



Devon and Cornwall Police and Crime Panel

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DEVON AND CORNWALL POLICE AND CRIME PANEL

Friday 7 July 2017

10.30 am

Council House (Next to the Civic Centre), Plymouth

Members:

Councillors Atherfold, (Cornwall Council), Barker (Teignbridge District Council), Batters (Cornwall Council), Croad (Devon County Council), Philippa Davey (Plymouth City Council), Downie (Plymouth City Council), Excell (Torbay Council), Hackett (Torrridge District Council), James (Cornwall Council), Mathews (North Devon District Council), Nelhams (Isles of Scilly), Rule (Cornwall Council), Sanders (West Devon District Council), Mrs Squires (Mid Devon District Council), Sutton (Exeter City Council), Towill (Cornwall Council), Wingate (South Hams District Council) and Wright (East Devon District Council).

Independent Members:

Vacant (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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Tracey Lee

Chief Executive

Devon and Cornwall Police and Crime Panel

AGENDA

PART I – PUBLIC MEETING

1. Appointment of Chair of the Devon and Cornwall Police and Crime Panel

The Panel will elect a Chair of the Devon and Cornwall Police and Crime Panel.

2. Appointment of Vice Chair of the Devon and Cornwall Police and Crime Panel

The Panel will elect a Vice Chair of the Devon and Cornwall Police and Crime Panel.

3. Apologies

To receive apologies for non-attendance submitted by Members.

4. Minutes (Pages 1 - 10)

To sign and confirm as a correct record the minutes of the meeting held on 3 February 2017.

5. Declarations of Interest

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

6. 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

Questions must be received at least 5 complete working days before the meeting.

7. Confirmation Hearings (Pages 11 - 38)

The Panel will conduct confirmation hearings in respect of the proposed appointment of the Police and Crime Commissioner's selection of –

- Deputy Police and Crime Commissioner
- Treasurer

8. Police and Crime Commissioner's Performance Report (Pages 39 - 44)

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.

9. Police and Crime Plan (Pages 45 - 58)

The Panel will receive an update on the Police and Crime Plan.

10. Police and Crime Commissioner's Update Report (Pages 59 - 74)

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

11. Report from the Office of the Police and Crime Commissioner in respect of any non-criminal complaints about the Police and Crime Commissioner (Pages 75 - 76)

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

12. Police and Crime Panel Workplan (Pages 77 - 78)

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

13. Future meeting dates

The following are the scheduled meeting dates for the municipal year 2017 – 18 –

- 6 October 2017
- 1 December 2017
- 2 February 2018 (Precept meeting)
- 16 February (only activated if Precept veto'd)

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Devon and Cornwall Police and Crime Panel

Friday 3 February 2017

PRESENT:

Councillor Croad, in the Chair.

Councillor Batters, Vice Chair.

Councillors Barker, Mrs Bowyer (substitute for Councillor Downie), Brown, Hurley (substitute for Councillor Boundy), Martin, Mathews, Penberthy (substitute for Councillor Philippa Davey), Sutton, Toms, Watson and Wright.

Independent Members: Yvonne Atkinson and Sarah Wakfer.

Apologies for absence: Councillors Boundy, Philippa Davey, Downie, Excell, Moulson, Saltern and Squires.

Also in attendance: Alison Hernandez (Devon and Cornwall Police and Crime Commissioner), Ross Jago (Senior Panel & Partnerships Adviser, Plymouth City Council), Shaun Sawyer (Chief Constable, Devon and Cornwall Police), Duncan Walton (OPCC Treasurer), Andrew White (OPCC Chief Executive and Monitoring Officer) and Lynn Young (Democratic Support Officer).

The meeting started at 10.38 am and finished at 1.32 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.

40. **Declarations of Interest**

The following declaration of interest was made in accordance with the code of conduct –

Name	Minute Number and Item	Reason	Interest
Councillor Mathews	44 - Consideration of the Police and Crime Commissioner's proposed level of Precept for 2017-18	In receipt of a pension and a widower's pension from Devon and Cornwall Police	Personal

41. **Minutes**

Agreed the minutes of the meeting held on 9 December 2016.

42. **Public Questions**

Three questions had been received from a member of the public. Mr Gareth Derrick attended the meeting to put his questions. Councillor Croad (Chair)

responded as follows (a copy of the responses were given to the questioner following this item) –

Question by Mr Gareth Derrick
<p>As a Panel you reviewed a draft Police and Crime Plan at your previous meeting on 12th December. At that meeting the Panel agreed that a further draft should be brought to today's meeting, that was to have addressed concerns raised by the Panel for their further consideration today. Yet without further open scrutiny by this Panel, and to the surprise of its Members, the Commissioner launched her Plan in the media on Thursday 26th January. Do Panel members consider that due process has been followed?</p>
Response by Councillor Croad (Chair)
<p>The Panel have undertaken their obligations in line with Section 28 of the Police and Social Responsibility Act 2011 Para. 3 (a)(b) having made recommendations to the Police and Crime Commissioner on a draft plan. The Commissioner is required to have due regard to those recommendations.</p> <p>With regard to the Police and Crime Plan the Panel is a statutory consultee and does not have powers to formally sign off the Plan.</p>
Question by Mr Gareth Derrick
<p>The Commissioner has often stated that she knows (through her public consultation) that PCSOs are highly valued by the public, operating as they do at the front-line of community relations. Are members of the Panel content that the Police and Crime Plan based around an as yet undefined Local Policing Promise but mirrored by a significant reduction by the Chief Constable of PCSO presence on the streets is robust in its ambition to reconnect Policing with our communities?</p>
Response by Councillor Croad (Chair)
<p>This is a matter for members of their Panel to consider during their scrutiny of the revised Police and Crime Plan and the finance report.</p>
Question by Mr Gareth Derrick
<p>At your last meeting, Councillor Saltern declared an interest (understood to be financial in nature but yet to be clarified) relating to consultancy services he provides to the Commissioner. Do the Panel consider it appropriate for a Member of this scrutiny Panel to have been engaged by the Commissioner in this way and /or for Councillor Saltern to continue as a Member?</p>
Response by Councillor Croad (Chair)
<p>All members are aware of the requirement of conformity with the Seven Principles of Public Life. One of these is the principle of integrity – that 'Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work.</p> <p>Councillor Saltern has declared a Personal Interest in relation to unpaid consultancy work undertaken for the Office of the Police and Crime Commissioner.</p>

Order of business

With the permission of the Chair, the order of business was amended, as set out below in the minutes.

43. Police and Crime Plan

The Police and Crime Commissioner (PCC) and the Chief Constable presented the Police and Crime Plan for 2017-2020 for Devon, Cornwall and the Isles of Scilly which sets out the strategic priorities for policing in Devon, Cornwall and the Isles of Scilly for the next three and a half years.

The PCC published the Police and Crime Plan on 27 January 2017. This Plan had been developed jointly with the Chief Constable and had been informed following an extensive period of consultation with the public and partners.

The full Police and Crime Plan was submitted to the Police and Crime Panel on 9 December 2016, following the submission of a report in October 2016 setting out the PCC's intended focus for the Plan following the summer consultation. In finalising the Police and Crime Plan the PCC has taken account of the comments made by the Police and Crime Panel at the 9 December 2016 meeting.

The PCC met with members of the Police and Crime Panel in early January 2017 to discuss the further refinements that had been made to reflect the Panel's feedback.

In response to questions, the Panel were advised that –

- (a) the PCC was investigating the possibility of opening a number of police stations, manned by volunteers;
- (b) the style of crime was changing, and the traditional approaches to policing also needed to change;
- (c) it was acknowledged that whilst PCSOs were at the forefront of dealing with crime (prevention, community intelligence etc), assets were needed to conduct the complex investigations which followed;
- (d) a 'postcode lottery' existed in rural areas in terms of 'keeping people safe' in high risk matters. In 2010 approximately 80% of 999 calls were responded to within the target time of 20 minutes. In 2017 this figure was approximately 80% in Plymouth and Exeter, however this figure was 45% in rural areas;
- (e) policing was a Crown Service, and it was the responsibility of the Chief Constable to configure the workforce to the best of his ability;
- (f) the Chief Constable was fully aware of the importance of protecting communities within the peninsula, and acknowledged that he had lost, and would continue to lose, police and police staff if the current level of PCSOs remained the same;

- (g) the Police and Crime Bill (due to receive Royal Assent in the near future) could enable the delegation of powers to Community Wardens;
- (h) an improvement in the budget could result in the mitigation of the impact of this Plan on PCSOs;
- (i) the Chief Constable acknowledged that he was faced with making difficult decisions surrounding the future of PCSOs, recognised the dangers involved, and would not implement any changes without the full consultation of local communities;
- (j) a wide range of people were keeping the residents of the peninsula safe, and it was acknowledged that in some areas a PCSO was the only face of policing;
- (k) the PCC reiterated that the intention of the Plan was to keep people safe, and not to abolish PCSOs;
- (l) the PCC expressed her concern at a possible over-reaction from members of the public to the content of this Plan;
- (m) the new Community Wardens would not replace PCSOs, however it was not yet clear what powers they would be given or what training and equipment they would require, however it was possible that their powers would equal those given to a PCSO;
- (n) various indices would be used to highlight areas which justified extra assets, and those areas not to remove assets from. If a spike of crime occurred resources would be moved across the peninsula accordingly;
- (o) the number of police officers in the force had reduced by 656 since 2010;
- (p) it was acknowledged that cities had a higher incidence of crime per head of population, and a part of the allocation of the new police officers would be given to the Plymouth area which was part of a national strategic assessment around firearms and terrorist related areas. However it was pointed out that the intention was to improve response times and increase the presence of police officers in rural areas;
- (q) various pilot schemes were being investigated involving the use of Specials as an Auxiliary force;
- (r) it was the aim of the Chief Constable to put every available officer back on patrol in order to increase the visibility of the police;
- (s) the introduction of bi/tri-service PCSOs was being investigated, and discussions had been held with Devon and Somerset Fire and Rescue Service and the South Western Ambulance Service NHS Foundation Trust;
- (t) 350 police officers would be lost due to retirement and 450 new officers needed to be recruited (a number of whom would be existing PCSOs) and

these extra officers would be deployed in local policing;

- (u) the PCC was very supportive of the Citizens in Policing strategy and money had been allocated to the project in order to re-energise it;
- (v) there were no plans to close Barnstaple Custody Centre, however the existing shift patterns at that location were currently under review;
- (w) the PCC was planning to commission a survey across the peninsula by a professional organisation, and would be looking to engage Local Authorities in similar consultations;
- (x) the PCC recognised the importance of Community Safety Partnerships (CSPs) and would allocate more money to the initiative if possible;
- (y) the PCC acknowledged the help that Street Pastors provided to ensure a safe and successful night-time economy, and was keen to ensure that the scheme continued to be successful.

The Panel agreed –

- (1) to note the Police and Crime Plan;
- (2) to direct the lead officer, in consultation with the Chair and Panel members, to consider how the plan will inform the work programme for the coming year.

44. **Consideration of the Police and Crime Commissioner's proposed level of Precept for 2017-18**

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 Chief Constable, the PCC and Duncan Walton, OPCC Treasurer.

The PCC advised the Panel that this was her first budget since taking office and she had attempted to ensure that it was progressive, modernising, sustainable and financially balanced. She was determined to maximise the resources available to the Chief Constable to deliver the Police and Crime Plan. Her vision for policing was set out in the Police and Crime Plan – Safe, Resilient and Connected Communities.

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

[Precept presentation](#)

In response to questions, the Panel were advised that –

- (a) the proposed reduction in PCSO numbers was confirmed as 194;
- (b) the OPCC only had a one year position on grants from the Government, and the position for the remaining three years was an 'educated guess';

- (c) this budget tried to maximise the use of reserves, and spending plans could be adjusted as necessary;
- (d) money was earmarked in the reserves to deal with any large-scale or unplanned incidents, however in these cases the Home Office could assist with extra finance if required;
- (e) the recent High Court decision on the use of Regulation A19 (which required police officers with more than 30 years pensionable service to retire), having ruled that the use did not amount to age discrimination, had eased pressure on reserves.

