



## **Devon and Cornwall Police and Crime Panel**

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# **DEVON AND CORNWALL POLICE AND CRIME PANEL**

Friday 15 April 2016

10.30 am

Council House (Next to the Civic Centre), Plymouth

### **Members:**

Councillor Croad (Devon County Council), Chair.

Councillor Batters (Cornwall Council), Vice-Chair.

Councillors Barker (Teignbridge District Council), Geoff Brown (Cornwall Council), Boundy (Torrige District Council), Philippa Davey (Plymouth City Council), Excell (Torbay Council), Martin (Cornwall Council), Mathews (North Devon District Council), Moulson (Isles of Scilly), Mrs Pengelly (Plymouth City Council), Saltern (South Hams District Council), Sanders (West Devon District Council), Mrs Squires (Mid Devon District Council), Sutton (Exeter City Council), Toms (Cornwall Council), Watson (Cornwall Council) and Wright (East Devon District Council).

### **Independent Members:**

Yvonne Atkinson (Devon) and Sarah Wakfer (Cornwall and Isles of Scilly).

Members are invited to attend the above meeting to consider the items of business overleaf.

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# DEVON AND CORNWALL POLICE AND CRIME PANEL

## 1. Apologies

To receive apologies for non-attendance submitted by Members.

## 2. Minutes (Pages 1 - 8)

To sign and confirm as a correct record the minutes of the meeting held on 5 February 2016.

## 3. Declarations of interest

Members will be asked to make any declarations of interest in respect of items on this agenda.

## 4. Public questions

To receive questions from (and provide answers to) members of the public that are relevant to the panel's functions.

Questions should be no longer than 100 words and sent to Democratic Support, Plymouth City Council, Floor 3, Ballard House, West Hoe Road, Plymouth, PL1 3BJ or [democratic.support@plymouth.gov.uk](mailto:democratic.support@plymouth.gov.uk) Questions must be received at least 5 complete working days before the meeting.

## 5. The Police and Crime Commissioner's response to Panel recommendations on the proposed level of precept and refresh of the Police and Crime Plan (Pages 9 - 14)

The Panel will review formal recommendations made to the Police and Crime Commissioner in relation to the agreement of his proposed level of precept and refresh of the Police and Crime Plan and consider the response and actions/progress from the Police and Crime Commissioner to those recommendations.

## 6. Update from Neighbourhood Watch Select Committee Review (Pages 15 - 24)

The Panel will receive an update from the Police and Crime Commissioner and the Chief Constable on the Neighbourhood Watch Select Committee Review.

## 7. Citizens in Policing

The Panel will receive a presentation on Citizens in Policing.

## 8. Strategic Alliance with Dorset (Pages 25 - 34)

The Panel will receive an update from the Police and Crime Commissioner in respect of

the Strategic Alliance with Dorset.

## **9. Workforce Plan**

The Panel will receive a presentation from the Police and Crime Commissioner on the Workforce Plan.

## **LUNCH (12.30 - 13.00)**

### **10. Police and Crime Commissioner's Performance Report (Pages 35 - 40)**

The Panel will receive an update from the Police and Crime Commissioner in respect of performance against objectives and performance measures in the Police and Crime Plan.

### **11. Police and Crime Commissioner's Update Report (Pages 41 - 46)**

The Police and Crime Commissioner has provided the Panel with his regular report regarding the activities and decisions he has made since the last Police and Crime Panel meeting.

### **12. Report from the Office of the Police and Crime Commissioner regarding non-criminal complaints against the Police and Crime Commissioner (Pages 47 - 48)**

Members will consider the report and after due consideration, agree the resolutions by the Chief Executive Officer of the Office of the Police and Crime Commissioner.

### **13. End of the Police and Crime Commissioner's term of office (Pages 49 - 58)**

The Panel will be provided with a report from Plymouth City Council summarising the Police and Crime Commissioner's term of office.

### **14. Police and Crime Panel workplan (Pages 59 - 70)**

The Panel will consider options and issues for inclusion into their scrutiny work programme.

### **15. Future meeting dates**

The following are the scheduled meeting dates for the municipal year 2016-17 –

- 1 July 2016
- 7 October 2016
- 9 December 2016
- 3 February 2017 (Precept meeting)
- 17 February 2017 (only activated if Precept veto'd)
- 7 April 2017

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## Devon and Cornwall Police and Crime Panel

**Friday 5 February 2016**

### **PRESENT:**

Councillor Croad, in the Chair.

Councillor Batters, Vice Chair.

Councillors Boundy, Philippa Davey, Excell, Jordan (substitute for Councillor Mrs Pengelly), Martin, Saltern, Squires, Watson and Wright.

Independent Representatives: Yvonne Atkinson and Sarah Wakfer.

Apologies for absence: Councillors Brown, Mathews, Moulson, Sanders, Sutton and Toms.

Also in attendance: Jo Heather (Democratic and Governance Officer, Cornwall Council), Tony Hogg (Devon and Cornwall Police and Crime Commissioner), Ross Jago (Performance and Research Officer, Plymouth City Council), Duncan Walton (OPCC Treasurer/Chief Finance Officer), Andrew White (OPCC Chief Executive and Monitoring Officer) and Lynn Young (Democratic Support Officer).

The meeting started at 10.34 am and finished at 1.44 pm.

*Note: At a future meeting, the Panel will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.*

### 46. **MINUTES**

Members reviewed the minutes of the meeting held on 11 December 2015 and it was highlighted that 'Co-opted Representatives' under the membership section should read 'Independent Representatives'.

Agreed that subject to the minutes being amended as above, the minutes of the meeting held on 11 December 2015 are confirmed as a correct record.

### 47. **DECLARATIONS OF INTEREST**

There were no declarations of interest made by members in respect of items under discussion at this meeting.

### 48. **PUBLIC QUESTIONS**

There were no questions from members of the public.

49. **THE POLICE AND CRIME COMMISSIONER'S FORMAL 12 MONTH REVIEW OF PROGRESS AGAINST THE RECOMMENDATIONS OF THE I01 REVIEW**

Andrew White (OPCC Chief Executive and Monitoring Officer) reported on the formal 12 month review of progress against the recommendations of the I01 review. Members were advised that –

- (a) this report was the second that the OPCC had undertaken on the review of the I01 service;
- (b) since the last report 12 months ago, the situation had not improved – in fact it had deteriorated;
- (c) first pick up of calls remained strong and 999 calls were answered quickly, however there were still delays transferring calls to the Force Enquiry Centre (FEC), and the waiting time had now doubled from over 4 minutes to over 8 minutes in the last 12 months. Over one in three callers now waited longer than 10 minutes for some form of resolution;
- (d) there were two main reasons for the current situation – a delay in the introduction of a technological solution, and the lack of focus on this issue;
- (e) the OPCC were the first to identify there was a problem and the PCC highlighted it to the Chief Constable, making it clear that he expected to see an immediate improvement, particularly in relation to the long waiting times and those callers who waited longer than 10 minutes;
- (f) new technology would not be implemented for six months, however the PCC had provided the sum of £250K so that other solutions could be provided to support this area;
- (g) the Chief Constable had established a ‘Gold Group’ to address this issue and meetings were held fortnightly. A detailed action plan would be produced and would be monitored regularly and it was hoped that the position would soon improve;
- (h) the PCC would report back to the Panel on this issue before his end of office.

In response to questions, Members were advised that –

- (i) the OPCC recognised the unacceptable position of the I01 service. The real improvement would happen with the introduction of new technology in six months’ time. As an interim measure the additional money would be spent on extra staff to ensure that there were sufficient operators available at peak times;
- (j) an increasing number of people contacted the Police by e-mail; these were responded to promptly;

- (k) discussions were ongoing between the PCC and Chief Constable to establish what constituted a reasonable waiting time for callers;
- (l) a total of 182 operators worked within the control rooms at Exeter and Plymouth.

Following the presentation and discussion, the following observations were made –

- (m) the additional sum of £250K demonstrated a failure to influence the Chief Constable, and this extra cost would ultimately be passed on the taxpayer (Councillor Davey);
- (n) the importance of the correct processes, procedures and systems to be in place, in addition to new technology (Councillor Jordan);
- (o) the requirement for qualitative measures be put in place regarding customer feedback (Yvonne Atkinson).

Ross Jago (Performance and Research Officer) advised the Panel that it would be appropriate for an update on this issue in six months' time. It should remain an area of focus for the new PCC and an action plan should be made available in order that performance measures can be monitored.

The Panel agreed to receive a further report in six months' time and noted the report.

50. **CONSIDERATION OF THE POLICE AND CRIME COMMISSIONER'S PLANS FOR REFRESHING THE POLICE AND THE CRIME PLAN 2014-17**

Ross Jago highlighted to the Panel the importance of their obligation to scrutinise any variation or refresh to a Police and Crime Plan, and reminded them this was not what was before them today due to the election in May. If the Panel decided to make any recommendations, a report detailing these would be sent to the Police and Crime Commissioner.

The OPCC Chief Executive advised the Panel that the plan had always been launched in April, however due to the forthcoming election for a new PCC in May and the requirement for the new PCC to produce a plan, this was considered the best way forward.

Members were advised that –

- (a) the PCC had written to key partners (including this Panel) on 13 January 2016 detailing recent developments, his plans for the forthcoming months and his intentions regarding the Police and Crime Plan;
- (b) the most recent Peninsular Strategic Assessment had highlighted areas which needed continued emphasis, which were –

- domestic abuse/sexual violence
  - alcohol related harm
- (c) there would be an increased focus on the following areas –
- tackling safeguarding
  - child sexual exploitation
  - cyber crime
- (d) there would be an operational and financial emphasis on counter terrorism to ensure the safety of the people of the United Kingdom , particularly the residents of Devon, Cornwall and the Isles of Scilly.

In response to questions, Members were advised that –

- (e) it was difficult for the Police and Crime Plan to identify all areas of concern and provide the prominence on certain issues that the Panel wanted;
- (f) the issue of domestic abuse was a priority and taken seriously although it did not have a headline within the Plan;
- (g) there had been recent changes around safeguarding for the victims of domestic abuse which should now see an improvement;
- (h) alcohol related crime was linked to a range of other crimes and remained a focus in the Plan;
- (i) the PCC commissioned Community Safety Partnerships and they could prioritise funds for issues relevant to their areas.

The Panel noted the report provided and that the Police and Crime Commissioner had not formally refreshed the Police and Crime Plan.

The Panel made specific recommendations in relation to this agenda item –

- (1) agreed that the Draft Police and Crime Plans of the incoming Commissioner are made available at the first meeting of the Police and Crime Panel in the new municipal year;
- (2) agreed that Domestic Abuse and Sexual Violence is explicitly mentioned as a priority within any new Police and Crime Plan reflecting the threat identified in the Peninsula Strategic Assessment and highlighted by Community Safety Partnerships in the force area;
- (3) agreed that the recommendations resulting from Cornwall Council's select committee review of the Engagement of the Safer Cornwall Partnership in the Domestic Homicide Review Process be built into police service plans, business plans and policies;



- (4) agreed that the host authority prepare a response to the PCC, with the Chair to sign this on their behalf.

51. **CONSIDERATION OF THE POLICE AND CRIME COMMISSIONER'S PROPOSED LEVEL OF PRECEPT FOR 2016-17**

Ross Jago highlighted to the Panel that there were insufficient members present to veto the precept.

The Panel considered the Police and Crime Commissioner's proposal to increase the precept by 1.99% and the reasoning behind that proposal, as presented by the PCC, the OPCC Chief Executive and the OPCC Treasurer.

The OPCC Treasurer advised the Panel that this budget was the final one for the current PCC and set a firm foundation and opportunities for the next PCC.

In addition to the report, the Panel received a presentation which set out a detailed budget analysis as contained in the attached –



Precept  
presentation.pptx

In response to questions, Members were advised -

- (a) it was unreasonable to expect the workforce plans yet;
- (b) Dorset currently had 30 business plans, and 70 police staff at Middlemoor were working on various projects; regular meetings were held with Dorset;
- (c) all of the Police estate needed to be 'fit for purpose'
- (d) a number of police stations and buildings were being closed, however in these situations a newer, smaller, more suitable building was, in most cases, built nearby;
- (e) a percentage was built in to the budget to allow for new houses;
- (f) the OPCC would not co-locate with the Police at Middlemoor unless there was an immediate and substantial budget saving;
- (g) the five PCCs and police forces in the south west peninsular would be investigating ways of working more closely together.

Having considered the evidence presented by the Police and Crime Commissioner and his support staff, the Police and Crime Panel:

Agreed unanimously the proposal to increase the precept by 1.99% (13 members present out of 20).

During the debate members of the Police and Crime Panel raised specific concerns and –

- (1) agreed to recommend that a written report regarding the Workforce Plan along with the Plan itself is scrutinised at the April 2016 meeting of the Panel;
- (2) agreed to recommend that a written report and detailed benefits profile in relation to the 'Strategic Alliance' is scrutinised at the April 2016 meeting of the Panel;
- (3) agreed to recommend that a written report outlining savings to be made from this proposal is scrutinised by the Panel following an ongoing tendering process;
- (4) recommended that a written report is provided to a future meeting to include business cases and associated work which has taken place since the Police and Crime Commissioner received responsibility of the force estate and how he has worked with partners, in particular Local Authorities across the force area;
- (5) requested further written information on Income Generation and Grant Maximisation being undertaken by the Office of the Police and Crime Commissioner, more details on regional collaboration of force control centres (with a focus on business cases where available) and more detail on the profile of the significant levels of reserve and projected spend over the next four year period.

*(A report detailing these recommendations was sent to the PCC on 8 February 2016)*

### 52. **THE POLICE AND CRIME COMMISSIONER'S PERFORMANCE REPORT**

The Police and Crime Commissioner submitted an update on the performance measures set out in the Police and Crime Plan 2014-17.

Highlights of the report included –

- (a) Devon and Cornwall Police were now ranked the 3<sup>rd</sup> lowest force for crime per head of population;
- (b) the force were top in the country for public confidence in the police;
- (c) the recent HMIC inspection had revealed that the force 'required improvement';
- (d) there had been a decrease in victim based crime;
- (e) the figure for violence with injury was not reducing, and violent incidences involving dogs had accounted for this increase;
- (f) violence without injury remained a challenge and had increased due to the increase in the use of social media.

