change is often complex and difficult to achieve.

Commissioning

Awarding grants to projects which can further policing and crime objectives is one of the more rewarding aspects of my role. Last year, I awarded funding to some truly inspirational groups and organisations, many of whom I have had the pleasure of visiting. I have seen for myself the amazing work volunteers and committed individuals do to benefit their communities and help people turn their lives around.

Some people will on occasion find themselves in situations they are unable to control, and this can lead them towards criminal activity. Community groups and caseworkers offer individuals the opportunity to address their issues and encourage them away from addictions, habits and criminality to regain control of their lives.

Last year, 58 successful recipients of my proceeds of crime fund received a total of £643,000, and included some outstanding projects.

St. Thomas' Gym in Wincobank, Sheffield received £4,500 to continue with their successful boxing coaching and engagement work. Four of South Yorkshire's Football Community Trusts received grants totalling £50,000 for their excellent community inclusion programmes in each of their respective areas. Organisations working within the community addressing addictions and helping individuals turn their lives around, were also successful.

I have commissioned a combination of projects aimed at increasing opportunities for victims and offenders to engage in restorative approaches. Through these projects, I have helped to:

- Establish arrangements for victims and offenders to engage in restorative approaches as part of court sentences - available for the first time throughout the county;
- Train Witness Service volunteers based at courts across the county, to help and support victims, and increase their knowledge and understanding of restorative justice;
- In terms of other key achievements, appoint a Restorative Justice co-ordinator within Victim Support;
- Train staff working in Probation (those proposing sentencing options for offenders to the courts, and those managing offenders under supervision) in the use of restorative approaches, and benefits associated with these approaches, in terms of there being a reduced likelihood of reoffending;
- Establish Restorative Justice Champions established within each local probation office.

455 offenders have undertaken 'victim awareness' training: 46 adult offenders have fully engaged with the restorative process: 42 victims have fully engaged with the restorative process.

Community Safety Fund

I received a Community Safety Fund grant from the Home Office for 2013/14, which has been used to support the activities undertaken by the following partners who contribute to my Police and Crime Plan objectives.

- Community Safety Partnerships x 4
- Youth Offending Teams x 4
- Drug Testing on Arrest project
- Drug Intervention Programmes x 4

Over coming months and years, changes to these arrangements may be made. However I have been conscious of the risks associated with changing current services, and commissioning entirely new activity. I have considered this in my approach to commissioning. I will continue to support partnership activity which directly contributes to my strategic policing priorities, and will be allocating funding to Community Safety Partnerships, Youth Offending Services and Drugs Intervention programmes, all of which have been affected by central government funding reductions this year. However, this is unlikely to be sustainable in the longer term and I have therefore asked all funded organisations to begin thinking about how they can deliver the best and most effective services in the coming years, knowing that funding will continue to reduce.

Partnership Working

As Police and Crime Commissioner, I am not statutorily obliged to be involved in any specific partnership, but I understand that tackling policing and crime issues cannot be done in isolation. Last year, much of my time was taken up with personally meeting partners from a variety of organisations. I established a number of regular strategic forums to further support my belief in delivering policing and crime services through joined-up partnership working.

Throughout the year, I continued with these strategic forums, and I am pleased to report that they have directly contributed to my vision. The Child Sexual Exploitation Forum has seen the delivery of a successful awareness-raising campaign and collaboration between partners has led to the development of an information sharing agreement.

The Community Safety Partnerships ('CSPs') have been pivotal in shaping my policing and crime priorities, and the CSP Chairs' Forum has agreed a funding formula, applicable across the county, to cover the costs of the chairing arrangements for domestic homicide reviews. In addition to this, the existence of this Forum has enabled South Yorkshire to begin, well in advance, the work required around 'Community Triggers' and 'Community Remedies' required by the new Anti-Social Behaviour Bill.

The new Community Remedy will give victims of low-level crime and anti-social behaviour a say in the punishment of the offender out of court, while the Community Trigger will give victims of persistent anti-social behaviour the right to demand action where they feel their problems have not been dealt with.

Recognising a gap in the opportunity for small grassroots organisations to access 'seed' or 'pump prime' funding, I have contracted South Yorkshire Community Foundation to deliver a small open application fund, on my behalf, to allow the smallest of organisations to bid for funding in 2014/15.

In addition to this, I have commissioned activity and awarded grants to a variety of other organisations, including statutory bodies and third sector organisations, all of which I believe contribute to the overall approach to achieving my vision of making South Yorkshire the safest place to live, learn, work and run businesses.