The Panel agreed -

- (1) unanimously the proposal to increase the precept by 1.99% (15 members present out of 20);
- (2) to note the budget.

45. **Evaluation of the Victims Care Model**

The Panel were provided with a report on the Evaluation of the Victims Care Model.

The OPCC Chief Executive and Monitoring Officer advised members that –

- (a) Dr Jacki Tapley (Institute of Criminal Justice Studies, University of Portsmouth) had been commissioned to write the report in order that care and services for victims could be improved;
- (b) the report was very positive, and had been commissioned to provide the learning points and recommendations around police officer awareness and skills around victim care;
- (c) work was now under way between the OPCC, Devon & Cornwall Police and the Victim Care Network to implement the full range of recommendations contained within the report to ensure that victim services and victim care in Devon and Cornwall remain the best in the UK.

In response to questions, the Panel were advised that -

- (d) the PCC had commissioned a range of work to investigate looking across the whole of the witness and victim experience of the wider criminal justice system;
- (e) the service that had been delivered before the creation of the Victim Care Unit had been extremely uneven, and in some parts of the Force area this had been provided by PCSOs, without the knowledge and ability to pass through victims to where specialist and generic services could be provided;
- (f) Devon & Cornwall had a very strong Victim Care Network with 82

organisations able to offer a range of support that victims could choose from;

- (g) the PCC aimed to look at the Victim's Strategy (with the Chief Constable) by September and aimed to introduce the online 'Track my Crime' service by the end of the year;
- (h) the service was being re-launched both within the Police Force and externally to highlight the work they do and the support offered.

The Panel noted the report.

46. **I01 Update**

The OPCC Chief Executive and Monitoring Officer provided the Panel with a I01 service update.

The Panel were advised that –

- (a) the performance for the I01 service continued to be strong, with average waiting times of three minutes, with 90% of these calls being transferred within 10 minutes;
- (b) the I01 service would be part of a discussion between the PCC and the Chief Constable with service standards to be set as part of the connectivity plan. More information would be provided in due course;
- (c) the OPCC and Chief Constable acknowledged the fragility of the service, but hoped that the performance of the service would continue to be strong.

In response to questions, the Panel were advised that -

- (d) the service standards would cover all forms of contact with the Force;
- (e) no statistics were available for e-mail contact, although anecdotal feedback was good, with response times between 24-48 hours;
- (f) more comprehensive statistics for waiting times would be provided at the next meeting.

The Panel noted the report.

47. **Police and Crime Commissioner's Performance Report**

The OPCC Chief Executive and Monitoring Officer provided the Panel with the Police and Crime Commissioner's Performance Report. The Panel were advised that –

- (a) this was the last time that the OPCC would present against the previous plan measures;

- (b) there was little to report since the last report provided in December 2016;
- (c) there would be a new baseline in the new plan for measuring performance.

The Panel noted the report.

48. **Police and Crime Commissioner's Update Report**

The Police and Crime Commissioner (PCC) presented the Police and Crime Commissioner's Update Report.

Highlights of the report included –

- (a) the OPCC were in the process of submitting bids for Violence Against Women and Girls Transformation Fund that was available from the Government, working with partners to produce three bids;
- (b) the full implications of the Police and Crime Bill would be known by the next meeting;
- (c) the OPCC and Chief Constable had been successful in three bids – including a national bid to support the transformation of the policing response to modern slavery and a proposed pilot for a Delayed Charge and Diversion Scheme. Funding had also been made available for shared Command, Control and Public Contact with Dorset;
- (d) the OPCC welcomed the creation of a Care Offender Hub.

In response to questions, the Panel were advised that -

- (e) a number of the roles (for the modern slavery initiative) are not location specific;
- (f) the PCC was responsible for spending the Modern Slavery money, and the Chief Constable was responsible for the delivery;
- (g) the Chief Constable was the national lead for Modern Slavery (for Chief Constables);
- (h) the Delayed Charge and Diversion Scheme was currently being trialled by Durham Constabulary and positive results had been seen.

The Panel noted the report.

49. **Report from the Office of the Police and Crime Commissioner in respect of any non-criminal complaints about the Police and Crime Commissioner**

Andrew White (OPCC Chief Executive and Monitoring Officer) advised the Panel that one formal complaint against the Police and Crime Commissioner had been

received during the period 27 November 2016 – 23 January 2017. The Police and Crime Panel Chair had dealt with this complaint through local resolution and had informed the Chief Executive of the Office of the Police and Crime Commissioner of the action which he had taken.

The Panel noted the report.

50. **Police and Crime Panel work programme**

The Panel noted the work programme.

51. **Future meeting dates**

It was noted that the meeting scheduled for 17 February 2017 was no longer required. It was agreed to cancel the meeting scheduled for 7 April 2017. Future meeting dates would be circulated to Panel members once known.

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Police and Crime Panel Meeting

7 July 2017

Report of the Police and Crime Commissioner

APPOINTMENT OF DEPUTY POLICE AND CRIME COMMISSIONER FOR DEVON, CORNWALL AND THE ISLES OF SCILLY

1. BACKGROUND

- 1.1 Part 1, Chapter 3, Section 18 of the Police Reform and Social Responsibility Act 2011 (“the Act”) provides Police and Crime Commissioner’s with the statutory power to appoint a Deputy.
- 1.2 Under the Act, the Police and Crime Commissioner (“the PCC”) may appoint a person as the Deputy Police and Crime Commissioner (“the DPCC”) and arrange for the deputy to exercise any function of the PCC, with the exemption of issuing a Police and Crime Plan; appointing the Chief Constable, suspending the Chief Constable, or calling upon the Chief Constable to retire or resign; or calculating a budget requirement.
- 1.3 The PCC proposes to appoint Mark Kingscote as the Deputy PCC for Devon, Cornwall and Isles of the Scilly.

2. NOTIFICATION

- 2.1 The PCC is obliged under the Act (Schedule 1, paragraph 9) to notify the Police and Crime Panel (“the Panel”) of his proposed appointment of a DPCC, and to include the following details:
 - a) The name of the person who the PCC is proposing to appoint as Deputy PCC.
 - b) The criteria used to assess the suitability of the candidate for the appointment.
 - c) Why the candidate satisfies those criteria.
 - d) The terms and conditions on which the candidate is to be appointed.
- 2.2 The Panel must review the proposed appointment and make a report to the PCC on the proposed appointment, including a recommendation to the PCC as to whether or not the candidate should be appointed, within a period of three weeks beginning with the day on which the Panel receives notification from the PCC of the proposed appointment.
- 2.3 The PCC must notify the Panel of her decision whether to accept or reject the recommendation of the Panel.

3. ROLE AND RESPONSIBILITIES OF THE DEPUTY PCC

- 3.1 The Deputy PCC will support and deputise for the PCC across the spectrum of the Commissioner's responsibilities, as required, and will take the lead in a number of areas.
- 3.2 The outline roles and responsibilities for the Deputy PCC are summarised below and are attached in full at Annex A to this report.

1. Scrutiny of policing

The Deputy PCC will support the PCC in her duty to hold the Chief Constable to account. In doing so the Deputy PCC will work closely with the OPCC Customer Service and Performance Manager to deliver the PCC's formal scrutiny programme and to work with the OPCC management team on broader scrutiny across the full range of business areas and the transformational change programme.

2. Mental Health

The Deputy PCC will work closely with the OPCC Criminal Justice, Commissioning and Partnerships Manager to drive forward the Police and Crime Plan commitments relating to mental health and to contribute to wider national PCC activity.

3. Sexual offences

The Deputy PCC will work closely with the OPCC CJ, Commissioning and Partnerships Manager to drive forward the Police and Crime Plan commitments relating to sexual offences and to contribute to wider national PCC activity.

4. Estates

The Deputy PCC will work closely with the OPCC Chief Executive to steer and shape the Estates Strategy in line with the Commissioner's Police and Crime Plan and reflecting the operational advice received from the Chief Constable.

5. Ethics and Equality, Diversity and Human Rights Portfolio Lead for the PCC

The Deputy PCC will lead for the PCC on scrutiny of the police delivery of the Ethics Framework and Equality, Diversity and Human Rights issues and will steer and develop the PCC's broader policy in these areas.

6. Wider roles and responsibilities

The Deputy PCC will also have a broad representational role on behalf of the PCC. This will include:

- attending public meetings, events and engagement opportunities to discuss policing issues and hear the views of the public
- representing the PCC with MPs, councillors and key stakeholders across the peninsula, working with and supporting the PCC's Community Link Officers and the Councillor Advocate Scheme

4. CRITERIA

4.1 The criteria used to assess the suitability of the candidate for appointment as Deputy PCC are:

- a. Have a mixture of public sector skills and experience gained over a number of years.
- b. Experience of scrutinising public services, including performance, finance and estates, to deliver value for money
- c. A strong and proven understanding of vulnerability, the challenges caused by mental ill health and the provision of mental health services.
- d. Expertise in the area of strategic estate management and planning
- e. Ability to effectively engage with local communities and work in a collegiate way with partners and politicians.
- f. Desire and ability to support the PCC in delivering the best possible outcomes for Devon, Cornwall and the Isles of Scilly.
- g. Able to commit to flexible hours of working including weekends and evenings as the role requires.

4.2 The following statement from the PCC provides evidence as to how Mr Kingscote meets the above criteria and will be able to effectively deliver on the listed responsibilities for the Deputy PCC:

Statement from the Police and Crime Commissioner

Policing is entering a period of unprecedented challenge and change. We have uncertainties over the future funding settlement and no agreed way that money should be circulated. Across England and Wales, the Home Office and Chief Constables are grappling with the best ways of convening the national policing assets to best address the threats our communities face.

We need to get to grips with the ballooning threats from cybercrime, fraud and modern slavery. We are yet to understand the full picture of child sexual exploitation and long standing offences such as domestic violence remain stubbornly resistant to reduce. The complexities of organised crime are becoming increasingly sophisticated. We are making steady progress but Her Majesty's Inspectorate of Constabulary has challenged the way we deliver some services so we need to continue to improve the way we work.

I have chosen to invest in additional police officers in Devon and Cornwall but we have little leverage over our own resourcing levels and everyone recognises that policing is stretched. That is unlikely to change significantly anytime soon unless there is a shift in direction in Government policy. We are adjusting local processes and refining our working practices to ensure we are as efficient and effective as possible. We have entered into a deep operational alliance with Dorset Police to ensure policing is more effective and efficient.

It is less than five years since the change in police governance that brought in police and crime commissioners. We have had some great successes. A Victim Care Unit for the first time, a network of support services for the vulnerable, the largest consultation on policing matters ever seen in Devon and Cornwall - as well as playing a major part in the shelving of not one but potentially two Government funding formulae that would have seen cuts to Devon and Cornwall Police funding,

Now, more than ever, policing needs strong leadership. The Police and Crime Plan that I published earlier this year sets out an ambitious programme of work that I am determined to deliver. The Chief Constable is leading Devon and Cornwall police well and delivering an effective alliance with Dorset Police. As Police and Crime Commissioner I am the only elected representative with responsibility spanning Devon, Cornwall and the Isles of Scilly. This brings with it real opportunities to work collectively with local partners to work in the best interests of policing and the south west. This is a big task.

The Police and Crime Panel will be aware that I have been considering the appointment of a Deputy Police and Crime Commissioner for some time now. In the first twelve months of my term I have met thousands of members of the public, police officers, staff and community representatives. On top of this I have provided the strategic oversight and leadership required from the PCC and held the Chief Constable to account.

I have now concluded that the time is right to appoint a Deputy PCC. I am convinced it is necessary for the delivery of my Police and Crime Plan and ensuring an efficient and effective police service given the enormous and growing challenges and that the public will come to see the benefits of this role.

I am proposing to the Police and Crime Panel that Mark Kingscote is appointed Deputy Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly.