The Panel noted the report.

53. **THE POLICE AND CRIME COMMISSIONER'S UPDATE REPORT**

The Police and Crime Commissioner submitted an update reporting on the activities of the Police and Crime Commissioner and progress made in delivering the Police and Crime Plan since the last meeting in December 2015.

Members were advised that –

- (a) a section of the report contained updates as requested at the December meeting, and covered the following –
- details of proposed significant future savings;
  - definition of neighbourhood policing;
  - purpose of earmarked reserves;
  - provisos for budgets for Community Safety Partnerships (CSPs);
  - workforce planning;
  - 101 review;
  - PCC's performance report;
  - PCC's update report;
- (b) the next full report on progress against the Police and Crime Plan priorities would be provided to the April 2016 meeting, given the short time that had passed since the last update in December 2015;
- (c) due to time constraints, the short film about the Victim Care Unit would be sent to members as a link;

In response to questions, Members were advised that –

- (d) figures in relation to honour based violence, female genital mutilation (FGM), trafficking and modern slavery would be brought to the April 2016 meeting;
- (e) the Chief Constable recognised the value of PCSOs and had assured the force that there would be no cuts in this service for 2 years. There was sufficient money allocated in the budget to fund PCSOs for this period.

The Panel noted the report.

54. **REPORT FROM THE OFFICE OF THE POLICE AND CRIME COMMISSIONER IN RESPECT OF ANY NON-CRIMINAL COMPLAINTS ABOUT THE POLICE AND CRIME COMMISSIONER**

The Panel noted that one complaint had been received during the period 27 November 2015 – 13 January 2016 which was subsequently withdrawn by the complainant.

55. **POLICE AND CRIME PANEL WORKPLAN 2015-2016**

Ross Jago (Performance and Research Officer, Plymouth City Council) discussed the work plan with the Panel, and it was agreed –

- (1) the response to accept the precept proposal is added to the work plan for the next meeting in April 2016;
- (2) the review of 101 is added to the work plan as a future item;
- (3) the updated and proposed work plan.

56. **FUTURE MEETING DATES**

It was noted that the next meeting would take place on 15 April 2016, with the meeting scheduled for 19 February 2016 no longer being required. The Democratic Support Officer would canvas members for dates for the 2016-17 municipal year.

**DEVON AND CORNWALL POLICE AND CRIME PANEL**

**Subject:** Review and Recommendations in respect of the Police and Crime Commissioner's Budget and Proposed Level of Precept 2015/16.

**Date:** 15 April 2015

**Author:** Ross Jago, Policy and Performance Officer

**Host authority:** Plymouth City Council

**Contact details:** Tel: (01752) 304469 Email: ross.jago@plymouth.gov.uk

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**Executive Summary:**

The Police and Crime Panel (PCP) is responsible for scrutinising and supporting the actions and decisions of the Police and Crime Commissioner (PCC) and also has a role in supporting the PCC in the effective exercise of his function, acting as a critical friend.

The Police and Crime Panels (Precept and Chief Constable Appointments) Regulations 2012<sup>1</sup> came into force on 22<sup>nd</sup> November 2012 and made provision for the scrutiny, by Police and Crime Panels (PCP), of proposals from Police and Crime Commissioners (PCC) as to the issuing of a precept.

At the PCP meeting of 5 February 2016 representatives of the PCC presented the budget and Medium-Term Financial Strategy along with the PCC's proposal for the level of precept for 2015/16 of 1.99%. After consideration of the evidence and the reasoning behind that proposal, the PCP agreed to support an increase of the precept by 1.99% with the following recommendations:

- Agreed that the draft Police and Crime Plan of the incoming Police and Crime Commissioner is made available at the first meeting of the Police and Crime Panel in the new municipal year.
- Agreed that Domestic Abuse and Sexual Violence is explicitly mentioned as a top priority within any new Police and Crime Plan reflecting the threat identified in the Peninsula Strategic Assessment and highlighted by Community Safety Partnerships in the force area.
- Agreed that the recommendation resulting from Cornwall Council's select committee review of the Engagement of Safer Cornwall Partners in the Domestic Homicide Review Process be built into police service plans, business plans and policies.
- The Panel agreed to recommend that a written report regarding the Workforce Plan along with the Plan itself is scrutinised at the April 2016 meeting of the Panel.
- The Panel agreed to recommend that a written report and detailed benefits profile in relation to the 'Strategic Alliance' is scrutinised at the April 2016 meeting of the Panel.
- The Panel agreed to recommend that a written report outlining savings to be made from this proposal is scrutinised by the Panel following an ongoing tendering process.
- The Panel recommended that a written report is provided to a future meeting to include business cases and associated work which has taken place since the Police and Crime Commissioner received responsibility of the force estate and how he has worked with partners, in particular Local Authorities across the force area.

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<sup>1</sup> <http://www.legislation.gov.uk/uksi/2012/2271/made>

- The Panel have requested written details on future regional collaboration of force control centres (with a focus on business cases where available)
- The Panel have requested further written detail on the profile of the significant levels of reserve and projected spend over the next four year period.

Immediately following the PCP meeting, the Host Authority drafted, in liaison with the Chair of the PCP, a report and recommendations on behalf of the PCP (**Appendix I**) incorporating the above comments and recommendations of the PCP meeting. The PCP complied with its statutory requirement to review and make a report to the PCC on the proposed levy.

The PCC has responded in writing to the PCP's report and his response, are included in red at appendix I.

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### **Recommendations & Reasons for recommended action:**

It is recommended that the PCP:

- Reviews and notes the PCC's response to the recommendations of the PCP.

The above reflects the PCP role to effectively and robustly scrutinise the PCC's budget and precept in an open and transparent manner and ensure that issues of mutual concern or interest can be shared in a way that is both constructive and supportive.

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### **Alternative options considered, and reasons for recommended action:**

N/A

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**Background Papers:** None.

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## Police and Crime Commissioner for Devon and Cornwall

17 February 2016

**To: Devon and Cornwall Police and Crime Panel**

### **POLICE AND CRIME COMMISSIONER'S RESPONSE TO REPORT OF THE DEVON AND CORNWALL POLICE AND CRIME PANEL 5 FEBRUARY 2016**

The Panel met on 5 February 2016 to consider my proposed precept and my plans for refreshing the Police and Crime Plan 2014-2017. I am delighted that the proposed precept was supported.

I am in receipt of the Panel's formal reports in relation to the matters discussed at the meeting and, as required in statute, I hereby respond to those reports and their recommendations.

I have set out below my responses and intend to publish these on the OPCC website in due course.

### **The Police and Crime Commissioner's decision not to refresh the Police and Crime Plan 2014-2017**

#### **Panel Recommendations**

- (a) Agreed that the draft Police and Crime Plan of the incoming Police and Crime Commissioner is made available at the first meeting of the Police and Crime Panel in the new municipal year.
- (b) Agreed that Domestic Abuse and Sexual Violence is explicitly mentioned as a top priority within any new Police and Crime Plan reflecting the threat identified in the Peninsula Strategic Assessment and highlighted by Community Safety Partnerships in the force area.
- (c) Agreed that the recommendation resulting from Cornwall Council's select committee review of the Engagement of Safer Cornwall Partners in the Domestic Homicide Review Process be built into police service plans, business plans and policies.

#### **Police and Crime Commissioner's response**

***There is a statutory requirement for the newly elected PCC to publish a Police and Crime Plan before the end of the financial year during which they are elected (March 2017). I will ensure that the incoming PCC is made aware of the Panel's recommendations.***

**2016/17 Precept Notification**

Having considered my proposal to increase the precept by 1.99% I am pleased that the Police and Crime Panel agreed to support this unanimously.

**Police and Crime Commissioner's response**

During the debate members of the Police and Crime Panel raised specific concerns and made recommendations in relation to –

1. **Future Reductions to Police Workforce** - The Panel was concerned that the Police and Crime Commissioner's Medium Term Financial Strategy highlighted further reductions to Police Officers and Police Staff over the next 3 – 4 years and that the Panel had not been able to scrutinise a Workforce Plan. The Panel agreed to recommend that a written report regarding the Workforce Plan along with the Plan itself is scrutinised at the April 2016 meeting of the Panel.

*The timescales for the completion of work relating to the Workplan are being finalised. A written report on the process and the timeframes involved will be provided for the April meeting.*

2. **Strategic Alliance with Dorset** – Members of the Panel felt that there had not been sufficient focus on the details of savings or service changes in relation to the 'Strategic Alliance', in particular whether Call Management and Communications Units were likely to move further away from the bulk of the policing area. The Panel agreed to recommend that a written report and detailed benefits profile in relation to the 'Strategic Alliance' is scrutinised at the April 2016 meeting of the Panel.

*A written report will be brought to the April 2016 meeting of the Police and Crime Panel, as agreed in the Panel Workplan in December 2015.*

3. **Office Move** – The Panel was concerned that the proposal to move the Office of the Police and Crime Commissioner into Middlemoor HQ was still an open issue and highlighted within the Medium Term Financial Strategy as a cost of £500,000. The Panel agreed to recommend that a written report outlining savings to be made from this proposal is scrutinised by the Panel following an ongoing tendering process.

*Following the completion of the tendering process and a final decision on the proposed move of the Police and Crime Commissioner's office to Middlemoor, a written update will be provided to the appropriate meeting of the Panel.*

4. **Estates** - The Panel recommended that a written report is provided to a future meeting to include business cases and associated work which has taken place since the Police and Crime Commissioner received responsibility of the force estate and how he has worked with partners, in particular Local Authorities across the force area.

*As the Police and Crime Commissioner has only recently taken over responsibility for the police estate, it is suggested that a written is provided for the autumn meeting of the Panel.*



5. **Income generation and Grant Maximisation** - the Panel has requested further written information on Income Generation and Grant Maximisation being undertaken by the Office of the Police and Crime Commissioner,

*Further information will be provided in the PCC's next update report, to the April meeting of the Panel.*

6. **Regional Collaboration** – The Panel have requested written details on future regional collaboration of force control centres (with a focus on business cases where available)

*As work on the different strands of regional collaboration continues, the Commissioner will provide written updates on new developments and progress.*

7. **Reserves** – The Panel have requested further written detail on the profile of the significant levels of reserve and projected spend over the next four year period.

*Further information will be provided in the PCC's next update report, to the April meeting of the Panel.*

### **Publication**

In accordance with my statutory obligations, I will be publishing this response on the OPCC website in due course.

### **Tony Hogg**

Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly  
17 February 2016

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**Police and Crime Panel Meeting  
15 April 2016**

**NEIGHBOURHOOD WATCH  
(RESPONSE FROM DEVON AND CORNWALL CONSTABULARY  
TO PANEL RECOMMENDATIONS)**

**Introduction**

At the meeting of the Police and Crime Panel in December 2015 the Police and Crime Commissioner responded to a number of recommendations made by the Panel following the scrutiny item at a previous meeting in relation to Neighbourhood Watch.

A number of recommendations were directly related to operational matters which are the responsibility of the Chief Constable. At the request of the Police and Crime Commissioner a written response has been provided by Devon and Cornwall Constabulary. Superintendant Matt Lawler will attend the Police and Crime Panel meeting for this item.

**A report was requested on the following 7 questions.**

- 1. What the definition of neighbourhood policing is and means, what the offer is, what can be shared with partners and what can and ultimately cannot be done;**

**Neighbourhood Policing Principles**

There are 10 Neighbourhood Policing Principles which shape the force approach:

- a) will protect the public and keep people safe from harm, especially those most vulnerable. This will require a greater focus on early intervention and the identification of hidden harm rather than reacting to crimes committed, in order to prevent and reduce crime and harm.
- b) Is a mainstream policing activity, integrated with other policing services, and reflects local conditions, by being flexible and adaptive.
- c) Will provide a service that is valued by the public and tailored to the level of threat, risk and harm to victims.
- d) Will work collaboratively to keep communities safe and enable those communities to play their part in securing their neighbourhoods.
- e) Provides an identified point of contact who will act as the lead for issues in that neighbourhood.
- f) Will provide ease of access to services, primarily on-line, delivering both a virtual as well as visible policing presence according to need, working directly with communities and engaging with a purpose.
- g) Deliver evidence based activity against identified need using community intelligence as a basis for deployment, and risk based modelling as the means of resource allocation.
- h) Requires effective multi-agency engagement with a purpose, communication and feedback together with a clear explanation of where accountability lies. This and other activities should assist in providing reassurance to our communities.
- i) Will embrace, support and champion volunteering opportunities.
- j) Should demonstrably deliver against clear local plans and commitments made to neighbourhoods.

**2. What resources and accommodation there are to support Watch schemes and community messaging;**

PCSOs have a primary role in supporting and developing Watch Schemes. There are a number of Community Hub Offices that are situated in police stations and run by Volunteers. These were highlighted in the original submission to the panel and will still receive the PCSO support that they received beforehand. There are 3 Community Messaging System (CMS) officers across the force and they are still in post and will be for the foreseeable future.

In addition to existing resources, a new "Police Community Management Officer" (PCMO) role is being piloted through a 12 month pilot commencing in May 2016 at 10 locations across the policing area. This role has at its core the need to build effective community engagement that leads to activity and support for NHW and our other Watch schemes is integral to this and reflected in the role profile to which these police staff members will work. A copy of the role profile is attached at Annex 1 to inform the Police and Crime Panel. This is a substantial increase in resources that will support both the principles of Watch Schemes and their development.

Embedding volunteering activity within mainstream policing has been identified as a particular challenge and this is being addressed through the new approach to volunteering across the policing area which is referred to in the answer to (d) below

**3. The feasibility of rolling out Newquay's Streetnet across the force area as a means of community messaging and communication through beat officers.**

As the discussion with the panel indicated last year, "StreetNet" is a response to particular circumstances in Newquay. It is an information exchange process that meets the operational need of the local police Inspector. CMS is the force messaging system and has 3 staff supporting it and sending out force messages. We are exploring our future approach to CMS with a view to ensuring we have a flexible, functional system that meets the needs of our local area. .

