

Budgetary Vision Statement 2015/16

Since the start of the Comprehensive Spending Review in 2011, South Yorkshire Police has delivered recurrent savings of £51.5m, which built upon the £22.8m delivered in the prior three years. Since 2010/11, crime has fallen by 10%¹, which is the same level of reduction as the Most Similar Group average reduction in the same period². The Chancellor's Autumn budget of 2014 indicated that similar funding reductions could continue for a further five years, equating to £61m additional savings for SYP.

The force has detailed plans in place that we are confident will deliver the savings required of us. They will allow us to finalise our longer term plans for future savings and continue to improve our performance, through focussing on the three priorities set for the force by Commissioner Billings under the overall aim of making South Yorkshire to be and feel a safe place to live, learn and work.

- **Tackling Crime and Anti-Social Behaviour**
- **Protecting Vulnerable People**
- **Enabling Fair Treatment**

The vision for how SYP 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 our resources in the right places. The model concentrates the strength of our resources at the frontline, reinforcing our 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.

The force has in place a comprehensive plan to deliver this operating model on within the 2015/16 financial year, the staged implementation district by district will commence in May and be completed in October 2015. This plan will deliver the expected savings required by this date, through a continuation of our proven strategy of responsive flexibility and at the same time allow us to finalise our plans for the savings required up to 2020. Under the leadership of our Director of Finance, we have demonstrated consistent excellence in financial management. The previous South Yorkshire Police Authority took the opportunity over a number of years to build up healthy reserves. These reserves are now being used to fund transformational investment and facilitate the maintenance of local policing during this period of significant

¹101,830 in 2010/11 reducing to 91,681 in 2013/14 (both sets of data excluding fraud)

² HMIC Value for Money Profile 2014 (<http://www.justiceinspectors.gov.uk/hmic/wp-content/uploads/south-yorkshire-value-for-money-profile-2014.pdf>)

change. Additional funding has been successfully sought from the Home Office central Innovation fund in particular to support the delivery of mobile devices to operational officers. This strongly supports our enhanced visibility plan ensuring that resources spend more of their time within our communities.

The recently commissioned Diamond 2 review of local policing will be the most transformational review yet undertaken and impacts on the whole force. The review is appropriately resourced, with a team of experienced and dedicated staff from across the organisation. This team has already delivered significant pieces of work that have influenced decisions taken in relation to the investigation of crime and deployment of officers and staff at crime scenes. The implementation of the new operating structure is well under way.

The review team have been describing in more detail how the operating model will translate into our four borough led partnership areas. South Yorkshire is a metropolitan force with a strong tradition of partnership working within these local authority areas and it is this strong partnership working that is central to the delivery of neighbourhood policing and performance. As a leadership team, we have worked hard to ensure the protection of our frontline, with priority given to delivering savings in business support and non-pay areas wherever possible. Despite this, significant workforce reductions have had to be made and further reductions are unavoidable.

The new operating model will without doubt affect numbers on the frontline, but it will be engineered in such a way as to protect those local policing functions that mean most to our performance and visibility to local communities. The delivery of the model over an 18 month period has been designed to be as sensitive as possible, so that unnecessary pressures are reduced and resources are concentrated on what works. The significant structural changes necessary to bring about our new operating model will take time to embed in terms of the new processes designed, but also the effect on our staff who are being asked to work in a different way. The staged glide path to our implementation ensures that we have the best chance of success, cementing these changes into the force in the long term.

The Police and Crime Commissioner has historically maintained police officer and PCSO numbers and continues to support the protection of the frontline. The inevitable decline in force wide budgets does mean that resources in all areas will have to reduce. The most concentrated resource reductions have always been in the supporting structures away from local policing. The Local Policing Review will however affect the numbers in frontline delivery but as sensitively as possible. PCSO numbers will reduce by natural leavers and retirements over the next financial year. These reductions will be shared proportionally across all four areas. The removal of waste demand (as part of the local policing review) will allow for their deployment into areas where they have the greatest impact. On 31 March 2015, police officer numbers will be 2585 and on 31 March 2016 they will be 2440 which again continues to protect the frontline despite continued budget reductions.