I have every confidence that Mark is the right person for this role. He is a strong individual who will represent me well, is committed to building safe, resilient and connected communities with a track record in the areas that I wish to enhance efforts on, these include:

- *Seven years' experience of scrutinising the work of a unitary authority across a wide range of services.*
 - *(Torbay Council Overview and Scrutiny Panel 2000-03 and 2011-15)*
- *Ten years' experience of planning and development including leading a unitary authority's development planning committee and securing multi-million pound investments through positive and active engagement with developers, residents and wider stakeholders. Also, securing positive feedback from an external peer review for his strong and clear leadership of the planning committee. This will be particularly helpful for delivering the emerging Estates Strategy.*
 - *(Chairman of Torbay Development Management Committee 2014-2017, Chairman of Torbay Central Planning Committee 2000-03)*
- *Vast experience in representing public concerns to local authorities, aiding and assisting residents to voice their concerns through the channels open to them. This has achieved a high level of respect from the local community he represents in Torquay by being re-elected.*
 - *(Elected Councillor Torbay 2011-2017)*
- *Interested in the quality of the built environment and the conservation of historic buildings and the effect this has on how a community feels about their area. I feel his interest in this area will help ensure that the new build at Middlemoor is not compromised.*
 - *(Trustee of Devon Historic Buildings Trust 2000-03 and 2011-17)*

- *Not afraid to put his head above the parapet if he believes what he is calling for is right and just. He has been a whistle-blower about unsafe working practices and environments affecting vulnerable homeless people in our community.*
- *Twenty-six years of experience within the NHS most which have been within the mental health sector. This has enabled him to deal with difficult situations and individuals in a non-judgemental and supportive way. He has high levels of experience of working with people who are vulnerable or have complex needs and can relate to and communicate well with them.*
 - *(Auxiliary Nurse, Patient Transport, Mental Health Community Support Worker NHS 1991-2017)*
- *Vast experience of implementing policies within legal frameworks whether it be spatial planning in his role as Chairman of Planning or health policy as a mental health practitioner. This will be helpful in carrying out the role day to day but specifically ensuring a strong focus on delivering the Police and Crime Plan.*
- *Stands up for those who are exploited or abused from tackling bullying within the workplace to championing the support for male victims of domestic abuse.*
- *Having a public service background both as an elected member and as a health practitioner Mark is used to being publicly held to account for his work. He has high levels of integrity, is non-partisan and has a great sense of humour with a duty to serve our whole community.*

I would welcome the support of the Panel for the appointment of Mark Kingscote as the Deputy PCC to help increase the leadership capacity within Devon, Cornwall and the Isles of Scilly.

*Alison Hernandez
Police and Crime Commissioner*

5. TERMS AND CONDITIONS

- 5.1 A summary of the terms and conditions relating to the proposed appointment to the post of DPCC are attached at Annex B. This is a full time appointment for 37 hours on equivalent terms to those for OPCC staff. The annual salary is £30,000.
- 5.2 The terms and conditions relate to this appointment and for this term only and may not be the same terms and conditions agreed for any future appointment of a Deputy PCC.
- 5.3 Unlike all other members staff employed within the Office of the PCC who are required to be in politically restricted posts (under the Act and Section 2(2) of the Local Government and Housing Act 1989), the Deputy PCC is not a politically restricted post.
- 5.4 Due to the overtly political nature of this role, Parliament has granted PCCs exemption to Section 7 of the Local Government and Housing Act 1989 (appointment of staff on merit) for this appointment. This means that the PCC can appoint a Deputy PCC of their personal choosing, without a competitive appointment process or interview.

5.5 The Deputy PCC is required as a condition of their appointment to make a declaration of eligibility. A copy of the declaration form is attached at Annex C.

6. NEXT STEPS

6.1 The Panel is asked to review the proposed appointment of Mark Kingscote as DeputyPCC and to make a report to the PCC on the proposal, including a recommendation as to whether or not the candidate should be appointed.

6.2 The PCC will consider the report and decide whether to accept or reject the Panel's recommendation on the proposed appointment. Should the PCC decide to appoint Mark Kingscote it will take effect on the day on which the PCC notifies the Panel of her decision.

Contact for further information

Duncan Walton, Acting Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

chiefexecutivesupport@devonandcornwall.pnn.police.uk

22 June 2017

Responsibilities of the Deputy PCC

The Deputy PCC will support and deputise for the Devon and Cornwall PCC across the spectrum of the Commissioner’s responsibilities, as required, and will take the lead role in the areas detailed below.

Areas where the Deputy PCC will lead for the PCC

1. Scrutiny of policing

The Deputy PCC will support the PCC in her duty to hold the Chief Constable to account. In doing so the Deputy PCC will work closely with the OPCC Customer Service and Performance Manager to deliver the PCC’s formal scrutiny programme and to work with the OPCC management team on broader scrutiny across the full range of business areas and the transformational change programme.

Key responsibilities:

- Working with the OPCC Customer Service and Performance Manager to steer and lead scrutiny activity on behalf of the PCC, with particular focus:
 - o Devon and Cornwall Police delivery against the strategic priorities in the PCC’s Police and Crime Plan
 - o Performance monitoring against the strategic indicators.
 - o Force performance improvement.
 - o Force progress in response to areas of concern highlighted in external inspections and reports.
- Working with Dorset OPCC on the development of a joint scrutiny programme across the two policing areas

2. Mental Health

The Deputy PCC will work closely with the OPCC Criminal Justice, Commissioning and Partnerships Manager to drive forward the Police and Crime Plan commitments relating to mental health and to contribute to wider national PCC activity.

Key responsibilities will include:

- National and local influencing, engagement and lobbying on mental health service provision (covering victims, offenders and those at risk of becoming an offender or victim) and associated health funding
- Scrutiny of police performance and partnership activity with regard to mental health
- Commissioning and partnership working to secure and deliver effective and vfm services

3. Sexual offences

The Deputy PCC will work closely with the OPCC CJ, Commissioning and Partnerships Manager to drive forward the Police and Crime Plan commitments relating to sexual offences and to contribute to wider national PCC activity.

Key responsibilities will include:

- National and local influencing, engagement and lobbying on an effective and victim centred end to end system approach to tackling sexual offences
- Scrutiny of police and wider CJS performance and activity with regard to sexual offences
- Partnership working to secure and deliver effective and vfm services

4. Estates

The Deputy PCC will work closely with the OPCC Chief Executive to steer and shape the Estates Strategy in line with the Commissioner's Police and Crime Plan and reflecting the operational advice received from the Chief Constable.

5. Ethics and Equality, Diversity and Human Rights Portfolio Lead for the PCC

The Deputy PCC will lead for the PCC on scrutiny of the police delivery of the Ethics Framework and Equality, Diversity and Human Rights issues and will steer and develop the PCC's broader policy in these areas.

Wider key activities

The Deputy PCC will also play a key role in the following areas:

- Public engagement – attending public meetings, events and engagement opportunities to discuss policing issues and hear the views of the public
- Representing the PCC with MPs, councillors and key stakeholders across the peninsula, working with and supporting the PCC's Community Link Officers and the Councillor Advocate Scheme
- Attending Police and Crime Panel meetings, together with Council Overview and Scrutiny Meetings alongside, or on behalf of, the PCC
- Representing the PCC at key regional and national boards and groups, as required, such as SW Criminal Justice Board, SW Regional Collaboration and the Association of PCCs.

Deputy Police and Crime Commissioner - summary of terms and conditions of appointment

Under Section 18(10) of the Police Reform and Social Responsibility Act 2011 ("the Act") the deputy police and crime commissioner (DPCC) is a member of the PCC's staff.

The DPCC will be employed by the PCC and be subject to a contract of employment which will generally reflect the terms and conditions applying to the PCC's staff.

The main terms and conditions of appointment are:-

1. The DPCC will be required as a condition of appointment to make a declaration of eligibility that the appointment is held subject to the requirements of the Act and is not subject to a relevant disqualification¹.
2. The DPCC will be required to clear security vetting at an appropriate level.
3. Allowances - travelling and subsistence allowance will be paid at the rates applicable to the PCC's staff. Allowances paid will be disclosed quarterly under the Elected Local Policing Bodies (Specified Information) Order 2012 (as amended) and in accordance with the Home Secretary's determination, attached as an appendix to this summary.
4. Hours of work and salary –37 hours per week for which the DPCC will be paid £30000 per annum, with provision for attendance on days and at times reasonably required by the PCC which will involve work outside normal office hours. No overtime will be paid. Salary reviews will be in line with those made to the Commissioner's salary which is set by the Home Secretary.
5. In accordance with employee rights, the DPCC will be allowed reasonable time off to attend meetings and / or attend to duties as a Councillor, and this will be unpaid.
6. Holiday entitlement – 31 days annual leave including public and bank holidays.
7. Sickness absence –

Year of service	Entitlement
1	1 month's full pay and (after completing 4 months' service) 2 months' half pay
2	2 months' full 2 months' half
3	4 months' full 4 months' half
4 and 5	5 months' full 5 months' half
More than 5	6 months' full 6 months' half

Please note: entitlements are calculated from the first full day of absence in any absence period. Absences are calculated on a rolling 12 months basis.

8. Pension - entitlement to join the LGPS.
9. Continuity of service- where eligible under the redundancy modification order, continuous service will be used for the purposes of calculating redundancy payments.
10. Termination - the appointment as DPCC may be terminated at any time by the PCC as she thinks appropriate, or by the DPCC, and will terminate in any event no later than the 6th day after the day of the poll at the next ordinary election of the PCC, and / or following an election held to fill a vacancy in the office of the appointing PCC, the newly elected PCC makes and delivers a declaration of acceptance of office. The appointment will end if the appointee becomes disqualified in law. A notice period of 3 months is required by either party if the termination is initiated by the PCC or DPCC.
11. Conduct – the DPCC will be subject to the PCC Code of Conduct. The Policing Protocol code of conduct will also apply and in addition the DPCC will be subject to the complaints process under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012. In Devon and Cornwall, this means that whilst the PCP is responsible for the complaint the initial consideration and recording of the complaint has been delegated to the PCC’s CEO, who makes a recommendation to the panel. Complaints of such a nature as to require an investigation will be handled by the IPCC.
12. Disciplinary and Grievance – the DPCC will be required to adhere to all of the OPCC’s relevant policies and procedures. Failure to do so may result in disciplinary action being taken, including termination of employment without notice.
13. Performance – the DPCC will be required to undertake an annual performance and development review and will be subject to the OPCCs capability policy.
14. The DPCC will be subject to the Official Secrets Act 1989.
15. The post is not politically restricted.
16. The DPCC will be required to declare pecuniary interests.

¹ Defined in para. 8(6) of Schedule 1 to the Act as amended



Deputy Police and Crime Commissioner for Devon and Cornwall

Declaration

I

declare that I am aware of the provisions of the Police Reform and Social Responsibility Act 2011 and to the best of my knowledge and belief I am eligible for appointment as Deputy Police and Crime Commissioner for Lincolnshire and I am not subject to a relevant disqualification.

I acknowledge that I hold office subject to the requirements of paragraph 8 of Schedule 1 to the Police Reform and Social Responsibility Act 2011.

Signed:

Date:

Signature witnessed by:

.....

Duncan Walton
Acting Chief Executive and Monitoring Officer

Enc: relevant extracts of the Police Reform and Social Responsibility Act 2011

(a) Section 18 to the Police Reform and Social Responsibility Act 2011 (18)

Delegation of functions by Police and Crime Commissioners (3) But a

police and crime commissioner may not—

(a) appoint a person listed in subsection (6) as the deputy police and crime commissioner;

The persons referred to in subsections (3) (a) are—

- a) a Constable (whether or not in England and Wales)
- b) a Police and Crime Commissioner
- c) the Mayor's Office for Policing and Crime
- d) the Deputy Mayor for Policing and Crime appointed by the Mayor's Office for Policing and Crime
- e) the Mayor of London
- f) the Common Council of the City of London
- g) any other person or body which maintains a police force
- h) a member of the staff of a person falling within any of paragraphs (a) to (g).