**4. The feasibility of rolling out the Citizens in Policing pilot across the rest of Plymouth and, potentially, across the force area;**

As mentioned in (b) above, the infrastructure of the force able to support both Watch Schemes and the wider Volunteering opportunities has been very limited in the past. Whilst the Plymouth area chose to invest a police officer NBM to developing the "Citizens in Policing" (CiP) agenda in that area, this was not replicated elsewhere.

The PCC has agreed to support the setting up of a resources framework to support the whole of the Citizens in Policing Strategy of the force. This includes administrative support for current specialists, extra resources in Vetting and People Services Centre to handle Volunteering applications and administration and an uplift in trainers to assist with Special Constables and Community Safety Accreditation Schemes (CSAS). This new approach will also see the creation of 3 "Citizens in Policing" police staff roles (one in each BCU). These posts are responsible for developing the CiP Strategy and will have NHW and other Watch development very much in their daily business. A separate report is provided to the Police and Crime Panel at this meeting on the future approach to volunteering.

- 5. What can be put in place to better understand how crime differentiates between Watch and non-Watch areas;**

See below

- 6. What can be put in place to measure NHW's effectiveness in reporting and reducing crime;**


See below

- 7. What can be put in place to strengthen the numbers of NHWs in areas with the highest crime**

As we move forward with a new approach to CMS our ability to consider effectiveness will be improved along with a more detailed mapping of watch activity. Both the PCMO trial and the new CIP Officers will play important roles in the future shape and growth of NHW – working with local areas to consider whether the setting up of a Watch Scheme is an effective response to the crime issue under scrutiny.

**Inspector Paul Morgan**

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<p><b>ROLE PROFILE</b></p>	<p><b>Pilot Role Police Community Management Officer (PCMO)</b></p>	
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**SECTION 1: PRINCIPAL RESPONSIBILITY**

<p><b>Principal Responsibility</b></p>	<p>To deliver, with partners, dedicated and professional problem solving that contributes to community capacity, resilience and engagement, supports the management of community risks and safeguards the vulnerable. In addition, to work with partners in order to manage down demands on the police service and identify issues not relevant to police or a policing lead. This role will work within a defined neighbourhood or set of neighbourhoods and supports fully the force mission, our organizational priorities and the OPCC Policing Plan. In particular, this will be achieved by:</p> <p><b>Acting as a Specialist Problem Solver</b></p> <ul style="list-style-type: none"> <li>• Be tasked on problem solving on a daily basis via the NIM, undertaking geographic or theme-based problem solving accountable to TIMS and the TTCG. This role will not self-deploy, but agree priorities with the Sector Inspector.</li> <li>• Own local activity in response to the Neighbourhood Harm Register and linked Problem Solving Plans (PSPs).</li> <li>• Co-ordinate problem solving around repeat victims, drawing on the skills and capability of other specialists where necessary.</li> <li>• Review all repeat locations data locally, seeking opportunities to reduce demand.</li> </ul> <p><b>Co-ordinate Community Capacity Building</b></p> <ul style="list-style-type: none"> <li>• With partners, assist relevant local councils in their development of “emergency plans”.</li> <li>• Identify and develop local networks and communication that promotes and supports this activity.</li> <li>• Work alongside NBMs to support positive community messaging</li> </ul> <p><b>Provide effective community engagement in order to harness and develop the “Citizens in Policing” approach of the force</b></p> <ul style="list-style-type: none"> <li>• Understand what effective “engagement” is and utilise partner agencies’ experience and communication networks to develop this.</li> <li>• Develop enhanced community connection and interaction, tasking and championing Citizens in Policing.</li> <li>• Lead “engagement for a purpose”, linked to the force mission and undertaking it on a multi-agency rather than single-agency basis in order to identify risk, harm and vulnerability.</li> <li>• Champion volunteering, watch schemes and other opportunities to complement policing activity through community involvement.</li> </ul> <p><b>Act as a Partnership fulcrum</b></p> <ul style="list-style-type: none"> <li>• Identify and link with appropriate partnership agency roles working within a similar field (e.g. Community Safety Officers, ASB Officers, Registered Social Landlords’ resources).</li> <li>• Directly engage with key groups and partners to problem solve, co-locating where necessary.</li> <li>• Represent the police at appropriate partner agency meetings, identified and agreed with the Sector Inspector.</li> </ul> <p><b>Be focused upon “early intervention” opportunities</b></p> <ul style="list-style-type: none"> <li>• Understand the national “Troubled Families” programme.</li> <li>• Contribute to local practitioner groups delivering to the “Troubled Families” programme and identify areas where it is appropriate for the police to lead.</li> <li>• With the Sector Inspector, identify appropriate police service resources that can enhance early intervention opportunities.</li> </ul>
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	<p><b>Champion crime prevention</b></p> <ul style="list-style-type: none"> <li>• Understand crime prevention principles and techniques and keep informed about developing ways of working (e.g. predictive policing, co-ordinated patrol zones).</li> <li>• Support the work of the Crime Prevention Officer in embedding prevention principles within the workplace, and with partners, and assist in the delivery of crime prevention advice in key locations.</li> <li>• Support the work of Missing Persons Co-ordinators in order to reduce repeat missing reports.</li> <li>• Support the briefing and tasking of response and crime resources on community risks and PSPs.</li> <li>• Review Local Organised Crime Profiles in order to seek engagement opportunities that will assist in the gathering of intelligence, identification of risk/harm and enable proactive prevention or mitigation of the risk/harm.</li> </ul>				
<b>Rank/grade</b>	<b>TBC</b>	<b>Location</b>	TBA	<b>Vetting Clearance</b>	BC
<b>Role-Specific Training and CPD to be undertaken.</b>	<ul style="list-style-type: none"> <li>• Storm/ UNIFI/GIS</li> <li>• “Effective Community Engagement” training- partner agencies run courses.</li> <li>• Crime Prevention Officers Course</li> <li>• Problem Solving Training</li> <li>• Project management understanding</li> <li>• Leadership and management skills</li> </ul>				

**SECTION 2: ESSENTIAL CAPABILITIES & EXPERIENCE** *(For selection purposes)*

<b>Formal Qualifications required</b>	None Required	
<b>Essential Activities of the role</b>	<ul style="list-style-type: none"> <li>• Provide specialist advice and knowledge</li> <li>• Prepare and deliver briefings</li> <li>• Understanding of partnership working</li> <li>• Understanding of crime reduction responsibilities</li> <li>• Represent one’s own agency at other agencies’ meetings</li> <li>• Analyse information</li> <li>• Effective use of Microsoft “Office” products, especially ‘Word’ and ‘Powerpoint’</li> </ul>	
<b>Essential experience and specialist skills and knowledge</b>	<ul style="list-style-type: none"> <li>• Proven problem solving ability</li> <li>• Full understanding of the principles of crime prevention</li> <li>• Full understanding of community engagement</li> <li>• Excellent communication and presentation skills</li> <li>• Proven negotiating skills, with the ability to influence at a senior level</li> <li>• Excellent Customer care skills</li> </ul>	
<b>Essential Behavioural Competencies</b>	<ul style="list-style-type: none"> <li>• Strategic perspective</li> <li>• Openness to change</li> <li>• Negotiation and influencing</li> <li>• Respect for race and diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Team working</li> <li>• Effective communication</li> <li>• Problem solving</li> <li>• Planning and organising</li> </ul>

**SECTION 3: ACTIVITIES & BEHAVIOURS**

<b>Core Responsibilities</b>	<b>Activities</b> The role holder should effectively deliver these key requirements:
<b>Managing the Organisation</b>	<b>Contribute to policy formulation</b> Draft policies that are fair, support organisational strategy, aims and objectives and comply with relevant legislation. Ensure effective consultation with stakeholders. Review and amend policies taking into account organisation changes.



	<p><b>Prepare strategic position papers and briefings</b> Prepare position papers and briefings in response to questions from senior personnel and others in accordance with legislation and organisational protocols.</p>
	<p><b>Provide specialist advice and knowledge</b> Provide specialist advice and knowledge to colleagues, partners and other individuals and agencies to support the achievement of organisational objectives and enable compliance with organisational policy.</p>
<b>Finance and Resources</b>	<p><b>Operate budgets</b> Use financial resources efficiently, taking prompt corrective action when variations occur between actual costs and allocated budget.</p>
<b>Community Safety</b>	<p><b>Represent one's own agency at other agencies' meetings</b> Attend multi-agency case conferences/meetings as a representative of the Police organisation, ensuring that recommendations and decision(s) do not commit the organisation to action which they cannot deliver and/or breach legislation, policy and procedure.</p>
<b>Managing and Developing People</b>	<p><b>Coach and mentor staff and Volunteers</b> Provide advice, guidance, and feedback, to build confidence and improve effectiveness within existing roles and to acquire the knowledge and skills necessary for personal development.</p>
	<p><b>Delegate work to others</b> Give responsibility and authority to others for discrete pieces of work, agreeing with them the targets they need to achieve, advising and supporting them in what they do.</p>
	<p><b>Develop individuals and teams to enhance performance</b> Develop the knowledge and skills of both team and individuals to ensure the best possible results at work by identifying needs, planning their development and using a variety of activities to improve performance.</p>
	<p><b>Prepare and deliver presentations</b> Prepare and deliver information to diverse audiences ensuring that you use an appropriate communication style, operate equipment correctly and represent the values of the Service.</p>
	<p><b>Supervise the work of teams and individuals</b> Supervises short and medium term objectives, develops plans, monitors work activities and regularly assesses the performance of teams and individuals to ensure that team objectives and performance indicators are achieved. This is to predominantly refer to Volunteers/ Citizens in Policing.</p>

<p><b>Health, Safety and Welfare</b></p>	<p><b>Manage the welfare needs of individuals – Volunteers predominantly</b> Recognise any problems that a member of staff/volunteer may be experiencing, assist them in identifying the cause and agree a suitable way forward, acting at all times in accordance with organisational policy.</p>
	<p><b>Supervise Health and Safety – Volunteers predominantly</b> Ensure that all team members are aware of health and safety requirements, continually seek ways to improve the work environment and take effective action in response to breaches in health and safety requirements.</p>
<p><b>Personal Responsibility</b></p>	<p><b>Maintain standards of professional practice</b> Ensure your behaviour complies with organisational values and organise your own work effectively to meet the demands of your role. Identify, implement and monitor development activities to enhance your own performance.</p>
	<p><b>Make best use of technology</b> Make best use of technology in support of your role, ensuring correct operation and compliance with organisational and legal requirements.</p>
	<p><b>Promote equality, diversity and Human Rights in working practices</b> Promote equality, diversity and Human Rights in working practices by developing and maintaining positive working relationships, ensuring that colleagues are treated fairly and contributing to developing equality of opportunity in working practices.</p>

## BEHAVIOURS

### LEADERSHIP

#### **Strategic perspective –**

Concentrates on issues that support the broad organisational strategy. Maintains a broad view, and understands and considers the interests and aims of other units or outside organisations.

#### **Openness to change:**

Supports, promotes and puts into practice change. Introduces new ways of doing things and encourages others to accept them. Overcomes barriers to change

#### **Negotiation and influencing –**

Uses logic and reason to influence others. Persuades people by using powerful arguments. Identifies clear aims in negotiations and achieves satisfactory outcomes.

### WORKING WITH OTHERS

#### **Respect for race and diversity –**

Understands other people's views and takes them into account. Is tactful and diplomatic when dealing with people, treating them with dignity and respect at all times. Understands and is sensitive to social, cultural and racial differences

#### **Team working –**

Creates working partnerships inside and outside the organisation. Develops links with outside stakeholders to get different views. Develops strategies to help people work together to achieve organisational goals.

#### **Effective communication –**

Communicates all needs, instructions and decisions clearly. Adapts the style of communication to meet the needs of the audience. Checks for understanding.

### ACHIEVING RESULTS

#### **Problem solving –**

Gathers information from a range of sources to understand situations, making sure it is reliable and accurate. Analyses information to identify important issues and problems. Identifies risks and considers alternative courses of action to make good decisions.

#### **Planning and organising –**

Plans and carries out activities in an orderly and well-structured way. Prioritises tasks, uses time in the best possible way, and works within appropriate policy and procedures

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## **Police and Crime Panel Meeting 15 April 2016**

### **Report of the Police and Crime Commissioner**

#### **Strategic Alliance with Dorset Police**

The Police and Crime Panel have requested further information on the progress of the Strategic Alliance between Devon and Cornwall Police and Dorset Police (the Alliance).

#### **Background**

The Alliance was created to enable the two forces to collaborate as equal partners in finding new solutions to the policing needs of the geographical areas covered by the two forces, whilst at the same time retaining separate identities.

Through the Alliance, formally agreed in March 2015 by the two Chief Constables and Police and Crime Commissioners, the two forces are working together in more than 30 business areas to create single unified teams that will deliver key services for, and on behalf of, both forces.

The Alliance does not prevent either force from exploring other collaborative opportunities or continuing to collaborate with other forces where they are already doing so. The alliance is part of the wider regional and national picture. The five south west forces – Avon and Somerset, Devon & Cornwall, Dorset, Gloucestershire and Wiltshire – are collaborating on an increasing number of projects. Options to work with other services within the public sector – such as the fire service – are also currently being explored.

As part of the HR process supporting the establishment of new Alliance departments and teams, the two forces have agreed to transfer the employment of some of the staff resources between the employers in accordance with TUPE (transfer of undertakings (protection of employment) regulations). The employment of around 200 people has so far been identified to move between the forces to facilitate single direction and control of key business areas. Other work running alongside business cases development and HR. Alongside this is significant activity to implement common IT systems. This will enable the two forces to benefit from greater economies of scale and interoperability of key admin, HR and operational systems.

A briefing document on the Alliance has been recently published on the OPCC website to provide information to candidates in the upcoming PCC elections and is attached at Annex 1 for further information.