The Local Policing Review team are employing a Systems Thinking methodology to structure their overall approach, which links closely to reviews across the Diamond 2 programme. This methodology is enabling them to define our business, our capability and the details of our operating model, through assessing demand, establishing whether systems are fit for purpose, and designing a structure that will support processes in delivering our purpose. Their key objectives are to model against demand, design out “failure demand”, increase / improve service at first point of contact, make officers responsible for their own work and enhance performance through increasing time spent on core policing.

The centre of the hourglass model contains a strong core, delivering specialist services on behalf of the whole force. Areas within this centre have already been, or are currently being, reviewed as part of the Diamond 2 programme. This includes reviews of Contact Management, Intelligence, Specialist Uniform Operations, Specialist Crime Services, Crime Management and Reactive CID. In each case, the focus has been on the introduction of more efficient, streamlined structures and processes. Significant savings are expected from these areas over the next three years and further transformational change will occur within the next CSR as the force moves to a more collaborative approach to the delivery of protective services and business support.

In our most recent submission to HMIC, the force projected CSR savings of 10% from collaboration, both at a regional level and through a strategic partnership with Humberside. This is a considerable achievement and reflects positively on the work that has previously taken place to build these regional and bilateral agreements and structures, which form the upper half of the hourglass model. The new Lead Force model sees a continuation of existing collaborations as well as further joint working across specialist protective services areas. These collaborations have already delivered excellent results, of which we are rightly proud.

It is reassuring to note that, both short and long-term, SYP’s crime trends consistently track those shown by our MSG average. This is a significant achievement and is testament to the hard work and dedication demonstrated by our staff despite the uncertainty they have been facing. While it does not detract from the need to address specific challenges around key crime types, it is important that we do not lose the wider perspective. SYP has historically recorded a rate of crime per 1000 population above that of peer forces, but given reductions in 2014/15 in the areas of Vehicle Crime and Burglary non-Dwellings, where SYP reductions are greater than both the MSG and National rates of reduction, the gap is slowly reducing. The force is, in the most recent 3 months, recording a volume of offences only 0.2% greater than the rate of peer forces.

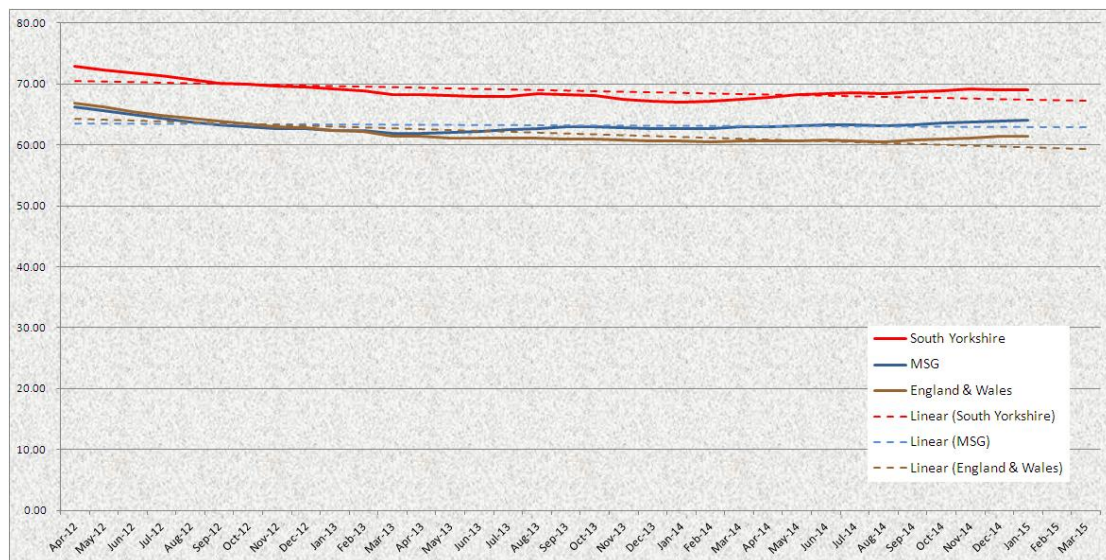
Much work has been done within SYP in the light of national focus on the integrity of recorded crime statistics. In 2013/14 SYP took the decision to remove the raft of crime reduction targets, with only an overarching target for total recorded crime set for SYP by the OPCC. This shift in internal focus from