(b) Paragraph 8 of Schedule 1 to the Police Reform and Social Responsibility Act 2011

Deputy Police and Crime Commissioner

8 (1) This paragraph applies to a person appointed under section 18 by a police and crime commissioner to be the deputy police and crime commissioner.

(2) None of the following may be appointed as the deputy police and crime commissioner—

- a person who has not attained the age of 18 on the day of the appointment
- a person who is subject to a relevant disqualification
- a Member of the House of Commons
- a member of the European Parliament
- a member of the National Assembly for Wales
- a member of the Scottish Parliament
- a member of the Northern Ireland Assembly

(3) The terms and conditions of a person who is appointed as the deputy police and crime commissioner must provide for the appointment to end not later than the day when the current term of office of the appointing police and crime commissioner ends.

(4) Section 7 of the Local Government and Housing Act 1989 (appointment of staff on merit) does not apply to the deputy police and crime commissioner.

(5) In this paragraph “current term of office”, in relation to the appointment of a deputy police and crime commissioner by a police and crime commissioner, means the commissioner’s term of office which is running at the time the appointment is made.

(6) For the purposes of this paragraph, a person is subject to a relevant disqualification if the person is disqualified from being elected as, or being, a police and crime commissioner under—

(a) section 65(1) (police officers, police-related employment etc), other than paragraph (e)(ii); or

(b) section 66(1), (3)(a)(iii) or (iv), (3)(c) or (3)(d) (citizenship, bankruptcy, criminal convictions & corrupt or illegal election practices).

(c) Relevant Disqualification (Section 65(1) Police Reform and Social Responsibility Act 2011)

Disqualification from election or holding office as police and crime commissioner: police grounds:

(1) A person is disqualified from being elected as, or being, a police and crime commissioner if the person—

(a) is disqualified from being a member of the House of Commons under section 1(1)(d) of the House of Commons Disqualification Act 1975 (members of police forces for police areas in the United Kingdom);

(b) is a member of—

- (i) the British Transport Police Force;
- (ii) the Civil Nuclear Constabulary;

(c) is a special constable appointed—

- (i) under section 27 of the Police Act 1996 for a police area or the City of London police area;
- (ii) under section 25 of the Railways and Transport Safety Act 2003 (British Transport Police Force);

(d) is a member of staff of the chief officer of police of any police force maintained for a police area;

(e) is a member of staff of—

- (i) a police and crime commissioner;
- (ii) *the Mayor’s Office for Policing and Crime*;

(f) is the Mayor of London;

(g) is a member of the Common Council of the City of London or a member of staff of that Council in its capacity as a police authority;

(h) is a member (including a member who is chairman or chief executive), or member of staff, of—

- (i) the British Transport Police Authority;
- (ii) the Civil Nuclear Police Authority;
- (iii) the Independent Police Complaints Commission;
- (iv) the Serious Organised Crime Agency;
- (v) the National Policing Improvement Agency;
- (i) holds any employment in an entity which is under the control of—
 - (i) a local policing body;
 - (ii) any body mentioned in paragraph (h);
 - (iii) the chief officer of police for any police force maintained for a police area or the City of London police area;
 - (iv) the chief officer of police for any police force mentioned in paragraph (b).

**(d) Section 66 Police Reform and Social Responsibility Act 2011
(relevant parts)**

Disqualification from election or holding office as police and crime commissioner: other grounds

(1) A person is disqualified from being elected as, or being, a police and crime commissioner unless the person satisfies the citizenship condition (see section 68).

(3) A person is disqualified from being elected as, or being, a police and crime commissioner if—

(a) the person is the subject of—

(iii) a bankruptcy restrictions order under paragraph 1 of Schedule 4A to that Act;

(iv) a bankruptcy restrictions interim order under paragraph 5 of that Schedule;

(c) the person has been convicted in the United Kingdom, the Channel Islands, or the Isle of Man, of any imprisonable offence (whether or not sentenced to a term of imprisonment in respect of the offence); or

(d) the person is incapable of being elected as a member of the House of Commons, or is required to vacate a seat in the House of Commons, under Part 3 of the Representation of the People Act 1983 (consequences of corrupt or illegal practices).

(e) Citizenship Condition (Section 68 Police Reform and Social Responsibility Act 2011)

(68) Citizenship condition

(1) This section applies for the purposes of section 66.

(2) A person satisfies the citizenship condition if the person is— (a) a

- qualifying Commonwealth citizen,
- (b) a citizen of the Republic of Ireland, or
- (c) a citizen of the Union.

(3) For the purposes of this section, a person is a qualifying Commonwealth citizen if the person is a Commonwealth citizen and—

- (a) is not a person who requires leave under the Immigration Act 1971 to enter or remain in the United Kingdom, or
- (b) is a person who requires such leave but for the time being has (or is, by virtue of any enactment, to be treated as having) indefinite leave to remain within the meaning of that Act.

(4) But a person who does not require leave to enter or remain in the United Kingdom by virtue only of section 8 of the Immigration Act 1971 (exceptions to requirement for leave in special cases) is not a qualifying Commonwealth citizen by virtue of subsection (3)(a).

(5) In this section the expression “citizen of the Union” is to be construed in accordance with Article 20(1) of the Treaty on the Functioning of the European Union.

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Police and Crime Panel

7 July 2017

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

**PROPOSED APPOINTMENT OF
POLICE AND CRIME COMMISSIONER'S TREASURER**

1. Executive Summary

The purpose of this report is to enable members of the Police and Crime Panel (the Panel) to consider the Police and Crime Commissioner's (PCC) proposed appointment of a Treasurer following receipt of a notice to retire from the current post-holder.

In doing so, the panel must satisfy itself that the preferred candidate selected by the PCC has the professional competence to undertake the role and has significant personal independence to be able to act operationally independent of the PCC.

The report provides an overview of the appointment process that was undertaken during in the Spring of 2017 by the PCC to select a preferred candidate.

Unfortunately the proposed candidate Nicola Allen will be in America on 7th July – as a result of a longstanding previous commitment. Ms Allen is available to take questions from the Police and Crime Panel via telephone during the 7th July Panel meeting. Alternatively if the Panel prefers we can seek to arrange a date following Ms Allen's return for her to attend in person.

2. Introduction and Background

In February 2017, Duncan Walton gave notice that he would retire in June 2017. The Treasurer post is a full-time position which also carries the responsibility for the police estate. The PCC and Chief Executive discussed the current and anticipated future requirements from this position, and considered a number of options which included the need for a full-time commitment, and the feasibility of a shared resource under the Strategic Alliance. Having given all options due consideration it was agreed that there was a clear business need to re-appoint a full-time Treasurer for the PCC in Devon and Cornwall.

The PCC must under the Police Reform and Social Responsibility Act 2011 (Act) notify the Panel of the preferred candidate for appointment as Treasurer. Schedule 1 paragraph 9 of the Act states that the PCC must provide the following information:

- a) The name of the person whom the PCC is proposing to appoint;
- b) The criteria used to assess the suitability of the candidate
- c) How the candidate satisfies these criteria; and
- d) The terms and conditions under which the candidate is to be appointed.

These matters are all addressed within this report.

Also provided for the Panel's consideration is an overview of:

- i) The recruitment, application and interview process;
- ii) Advert, job description and person specification;
- iii) The criteria used for assessment by the selection panel;

3. The recruitment process

3.1 Advertisement

The advertisement for the role of Treasurer was placed with Public Finance Jobs, where it was given a priority placement on-line for 4 weeks. The role was also advertised on the OPCCs website, the Police Intranet, and it was circulated to OPCC Treasurers via the Police and Crime Commissioners Treasurers Society (PACCTS) network. The closing date was Thursday 13th April 2017.

Prospective applicants were asked to complete an application form, evidencing the essential experience, specialist skills and knowledge as per the role profile, and a CV, personal statement and proof of relevant qualifications. The advert is appended at Appendix A.

3.2 Job Description and Person Specification

The job description and person specification are key documents in the appointment process. They set out clearly the expectations and requirements of the role. The job description and person specification were both reviewed and updated for this recruitment. (Appendix B)

3.3 Shortlisting

Nine applications were received. The shortlisting panel comprised the PCC, Treasurer and Police Force Human Resourcing Manager. Five candidates were short-listed for interview through a structured shortlisting process that assessed candidates against the essential knowledge, skills and experience in the role profile. One candidate withdrew prior to the interviews.

3.4 Selection Process

Shortlisted candidates were asked to pre-prepare a 20 minute presentation briefing for the PCC based on a case study provided at the invite to interview stage.

Candidates were also given the opportunity of an informal briefing with the Force Director of Finance and Resources prior to the formal interview.

The interviews took place at Middlemoor on the 3rd and 8th May, and comprised a 20 minute presentation followed by an interview of approximately 1 hour duration.

The Interview panel consisted of:

- Alison Hernandez, PCC
- Duncan Walton, Treasurer
- Mike Saltern, Independent Advisor to the PCC
- Mark Seymour, Alliance Audit Committee Member
- Teresa Cook, Police Force Human Resourcing Manager

4. Criteria, candidate and terms

4.1 Criteria for selection

Each candidate gave a presentation briefing to the panel based on a pre-read case study. The presentation was assessed against the following criteria:

- Communication and presentation skills
- Decision making
- Strategic financial management
- Use of resources
- Problem solving

The panel was given an opportunity to question the candidates on their presentation.

Candidates were then asked a set of agreed questions which comprised a mix of questions testing behavioural competencies as per the person specification, and technical financial questions.

Answers were assessed against the following criteria:

- Perspective of the role
- Strategic perspective
- Negotiating and influencing
- Respect for race and diversity
- Resilience
- Role related technical questions

4.2 Proposed Candidate

The proposed candidate, who also achieved the highest overall score, is Nicola Allen.

Nicola has extensive experience in finance having worked in this field since leaving full-time education. She has held a number of senior roles within public sector finance, and is currently the Senior Assistant County Treasurer for Devon County Council. Nicola is a qualified Accountant and member of CIPFA.

Given the requirement to work as the single financial advisor to the PCC Nicola has had experience at a wide ranging finance role in a district council which is complemented by experience gained in a more complex larger organisation. Her current role involves the management of over ninety staff and also brings her into contact with senior managers across the County Council as well as elected representatives.

Nicola has extensive experience of capital programme management and financing and she is currently engaged on work with the Exeter Science Park Company and Skypark, thus giving her familiarity with the strategic skills needed to oversee the PCCs estates function.

Other experience has been gained with Clinical Commissioning Groups and Children's Services which will assist with this aspect of the Treasurer's role.

4.3 Terms and Conditions of appointment

The appointment is offered on a permanent basis.

The salary range for the OPCC Treasurer was determined following a job evaluation exercise carried out by Hays in June 2013. The current salary range is £82,927 rising to £93,624 per annum. It is proposed that the appointment will commence at a starting salary of £82,927 per annum.

The annual leave entitlement is 38 days inclusive of bank holidays.

This role will require the post holder to travel to alternative locations on an ad hoc basis to undertake the role, travel expenses will be reimbursed and published in accordance with OPCC policy and statutory requirements.

Annual membership fees to CIPFA will be reimbursed.

The post holder will be eligible to enrol in the Local Government Pension Scheme.

There is continuous service with Devon County Council from 2009.

Further information can be found in the OPCC's HR policies which are published on the website at <http://www.devonandcornwall-pcc.gov.uk/information-hub/opcc-policies/>

5. Supplementary Information

Appendix A – Advertisement

Appendix B - Job description and person specification

6. Recommendation

It is recommended that the Police and Crime Panel considers the proposed appointment of Nicola Allen for the role of Treasurer to the PCC on the terms and conditions provided.

Contact for further information

Duncan Walton

Interim Chief Executive

Office of the Police and Crime Commissioner for Devon and Cornwall

nicola.long@devonandcornwall.pnn.police.uk

26 June 2017



Appendix A

Job Advertisement

Treasurer (Full-time, Exeter based)

Starting Salary £82,927 rising to £93,624 per annum

Alison Hernandez, the Police and Crime Commissioner for Devon and Cornwall, is seeking to recruit a Chief Financial Officer to ensure the proper financial administration of the OPCC, and to act as her principal financial advisor. The Treasurer is also the Section 151 Officer to the PCC.