### **Progress to date**

A “strategic outline case” was signed off by the PCCs and Chief Constables on 23 June 2014. Since then work has continued. Each function or department included within the Alliance has been scheduled to produce a detailed business case which sets out, in depth, how the Alliance might work for that business area and what an alliance model might look like.

As of February 2016 21 business areas have had their business cases approved to take forward to formal consultation stage and one business case had gone live. There are still another 11 business cases in development and that are due to be presented within the next six months. Formal staff consultation has been completed on seven business cases so far, all of which are now moving into implementation. Initial estimates indicate that working in the Alliance will deliver savings exceeding £12m on the two forces’ combined operational costs by 2018, with a number of approved business cases identifying savings in excess of the levels originally forecast. These figures will need to be further validated as implementation progresses.

A report on service areas, implementation activities and savings will be provided to the Police and Crime Panel at a future meeting, following the end of the pre-election period for the Police and Crime Commissioner elections which will take place on 5<sup>th</sup> May 2016.

### **Contact for further information**

#### **Andrew White**

Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

[chiefexecutivesupport@devonandcornwall.pnn.police.uk](mailto:chiefexecutivesupport@devonandcornwall.pnn.police.uk)

# Devon & Cornwall Police and Dorset Police



## Strategic alliance:

### Briefing for police and crime commissioner candidates

This briefing document has been put together by the Alliance team to provide you with the information you need about the strategic alliance between Devon & Cornwall Police and Dorset Police.

In this document you will find information about the nature of this alliance and why we have embarked upon it, the work we have completed so far and what our proposed next steps will be.



# What is the 'strategic alliance'?

The strategic alliance between Devon & Cornwall Police and Dorset Police will see the two forces collaborate as equal partners in finding new solutions to our policing needs, whilst at the same time retaining separate identities.

Through the Alliance, formally agreed in March 2015, the two forces are working together in more than 30 business areas to create single unified teams that will deliver key services for, and on behalf of, both forces. It follows the announcement from the chief officers and police and crime commissioners from Devon & Cornwall Police and Dorset Police in December 2013, that they would be considering a strategic alliance as a means of increasing collaboration.

It's important to highlight that a strategic alliance is not a merger or a takeover. A merger is where two forces come together and become one force. A takeover is where one large force entirely absorbs another smaller force so the smaller one no longer exists in its own right. A strategic alliance, however, is where two forces agree areas where they can combine resources and work together.

The Alliance does not prevent either force from exploring other collaborative opportunities or continuing to collaborate with other forces where they are already doing so. Other collaborations include the South West five-force (Devon & Cornwall Police, Dorset Police, Avon and Somerset Police, Gloucestershire Constabulary and Wiltshire Police) regional collaboration.





# Why did Devon and Cornwall Police and Dorset Police decide to work together?



The commitment of both forces to sustain effective policing services to the public was the primary reason for working together in a strategic alliance. There are a number of other reasons including a strong financial imperative; maintaining or even improving our resilience; and the ability to re-invest to tackle emerging threats effectively.

The direction set nationally by HMIC and the Government is for neighbouring forces to work more closely together and, indeed we have a legal requirement to do so where it is appropriate.

## **Strategic alliances work well elsewhere in the country.**

The ability to work together across geographic boundaries and increased co-operation will give us increased resilience to respond to those rare - but very high demand - major incidents.

With ongoing austerity there is a need to save more money while maintaining essential services. Strategic alliances allow economies of scale and consistency; driving savings across both forces while still allowing us to police our communities effectively.

A strategic alliance provides a way to consider transforming how we all work; whether we work in operational policing or in a support function. It may even be possible to make small reinvestments in some areas to meet new and emerging threats.

We are fully committed to continue working towards a strategic alliance. The Chancellor's budget statement towards the end of last year was more favourable to police forces across the UK than was first anticipated, but there is still a requirement to make financial savings where we can, increase our resilience and reinvest in emerging threats. So we will continue work to build an effective alliance together.



# Why an alliance between Devon and Cornwall Police and Dorset Police?



Both Forces are committed to providing the best possible service to our communities. Both Forces have very similar Force values and have both embedded the Code of Ethics from the College of Policing.

We are similar in terms of our type of geography and the mix of rural, coastal and urban communities who live in our three counties.

Both Forces have a history of strong performance. There is considerable trust between our organisations and we already work together in some areas. We have broadly similar policing styles, ethos and delivery.

We share a determination to preserve the service our public enjoy and demand. We share a desire to invest in our ability to modernise and meet future threats, despite challenging budgets.

## **The alliance as part of the wider regional and national picture.**

To support wider work in the South West it is practical to create a 'southern hub' with the alliance between Devon & Cornwall and Dorset, as the arrangements between Avon and Somerset, Gloucestershire, and Wiltshire have strengthened the northern part of the region.

The five south west forces – Avon and Somerset, Devon & Cornwall, Dorset, Gloucestershire and Wiltshire – are collaborating on an increasing number of projects. Even in areas where there is no immediate need to collaborate all decisions are shared with the others in the region to inform future models and ensure all opportunities are explored. As we work together more frequently and share ideas and resources more often it may be seen in some areas as a natural progression from five forces acting individually, to the alliance in the southern part of the region, the northern and southern hubs and other collaborative projects between these forces, all the way through to a five force collaboration.

The Alliance can also support further collaboration beyond the five forces in the south west region. Options to work with other services within the public sector – such as the fire service – are also currently being explored. By looking at these areas within the context of the Alliance the concept and benefits of collaboration can be spread further.



# The work so far - At the beginning



On 7 February 2014 the chief officer groups from Devon & Cornwall Police and Dorset Police met to consider the initial scoping and feasibility stage of the programme.

Once initial parameters were agreed, a team was assembled, made up from officers and staff from both Forces, to scope out how a strategic alliance might work in practice across different parts of the organisations.

The results of this work were collated in a "strategic outline case"; a high level report which took a broad view across each of the departments and functions to see if the concept of a strategic alliance was worth exploring further. This was signed off by the PCCs and chief constables on 23 June 2014.

## Bringing departments together

Since then work has continued. Each function or department included within the Alliance has been scheduled to produce a detailed business case which sets out, in depth, how the Alliance might work for that business area and what an alliance model might look like.

Each detailed business case is reviewed by the programme team and programme board before it is sent for approval to the Alliance executive board which consists of the two chief constables, deputy chief constables, police and crime commissioners and chief executives, as well as other chief officer colleagues. On approval a detailed business case then moves into formal consultation with the staff within the business area. This consultation allows staff the opportunity to feed back and influence the end design.

Initial estimates indicate that working in the Alliance will deliver savings exceeding £12m on the two forces' combined operational costs by 2018.



# Where we are now



At the time of writing (February 2016) 21 business areas have had their business cases approved to take forward to formal consultation stage. There are still another 11 business cases in development and that are due to be presented within the next six months. Formal staff consultation has been completed on seven business cases so far, all of which are now moving into implementation.

## Bringing processes and procedures together

As part of the HR process supporting the establishment of new Alliance departments and teams, the two forces have agreed to transfer the employment of some of the staff resources between the employers in accordance with TUPE (transfer of undertakings (protection of employment) regulations). The employment of around 200 people has so far been moved between the forces to facilitate single direction and control of key business areas. Throughout these changes there is full consultation with the staff and officers concerned along with the trade unions and staff associations.

The Alliance can also support further collaboration beyond the five forces in the south west region. Options to work with other services within the public sector – such as the fire service – are also currently being explored. By looking at these areas within the context of the Alliance the concept and benefits of collaboration can be spread further.

## The Alliance in numbers:

- **£396 million** – The combined budgets of Devon & Cornwall Police and Dorset Police.
- **2.43 million people** live within the three counties covered by the two forces within the Alliance.
- **£145 million** – Combined budget of the business areas within the remit of the Alliance.
- **£12 million** – Value of combined annual savings targeted by 2018 as a result of working in the Alliance.



# Next steps



Other work running alongside business cases development and HR change activity is a project to implement common IT systems. This will enable the two forces to benefit from greater economies of scale and interoperability of key admin, HR and operational systems.

The next immediate stage for the programme is the continuing work to bring the remainder of the business cases through to the Alliance executive board for their approval to take forward to consultation. The emphasis will also increasingly move towards implementation and the establishment of new Alliance departments to serve the needs of both the Devon and Cornwall and Dorset police forces.

## Future vision

Not all teams are currently included as part of the Alliance. When the programme was first started, public protection units (the department which is responsible for issues such as protecting vulnerable adults, safeguarding children and investigating domestic abuse) local policing and local investigation were not included as part of the Alliance. We look forward to working together with future PCCs to determine the future direction of the programme.

## Working with our stakeholders

As work progresses across all part of the organisation we will keep staff and officers from Cornwall, the Isles of Scilly, Devon and Dorset informed as information becomes available. We will inform and consult with our stakeholders about proposals which could impact the way we police our communities. If there are any changes which impact our partners we will make sure we consult with them. There will be some changes that the public will see but there will be many more that will happen “behind the scenes” and the public will not become aware of them. It is important to remember that one of our main aims for our Alliance is to protect policing in our communities however if any of the proposals lead to changes in the way we work with our communities, we will ensure the public are made aware and kept informed.

### For more information:

Should you have any questions in the meantime, please contact the Senior Responsible Officer Assistant Chief Constable Sharon Taylor on **01392 452014**.



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**Police and Crime Panel Meeting  
15 April 2016  
Report of the Police and Crime Commissioner**

**POLICE AND CRIME COMMISSIONER'S PERFORMANCE REPORT**

**1. Introduction**

This Performance Report presents an update on the headline performance measures set out in the refreshed Police and Crime Plan 2015/16. It includes the baseline data against each headline measure, plus attainment data unless otherwise stated for the 12 months to end of February 2016. This is followed by a narrative description of the presented data including additional explanatory material. Finally the report sets out the PCC's judgement on police performance against each measure – using a red/amber/green grading to illustrate how strong or at risk the PCC considers force performance to be against each measure.

**2. The PCC's assessment of performance against the headline measures set out in the Police and Crime Plan 2014-2017**

The PCC's assessment of performance to-date against the headline measures for the performance year ended 29<sup>th</sup> February 2016 is contained in Appendix 1.

The two key issues remain delivery against Priority 6 and improvements to the 101 Service. An update on the new Citizens in Policing Strategy will be provided by Superintendent Matt Lawler under a separate item on this agenda.

With regards to the 101 Service a presentation will be provided to the Panel on recent activity and progress following the PCC's 'One Year On' Report which was published in January 2016.

**3. The PCC's Performance and Accountability Board**

The PAB is the formal mechanism at which the Commissioner holds the Chief Constable to account for the performance of the Force. The PAB meets bi-monthly in public in different locations across the peninsula (deep dives are held in private in the intervening months). The Board also serves as the Strategic Delivery Board for Priority 1 within the Police and Crime Plan. The next meeting is scheduled to take place in Exeter on 19<sup>th</sup> April 2016.

**Contact for further information**

**Andrew White**

Chief Executive, Office of the Police and Crime Commissioner for Devon and Cornwall









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Report prepared 10 January 2016


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APPENDIX 1



Priority 1 Outcomes	Headline Measure	Aim	Baseline	Rolling 12 months to 29/02/2016	%age change	Narrative	PCC Judgement
To make our area a safer place to live work and visit - reducing the likelihood that people will become victims of crime	Victim based crime (excluding domestic and sexual abuse and hate crime)	Improvement in performance is expected - reductions in victim based crime should continue to reflect national downward trends	64506*	54636	-15.3%	Trends in victim-based crime have been reducing steadily since August 2013. Performance over the 12 months to end of February 2016 is showing a reduction of 15% compared to the baseline three year average. Principle offence categories driving this are the acquisitive offences: burglary dwelling -19%, n=2247, burglary non-dwelling -17%, n=3248, vehicle offences -11%, n=4404, shoplifting -10%, n=6856, other theft -14%, n=10425 and criminal damage -7%, n=11755. Devon & Cornwall are showing considerably stronger downwards trends in all of these offences compared to the national trends. The force is currently ranked as the 2nd best nationally.	
	Number of recorded domestic abuse crimes and non-crime incidents	Increased public confidence to report	27447*	28144	2.5%	Although currently showing an increase against the baseline that suggests that the required attainment is being met this is largely the product of a steep increase in recorded DA in the last performance year. In the twelve months between April 2013 and March 2014 domestic abuse crime and non-crime incidents increased substantially with an 18% increase in recorded DA crime. However during the current performance year the trend has levelled with a reduction of 5% in domestic abuse crimes and non-crime incidents in the 12 months to end of February compared to the previous 12 months. Additional measures are being developed that will increase explanatory power against this headline attainment requirement.	
	Number of recorded rape and sexual assault offences	Increased public confidence to report	1976*	2776	40.5%	Trends in police recorded sexual offences have been resolutely increasing and in particular increases in reporting of historic offences would suggest that this measure is being attained. Again however additional measures are being developed that will increase explanatory power against this headline attainment requirement. Increases in Devon & Cornwall have been less than experienced elsewhere nationally.	
	Number of recorded hate crimes (and incidents?)	Increased public confidence to report	1116*	1074	-3.8%	Hate crime and incidents for the year reduced by 17% (n=220) as compared to the previous 12 months. Recorded hate crime has reduced by 9%, driven by large reductions in public order offences. Reductions in this area are as a result of a review of how public order offences are crimed.	
	Average time taken to answer FEC calls	Transformation of performance is required				The detailed review of the service provided in response to non-urgent matters brought to police attention via 101 highlighted some shortcomings in the data being used to assess performance in this area. Following the last panel meeting a number of actions have been implemented that have had an impact on 101 performance. A more detailed update will be provided at the meeting.	
	%age of 999 calls answered in target	Current good performance of 87% of 999 calls answered in target should be maintained	87%†	88.10%	1.10%	Currently being attained	
	Public confidence from CSEW question 'Taking everything into account how good a job do you think the police are doing in this area?'	Current good performance of 65% responding 'good' or 'excellent' should be maintained	65%†	72%	3%	Currently being attained	
	Police officer establishment (above 3000)	Minimum 3,000 officers required at least until May 2016	3000‡	3037.1	37.1	Currently being attained	

Priority 2 Outcomes	Headline Measure	Aim	Baseline	Rolling 12 months to 29/02/2016	%age change	Narrative	PCC Judgement
To reduce the crime and harm caused by the misuse of alcohol	Number of recorded violence with injury offences per 1000 popn (excluding DA)	Improvement in performance is expected by reducing the rate of offending per 1000 popn	4.4*	4.6	4.5%	Current trends against the 3 year baseline continue to suggest that violence with injury is at a stable level (n=7728 in the last 12 months). This compares to national trends that are showing an increase of 16%. Nonetheless the trend in this measure is currently showing an increase against an expectation that it should reduce. Much of this increase is attributed to the addition of offences involving dogs to this category of crimes.	
	Number of most serious violence with injury offences per 1000 popn (excluding DA) <sup>2</sup>	Improvement in performance is expected with continued reductions	1.0*	0.5	-50%	There have been significant reductions in the most serious violent crime categories. These include those offences that result in the greatest level of harm to victims.	
	Number of recorded violence without injury offences per 1000 popn (excluding DA)	Improvement in performance is expected by reducing the rate of offending per 1000 popn	3.2*	4.7	46.9%	Violence without injury remains a challenge to performance in Devon & Cornwall. The increase in violence without injury since April 2015 is attributed to the inclusion of new offence types including online harassment offences.	
	Number of recorded alcohol-related violent crime offences per 1000 popn (excluding DA)	Currently monitoring this new measure in order to establish criteria	2.7†	2.5	-7.4%	Alcohol is currently recorded as a factor in 27% of violent offences. However partner data suggests a much higher rate of influence. ARID data consistently indicates that alcohol is a factor in approximately 70% of cases present+G5ing at A&E. This difference may be partially explained by the type and severity of violence that is reported through hospitals, however we continue to work with police and partners to build confidence in the data.	