tracking reduction volumes has enabled the force to review crime fluctuations in a more mature style of performance management supporting questions to be asked around process improvements in key volume crime areas.

All reported crimes are now automatically recorded onto the Crime Management System within 68 hours of reporting, irrespective of the level of investigation undertaken. Additionally, officers are encouraged to report crimes directly from the scene, reducing the need to re-attend police stations (aligned to the visible policing agenda) and preventing any delays in the investigative process. Training and technology developments have enabled an improvement in the data quality within internal systems to more effectively flag repeat and vulnerable victims on the incident system.

Finally, internal audits are undertaken of incidents reported which do not lead to the opening of a crime on the Crime Management System. All these internal steps focusing on data quality and crime integrity of recording have ensured that any reported incident in which a crime may have taken place is appropriately recorded. Whilst crimes may later be no-crimed, all these measures will have inevitably but appropriately had some impact on recorded crime volumes. The majority of forces³, including South Yorkshire are recording increases currently in recorded crime volumes, in comparison with the previous 12-months.⁴

The following chart show the rate of crimes per 1000 population compared to that of our MSG average, and the national average for the categories of All Crime.



³12-months to January 2015 compared with 12-months to January 2014.

⁴ This data is PROVISIONAL DATA, not yet finalised and published by the ONS and is not for publication in the public domain.

Having said that, we are keen to maintain the pressure on key crime areas in order to deliver continued strong performance. Child Sexual Exploitation (CSE) is a crime area that is of particular concern for the force and the Police and Crime Commissioner and considerable emphasis has been placed on the need to focus on improvements in this area. CSE has been designated the number one operational priority for the force and over the last year considerable efforts have been made to improve CSE response, including comprehensive training and awareness raising as part of a multi-agency approach. Following their recent inspection, HMIC acknowledged this, but stressed that we could and should be doing more to address certain issues, particularly around leadership, resources and training. Our current review into the structures and processes that support effective investigation into sexual offences as a whole (including CSE) are focussed on getting the resources and training right to ensure that our support to victims is without question.

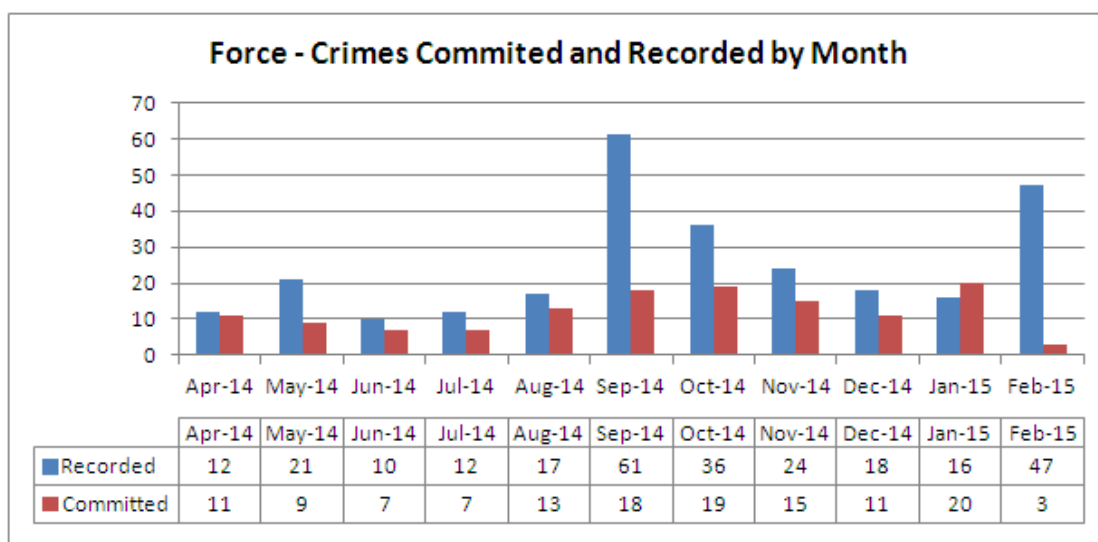
Limited performance data currently exists for CSE within SYP, however over the past six months a CSE Performance Report has been in construction. The first version of this is now live on force intranet and contains basic incidents, investigations, recorded crimes and positive outcomes data. The intention is to add to this over the next six months with indicators such as CPS prosecutions data, missing from homes, abduction notices, NHS data and any other relevant information that helps to summarise and understand the problems faced. Once finalised a similar process will be undertaken and replicated for all areas within Protecting Vulnerable People, e.g. domestic abuse.