You will be a strategic thinker and guide the PCC in determining a clear and effective long-term financial vision and strategy. Engaging with both internal and external partners and stakeholders, you will develop and implement the medium and long term financial plans for revenue and capital.

Reporting to the CEO, you will contribute to the effective delivery of the Police and Crime Plan through effective corporate management including strategy implementation, business and resource planning, risk management, performance management and value for money. You will also work closely with Estates professionals who are directly responsible to the PCC.

You will have a track record of operating at a senior level and making a positive contribution to the overall vision, values and financial strategies of a large and complex organisation, with proven ability of handling multi-million pound budgets. You will also have evidence of working within a legislative or compliance framework.

The ability to drive, or to travel around Devon, Cornwall and Dorset, to fulfil the duties of the post is essential.

Applicants must evidence the following essential experience, specialist skills and knowledge as per the role specification as the shortlisting process will be assessed against these criteria:

- Experience of operating at a senior level as a finance professional and making a positive contribution to the overall vision, values and financial strategies of a large and complex organisation.
- Experience of handling multi-million pound budgets with an ability to provide assistance to the PCC to set the budget, policing precept and capital programme.
- Experience of corporate risk management including the safeguarding of assets, risk avoidance and insurance.

- Experience of strategic financial planning and up to date knowledge of all aspects of financial management, standards and practices.
- Experience of authorising statutory accounts and associated grant funding.
- Experience of treasury management and internal audit

If you are a CCAB qualified accountant, with up to date knowledge of all aspects of financial management, an understanding of sound public authority financial practice and a desire to succeed in challenging times of financial and operational change, we welcome your application.

For further information about the requirements of the role, please contact Andrew White, Chief Executive on 01392 225547.

RECRUITMENT INFORMATION

The closing date for completed applications is close of business on Thursday 13th April 2017.

Interview and presentations are expected to take place in week commencing 1 May 2017 and will be held at the Office of the Police and Crime Commissioner, Andy Hocking House, Alderson Drive, Exeter, EX2 7RP.

To apply please complete an application form, evidencing the essential experience, specialist skills and knowledge as per the role specification, and return along with a CV, personal statement and proof of relevant qualifications to:

Resourcing@devonandcornwall.pnn.police.uk

Or by post to: People Services Department - Resourcing, Homer House, Devon and Cornwall Police, Middlemoor, Exeter, EX2 7HQ.

Further information can be found on our website at <http://www.devonandcornwall-pcc.gov.uk/About-Us/Recruitment.aspx> or by contacting Eleanor Tanner on 01392 225555.

This post is subject to a Confirmation Hearing by the Devon and Cornwall Police and Crime Panel.

Due to the nature of this role, it will be a condition of any appointment that the preferred candidate will be vetted to an enhanced level. In completing the application form, you are consenting for the OPCC to conduct such a check during the selection process.

Equality Commitment

The PCC is committed to equality and welcomes applications from suitably qualified people from all sections of the community. The PCC is keen to ensure that her office reflects the diversity of the communities we serve, but she also wishes to promote an office culture that actively values difference and recognises that people from different backgrounds and experiences can bring valuable insights to the office and enhance the way we work.

Political Restrictions

The Treasurer is a politically restricted post. The Local Government and Housing Act 1989 places an obligation on staff of the PCC to prepare a list of all posts which are regarded as politically restricted. The Act imposes restrictions on public political activity by the holders of such posts. All staff of the PCC, except for the Commissioner and the Deputy PCC are politically restricted. In summary, the restrictions imposed on post holders include:

- Becoming (whether by election or otherwise) or remaining a member of a Local Authority, of the National Assembly for Wales, of the European Parliament, or of the House of Commons, or a PCC.
- Announcing, or allowing others to announce, ones candidature for one of the aforementioned offices
- Holding office in a political party
- Canvassing at elections and
- Speaking or writing publically on matters of party political controversy.

A relocation package may be available. Details can be found here:

<http://www.devonandcornwall-pcc.gov.uk/Key-Documents/Policies-of-the-OPCC.aspx>



Appendix B

JOB PROFILE

- Job title:-** Treasurer
- Reporting to:-** Police and Crime Commissioner
- Job purpose:-** This is a statutory role and the statutory responsibilities are set out in the Police Reform and Social Responsibility Act 2011 and sections 112 and 114 of the Local Government Act 1988.
- This role is the Section 151 Officer for the Police and Crime Commissioner for Devon and Cornwall.**

Political Restrictions

The Treasurer is a politically restricted post. The Local Government and Housing Act 1989 places an obligation on staff of the PCC to prepare a list of all posts which are regarded as politically restricted. The Act imposes restrictions on public political activity by the holders of such posts. All staff of the PCC, except for the Commissioner and any Deputy PCC are politically restricted. In summary, the restrictions imposed on post holders include:

- Becoming (whether by election or otherwise) or remaining a member of a Local Authority, of the National Assembly for Wales, of the European Parliament, or of the House of Commons, or a PCC.
- Announcing, or allowing others to announce, ones candidature for one of the aforementioned offices
- Holding office in a political party
- Canvassing at elections and
- Speaking or writing publically on matters of party political controversy.

Principal Accountabilities

1. Act as the Chief Financial Officer to the PCC to ensure the proper financial administration of the OPCC, giving assistance in providing safe and efficient financial arrangements and to act as the principal financial adviser to the PCC.
2. Provide financial advice to the Police and Crime Commissioner on all aspects of activity including the strategic planning and policy making process.

- 3 Assist the Police and Crime Commissioner in seeking to obtain the best value for money.
- 4 Advise the Police and Crime Commissioner on financial probity.
- 5 Ensure that accurate, complete and timely financial management information is provided to the Police and Crime Commissioner and the Chief Constable.
- 6 Advise in consultation with the Chief Executive and the Chief Constable's Chief Financial Officer and the Director of Legal Services on the safeguarding of assets, including risk management and insurance.
- 7 Advise on budgetary matters including any consequent long term implications.
- 8 Ensure production of the group accounts.
- 9 Act as Interim Head of Estates and long term estates programme and funding advisor.

Dimension

- Ensuring adequate control of the OPCC's gross revenue budget of £283m (2016/17), and reserves and provisions of £71m. Strategy and management of overall lending and borrowings representing an average daily cash balance of £45m.
- Purchasing and directing financial support services from the Strategic Alliance Audit, Risk and Insurance service in the area of internal audit.
- Key liaison with the PCC, Chief Executive, Audit Committee, Chief Officer Group, external alliances, partners and agencies.
- The post has no direct line management of staff, a key dimension of the role is the need to work effectively with the Constabulary, and particularly the Constabulary's Director of Finance and Resources and her team.

Other

The post is based in Exeter. Travel within the Devon and Cornwall area of responsibility, Dorset and occasional wider meetings is a feature.



TREASURER

PERSON SPECIFICATION

CATEGORY	REQUIREMENTS	ESSENTIAL/ DESIRABLE
1. Education/ Training	1.1 Recognised CCAB qualification (the qualifications for the Chief Finance Officer are set out in section 113 of the Local Government Finance Act 1988).	E
	1.2 Higher education to degree level or equivalent, with evidence of continuous professional development.	D
2. Experience/ Knowledge	2.1 Experience of operating at a senior level as a finance professional and making a positive contribution to the overall vision, values and financial strategies of a large and complex organisation.	E
	2.2 Experience of handling multi-million pound budgets with an ability to provide assistance to the PCC to set the budget, policing precept and capital programme.	E
	2.3 Experience of corporate risk management including the safeguarding of assets, risk avoidance and insurance.	E
	2.4 Experience of strategic financial planning and up to date knowledge of all aspects of financial management, standards and practices.	E
	2.5 Experience of authorising statutory accounts and associated grant funding.	E
	2.6 Experience of treasury management and internal audit	E
	2.7 Experience operating as Chief Financial Officer with Section 151 responsibilities.	D
	2.8 Demonstrable ability to provide innovative approaches to financial management with specific emphasis on value for money.	D

CATEGORY	REQUIREMENTS	ESSENTIAL/ DESIRABLE
	2.9 Experience of commissioning and ensuring grants are effectively managed.	D
	2.10 A good understanding and appreciation of the challenges facing policing and the associated environment.	D
3. Skills/ Attributes (to be tested at interview)	3.1 Interpersonal skills and ability to work in partnership, able to command the respect of and manage effective professional relationships with the PCC, Chief Constable, Senior officers, colleagues and stakeholders at all levels.	E
	3.2 Excellent communication, advocacy, presentation and negotiating skills, both oral and written.	E
	3.3 A high level of literacy, numeracy, analytical and IT skills.	E
	3.4 An ability to analyse and synthesise complex information quickly, weigh up alternatives and make sound, timely decisions.	E
	3.5 Ability to embrace at a strategic level the concepts and principles of financial management and convert these into effective actions.	E
	3.6 Management skills necessary to define performance requirements, set clear, ambitious and achievable outcomes, monitor progress, and address under performance.	E
	3.7 A demonstrable ability to maximise the use of scarce resources, scrutinise, monitor and challenge the effectiveness of the use of resources.	E
	3.8 Highly developed and proven political awareness and sensitivity, persuasiveness and diplomatic skills, with an awareness of and sensitivity to the political implications of professional and managerial decisions.	E
	3.9 Outstanding organisational skills, with an ability to work to deadlines.	E
	3.10 A creative approach to problem solving, with a focus on achieving effective and pragmatic outcomes.	E
	3.11 Proactive commitment to the highest levels of professional conduct, integrity, equality, fairness and diversity.	E



**Police and Crime Panel
7 July 2017
Report of the Police and Crime Commissioner**

**OFFICE OF THE POLICE AND CRIME COMMISSIONER'S
PERFORMANCE REPORT**

1. Introduction

As described at the Panel meeting in February 2017, the following report is based on the strategic measures published in the PCC's Police and Crime Plan "Safe, Resilient and Connected Communities" in January 2017.

As previously, it includes the baseline data against each headline measure, plus attainment data unless otherwise stated for the 12 months to end of May 2017. This is followed by a narrative description of the presented data including additional explanatory material. Finally the report sets out the OPCC's judgement on police performance against each measure – using a red/amber/green grading to illustrate how strong or at risk the OPCC considers force performance to be against each measure.

2. The OPCC's assessment of performance against the headline strategic indicators set out in the Police and Crime Plan

The OPCC's assessment of performance to-date against the headline strategic indicators for the performance year ended 31st May 2017 is contained in Appendix 1.

All indicators show that they are currently achieving the expected attainment levels. It should be noted that a number of the strategic indicators which relate to connectivity have not been included at this time as they relate to the local survey data. The baseline survey has now been carried out – see section 5 of this report.

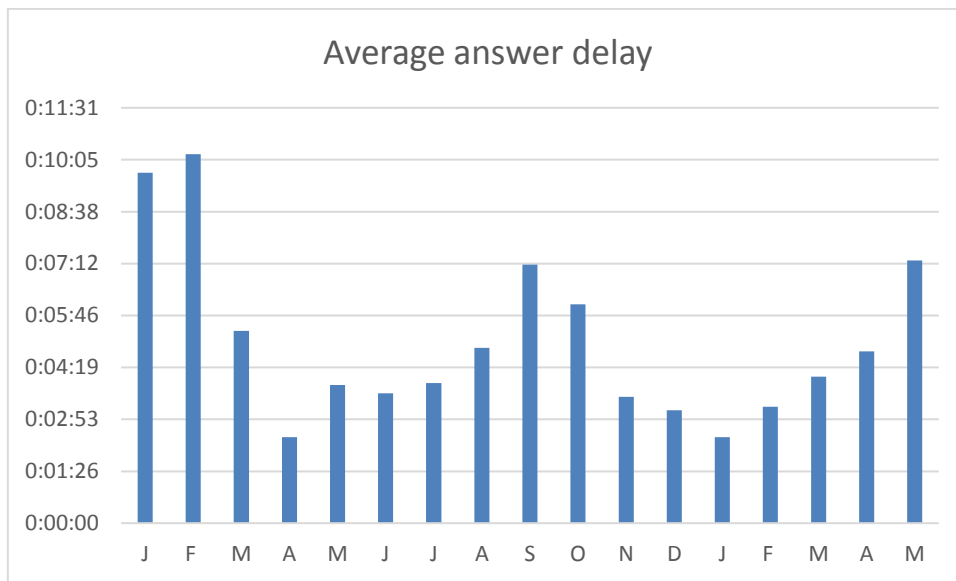
There has been a small reduction in the satisfaction of victims with their overall experience however levels remain where we would want them to be in broad terms. This indicator is currently being developed as the existing measure only samples a small number of offences categories and it is expected that in future reporting will reflect a much broader range of victimisation.