Priority 3 Outcomes	Headline Measure	Aim	Baseline	Rolling 12 months to 31/03/2015	%age change	Narrative	PCC Judgement
To make every penny count in protecting policing for the long term.	To deliver annual savings from a Strategic Alliance with Dorset of at least £8.4m by March 2019	Deliver agreement on business cases with identified potential to achieve a minimum of £8.4m savings				Performance in this area is subject to long term strategic review and may require additional development subject to announcements anticipated in the CSR and police funding allocation formula towards the end of 2015.	
	OPCC costs (excluding commissioning)	To maintain operating costs at 2015/16 levels in real terms	£1.62m	£1.47m	-9.30%		
	Development of public and commercial fundraising streams	To be fully operational by April 2017					

Priority 4 Outcomes	Headline Measure	Aim	Baseline	Rolling 12 months to 29/02/2016	%age change	Narrative	PCC Judgement
To promote an effective criminal justice system for our area, delivering a high quality service for victims, witnesses and society	Number of vulnerable adults and children held in police cells per month as a result of S136 mental health act	Transformation of performance is required in collaboration with partners to reduce number of S136 detentions	61.8†	10	-83.8%	There has been a significant reduction in the average number of people held at custody centres under S136 each month. This reduction is even more pronounced since March 2015 with an average of 7 detentions per month during the last 6 months.	
	Focused police activity to improve file quality	Transformation in performance is expected	60%	80%	33.3%	Baselines are still being developed in this area, however the %age of files passed first time in August 2014 was 60% and for August 2015 this had increased to 80%.	

Priority 5 Outcomes	Headline Measure	Aim	Baseline	Rolling 6 months to 31/12/2015	%age change	Narrative	PCC Judgement
To deliver a high quality victim support service across our area.	Number of victims with needs being supported	Transformation of performance is required		793		Baselines are still being developed in this area following the introduction of new victim care arrangements in July2015.	
	Number of victims being referred to appropriate support agencies	Transformation of performance is required - subject to baseline development by end September 2015		1224			

Priority 6 Outcomes	Headline Measure	Aim	Baseline	Rolling 12 months to 31/12/2015	%age change	Narrative	PCC Judgement
To encourage and enable citizens and communities to play their part in tackling crime and making their communities safer.	Number of hours of service provided by special constables	Minimum of 150,000 hours required	150,000†	124,631	-16.9%	Although the latest data suggests some improvement in the numbers of hours of service provided by Special Constables this area has not delivered the required transformation of performance to-date. A refreshed approach to delivering the required performance improvement is being developed by the force.	
	Number of /hours worked by volunteers	Transformation of performance is required in accordance with the Volunteering Review - Baseline to be established by September 2015	14,056	12,125	-13.7%		

Key

- \* = Baseline taken from 3 year average
- † = Baseline taken from 12 month average
- ‡ = Target
-  = Measure delivered
-  = Measure on track to deliver
-  = Delivery at risk

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## Police and Crime Panel Meeting

15 April 2016

Report of the Police and Crime Commissioner

# POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

This Report provides an update on key activities since the Police and Crime Panel meeting in February 2016.

## 1. PROGRESS AGAINST THE POLICE AND CRIME PLAN PRIORITIES

On 23 March 2016 the OPCC published a short video cataloguing some of the key activities linked to the Police and Crime Plan which is available at:

<https://www.youtube.com/watch?v=21T9FUG7Kp0>

### Priority 1

**To make our area a safer place to live, work and visit – reducing the likelihood that people will become victims of crime.**

- ❖ Progress in delivering against Priority 1 is managed through the Performance and Accountability Board which meets publicly every two months and is webcast across the force area. The PCC's Performance Report is included as a separate item on the Panel agenda.
- ❖ The other key issue being progressed under Priority 1 is the 101 review and an update on this issue has been provided to the Police and Crime Panel under the Performance Report.

### Priority 2

**To reduce the crime and harm caused by the misuse of alcohol**

- ❖ Delivery of the **Drinkaware Club Hosts Pilot** in Torbay, Truro, Exeter and Plymouth has been continuing. The pilot, which runs for 6 months will be subject to full academic evaluation. Under the pilot (which is a joint project between the PCC, Drinkaware, local authorities and the licensed trade) club hosts are operating in 5 venues to help safeguard people made vulnerable by excessive consumption of alcohol.
- ❖ The PCC has continued to lead **national work for PCCs** to help tackle alcohol related harm, including activity to inform government thinking on alcohol policy. The Government published its Modern Crime Prevention Strategy on 23 March 2016 which acknowledged alcohol as one of the key drivers of crime and set out a range of actions

for the coming years. The PCC is continuing to work with a number of other PCCs and Alcohol Concern to support the development of best practice guidance on tackling street drinking.

- ❖ The PCC has continued to support the development of **ENTE support schemes** within the policing area, in particular the launch of the new Best Bar None Torquay.

### Priority 3

**To make every penny count in protecting policing for the long term. We need to drive for further efficiency, work to secure more central funding and actively explore all avenues to deliver the significant savings we require from 2017/18 to sustain our services.**

- ❖ The Policing Minister confirmed to the House of Commons in February 2016 that no timeframe had been set for the Government's **review of the police funding formula** following the withdrawal of the original proposals in November 2015. The Minister explained that the review would await the outcome of the Police Reform and Transformation Board's work to consider how future policing activities should be allocated between local, regional and national activities.
- ❖ The PCC approved the **move of the OPCC office** from Endeavour House to Police HQ at Middlemoor. The OPCC will move from its existing leased premises into space that can be occupied for no ongoing cost – as required by the agreed estate rationalisation strategy. Work is required to make the space suitable for office working and a contract has been signed with the successful contractor after a tender process. The cost of the renovations cannot be revealed for commercial reasons but is lower than the original estimate.
- ❖ Significant work on the **Strategic Alliance with Dorset** is continuing, with over 21 business cases now approved. A short report on the work of the Alliance is included in a separate agenda item.

### Priority 4

**To promote an effective Criminal Justice System for our area, delivering a high quality service for victims, witnesses and society.**

- ❖ Work is progressing on a collaborative project under the Local Criminal Justice Board to establish a **single remand court** for Devon and Cornwall. The PCC has provided some funding to support implementation of the project which is expected to go live in September 2016.
- ❖ The first **Out of Court Disposals Scrutiny Panel** will take place in April 2016. Attendees at the meeting will include representatives of the local magistracy, HM Courts and Tribunal Service, YOTs and the public. The purpose of this new approach is to increase understanding, transparency and confidence in the use of out of court disposals by independently reviewing a selection of anonymised cases resolved by the use of an out of court disposal within Devon and Cornwall. The meeting will build on the detailed dip sampling that has taken place to date.

**Priority 5**

**To deliver a high quality victim support service across our area**

- ❖ The establishment of a cadre of volunteers within the Victim Care Unit (VCU) has been progressing well. Specialist volunteers have been recruited and trained and will join the unit over the coming weeks. This cadre includes specialist support to victims for cyber crime.
- ❖ The VCU has now been in operation for 12 months. An independent evaluation of the VCU and Network has been commissioned and will be carried out by the University of Portsmouth. The Panel will be kept informed of the progress of the evaluation over the coming months.
- ❖ A Victim Care Networking Day was held in March 2016. The event brought support organisations together to build understanding and to discuss common issues.

**Priority 6**

**To encourage and enable citizens and communities to play their part in tackling crime and making their communities safer”.**

- ❖ A separate item has been included on the Panel agenda on volunteering.
- ❖ Upgraded CCTV systems have gone live in Bude and Launceston as part of a PCC supported pilot project. The pilot seeks to draw together public bodies and local businesses to deliver sustainable CCTV systems going forward, with the PCC providing some initial seed funding.

**2. FINANCE AND GOVERNANCE MATTERS**

**Decisions made**

The following decisions and approvals have been made by the PCC in recent weeks:

- ❖ Confirmation of a 1.99% increase in the Council Tax Policing Precept for 2016/17
- ❖ Allocation of commissioning funds for 2016/17
- ❖ Decisions relating to the OPCC office from Endeavour House to Middlemoor, including contracts for renovation works.
- ❖ Formal sign off of the Mid Term Financial Strategy 2016/2020.
- ❖ Approval of Treasury Management Strategy for 2016/17
- ❖ Approval of the Citizens In Policing Strategy
- ❖ Section 22a Collaboration Agreement between Devon and Cornwall and Dorset (Offender Management Unit)

### 3. **HMIC**

#### **Police Effectiveness, Efficiency and Legitimacy (PEEL) (March 2016)**

Devon and Cornwall Police is subject to inspections from HM Inspectorate of Constabulary. In 2015 the HMIC launched a new inspection framework – PEEL (Police Effectiveness, Efficiency and Legitimacy). PEEL is an annual assessment of police forces in England and Wales, where police forces are judged as Outstanding, Good, Requires Improvement or Inadequate based on inspection findings, analysis and HM's Inspectors professional judgement across the year. The 3 Pillars of PEEL each comprise 3 or 4 questions that focus on key areas of work within the police. At the end of the PEEL year (in February), the judgments made throughout the year are brought together with other information to produce a rounded annual assessment of each force. Devon and Cornwall Police received a GOOD rating for each of the 3 pillars for 2015. <http://www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2015/devon-and-cornwall/>

#### **Effectiveness (Overall GOOD):**

<http://www.justiceinspectorates.gov.uk/hmic/publications/police-effectiveness-2015-devon-and-cornwall/>

- How effective is the force at preventing crime and anti-social behaviour, and keeping people safe? GOOD
- How effective is the force at investigating crime and managing offenders? GOOD
- How effective is the force at protecting from harm those who are vulnerable, and supporting victims? REQUIRES IMPROVEMENT
- How effective is the force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities? GOOD

#### **Legitimacy (overall: GOOD):**

<http://www.justiceinspectorates.gov.uk/hmic/publications/police-legitimacy-2015-devon-and-cornwall/>

- To what extent does practice and behaviour reinforce the wellbeing of staff and an ethical culture? GOOD
- How well does the force understand, engage with and treat fairly the people it serves to maintain and improve its legitimacy? GOOD
- To what extent are decisions taken on the use of stop and search and Taser fair and appropriate? GOOD

**Efficiency (overall: GOOD):** <http://www.justiceinspectorates.gov.uk/hmic/publications/peel-police-efficiency-2015/>

- How well does the Force use its resources to meet its demand: GOOD
- How sustainable and affordable is the operating model: REQUIRES IMPROVEMENT
- How sustainable is the Forces financial position for the short and long term: GOOD

#### **Missing children: who cares? - The police response to missing and absent children (March 2016)**

As part of HMIC's [annual assessment of police effectiveness, efficiency and legitimacy in 2015](#), they assessed all forces' preparedness to tackle child sexual exploitation, because children who go missing are at greater risk of becoming a victim of this kind of offending. This report sets out the results of this inspection, with additional evidence from other child



protection inspections HMIC carried out from 2014 to 2016.

<http://www.justiceinspectors.gov.uk/hmic/publications/missing-children-who-cares/>

### **Contact for further information**

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4 April 2016

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## Police and Crime Panel Meeting

15<sup>th</sup> April 2016

### Report of the Chief Executive of the Office of Police and Crime Commissioner

#### COMPLAINTS AGAINST THE POLICE AND CRIME COMMISSIONER RECEIVED UNDER THE POLICE REFORM AND SOCIAL RESPONSIBILITY ACT 2011

1. One complaint against the Police and Crime Commissioner was received during the period of 14<sup>th</sup> January – 29<sup>th</sup> March 2016 and is being handled by the Chief Executive.
2. The number of complaints received and handled since the PCC's election on 15 November 2012 are shown below at Table 1.