Criminal Justice System ('CJS') Partners

I have strengthened collaborative working arrangements with the South Yorkshire Criminal Justice Board, attending meetings facilitated by the Board, and playing an active role in its decision-making – for example, in reviewing and monitoring CJS achievements throughout 2013-14, in developing the Board's Strategic Plan for 2014-17.

Through my Office, I have linked in with already well-established local partnership groups to avoid duplication and ensure careful co-ordination of activities. Those partnership groups focussed upon: Efficiency and Effectiveness; Victims and Witnesses; Domestic Abuse; Restorative Justice & Reducing Reoffending.

South Yorkshire Criminal Justice Board will be publishing its own annual report in due course, which will detail the key achievements of local CJS partnership working during 2013-14. Key highlights likely to be included in that report are:

- Extension of a Streamlined Forensic Reporting process;
- Introduction of a centralised & fully digitised Traffic Court within the county;
- Police-led prosecutions introduced as a more cost-efficient way of dealing with non-contested, straightforward traffic cases;
- Abolition of the 'Committal process', which streamlined the process for cases being sent directly from the magistrates' courts at first hearing rather than following a number of hearings;
- Examination of the way in which Domestic Homicide Reviews were being conducted across the county, and sharing the learning, good practice and lessons learned countywide;
- Implementation of the new Victims Code and Witness Charter;
- Established links with NHS England, Public Health and Clinical Commissioning Groups, through an event that focussed on addressing the Health and Well Being of offenders;
- Introduced new and additional opportunities for Restorative Justice to be made available to victims and offenders across South Yorkshire;
- Tested new and innovative ways to manage the most prolific and problematic offenders included within IMPACT, which capitalised upon the efficient and effective use of modern technology and local CJS expertise (from the pioneering use of GPS technology in order to monitor the whereabouts of offenders, to utilising experienced probation officers to oversee the management of offenders).

I have made arrangements to work even closer with the CJS in 2014-15, through the Local Criminal Justice Board Manager being located within my office for part of the week to help facilitate knowledge transfer, more co-ordinated strategic planning, and enhanced the ability to work together towards shared outcomes.

Collaboration

South Yorkshire is part of a regional police collaboration programme in the Yorkshire and Humber Region. The following list sets out the Yorkshire and Humber police functional collaborative arrangements in place:-

- Regional Operational, Intelligence and Crime Units
- Yorkshire and the Humber Procurement
- HR Shared Services (Humberside and South Yorkshire)
- Information Technology (Humberside and South Yorkshire)
- Underwater Search and Marine Unit
- Scientific Support Services

Collaboration is an important element in the delivery of my Police and Crime Plan and I intend to continue with many of the arrangements I have inherited. However, together with the other three Commissioners in the Region, we initiated a review into the current regional programme. As your Commissioner, I wanted to be assured that the current and future arrangements deliver the best services and best value for money to the people of South Yorkshire.

South Yorkshire is also part of a National Police Air Support (NPAS) collaboration which provides for a helicopter base within the county. I am the North East Region Police and Crime Commissioner representative on the NPAS Strategic Board.

Collaboration opportunities are not limited to police collaboration, and I intend to look this coming year at the possibilities for more effective working and efficiencies elsewhere e.g. with local authority and 'blue-light' partners.

The Association of Police and Crime Commissioners ('APCC') supports police and crime commissioners in providing leadership at a national level by sharing best practice and identifying opportunities to work together. When paying for services jointly, the APCC helps us be more efficient and effective. If police and crime commissioners identify barriers to delivering their local plans, the APCC takes co-ordinated action that can help remove barriers at a national level.

I am also a member of several national working groups including:-

- HMIC Reference Group
- HMIC Crime and Policing Monitoring Group
- Home Office Sexual Violence Against Children and Vulnerable People National Group
- National Police Air Service Strategic Board

The need to collaborate with other police forces and partners has become ever more important. The Police service has seen unprecedented cuts in this Comprehensive Spending Review period. This has meant that we need to work much more efficiently, in order to continue providing a quality service to the people of South Yorkshire.

Legacy Issues

Public confidence in South Yorkshire Police has been damaged by a series of controversial issues which have been the subject of public concern and criticism over the years, including Hillsborough, Orgreave, and more recently Child Sexual Exploitation. These issues have also negatively impacted on the morale of officers and staff within South Yorkshire Police. They bring huge financial pressures to the force moving forward; pressures which need to be managed, whilst allowing the investigations to reach a prompt but fair resolution.

On 14th November 2012, South Yorkshire Police referred itself to the Independent Police Complaints Commission to investigate the issues surrounding the policing of the Orgreave Coking Plant in 1984. The IPCC are currently gathering their information, and they hope to provide a decision on the outcome of their scoping exercise in the near future.