3. 101 Performance

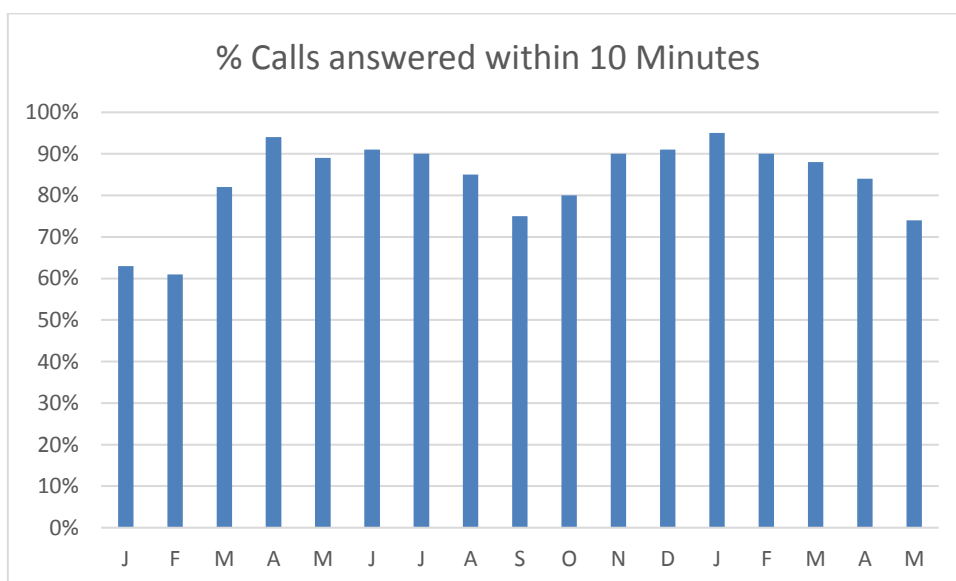
The Chief Constable implemented an action plan in response to the Commissioner's concerns about waiting times for the public to get through on the 101 non-urgent

contact number. The action plan began to deliver improvements in average waiting times in March 2016. The average answer delay for non-urgent 101 calls was over 8 minutes in the six months to end of February 2016. In the six months to end of April 2017 this improved to 3 and a half minutes.

However during May 2017 performance has been challenged by a series of concurrent issues including abstractions to support the national response to recent high profile incidents, local changes in shift patterns and the need to deliver training ahead of the peak summer period as well as unusually high demand. Performance has dipped as a result of these challenges but work is underway now to recover the situation. These challenges have resulted in an increase in waiting times in May 2017 to an average of 7 minutes as shown on the chart.



Similar drops in performance has been observed in the percentage of callers waiting for less than 10 minutes in May 2017.



A task group has been convened to address the current performance challenges and to ensure that future performance is secure. That group has identified a number of additional actions that could improve performance. A key concern has been the

potential for long waiting times to impact on recorded crime. A number of immediate changes have resulted in a significant improvement in the times that members of the public are waiting to provide crime details. Further work is focusing on ensuring that resources match anticipated demand more closely and that the public are aware of the opportunities to use alternative channels such as the internet and email to report information or crime.

It is of note that performance continued to be to a high standard during the peak period of summer demand last year. The challenge will be maintaining these performance improvements in the future but work is underway as described above.

4. Crime Data Integrity

In February Her Majesty's Inspectorate published the results of their inspection into the accuracy and timeliness of crime recording in Devon & Cornwall. That report indicated that the accuracy of crime recording in Devon & Cornwall was 'inadequate'.

The Chief Constable has convened a Gold Group to address the concerns and to deliver significant and urgent improvements. The OPCC is represented on the group and at the Commissioners request a victim's representative has recently been added to the membership. An extensive action plan has been developed and delivery is progressing well.

Evidence is beginning to emerge that suggests that the action plan is delivering improved standards of crime recording. For example there was a 24% increase in recorded crime in Devon & Cornwall in the three months to end of May 2017, compared to the equivalent period in 2016.

It remains too early to be able to formally report on progress through audit results at this stage, however this data will follow once it is available.

In addition to the Gold Group, the Commissioner is supporting a workshop bringing together key stakeholders working with victims of sexual offences. The aim of the workshop is to inform the approach that the police should take with victims who report offences to third party agencies but do not want to proceed with an investigation. The guidance in this area is unclear and the Commissioner is keen to ensure that any approach adopted does not discourage victims from coming forwards to seek support.

5. Performance Scrutiny

The OPCC is developing a new approach to performance oversight and scrutiny. This will include detailed consideration of thematic areas of policing as well as monitoring ongoing performance and the police response to external scrutiny.

The Oversight and Scrutiny Meetings will include representatives from other stakeholder agencies and where appropriate representatives of victims or invested

community groups. Members of the Police & Crime Panel will also be invited to attend the meetings.

The first thematic areas to be considered are Modern Slavery and Counter Terrorism.

6. Baseline Public Perception Survey Results

As set out in the Police and Crime Plan, the Commissioner intends to carry out regular surveying to track progress on connectivity and public attitudes to policing over the lifetime of the plan.

The baseline OPCC Public Perception Survey took place in May/June 2017 with a sample of 800 residents of Devon & Cornwall. The survey was undertaken by an external company who applied robust method to ensure that the sample was of statistically significant and representative of the demography of the area.

The baseline survey was undertaken by telephone and is based upon a similar national survey carried out on behalf of HMIC in 2016. The results are currently being analysed and will be presented to the Panel at the next meeting.

The survey is also being undertaken in an online format. This will add to the understanding that we have already gathered and will allow us to formally test the limitations of online surveying as a method for exploring the public's views.

Contact for further information

Duncan Walton









Interim Chief Executive




Office of the Police and Crime Commissioner for Devon and Cornwall

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Report prepared 14 June 2017

OPCC Performance Report to 31st May 2017

Headline Measure	Aim	Baseline	Rolling 12 months to 31/05/2017	%age change	Narrative/notes	OPCC Judgement
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%	67%	2%	Baseline taken from a 12 month average. Currently being attained. Devon & Cornwall is currently ranked 11th out of 42 forces on this indicator.	
Repeat victimisation - %age of victims of any offence that have reported an offence in the previous 12 months	Increased public confidence to report	23.00%	20.60%	-2.4%	Baseline taken from a 3 year average to end 2015. Repeat victimisation has increased compared to the 3 year average. It might be helpful to look at rolling 12 month trends. Difficult to judge at this stage.	
Victim experience from existing victim surveys - % satisfied with overall experience with police	Current good performance should be maintained	73.20%	71.10%	-2.1%	Baseline taken from a 12 month average to end 2016. There has been a small decrease in victim satisfaction compared to the 12 month average.	
Percentage of 101 non-priority calls passed to someone who can help with the enquiry answered within 10 mins	Improvement in performance is expected by increasing the percentage of calls answered within 10 mins	68.00%	86.00%	18.0%	Baseline taken from December 2015. There has been a significant improvement in performance over the last 12 months. Continues to be monitored and further technological and process improvements are being developed to ensure that the improvement is sustainable in future.	
%age of 999 calls answered within 10 secs	Current good performance should be maintained	91.30%	95.50%	4.2%	Baseline taken from a 2 year average to end 2015. There has been an improvement in performance with a higher proportion of calls answered within 10 seconds.	
Median attendance times for immediate calls for service	Aim to be established following review which is due to be published in December	14:03	14:17	1.60%	Baseline taken from a 2 year average to end 2015. Median performance is well within current expectation. However this figure masks significant variation and this is particularly notable in specific geographic locations. The immediate incident attendance review has already commenced and this will inform future judgements about performance in this area.	
Officer cost per head of population	For information	£95.10	£90.40	-5%	Baseline taken from the national figure. Currently being attained.	
Police staff cost per head of population	For information	£38.90	£35.10	-10%	Baseline taken from the national figure. Currently being attained.	
OPCC staff cost per head of population	For information	£4.10	£3.90	-5%	Baseline taken from the national figure. Currently being attained.	
Crime data integrity - the percentage of crime that is reported to the police that is recorded in line with national guidance	Improvement in performance is expected by increasing the accuracy and timeliness of crime recording	82.00%			Baseline taken from the HMIC Crime Data Integrity report published in January 2017. It is currently too early for meaningful audit results to be available to measure progress against this indicator.	

-  Currently achieving expected attainment level
-  Achievement of expected attainment at risk
-  Not achieving expected attainment level

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Police and Crime Panel

7 July 2017

Report of the Police and Crime Commissioner

POLICE AND CRIME PLAN 2017-2020 UPDATE

The Commissioner's Police and Crime Plan 2017-2020 'Safe, resilient and connected communities' was published on 27th January 2017. This report provides an update to the Police and Crime Panel on how delivery against the plan will be managed and reports progress to date against the commitments set out in the Police and Crime Plan.

The Police and Crime Plan 2017-2020

The Police and Crime Plan was developed jointly with the Chief Constable and was informed by an extensive period of consultation with the public and partners. The full Police and Crime Plan was submitted to the Police and Crime Panel in December 2016, following the submission of a report in October 2016 setting out the Commissioner's intended focus for the Plan following the summer consultation. The Commissioner met with members of the Police and Crime Panel in early January 2017 to discuss the further refinements that had been made to reflect the Panel's feedback. The full Police and Crime Plan document is available on the OPCC website.

Plan Delivery Governance

The Police and Crime Plan set out a series of commitments which support the delivery of the 5 priorities set out in the Plan. Attached at Annex A is a copy of the outline delivery schedule for the commitments in the Plan.

Reflecting the co-productive nature of the Plan, many of these commitments are a shared responsibility between the OPCC and Devon and Cornwall Police and are being delivered collaboratively. Each deliverable within the Police and Crime Plan has been assigned to either the OPCC Chief Executive Officer or one of the Deputy Chief Constables – who are responsible for driving forward the Plan.

Delivery schedules have been developed and progress is monitored regularly by the Commissioner and the Chief Constable through the Joint Management Board.

The governance arrangements for delivery of the Plan are set out below and in Annex B to this report:

- *Overarching Senior Responsible Officer (SRO) Lead* – every deliverable within the Police and Crime Plan has been assigned to either a Deputy Chief Constable or the OPCC CEO.
- *Board structure* – The three Overarching SRO leads will drive delivery in their respective areas through existing Board structures.
- *Force and OPCC Leads* – leads have been set for each deliverable who will work collaboratively to support delivery of the Plan.
- *Project Boards and Task and Finish Groups* – delivery will be managed through project boards and task and finish groups under the Boards. Membership of these groups will be agreed by the respective Force and OPCC leads and may include representatives of both Force and OPCC depending on the subject matter.
- *Resources Board* - Investment that is novel or contentious or that does not have a budgeted provision in the MTFS will be sent to Resources Board for consideration and approval.
- *Informal Plan Co-ordination Group* – this Group will meet every six weeks and will provide a forum to consider delivery interdependencies and to co-ordinate activity, manage related risks and review progress.

Future Plan Reporting Arrangements

Reporting on progress will occur on a quarterly basis to the OPCC/Force Joint Management Board and then publicly through the OPCC website. The Commissioner will submit these update reports to the Police and Crime Panel at their next available meeting. In addition the Commissioner will provide updates on key developments and progress at each meeting in the PCC's Update Report and will report on the strategic indicators through the PCC's Performance Report which are both included elsewhere on this agenda.