**Table 1**

Dates	Complaints received	Number of Complaint recorded	Number of Complaints unrecorded	Total	Complaints forwarded to IPCC by the OPCC
15 Nov 2012 – 9 April 2013	0	0	0	0	0
10 April – 24 Sept 2013	2	1	1	2	0
25 Sept – 25 Nov 2013	4	4	0	4	0
26 Nov 2013– 18 Jan 2014	0	0	0	0	0
19 Jan 2014-12 Mar 2014	0	0	0	0	0
13 Mar 2014-6 June 2014	1	0	1	1	0
7 June 2014-1 October 2014	0	0	0	0	0
2 October 2014 – 26 November 2014	0	0	0	0	0
27 November 2014 – 20 January 2015	1	1	0	1	0



21 January 2015- 17 June 2015	1	0	1	1	0
18 June 2015-23 September 2015	2	1	1	2	0
24 September 2015-25 November 2015	0	0	0	0	0
26 November 2015-13 January 2016	1	0	1	1	0
14 January 2016- 29 March 2016	1	1	0	1	0
			<b>Grand total</b>	<b>13</b>	<b>0</b>

**Andrew White**

Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

[chiefexecutivesupport@devonandcornwall.pnn.police.uk](mailto:chiefexecutivesupport@devonandcornwall.pnn.police.uk)Report updated 29<sup>th</sup> March 2016

**DEVON AND CORNWALL POLICE AND CRIME PANEL**

**Subject:** End of Term of Office of Police and Crime Commissioner  
**Date:** 15 April 2016  
**Author:** Jo Heather, Democratic and Governance Officer, Cornwall Council  
**Organisation:** Host Authority, Plymouth City Council  
**Contact:** Tel: (01872) 323994 Email: [joanne.heather@cornwall.gov.uk](mailto:joanne.heather@cornwall.gov.uk)

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**Executive Summary:**

The purpose of this report is for the Devon and Cornwall Police and Crime Panel (PCP) to:

- Undertake a review of its work over the term of the current Police and Crime Commissioner;
- Consider its methods of working for the term of the next Police and Crime Commissioner and advise the new Police and Crime Commissioner of these; and
- Review the use of the funding for Police and Crime Panels from the Home Office.

The reports provides an overview of the work that has been undertaken and details regarding the use of the budget and makes recommendations with regard to the way forward for the next term of office of the Police and Crime Commissioner (PCC).

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**Recommendations & Reasons for recommended action:**

It is recommended that the Devon and Cornwall Police and Crime Panel:

- 1) Notes the report;
- 2) Agrees the current adopted and established methods of working as the basis of the preferred way forward for the new Police and Crime Commissioner's term of office;
- 3) Requests that the host authority provides the new Police and Crime Commissioner with a copy of this report and any recommendations resulting from its review; and
- 4) Notes the budget update for 2015/16;
- 5) Delegates to the lead officer in consultation with the Chair and Vice Chair the preparation of a development programme for panel members.

The above recommendations mean that the Panel has established methods of working for the term of the new PCC and the new PCC is clear what these are.

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**Alternative options considered, and reasons for recommended action:**

The reason for the recommended action is to enable the Panel to undertake a review of its operation and use of funding to determine its effectiveness in scrutinising the work of the PCC on

behalf of the public to ensure its continuous development. Not to undertake such a review would be a retrograde step.

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**Background Papers:**

None

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**1.0 Introduction**

1.1 In November 2012, the Police Reform and Social Responsibility Act 2011 brought about the creation of the Police and Crime Commissioner (PCC), elected every four years with a mandate to direct the strategic priorities of the police force in a given area. This Act also created Police and Crime Panels (PCPs), bodies made up of locally elected Members and Independent Members within each force area, with the responsibility to scrutinise and support the work of the PCC. PCPs are obliged to meet in public, to publish their agendas and minutes, and to fulfil certain key statutory responsibilities. Their main responsibilities are:-

- To consider and review the PCC's draft Police and Crime Plan;
- To consider and review the draft policing budget and draft policing precept;
- To consider and review the PCC's annual report;
- To carry out hearings when the PCC proposes to appoint a new Chief Constable, a Deputy PCC, a Chief of Staff/Chief Executive or a Chief Finance Officer; and
- To work to resolve non-criminal complaints made about the PCC.

PCPs are the mechanism to ensure that every PCC is effectively and proportionately scrutinised in relation to their responsibilities. PCPs need to feel confident that their PCC is delivering the priorities that they set out in their Police and Crime Plans and that their decisions are ethical and sound. The legislation around PCPs states that they are 'not required to critically evaluate the decision making of the PCCs but must provide challenge and assurance, on behalf of their communities.'

**2.0 Background**

2.1 In the lead up to the first PCC elections in November 2012, it was decided that Plymouth City Council would undertake the role of host authority for the Devon and Cornwall PCP.

2.2 In July 2012 a shadow PCP met and a shadow Chair and Vice-Chair were elected. It was agreed that if the Chair came from a local authority situated in Devon, then the Vice-Chair would come from Cornwall Council and vice versa. Draft Panel Arrangements and Rules of Procedure were agreed for formal adoption once the PCP was fully constituted. A submission was also made to the Home Office in relation to the composition of the Panel which remains unchanged, as follows:

Devon and Cornwall Police and Crime Panel	
(total number of members = 20)	
<u>Local Authority in force area</u>	<u>Seats allocated</u>
Devon (County)	1
Devon Districts:	

East Devon	
Exeter	
Mid-Devon	
North Devon	
South Hams	
Teignbridge	
Torrige	
West Devon	
Cornwall	5
Plymouth	2
Torbay	
Isles of Scilly	
Independent Member – must be resident of Cornwall / Isles of Scilly	
Independent Member – must be resident of Devon (includes Torbay and Plymouth)	

The above enabled the shadow Panel to operate effectively and ensured it became fully constituted in order to scrutinise and support the PCC when elected.

- 2.3 The first meeting of the constituted PCP was held in October 2012, the Chair and Vice-Chair were elected and the draft Panel Arrangements and Rules of Procedure were formally agreed and adopted, as detailed in Appendix I of this report.
- 2.4 The Panel holds five formal public meetings per municipal year, with a provisional 6<sup>th</sup> meeting scheduled in case the precept proposal is vetoed by the PCP and a further meeting is required to consider the PCC's revised proposed precept. These meetings are usually held in July, October, December, February and April, with the provisional meeting also being held in February if required.

### 3.0 Current Adopted and Established Methods of Working

- 3.1 The Panel uses a work plan as its tool to plan and prioritise its work. It is a fluid document which is regularly updated and reviewed in order to ensure that the PCP's workload is manageable and correctly prioritised. The work plan is a standing item on each formal meeting agenda so that PCP Members can formally review and approve it and the public can be aware of work that is being undertaken.
- 3.2 The PCP undertakes a large proportion of its reviews via the provision of a written report from a relevant source, usually the Office of the Police and Crime Commissioner (OPCC) or the host authority, which are at times supported by a presentation. Previously, a presentation without a written report has been received from the OPCC but a written report (with recommendations if applicable) is now required for each item so that it can be published with the agenda and is therefore more transparent to the public

The PCP has a statutory responsibility to undertake the following reviews:

- The PCC's draft Police and Crime Plan;
- The draft policing budget and draft policing precept; and
- The PCC's annual report.

A response report from the PCP for each of the above is then produced which includes any recommendations agreed to be made. The PCC must have consideration in relation to the report and recommendations. With regard to the policing precept, the PCP may veto the level of precept proposed by the PCC and so a further meeting will be held to consider the alternative level of proposed precept (although this cannot be vetoed).

3.3 In addition to the work plan, the following items for review are standing items on each formal meeting agenda:

- PCC's Update Report;
- PCC's Performance Report; and
- A report from the OPCC in respect of any Non-criminal Complaints about the PCC.

The update report provides details of the activities and decisions the PCC has made since the previous PCP meeting and the performance report provides details of performance against objectives and performance measures in the Police and Crime Plan.

With regard to the PCP's statutory responsibility to resolve non-criminal complaints made about the PCC, although retaining overall responsibility for the process, in April 2013 the PCP agreed to delegate the responsibility for the informal resolution of non-criminal complaints to the Chief Executive of the OPCC. It was also agreed that a summary report about complaints received and resolved would be provided by the OPCC at each formal meeting for review by the Panel.

3.4 In July 2013 the Panel agreed to expand its work to include two detailed in depth reviews per municipal year and that one would be a "proactive" topic to review and the other would be a "reactive" topic to review. It was decided that there was not sufficient capacity in Members' time to conduct these reviews using a "Task and Finish" approach which would mean extra meetings for Members and that they should be incorporated into the scheduled formal meeting structure, as part of a meeting agenda, with the work plan organised to achieve this.

The first two reviews were undertaken later in the 2013 via the receipt of a report from the OPCC for the PCP to review. They were:

- The PCC's Commissioning Intentions Plan 2014/15 – 2016/17 (proactive topic); and
- The PCC's Staff and Consultancy Appointments and Expenses and Allowances (reactive topic).

3.5 In 2014, a select committee style approach to undertaking these reviews was trialed in order to provide a more robust and challenging method of scrutiny. As opposed to a report being provided in advance as a basis for questions to be asked, a call for evidence is undertaken and witnesses are asked to attend to answer questions in order to form an evidence base of findings from which recommendations are made. It was felt that this approach achieved its aim and provided a more effective means of challenge and it was therefore agreed that this approach would be adopted as the established approach for each future in depth proactive and reactive review.

The reviews that have since been undertaken using the select committee style approach are:



- The PCC and Chief Constable's Devon and Cornwall Police Public Contact Strategy – Station Enquiry Rationalisation (reactive topic for 2014);
- How is the PCC Strengthening Relationships and Showing Leadership in Partnership Working? (proactive topic in 2014); and
- Is the Significant Reduction in Engagement of Neighbourhood Watch Volunteers in Plymouth reflected across Devon, Cornwall and the Isles of Scilly and if so, what is the PCC Doing to Address It? (reactive topic in 2015).

Following each select committee review a final report detailing the findings of the review and subsequent evidence based recommendations is written and reviewed at the next meeting for formal approval. The PCC receives the draft non-approved version and is given the opportunity to comment on the recommendations either verbally or in writing, indicating how they have been/will be addressed. This response is also reviewed at the next meeting and from this it is determined which recommendations are unaddressed and therefore need to be included on the work plan for future review.

- 3.6 Pre agenda meetings are held prior to each meeting so that the Chair and Vice-Chair can discuss the agenda items and reports produced with the host authority prior to the agenda being published.
- 3.7 Pre-briefing meetings are held before each formal meeting so that PCP Members can informally discuss the agenda items and develop and decide on lines of questioning and discuss potential recommendations.

#### **4.0 Special Statutory Functions Undertaken**

- 4.1 The PCP has a statutory responsibility to carry out hearings when the PCC proposes to appoint a new Chief Constable, a Deputy PCC, a Chief of Staff/Chief Executive or a Chief Finance Officer.

The Panel has undertaken confirmatory hearings with regard to the recruitment of the current Chief Constable (February 2013) and the current OPCC Chief Executive (April 2014).

#### **5.0 Other Work Undertaken**

- 5.1 In addition to the in depth reviews undertaken as detailed in section 3 of this report, although not an exhaustive list, other notable reviews include:
- Review of Future Workforce Planning (the plans for transforming policing to cope with future demands and protecting neighbourhood policing as a result of reductions in funding and budgets);
  - Review of 101 (the work being undertaken to improve the service and the effectiveness of it);
  - Review of Strategic Alliance with Dorset (what has been enacted and what savings/efficiencies has this generated); and
  - Review of Volunteering and Special Constables (the effectiveness and integration of volunteering including the special constabulary into policing).
- 5.2 With regard to the responsibility for the informal resolution of non-criminal complaints being delegated to the Chief Executive of the OPCC, the Chair, Vice-Chair and host authority undertook a dip sampling exercise in September 2015 to ensure that the process

was being administered appropriately. The host authority produced a subsequent report confirming the outcome of the exercise to be satisfactory with recommendations made, which was reviewed and agreed by the PCP.

- 5.3 An extraordinary meeting was held in October 2015 to support the PCC in developing proposals and questions for consulting the public in relation to holding a referendum to ask for a larger increase in the policing precept due to proposed budget cuts (although changes in funding proposals made by central Government, meant that the consultation did not need to go ahead).

### **6.0 Outstanding Work Plan Items for the 2015/16 Municipal Year**

- 6.1 At the time of writing this report, the various recommendations that the PCP has made which have been incorporated into agenda items, have either been dealt with or are due to be dealt with at the April 2016 PCP meeting.

### **7.0 Work Plan Items for the 2016/17 Municipal Year & the New PCC**

- 7.1 In addition to the statutory items and the standing items due for review for the next municipal year when the new PCC is in office, there are a number of items already on the work plan that will be scheduled to be reviewed during 2016/17 by the PCP. These are:
- Proactive select committee review – How is the PCC Encouraging/Monitoring the Reporting of Domestic Violence and Abuse, Sexual Violence and Child Sexual Exploitation and the Support for Victims? (this select committee review was originally intended to be the proactive review for 2015 but was deferred due to the workforce planning work that took precedence and the fact that if undertaken in early 2016, it would largely be a reflective exercise due to the current PCC not standing for re-election);
  - Implementation of Victim Services (this is a review of progress following an initial review in February 2015);
  - Estates Programme (a review of the business cases and associated work taken place since becoming the PCC's responsibility);
  - Office Move (a review regarding the potential savings to be made from the proposal);
  - Regional Collaboration (a review of future potential regional collaboration of force control centres); and
  - 101 Review Update (a review on progress since the last review in February 2016).
- 7.2 Although not on the work plan currently, it is envisaged that following the Workforce Plan item due to be reviewed at the April 2016 meeting, there will be further work streams in relation to this issue.
- 7.3 It is anticipated that the proactive select committee review detailed in 7.1 will become the proactive review for 2016/17 and a reactive topic for review by select committee will be determined in due course.
- 7.4 With regard to the new PCC's Police and Crime Plan, although the legislation provides that the PCC must produce the Plan within 12 months of taking office, the PCP has recommended that the new PCC provides a full draft Police and Crime Plan for review at the first meeting of the Panel in the new municipal year ie. July 2016.

It was also recommended that Domestic Abuse and Sexual Violence is explicitly mentioned as a top priority within any new Police and Crime Plan reflecting the threat identified in the Peninsula Strategic Assessment and highlighted by Community Safety Partnerships in the force area.

Lastly it was recommended that the recommendations resulting from Cornwall Council's select committee review of the Engagement of Safer Cornwall Partners in the Domestic Homicide Review Process be built into police service plans, business plans and policies.