The much publicised Hillsborough Inquests are currently taking place in Warrington and the coroner hopes to be concluded by July 2015. I continue to support this fact-finding process in order to establish the truth for the victims' families.

Over recent years, the issue of Child Sexual Exploitation has rightly received much publicity, and led to a growing awareness of the scale and challenge of tackling the problem. This has also led to questions as to how South Yorkshire Police has dealt with historic allegations of such cases. As part of my manifesto, I promised to tackle Child Sexual Exploitation head on.

Since taking office, I commissioned HMIC to undertake a review of Child Sexual Exploitation. I commissioned the Chief Constable to establish a team of investigators to look into historic allegations, and I also invested £5 million in the South Yorkshire Police Public Protection Unit. This funding enables a 'platinum model' which will create CSE and Domestic Violence investigation teams.

I have also provided funding for two officers to be trained in polygraph testing for sex offenders. This will help protect vulnerable people, and reduce the risks posed by potential offenders. Tests will be offered on a voluntary basis as part of probation or bail conditions. The results will not be given in court as part of a prosecution, but will help the police manage sex offenders and those caught in possession of indecent images of children, and the risk these people present.

Looking ahead – 2014/15

The next year (2014/15) will see the roll out of my revised governance and assurance arrangements and the implementation of my 'Stage 2 Transfer' plans. Both of these will help improve my capacity and capability to challenge the police and partners on their contributions to achieving the policing and crime outcomes set out in my Police and Crime Plan.

My commissioning role will extend, and I will be responsible from October 2014 for commissioning services to help victims of crime and anti-social behaviour cope and recover from their experience. In addition to this, and because of what I have heard from victims and offenders about the effectiveness of restorative justice, I intend to establish a Victims Commissioning Advisory Board, and to provide greater opportunities for restorative justice to be available to victims of crime.

This coming year, I want to see more work being done with young people in schools around domestic violence, and investment in campaigns to tackle and challenge the increasing negative portrayal of women and victim-blaming prevalent in the media, workplace and also in local communities. I will also be carrying out further work with partners to better understand the issues and challenges for community safety, criminal justice and health agencies around those with mental health problems and serious drug or alcohol dependency.

I am keen to gather the views of the people of South Yorkshire to find out how they feel about the visibility of the policing presence in their neighbourhoods and how that impacts on their perceived safety. My Office will be making plans to commence this work over the summer months.

All South Yorkshire public services are impacted adversely by the austerity measures imposed, and I recognise that now, more than ever, there is an imperative to look at ways we might be able work together better in order to cut costs and still deliver effective services. As part of my commitment to wider collaboration across South Yorkshire, I hosted a collaboration summit, in early April 2014, to start an 'in principle' dialogue with non-police partners around possible opportunities to share services, functions, and the use of assets. I am hopeful from these early conversations that firm plans and proposals to work collaboratively and improve our effectiveness and efficiency will emerge in this next year.

In support of my governance principles and the Code of Ethics for Policing I have decided, with the full support of the Chief Constable, to set up an Independent Ethics Panel to help build further trust and confidence in South Yorkshire. I am looking to appoint 5 outstanding individuals from South Yorkshire who can bring together their collective experience and knowledge, from one or more of a variety of professional backgrounds, to establish and operate an effective and supportive Ethics Panel. At the same time, I have committed my support to the University of Sheffield to match fund a Police Integrity and Ethics Research Study (PIERS) to examine the implementation (or 'embodiment') of the new Code of Ethics for policing and the introduction (or 'embedding') of the Ethics Panel.

During the last year, there have been increasing discussions nationally on the importance of recognising cyber crime, and implementing strategies to combat it. The National Strategic Assessment produced by the National Crime Agency states:-

'If there is a single cross-cutting issue that has changed the landscape for serious and organised crime and our response to it, it is the growth in scale and speed of internet communication technologies.'

Cyber crime is a threat to individuals, small medium enterprises and large-scale organisations. It is imperative that South Yorkshire Police has a clear, consistent, and cohesive work plan for tackling cyber crime and that they understand the local threat and that is why it now features in my Police and Crime Plan.

The vision for how South Yorkshire Police will operate in the future is based on the concept of an 'hourglass model'. This will give the force the flexibility it needs to deliver policing in the future, by concentrating resources in the right places. The model concentrates the strength of resources on the frontline, reinforcing my commitment to local policing through large, multi-skilled teams that will provide higher levels of service delivery to the public. This is balanced by the collaborative delivery of many areas of protective services and business support at a local and regional level, with a streamlined core of specialist services at the centre.

I look forward to the year ahead, and to reporting back on a successful year in 2014/15.