These public quarterly Police and Crime Plan reports will cover:

- progress against deliverables in that quarter
- key activities in the next quarter
- performance against the strategic measures in the Plan.

The first full quarterly report will be available in late July and will cover the first quarter of 2017/18.

Delivery against the Police and Crime Plan: Quarter 4 2016/17

The Police and Crime Plan published in January 2017 set out a number of deliverables that were due for completion in the final quarter of 2016/17. These milestones have been met.

- The Chief Constable published service standards as part of the new Local Policing Promise setting out what the public can expect from the police <https://www.devon-cornwall.police.uk/your-right-to-information/our-people/our-performance/our-service-standards/> . Regular reporting against the standards is being set up and will be brought to the Panel. The service standards will be subject to further review, in particular the areas of:

- contacting the police;
 - providing feedback to victims and witnesses;
 - information about the local policing team and policing priorities
-
- PCC's Commissioning Intentions Plan 2016-2020 – the Commissioner published her Commissioning Intentions Plan for 2016-2017 which supports partnership activity across the full range of priorities within the Police and Crime Plan.
<http://www.devonandcornwall-pcc.gov.uk/about-us/commissioning/>
 - The PCC has published a CCTV Investment Strategy setting out the principles governing her collaborative work with councils over the lifetime of the plan to support the development of dedicated monitoring hubs which will enable smaller councils to benefit from CCTV. The PCC ran an expressions of Interest process with all councils which closed in May 2017 and will be taking this forward over the coming months. A fuller update on this project is provided in the PCC's Update Report later on this agenda.
 - The PCC launched her OPCC Community Link Officer Scheme whereby members of the OPCC staff have taken responsibility for a specific geographic area. The scheme is intended to improve the Commissioner's understanding of local issues and to strengthen feedback loops, with link officers working with local partners and attending community meetings and events in the area.
<http://www.devonandcornwall-pcc.gov.uk/about-us/the-opcc-team/community-link-officers/>
 - The Chief Constable has set out Prevention Strategy and the Force are working with our strategic partners in Dorset police to deliver a joined up approach to prevention through the Alliance Prevention Department. One of the key strands of prevention activity is to intervene early in the offending cycle to reduce crime and the two year pilot Delayed Charge and Diversion Scheme 'Pathfinder' (supported by Home Office funding) has now been launched. The Pathfinder scheme is covered in further detail in the PCC Update Report to this meeting.
 - An operational Memorandum of Understanding has been put in place with local fire and rescue services to build a deep operational partnership to keep people safe in the local area. <http://www.devonandcornwall-pcc.gov.uk/news-and-blog/devonandcornwall-pcc-news-blog/2017/05/fire-and-police-collaboration-benefits-local-communities/>

Contact for further information

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26 June 2017

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ANNEX A	<u>Plan Commitment</u>	<u>Overarching SRO DCC or CEO</u>	<u>Position as at 31 May 2017</u>
PRIORITY - LOCAL POLICING PROMISE			
<u>Accessible</u>			
<p>1. Improving public confidence in contacting the police to report crime and use the 101 service, and expanding the ways that the public can report issues remotely to the police.</p>	<p>By the end of March 2017 the Chief Constable will (in consultation with the PCC) publish force wide service standards for the 101 non-emergency service, answering 999 calls, online contacts and correspondence. Performance against these service standards will be published regularly so the public can see how well the force are performing.</p>	<p>Chief Operating Officer</p>	<p>Phase 1 - March 2017 - publish standards - Completed.</p> <p>Quarterly reporting to JMB.</p> <p>Phase 2 Q3 17/18 - review following connectivity plan</p>

<p>2. Providing more opportunities for the public to contact local police teams, including face to face opportunities.</p>	<p>By the end of March 2017 the Chief Constable will (in consultation with the PCC) publish force service standards for police sectors designed to ensure strong levels of local contact, including face to face engagement and interaction. These standards will set a service minimum for public contact. Performance against these service standards will be published regularly so the public can see how well the force are performing.</p>	<p>Chief Operating Officer</p>	<p>Phase 1 - March 2017 - publish standards - Completed.</p> <p>Quarterly reporting to JMB.</p> <p>Phase 2 Q3 17/18 - review following connectivity plan</p>
<p>3. Working closely with local councillors who play a key role in connecting with their communities.</p>	<p>The PCC will explore establishing a PCC Councillor Advocate Scheme whereby nominated councillors can provide a formal feedback route to the police on behalf of their community. In addition, these advocates will also take back matters to their own councils on behalf of the police.</p>	<p>CEO</p>	<p>Q2 17/18 - commence pilot in 4 areas</p> <p>Q3 17/18 review and roll-out</p>
<p>4. Our physical presence in local areas.</p>	<p>In addition, the PCC and the Chief Constable will look at ways to widen the police footprint in local areas to improve community liaison and connectivity - including through the Citizens in Policing Programme, co-location with partners and community access points and will pilot options in the second half of 2017.</p>	<p>Transformational Change</p>	<p>Q2 17/18 - scoping</p> <p>Q3 17/18 - review following connectivity plan</p> <p>Q3 connection pilot</p>
<p>5. Improving the PCC's understanding of local concerns.</p>	<p>The PCC will establish a network of OPCC link officers to help local communities raise issues with the PCC and improve the PCC's understanding of local issues.</p>	<p>CEO</p>	<p>Completed in Quarter 4 2016/17</p>

	The PCC will explore (in consultation with the Chief Constable) the establishment of a PCC Young Persons Advocate Scheme in local areas – to improve understanding of their views on policing at the local level.	CEO	Q4 17/18 - scoping. April 2018 - decision. Q1 18/19 - launch.
Responsive			
6. Speed of attendance at emergency incidents.	By September 2017, the PCC will carry out a review of immediate response times across the force area to understand where challenges exist and what, if any, action might be needed.	CEO	Review Underway
7. Providing regular feedback when people raise issues.	By the end of March 2017 the Chief Constable will publish (in consultation with the PCC) force wide service standards on feedback for: people reporting crimes and incidents, people providing intelligence, victims and witnesses.	Chief Operating Officer	Phase 1 March 2017 - publish standards - Completed. Quarterly reporting to JMB. Phase 2 Q3 17/18 - review following connectivity plan
8. Working to identify and support all communities across the peninsula and to understand their issues.	The Chief Constable will support the introduction of a third party reporting scheme across the police area, building on the successful 2015/16 pilot in Plymouth.	Chief Operating Officer	Q1 17/18 - review learning. Q2 17/18 - propose plan. Q3 17/18 - implement.

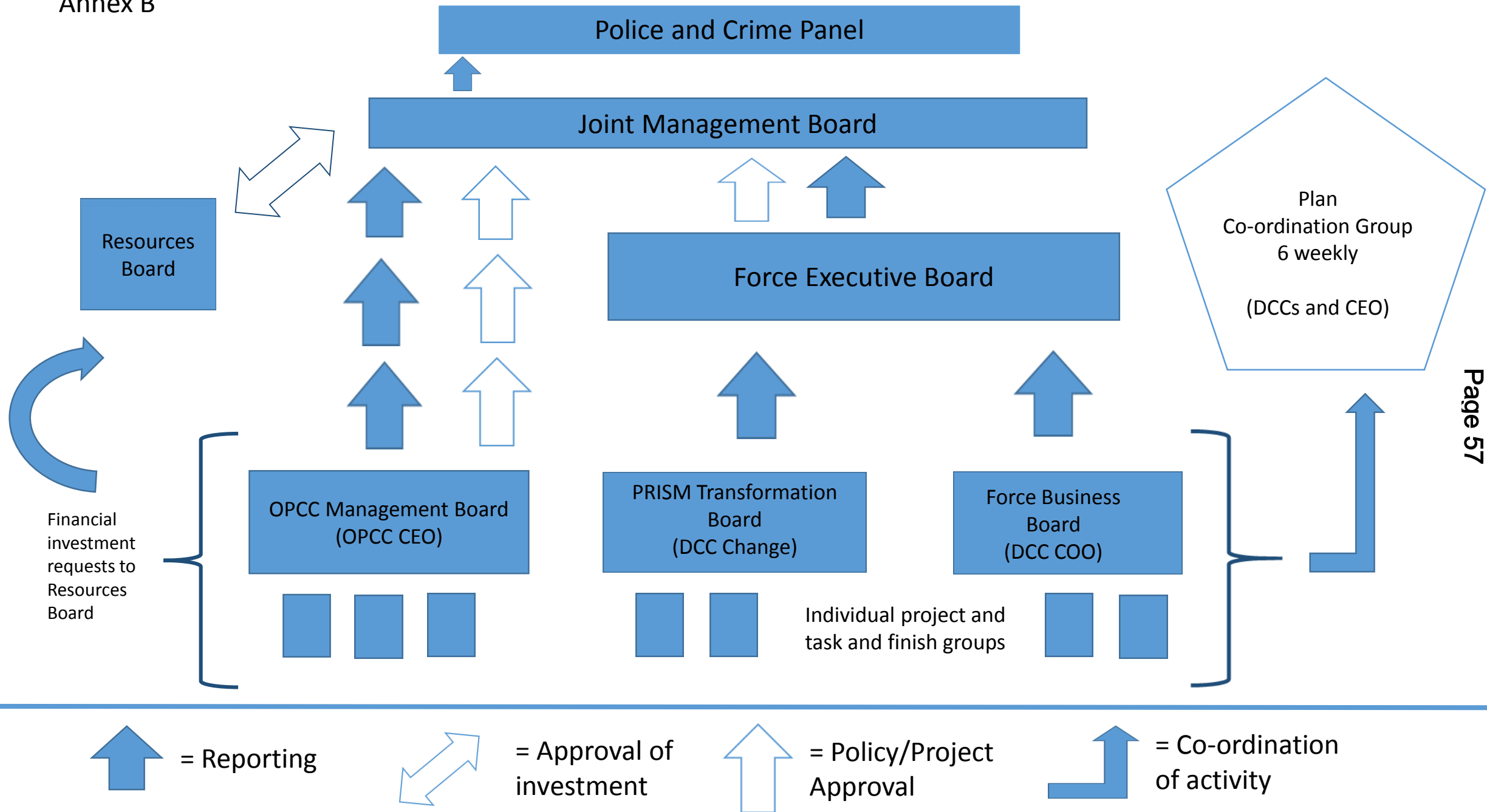
Informative			
9. Keeping you better informed on policing issues - locally and across the policing area.	By March 2017, the Chief Constable will set (in consultation with the PCC) public information standards. The standards will cover the provision of information centrally and locally on the following: Policing priorities including domestic abuse, sexual offences, hate crime and exploitation, updates on broader crime issues, Police performance and crime data.	Chief Operating Officer	Phase 1 March 2017 - publish standards - Completed. Quarterly reporting to JMB. Phase 2 Q3 17/18 - review following connectivity plan.
	The police – centrally and locally – will make full use of the opportunities presented by technology and the internet to build a clear online presence in local areas.	Chief Operating Officer	Q2 17/18 - pick up and embed within connectivity plan.
10. Communication and Consultation	Effectively communicating, and where appropriate consulting when significant changes are being made to your local policing arrangements.	Chief Operating Officer	Q2 17/18 - pick up and embed within connectivity plan.
Supportive			
11. Commissioning	The PCC will publish her 2017-2020 PCC Commissioning Intentions Plan by the end of 2016 and establish multi-year funding streams for commissioned services to improve service stability.	CEO	Completed for 2017/18. BAU - annual process.