## 8.0 Assistance and Support to the PCP

- 8.1 As mentioned earlier in the report, Plymouth City Council undertakes the role of host authority for the PCP on behalf of all the local authorities in the force area.
- 8.2 Since mid-2013, Cornwall Council has been providing scrutiny assistance via advice and support to the host authority and the Chair and Vice-Chair (reference to the host authority in the report includes this assistance where applicable). This has included the introduction of the work plan currently used and the select committee approach to undertaking in depth reviews, which have both been adopted by the Panel as its established ways of working. Notably, Cornwall Council provided lead officer support to the PCP during December 2015 and January 2016.
- 8.3 In recognition of the assistance, advice and support provided by Cornwall Council during the years 2014/15 and 2015/16, Plymouth City Council has passed a proportion of the funding allocated by the Home Office to host the PCP to Cornwall Council. This is included in the officer costs below.

## 9.0 Use of Home Office Funding

- 9.1 Police and Crime Panels are supported financially by grant funding which is claimed from the Home Office by the Host Authority. For 2015/2016, the grant funding has continued to be paid in arrears. The total amount that could be claimed for the whole year is **£71,700** and this comprises the following non-ring-fenced elements:-
- £53,300 – Panel coordination and administration costs
  - £18,400 - (up to £920 per member for expenses). £920 is the maximum figure that is available for members to claim against expenses incurred in playing their role on the Panel.
- 9.2 For the purposes of making the half-yearly claims, expenditure has been monitored by the Host Authority. A breakdown of anticipated expenditure is 2015/16 is as follows –

<b>Police &amp; Crime Panel Funding Summary 2015/16</b>	<b>£</b>
Administration (Officer Costs)	56914
Administration (Other Costs Venue, Webcasting, Printing Etc)	13494
Members Expenses (February 2016)	1372
<b>Total</b>	<b>71,780</b>

- 9.3 The Home Office has gained approval in 2015 to de-hypothecate police and crime panel funding for both England and Wales. This means that for grants issues in 2015/16 financial year, the grant payment was consolidated into one single payment, with no ring fencing for administration, expenses or translation costs, providing PCPs with increased flexibility over how to spend their grant
- 9.4 Support has been provided pro bono by an officer from Cornwall, and in 2014-15 and 15-16 one-off payments have been made to Cornwall Council for that officer's time.
- 9.5 The Panel's website will be updated to include the financial outturn for expenditure incurred in support of the Devon and Cornwall Police and Crime Panel during 2015/2016 and to meet the Home Office 'Transparency Requirement' as outlined in the Terms and Conditions of the Grant.

### **Future Panel Support**

- 9.6 We have not yet received confirmation of funding for Police and Crime Panels in 2016/2017.
- 9.7 Support for the Police and Crime Panel has been transferred from the Neighbourhood and Community Service of the host authority into the Chief Executive's Office from March 2016 and is supported by the Policy Performance and Partnerships Team. A mixture of Democratic Support, Policy and Performance and Business Support will support the work of the PCP. The lead officer is the initial contact for members and the Office of the Police and Crime Commission for matters concerning the Panel, whilst drawing on expertise from within the Chief Executive's Office. The lead officer will also act as the initial point of contact for Community Safety Partnership Co-ordinators for matters concerning the Police and Crime Panel.
- 9.8 In addition to the support provided above and to ensure a resilient and equitable officer support service is delivered, we intend to build into the 16/17 budget an element to provide discrete project (task and finish) support. This funding pot would enable specific input when required from officers across the Devon and Cornwall area, including Plymouth City Council (such as input from Crime and Safety Partnerships) or task and finish work undertaken by the panel. It is anticipated that funding set aside for this purpose would be in the region of £5,000 (subject to confirmation of grant level).
- 9.9 Training and development provided to the panel has been limited. In 2016/17 we will make a proportion of funding (subject to confirmation of grant level) available for training and development purposes. Guidance is sought from the panel on how to proceed with a development programme which could include panel workshops hosted locally, attendance at external development sessions and attendance at national conferences.

### **10.0 Conclusions**

- 10.1 Since its inception, the Panel has developed and evolved into a fully functioning scrutiny body providing an excellent level of challenge and support to the PCC. It has:

- Expanded its scope of work far wider than merely its statutory duties;
- Adopted and established the methods of work that it wishes to use as detailed in section 3 of this report which have enabled both the PCP and the PCC to have a clear understanding of the work that is due to be undertaken, and when and how it will be undertaken;
- Undertaken the special statutory duties of holding hearings in relation to the recruitment of the current Chief Constable and the current OPCC Chief Executive;
- Completed all of its scheduled work for the current PCC's term of office by the April 2016 meeting;
- Provided a clear number of issues that will be reviewed during the new PCC's first municipal year;
- Received an excellent level of support from the host authority

- 10.2 With regard to the PCP and its relationship with the PCC, as the PCP has adopted and established its ways of working and this has enabled the PCC to have a clear understanding with regard to the PCP's expectation regarding the work that is due to be undertaken, and when and how it will be undertaken. The PCC has embraced and welcomed the select committee approach as both an effective means of challenge and support and appreciates the work of the PCP in supporting him in his role.
- 10.3 The OPCC has also invested a lot of effort in developing the relationship and how information is provided so that effective reviews can take place. It uses the work plan as its tool for planning what it needs to provide to the PCP.
- 10.4 The extraordinary meeting held to support the PCC in developing proposals and questions for consulting the public in relation to holding a referendum to ask for a larger increase in the policing precept due to proposed budget cuts (although changes in funding proposals made by central Government, meant that the consultation did not need to go ahead), was appreciated. In recognition of this, the PCC invited a small number of PCP Members to be involved and provide input into the initial discussions that were held by the OPCC.
- 10.5 In the years since PCCs and PCPs came into being, both have been on a long journey and had steep learning curves. The House of Commons Home Affairs Committee has recently stated that PCPs must be better equipped to hold PCCs to account as they are the only mechanism for accountability of PCCs outside of elections every four years.

### **11.0 Recommendations**

11.1 It is recommended that the Devon and Cornwall Police and Crime Panel:

- 1) Notes the report;
- 2) Agrees the current adopted and established methods of working as the basis of the preferred way forward for the new Police and Crime Commissioner's term of office;
- 3) Requests that the host authority provides the new Police and Crime Commissioner with a copy of this report and any recommendations resulting from its review; and
- 4) Notes the budget update for 2015/16;
- 5) Delegates to the lead officer in consultation with the Chair and Vice Chair the preparation of a development programme for panel members.

The above recommendations mean that the Panel has established methods of working for the term of the new PCC and the new PCC is clear what these are.

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# 2015/16 WORK PLAN FOR THE DEVON AND CORNWALL POLICE AND CRIME PANEL

last updated

22/02/2016

<b>3 JULY 2015 (INCLUDES ITEMS BROUGHT FORWARD FROM CANCELLED MEETING 10 APRIL 2015)</b>	<b>Appointment Of Chair Of PCP</b>	Host Authority	
	<b>Appointment Of Vice Chair Of PCP</b>	Chair	
	<b>PCC's proposed level of precept including Progress of recommendations made by the Police and Crime Panel</b>	Police and Crime Commissioner	
	<b>PCC's Final refresh of the Police and Crime Plan</b> including progress of recommendations by the Police and Crime Panel.	Police and Crime Commissioner	
	(Standing Item) Consult PCP on <b>Panel Work Plan 2015/16</b> to include proposals for <b>Scrutiny Work Programme ('reactive' (advise NHW is first reactive) and 'proactive' items) for 2015/16</b>	Host Authority	
	<b>"Reactive Scrutiny" of Neighbourhood Watch</b> "Is the significant reduction in engagement of NHW volunteers in Plymouth reflected across Devon, Cornwall and the Isles of Scilly and, if so, what is the PCC doing to address it?"	Host Authority/Police and Crime Panel/ Police and Crime Commissioner	Select Committee style incl witnesses.  Send research documents out as 'background reading' to Panel Members prior to Agenda dispatch.
	<b>Report on the PCC's "Volunteering Review" to include:</b> <ul style="list-style-type: none"> <li>whether the current programme of volunteering is 'fit for purpose'.</li> <li>how can the PCC and Chief Constable widen involvement of volunteering beyond the traditional ways?</li> <li>how can the relationship and mind-set of the Police be developed to work with volunteers?</li> <li>What has been learned and what could be more widely implemented in light of the Cornwall pilot?</li> </ul>	Police and Crime Commissioner	Shaun Sawyer?
	<b>Update on Strategic Alliance with Dorset</b> to include: <ul style="list-style-type: none"> <li>Impact on Communities.</li> <li>What has been enacted and what savings/efficiencies has this generated.</li> <li>Further details on the South West Procurement Departments collaborative approach has achieved significant savings and what they are.</li> </ul>	Police and Crime Commissioner	Invite Chair from Dorset Police and Crime Panel  Note: Devon and Cornwall are the lead force for the South West Procurement Dept which acts on behalf of Devon & Cornwall, Dorset,

			Gloucestershire and Wiltshire.
	<p>(Standing Item) <b>PCC's Performance Report</b> Report to include:</p> <ul style="list-style-type: none"> <li>• what the measures/attainment figure/baseline/ secondary outcomes are – what does success look like/what is success being based on and bring all information into “one place”. Revised version to be run via Chair of PCP first.</li> <li>• Add arrows that give ‘direction of travel’ in addition to the RAG rating.</li> <li>• More clearly describe/define trends/performance in respect of the Hate Crime measure and analysis and understanding barriers for reporting.</li> <li>• Clearer commentary on how performance measures are being achieved and that also shows the differences across the force area.</li> <li>• What has been done to address the current issues of tracking repeat offenders of Domestic Abuse, hindered apparently due to two separate reporting systems.</li> </ul>	Police and Crime Commissioner	
	<p>(Standing Item) <b>PCC's Update Report to include:</b></p> <ul style="list-style-type: none"> <li>• Findings of the evaluation and National Review of the ‘Street Triage’ Pilot Scheme and commissioning options.</li> <li>• PCC's response to the Home Office SI36 Review Consultation and how recommendations will be implemented across Devon and Cornwall.</li> <li>• Victim Services – update re initial implementation from 1 April 2015.</li> <li>• Update on how the PCC intends to continue funding SARCs across Devon &amp; Cornwall (adult and paediatric provision) in light of the new PHE User Requirements.</li> <li>• Update on the innovative income generation approaches being implemented/ considered including <ul style="list-style-type: none"> <li>○ the viability of introducing initiatives and options for the scrapping of untaxed/abandoned vehicles as an income generator.</li> <li>○ Options for maximising capital receipts, commercialisation and leasing options, joint initiatives with partners, and maximising return on</li> </ul> </li> </ul>	Police and Crime Commissioner	



		estates in revenue terms that will minimise reliance on the use of reserves and an increase in police precept.		
		(Standing Item) Report from OPCC in respect of any <b>Non-Criminal Complaints</b> about the PCC	Police and Crime Commissioner	
<b>9 October 2015</b>		<b>Annual Report</b> of the Police and Crime Commissioner	Police and Crime Commissioner	
		<p><b>PCC's Progress report on PCC's plans for transforming policing to cope with future demands and protecting neighbourhood policing to include:</b></p> <ul style="list-style-type: none"> <li>• A detailed report clarifying where staff and other budgetary reductions will be made as a matter of priority.</li> <li>• A detailed longer-term strategy of how the policing landscape will look in four years' time and how savings will be realised and accompanying budgetary information for this longer-term strategy.</li> <li>• In light of HMIC's concerns re the 'erosion of neighbourhood policing' - provide the Panel with the report the PCC has requested from the Chief Constable that defines neighbourhood policing in terms of function and resourcing that aims to better protect this foundation service to the public and source of intelligence.</li> <li>• Provide the Panel with a report of initial details and proposals for income generation.</li> <li>• OPCC Reserves – stress testing – Report on exercise undertaken and options/scenarios?</li> <li>• (Outstanding) Update on the innovative income generation approaches being implemented/ considered including <ul style="list-style-type: none"> <li>○ the viability of introducing initiatives and options for the scrapping of untaxed/abandoned vehicles as an income generator.</li> <li>○ Options for maximising capital receipts, commercialisation and leasing options, joint initiatives with partners, and maximising return on estates in revenue terms that will minimise reliance on the use of reserves and an increase in police precept.</li> </ul> </li> </ul>	Police and Crime Commissioner/Chief Constable	

		(Standing Item) <b>PCC's Performance Report</b>	Police and Crime Commissioner	
		(Standing Item) <b>PCC's Update Report to include</b> <ul style="list-style-type: none"> <li>• <b>PCC's Update on Police 101 Number</b></li> <li>• <b>Volunteering including Specials</b></li> <li>• <b>Custody Review</b></li> <li>• <b>Victim Services Commissioning – 6 month post implementation review.</b></li> </ul>	Police and Crime Commissioner	
		<b>Station Enquiry Desk Closures – Monitoring Report</b> (requested from PCP meeting 19.12.2014) to include: <ul style="list-style-type: none"> <li>• Audit of Engagement Plans – what was the public feedback?</li> <li>• Progress on improvements to the 101 service</li> </ul>	Police and Crime Commissioner/Chief Constable	
		(Standing Item) Report from OPCC in respect of any <b>Non-Criminal Complaints</b> about the PCC <ul style="list-style-type: none"> <li>• To include outcome of Dip Sampling exercise carried out by the Chair of the Panel and the Host Authority.</li> </ul>	Police and Crime Commissioner	
<b>30 October 2015</b>	<b>(Extra-ordinary Meeting)</b>	<b>Consultation re Future Policing Model for Devon and Cornwall</b> To review proposals and questions for consulting the public and recommending a larger increase in the policing precept which include: <ul style="list-style-type: none"> <li>• In simple terms, what impact on policing will be with level of savings to be made without an increase in precept</li> <li>• Impact of increase in precept on policing</li> <li>• Description of services a precept increase retains</li> <li>• Consider giving the public an opportunity to suggest what would be an acceptable level of increase and what they would be prepared to pay.</li> <li>• Methodology for Consultation and how the PCP can assist and support.</li> </ul>	Police and Crime Commissioner.	
		Estate Strategy	Police and Crime Commissioner	
<b>11 December 2015</b>		<b>COUNTER-TERRORISM VERBAL BRIEFING</b>	Police and Crime Commissioner	
		<b>WORK FORCE PLANNING AND FUTURE POLICING</b>	Police and Crime	