This year the Child Sexual Exploitation (CSE) teams have been created and embedded across all the District areas within South Yorkshire, creating co-located, multi-agency teams at each area. In addition, a central CSE team was created to respond to more serious and complex CSE investigations, and to undertake a pro-active approach to disrupting offender behaviour, along with a historic review team. The local CSE teams have led to a consistency of approach in identifying children at risk of CSE, and investigation and intervention methods. However, since the HMIC inspection of SYP in relation to CSE, Rotherham Local Authority and the Elected Council have also been subject to reviews of their actions in this area of work. Both the Jay and Casey reports, while identifying weaknesses in the bodies they were reviewing, also identified failures in previous police processes that became the subject to intense media coverage.

This level of media interest inevitably led to a dramatic increase in reporting in all Child Abuse, particularly non-recent offences and those of CSE. Projected figures for 2014/2015 suggest that the number of child abuse referrals (including CSE referrals) will be over 10,000, a 25% Increase on the previous year. From April 2014 to February 2015 SYP has received 833 CSE referrals, which equates to approximately 8% of all child abuse referrals, however 45% of our PPU investigators are allocated to CSE investigation roles, including the central CSE investigation team who are reviewing and investigating a number of large scale non-recent CSE investigations. During the same period 244 crimes were recorded, which had CSE as an aggravating factor of which

68 (28%) are recorded as having a positive outcome. Safeguarding vulnerable adults has also seen a dramatic increase in referrals since April 2014, with over 4000 referrals received, an increase of 23%.

Positively as the below chart shows, whilst CSE reporting can be linked to offences which occurred months or even years ago, offences which are currently being committed are also being reported to SYP, either through internal investigative work leading to the identification of offences, or as victims come forward themselves to report these offences.

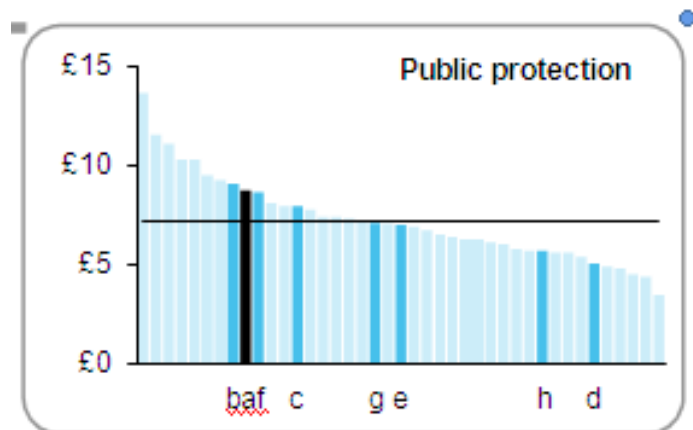


The volume of Child Protection flagged referrals to SYP remains high, with an average over 800 referrals received each month in 2014/15. Of these around 67 each month are linked to CSE. The additional capability that the force has put into working on CSE demonstrates that the average number of referrals finalised per month has increased from 14 per month to the current rate of 78 per month.