		<b>MODEL:</b> <ul style="list-style-type: none"> <li>Verbal update on consultation re future policing and an update regarding the raising of the policing precept.</li> </ul>	Commissioner/Chief Constable	
		<i>(Deferred from October's meeting)</i> <b>RESPONSE TO AND PROGRESS OF RECOMMENDATIONS MADE BY THE PCP TO THE PCC IN RESPECT OF "IS THE SIGNIFICANT REDUCTION IN ENGAGEMENT OF NEIGHBOURHOOD WATCH VOLUNTEERS IN PLYMOUTH REFLECTED ACROSS DEVON, CORNWALL AND THE ISLES OF SCILLY AND, IF SO, WHAT IS THE PCC DOING TO ADDRESS IT?"</b>	Police and Crime Commissioner	
		<b>THE PCC'S REVIEWS OF THE EFFECTIVENESS AND INTEGRATION OF VOLUNTEERING INCLUDING THE SPECIAL CONSTABULARY –</b> update on the findings of the review to include background and key areas addressed to include: <ul style="list-style-type: none"> <li>how they could be broadened to include specialisms (Ch Supt Chris Singer?).</li> <li>how the PCC/Ch Const can increase the number of volunteering hours from 100K to 150K</li> <li>The cost of the independent review of the Special Constabulary which was undertaken by "Volunteering Values Ltd".</li> <li>The final report provided to the PCC by Volunteering Values Ltd</li> <li>The results of the 2 reviews carried out in the first half of 2015.</li> </ul>	Police and Crime Commissioner/Chief Constable	
		<b>PCC'S PRESENTATION ON THE POLICE CUSTODY CENTRE REVIEW</b> To include details of the background, consultation, options & analysis	Police and Crime Commissioner/Chief Constable	
		(Standing Item) <b>PCC's Performance Report</b>	Police and Crime Commissioner	
		(Standing Item) <b>PCC's Update Report to include:</b> <ul style="list-style-type: none"> <li>How much of the £19M assets can be realised into savings by selling land.</li> <li>Report on misuse of police vehicle by civilian officer</li> </ul>	Police and Crime Commissioner	

		<ul style="list-style-type: none"> <li>•</li> </ul>		
		(Standing Item) Report from OPCC in respect of any <b>Non-Criminal Complaints</b> about the PCC	Police and Crime Commissioner	
		<b>PCP Work Plan – Update</b>	Host Authority	
<b>5 February 2016</b>	(Statutory Meeting)	<p><b>PCC'S FORMAL 12 MONTH REVIEW OF PROGRESS AGAINST THE RECOMMENDATIONS OF THE 101 REVIEW</b></p> <p><b>Written report to include:</b></p> <ul style="list-style-type: none"> <li>• Update on how developments to improve performance of the service is progressing following the PCC's review in Nov 2014 &amp; the PCP's review in Dec 2014.</li> <li>• Progress on the implementation of the PCC's recommendations, an action plan and timescales for completion/implementation</li> <li>• Details of staffing levels in the Contact Centre</li> <li>• Whether 'blue phones' outside police stations have been given priority in the 101 queue.</li> <li>• Whether the issues of delay have been addressed</li> <li>• What alternatives have been considered &amp; implemented as a robust IT alternative for people who do not/are unable to use or have no IT/internet access (incl connectivity) in rural areas/areas of poverty.</li> <li>• What current and future arrangements are in place/being considered for joint working/ initiatives.</li> <li>• How the PCC has maximised on the willingness of the public to assist with the challenge of 101 and other similar challenges.</li> </ul>	Police and Crime Commissioner and Chief Constable	Deferred from December 2015 meeting
		<p><b>POLICE AND CRIME PLAN</b></p> <p><b>Written report to include:</b> Following consultation on issues in the current Police &amp; Crime Plan, consultation results &amp; overlay document to current Police &amp; Crime Plan to be reviewed.</p>	Police and Crime Commissioner	Variation to receiving full draft of Plan (as per legislation) agreed at Dec 2015 meeting on proviso that a full draft of the new PCC's Plan be received for review at future meeting
		<b>BUDGET &amp; PRECEPT 2016/17</b>	Police and Crime	

		<p><b>Written report to include:</b></p> <ul style="list-style-type: none"> <li>• Details of proposed significant future savings, to include what each saving represents in % terms of the overall budget line.</li> <li>• An appendix showing the purpose of earmarked reserves, the forecast risks they are expected to cover and plans for their use over the four year period of the MTF5 and to provide this annually from this point forward.</li> <li>• PCC to consider reflecting in the budget to CSPs, funding for actively seeking views of communities and not just reacting to them, along with a commitment to CSPs for administration in order to deliver against priorities in the Plan.</li> <li>• 4-year plan for Reserves</li> <li>• What the definition of neighbourhood policing is and means, what the offer is, what can be shared with partners and what can and ultimately cannot be done.</li> </ul>	Commissioner	
		<p><b>PCC'S PERFORMANCE REPORT</b> (Standing Item)</p> <p><b>Written report to include:</b></p> <ul style="list-style-type: none"> <li>• From this meeting forward, narrative by relevant encompassing performance measure in relation to honour based violence, female genital mutilation, trafficking &amp; modern slavery.</li> </ul>	Police and Crime Commissioner	
		<p><b>PCC'S UPDATE REPORT</b> (Standing Item)</p> <p><b>Written report to include:</b></p> <ul style="list-style-type: none"> <li>• <u>Workforce Planning &amp; Future Policing Model</u> - Following the funding settlement announcement on 17 December 2015, Chief Constable to set out his intentions regarding workforce planning and his proposed future policing model</li> <li>• <u>Outstanding response regarding Priorities and Performance Measures</u> - What is being done to ensure that these are better understood at all levels throughout the force in a way that demonstrates that staff are clear</li> </ul>	Police and Crime Commissioner	

		<p>about these and they are contributing – eg consider setting related objectives in individual performance/development reviews (a process that goes beyond existing surveys, via Managers and the review of complaints).</p> <ul style="list-style-type: none"> <li>The cost of the independent review of the Special Constabulary which was undertaken by “Volunteering Values Ltd”.</li> </ul>		
		<p><b>REPORT FROM OPCC REGARDING NON-CRIMINAL COMPLAINTS AGAINST PCC</b> (Standing item)</p> <p>Written report</p>	Police and Crime Commissioner	
		<b>POLICE AND CRIME PANEL WORK PLAN</b> – Update	Host Authority	
<b>19 February 2016</b>	(provisional statutory)	<b>Only needed if Precept vetoed.</b>		
<b>15 April 2016</b>		<p><b>PCC’S RESPONSE TO PANEL RECOMMENDATIONS ON THE PROPOSED LEVEL OF PRECEPT AND REFRESH OF THE POLICE AND CRIME PLAN</b></p>	Police and Crime Commissioner	Requested at February 2106 meeting
		<p><b>UPDATE FROM NEIGHBOURHOOD WATCH SELECT COMMITTEE REVIEW</b></p> <p>Written report to include:</p> <ul style="list-style-type: none"> <li>Update in relation to the operational aspects of the recommendations from the select committee review final report which are the responsibility of the Chief Constable.</li> </ul>	Police and Crime Commissioner and Chief Constable	The select committee review recommendations were agreed by the PCP at the Dec 2015 meeting
		<p><b>STRATEGIC ALLIANCE WITH DORSET</b></p> <p>Written report to include:</p> <ul style="list-style-type: none"> <li>Update regarding work undertaken.</li> <li>Work being undertaken in relation to custody centres.</li> </ul>	Police and Crime Commissioner	Update requested at the Dec 2015 meeting
		<b>WORKFORCE PLAN</b>	Police and Crime	Requested at February 2106

		<p><b>Written update to include:</b></p> <ul style="list-style-type: none"> <li>• Process</li> <li>• Timescales</li> <li>• Link to Medium Term Financial Strategy</li> <li>• <b>Volunteers</b> - Update on further work undertaken including details of any action plan to increase future number of volunteering hours from 100k to 150k per annum.</li> <li>•</li> </ul>	Commissioner	meeting
		<p><b>PCC'S PERFORMANCE REPORT</b> (Standing Item)</p> <p><b>Written report</b></p> <ul style="list-style-type: none"> <li>•</li> </ul>	Police and Crime Commissioner	
		<p><b>PCC'S UPDATE REPORT</b> (Standing Item)</p> <p><b>Written report to include –</b></p> <ul style="list-style-type: none"> <li>• Written information on Income Generation and Grant Maximisation</li> <li>• Written detail on the profile of the significant levels of reserve and projected spend over the next four year period</li> </ul>	Police and Crime Commissioner	Requested at February 2106 meeting
		<p><b>REPORT FROM OPCC REGARDING NON-CRIMINAL COMPLAINTS AGAINST PCC</b> (Standing item)</p> <p><b>Written report</b></p>	Police and Crime Commissioner	
		<p><b>END OF PCC'S TERM OF OFFICE</b></p> <p><b>Written report to include:</b></p> <ul style="list-style-type: none"> <li>• Consideration of any outstanding recommendations made to the PCC by the PCP and degree to which they have been addressed.</li> <li>• Reflection on main areas of work undertaken by PCP. What has worked well, what could have been done better. PCC's views also</li> <li>• Expectations of what will be required from new PCC &amp;</li> </ul>	Host Authority	

		from OPCC for next term of PCC's office.		
		<b>POLICE AND CRIME PANEL WORK PLAN – Update</b>	Host Authority	
<b>FUTURE ITEMS</b>		<p><b>PROACTIVE SCRUTINY ITEM – HOW IS THE PCC ENCOURAGING/MONITORING THE REPORTING OF DOMESTIC VIOLENCE AND ABUSE, SEXUAL VIOLENCE AND CHILD SEXUAL EXPLOITATION AND THE SUPPORT FOR VICTIMS</b></p> <p>To include:</p> <ul style="list-style-type: none"> <li>• Presentation from Dr K Mellowdew in respect of MACSE/MASH following formal feedback from the Ch Constable (Ch Constable's response)<sup>1</sup>.</li> <li>• Ch Constable to provide the PCP with copies of his responses to the recommendations in the HMIC reports on CSE in particular: <ul style="list-style-type: none"> <li>○ <b>In harm's way: the role in keeping children safe</b>, which provides a summary of findings from 21 inspections on the police response to child protection conducted over the last two years.</li> <li>○ <b>Online and on the edge: real risks in a virtual world</b>, which highlights the findings from an inspection of how police forces deal with children who are being exploited via the internet.</li> <li>○ <b>Building the picture</b>: an inspection of police information management, which examines how successfully police forces share and cross check information in order to build a picture of criminality.</li> </ul> </li> <li>• <b>(Could include Outstanding Update</b> on how the PCC intends to continue funding SARCs across Devon &amp; Cornwall (adult and paediatric provision) in light of the new PHE User Requirements.)</li> <li>• Include update on the findings of the work being explored with Exeter in respect of improved data exchange between</li> </ul>	Host Authority and Police and Crime Commissioner	Summer/Autumn 2016



		<p>Police and Health re DA/DV.</p> <ul style="list-style-type: none"> <li>• What the PCC is doing/has done to ensure the the findings of “<b>HMIC National Child Protection Inspections – Devon &amp; Cornwall Police – 18-29 May 2015</b>” are being followed up.</li> <li>• What the PCC is doing/has done to ensure the findings of <b>HMIC – Devon and Cornwall Police’s approach to tackling domestic abuse – March 2014</b> are being followed up</li> </ul> <p>Evidence from other authority reviews in force area.</p>		
<b>FUTURE ITEMS</b>		<p><b>IMPLEMENTATION OF VICTIM SERVICES</b></p> <p><b>Written report to include:</b></p> <ul style="list-style-type: none"> <li>• Formal progress update following review undertaken on 6 February 2015</li> <li>• Outstanding responses from 6 February 2015 review – <ul style="list-style-type: none"> <li>(i) How has the PCC met the requirements of the Victims Code and EU Directive.</li> <li>(ii) Progress on implementation of activity undertaken in relation to the results of the review undertaken in relation to what individual victims of crime can do to prevent re-victimisation and to provide the PCP with the results of the survey of the Devon and Cornwall Business Council which was undertaken to understand what crimes are being committed in relation to businesses, how much is reported and what businesses need in terms of support.</li> </ul> </li> </ul>	Police and Crime Commissioner	Requested at 6 February 2015 meeting. Advised by OPCC in Dec 2015 that review will be completed by 31 March 2016 so that it covers first full 12 months of implementation & report will be ready for PCP review by Sept 2016
		<p><b>POLICE AND CRIME PLAN</b></p> <p><b>Written report to include:</b> Requirement for new PCC to provide a full draft Police and Crime Plan for review by the Panel in accordance with legislation (which states “a draft plan or variation”) with most up to date consultation results and how previous recommendations of the panel have been included.</p>	Police and Crime Commissioner	Must be within 12 months of new PCC taking office
		<p><b>ESTATES PROGRAMME</b></p>	Police and Crime	Requested at February 2106

		Written report to include business cases and associated work which has taken place since the Police and Crime Commissioner received responsibility of the force estate and how he has worked with partners, in particular Local Authorities across the force area.	Commissioner	meeting
		<b>OFFICE MOVE</b> Written report outlining savings to be made from this proposal is scrutinised by the Panel following an ongoing tendering process.	Police and Crime Commissioner	Requested at February 2106 meeting
		<b>POLICE AND CRIME PANEL WORK PLAN – Update</b>	Host Authority	Standing item for each meeting

*NB: This report will be regularly reviewed/amended and updated in light of statutory/legislative changes, actions and recommendations emerging from PCP meetings, and if other reactive scrutiny items are identified and agreed in liaison with the Chair of the Police and Crime Panel.*