Since April 2014, there has been a slight decrease in the number of domestic incident reported down 7% to around 23500 for the force for the 10 month period. However, the number of Domestic Abuse crimes recorded has increased by just over 23% to around 7000, with a 1% increase in the number of repeat victims of domestic abuse. This would indicate a more robust process in recording crimes when they are reported. The Force has also established the process for the protecting victims by the introduction of the civil Domestic Violence Protection Orders where criminal threshold cannot be met.

Protecting Vulnerable People remains a priority within the Police and Crime Plan. Additionally, to ensure children within South Yorkshire are able to achieve the outcomes identified in Every Child Matters (2003), the force works consistently with key partners to increase the number of successful outcomes for violence against women and girls in sexual assault, rape, stalking and harassment. Current analysis, recording and intelligence tells us that there

remains a significant risk to children and vulnerable people with emerging threats in particular for CSE across communities and the region. South Yorkshire has significantly increased its investment into spending on public protection, as illustrated in the comparison chart below which shows spending on public protection per population. Significantly, this investment has seen South Yorkshire move from the bottom quartile significantly to towards the top quartile in relation to spending.



(SYP shown in black, other similar forces in dark blue, remaining forces in light blue):

In recognition of these continuing challenges the Police and Crime Commissioner has reinforced his support to fund a greatly enhanced model for Protecting Vulnerable People, in addition to the 57 staff and £2.4m investment from April 2014, a further £2.2m and 63 staff have been allocated from April 2015.

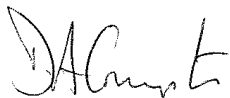
This will see the immediate strengthening of the management team including 2 additional Detective Inspectors and a Detective Chief Inspector. The increased investment will also see additional staff in the Local investigation units, which deal with all criminal investigations around child abuse, which are not CSE related, and all safeguarding adults (Vulnerable) investigation. This is being achieved by introducing a blended workforce with a number of trained civilian investigators being introduced to the teams along with Detective Constable and additional supervisory roles in response to the HMIC inspection.

Domestic abuse will also change significantly with an increased central Risk Assessment capacity and the creation of combined prisoner process and victim safeguarding teams. These teams will deal with all victim and offenders for all high risk domestic abuse incidents, this will eliminate the disconnect which often happens between the criminal investigation and the victim safeguarding as the same team will do both roles. There are also proposed increases in staffing for the central CSE teams, Visor units and central referral unit.

In response to consultation with the local authorities the Central Referral Unit is to be de-centralised and co-located with each of the Local Authorities with a medium terms view to set up a Multi-Agency Safeguarding Hub (MASH) as each district which is view nationally as best practice in relation to information sharing and identifying risk levels. This move, although more staff intensive, will create additional investigation and supervisory capacity within the investigation teams.

This investment in Protecting Vulnerable People is evidence of the force's commitment to responding to the priorities identified by the public of South Yorkshire and the feedback generated by HMIC and other independent reports. The Senior Command Team and the Police and Crime Commissioner recognise the importance of these significant policing issues. These are being addressed alongside the additional pressures and challenges relating to the legacy issues of Hillsborough and Orgreave. We believe that we are striking the balance between the competing priorities that exist within the force, redesigning our structures and processes and adjusting the available resources accordingly. We are committed to transparency and to support the investigation of these events having dedicated considerable resources, together with highly skilled teams, to facilitate this.

The force is currently responding to the biggest financial challenge in living memory and we are doing so in a way that ensures the public of South Yorkshire continue to afford us their trust and confidence that we will deliver the service and standards they expect. This reflects positively on the dedication and commitment of officers and staff across the organisation in responding to the challenges we face.



Chief Constable David Crompton
March 2015