12. Supporting local watch schemes within communities and building their profile with local partners and councillors.	<p>The PCC will work with existing watch schemes through 2017 to explore ways to assist them, including: making it easier for communities to set up schemes in areas where they have a local need, improving communications from the local police and partners on activity in the local area (to ensure the schemes are well informed regarding policing activity in the local area), exploring how we can make schemes more impactful within their community, and supporting investment in core equipment, where a good case can be made.</p>	CEO	Q2 17/18 - Scoping.
13. Keeping our roads safe.	<p>The PCC will work with the Peninsula Road Safety Partnership and wider partners during 2017 to explore opportunities for enhanced road safety initiatives – and in particular how we might work together on tackling mobile phone usage whilst driving.</p>	CEO	Q2 17/18 - scoping and engagement. Q3 17/18 - develop formal proposals.
14. Helping local authorities who wish to make better use of CCTV to keep their communities safe.	<p>The PCC will publish a CCTV Investment Strategy by February 2017 - Focused on supporting capital investment not revenue costs with a focus on interconnected, high quality and sustainable systems and the development of monitoring hubs which allow local authorities to share resources and enhance efficiency.</p>	CEO	Q4 16/17 - strategy approved. Q1 17/18 - EOI launched. Q2 17/18 onwards - strategy implementation and funding decisions.
PRIORITY - PREVENTING AND DETERRING			

<p>15. Our Approach to Prevention.</p>	<p>By March 2017 the Chief Constable will set a Prevention Strategy detailing the force's approach to prevention and how it will be delivered across the organisation and through the Alliance with Dorset.</p>	<p>Chief Operating Officer</p>	<p>Q1 17/18 - Prevention strategy for consultation across Alliance.</p> <p>July 2017 - submitted to JMB for approval.</p>
<p>16. Delayed Charging and Diversion.</p>	<p>By April 2017 the PCC and the Chief Constable will launch a new 2 year pilot Delayed Charge and Diversion Scheme – creating an alternative pathway through which an offender (victim led and subject to strict eligibility criteria) can enter into a contract with the police to address the underlying causes of offending (such as addiction or mental ill health). Successful completion of that contract would provide an alternative to facing a criminal charge. The pilot will run for two years and will be evaluated by the University of Cambridge.</p>	<p>CEO</p>	<p>Q1 17/18 - pilot launch completed.</p> <p>Pilot will be monitored and governed through PRISM Board structures.</p>
<p>17. Improving online safety</p>	<p>The PCC will work with the banking and technology sectors, Action Fraud and local partners to raise public awareness on how to keep safe online, including : building on our existing Fraud Volunteer Programme and piloting a cyber cafes scheme focused on raising awareness of key threats and self help options.</p>	<p>CEO</p>	<p>Q1 17/18 - scoping.</p> <p>Q2 17/18 - drafting online action plan.</p> <p>Q3 17/18 - approve and implement online action plan.</p>

18	The PCC will work with PCCs nationally and others to push for improvements to the current Action Fraud arrangements to improve the service victims (individuals and businesses) receive when they report online fraud.	CEO	To be incorporated into online action plan.
PRIORITY - PROTECTING PEOPLE AT RISK OF ABUSE			
19	The PCC and the Chief Constable will lead nationally in the delivery of an effective national response to tackling modern slavery – through the establishment of a Home Office Funded unit to build evidence analytical capabilities and spread best practice.	Chief Operating Officer	National project being managed through Police Transformation Fund structures.
PRIORITY - SUPPORTING VICTIMS/WITNESSES AND HELPING VICTIMS TO GET JUSTICE			
20	The PCC and the Chief Constable will work with the Crown Prosecution Service to deliver an increase in prosecution resources for sexual offence cases in Devon, Cornwall and the Isles of Scilly by the end of 2017/18 in order to improve the speed and quality of the service that victims of sexual offences receive by reducing the time that victims have to wait for the case to come to court.	CEO	Q1 17/18 - scoping complete. Q2 17/18 - CPS engagement and agreement. Q3 17/18 - delivery.
PRIORITY - GETTING THE BEST OUT OF THE POLICE			

<p>21</p>	<p>The PCC and the Chief Constable will formalise and expand our collaboration programme with local Fire and Rescue Services – seeking deep operational collaboration across the organisations where it provides benefits for our communities. The PCC and Chief Constable will focus on identifying new ways that we can share back office functions to generate savings as well as exploring ways that we can provide better services to the communities we serve and protect people at risk of abuse and those who are vulnerable. A clear plan for blue light collaboration will be in place by September 2017.</p>	<p>Transformational Change</p>	<p>Q1 17/18 - operational MOU signed</p>
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Police and Crime Panel

7 July 2017

Report of the Police and Crime Commissioner

POLICE AND CRIME COMMISSIONER'S UPDATE REPORT

This report draws the Police and Crime Panel's attention to a number of matters. The Commissioner would be happy to expand upon any of the issues covered, if helpful to Panel members.

- **Policy developments**

Police Funding Formula Review

Following the general election it is unclear whether the Police Funding Formula Review will continue according to the challenging schedule originally set out. The Commissioner and her team continue to support the review process and in particular to challenge the Home Office to ensure that the additional costs associated with delivering policing services in rural areas and the additional demand generated by large volumes of seasonal visitors are reflected in any emerging formula.

The future funding landscape for policing is also uncertain. It is still possible that the Treasury may take the opportunity to undertake a further Comprehensive Spending Review or that the Autumn Statement may make adjustments to the current spending plans on policing. The volume of evidence already collated to support the funding formula review represents a real opportunity to inform the Treasury about the increasing volume and complexity of demand on the police service as a whole. The Association of Police and Crime Commissioners is collating additional evidence which will be provided to the Treasury to inform their thinking over the summer and to make the case for investment in policing. The Commissioner and her team are actively engaged in this process, contributing strong evidence from our work on the funding formula to make a clear case for investment in rural policing and tourist areas.

Pathfinder - Delayed Charge Scheme

The Commissioner has provided previous updates to the Police and Crime Panel on plans to develop a Delayed Charging and Diversion scheme in Devon and Cornwall as part of our enhanced focus on prevention. Under the scheme, now named Pathfinder, some offenders (subject to strict eligibility criteria) have the opportunity to undertake victim led reparation as well as an agreed programme of rehabilitative work during a four month period as an

alternative to a criminal charge. The Commissioner has secured significant funding of over £750,000 from the Home Office to support this pilot.

Since the last update to the Panel in February, 14 Pathfinder co-ordinators have been recruited and trained and completed their initial assessments. The scheme manager has also been appointed. In addition, new services have been commissioned to provide women-only provision and Restorative Justice facilitation grants have also been provided to coordinate over 50 engaged partners to provide interventions. Pathfinder went live for referrals on 12 June.

CCTV Strategy

The Police and Crime Plan sets out a commitment to support local authorities that wish to invest in CCTV systems. This commitment is part of the 'Supportive' element of the Local Policing Promise. The Plan sets out the Commissioner's broad approach to CCTV investment and includes a commitment to publish an overarching CCTV Investment Strategy.

The Commissioner has pledged to provide up to £200,000 of extra funding, from previous years' underspending, over the next three years to increase CCTV capacity and to encourage the development of monitoring 'hubs'. The Commissioner believes that high quality and interconnected CCTV can play a major role in helping to keep people safe. It is also an invaluable resource for the police to investigate crime and enable emergency services to find and help vulnerable people. The Commissioner's CCTV Investment Strategy was agreed in February 2017.

The first phase of the project has been focused on:

- Scoping the provision of sufficient monitoring hub capacity in Devon. There are a number of CCTV control rooms in Devon and the OPCC is exploring with each of them their appetite and suitability for offering a monitoring service to authorities which do not have the resources to monitor their own systems. The same exercise will be carried out with any potential new hubs.
- An Expression of Interest exercise has been carried out to enable an assessment of potential demand for funding support to authorities which may wish to connect into the hubs. There has been a significant level of interest and discussions are taking place with a number of authorities to facilitate scoping and costings exercises, supported by the OPCC, which will enable councils to decide whether they wish to apply for capital funding support from the Commissioner.

During the second half of 2017 decisions will be taken on how to allocate the Commissioner's capital funding to ensure sufficient monitoring capacity is created to enable all authorities in Devon and Cornwall who wish to connect into a region wide network of inter-connected hubs can do so.

- Decisions will also be taken on the level of funding support which can be given to authorities to facilitate connection into the network.

- Development, in conjunction with CCTV practitioners across the two counties, of common standards regarding access to CCTV footage for operational purposes.
- Scoping future opportunities provided by advancing technology to aid dynamic use of CCTV.

For the full PCC CCTV Investment Strategy document please follow this link:

<https://devonandcornwall.s3.amazonaws.com/Documents/Our%20information/Key%20document/CCTV%20Strategy-Website.pdf>

Workforce Transformation

- *PRISM Transformational Change Programme*

PRISM is the name of the portfolio of change across Cornwall, Devon and Dorset. PRISM stands for Policing Response Investigation and Safeguarding Model.

The PRISM portfolio of change puts the victim at the heart of our service, supports delivery of the respective Police and Crime Plans and aligns with the two force missions. The PRISM portfolio of change will look at how the policing response, investigation and safeguarding model can be used for both Devon & Cornwall Police and Dorset Police to deal with calls from the public in a very different way. This is a five year portfolio of projects – bringing existing change activity, including the development of the Strategic Alliance and planned ICT convergence, together with new areas of change.

There are nine programmes of work which will come under the PRISM portfolio of change. These are:

- Lead employer
- Digitalisation
- Workforce
- Integrated services
- Demand management
- Contact
- Prevention and partnership development
- Victims and witnesses
- Strategic alliance

The PRISM Programme is still being established and detailed programme briefs are under development for each of the nine areas, including resourcing requirements and prioritisation. The OPCC CEO and the OPCC Treasurer sit on the PRISM Transformational Board and OPCC leads have been established for each of the 9 programmes. Some programmes are more advanced than others, and a briefing note on progress of the Strategic Alliance is attached at Annex A.

The Commissioner would be happy to arrange a half day briefing session for Police and Crime Panel members at Middlemoor to learn more about the PRISM programme and perhaps to visit a live operational Alliance Department if that would be helpful.

- Project Genesis

In February 2017 the Police and Crime Panel considered the Commissioner's proposed budget for 2017/18 and a four year Mid Term Financial Statement. In that documentation the Commissioner announced an additional £24million investment available to the Chief Constable over the next four years. The Chief Constable – in a public letter to the Commissioner, set out his plans to invest and to reshape the police workforce to ensure it is able to meet the demands placed on the police service. This included investing in additional police staff investigators, additional police officers and a new remote record taking team. The Chief Constable also announced his intention to reduce, over time, the number of PCSOs and to review existing neighbourhood policing structures and activity.

Local policing and connectivity are at the heart of the Commissioner's Police and Crime Plan and the Commissioner and her team will be closely engaged with the Chief Constable's work on reviewing neighbourhood policing to ensure that it enhances connectivity and that communities, partners and the public are engaged in this work.

The Chief Constable has established a project team for neighbourhood policing. Project Genesis is intended to improve local policing within neighbourhoods as part of the Force's Workforce Transformation portfolio under the PRISM transformation programme. The project will look at how we police our neighbourhoods and engage and connect with local communities; make sure our work is aligned to our mission; deliver the required outcomes from the PCC's Police and Crime Plan and HMIC recommendations; be sustainable in terms of the medium term financial strategy; align to evolving national advice and best practice; while at the same time respond to the challenges of emerging threats and evolving crime types; and do so in a way that improves staff wellbeing and support.

The Commissioner fully appreciates that the review has created uncertainty and concern within local communities and with staff. The hugely valuable contribution that PCSOs make to communities is clear. As this review is taken forward the Commissioner is focused on ensuring that staff and communities are supported, are kept well informed and are able to contribute to the review.

A fuller Briefing Note on Project Genesis from Devon and Cornwall Police is included at Annex B.

Police and Fire Service collaboration

The emergency services in the South West have always worked well together. The government is committed to driving collaboration between the emergency services to deliver more effective and efficient services to the public

Closer collaboration between the police and local fire and rescue services is specifically highlighted in the Police and Crime Plan. There are already numerous examples of where

joint blue light services are collaborating well across Devon and Cornwall including Fire/Police Community Support Officers and tri-service officers. These arrangements have now been enhanced and strengthened with the signing of a Memorandum of Understanding (MOU) between Devon and Cornwall Police, Devon and Somerset Fire Service and Cornwall Fire Service.

The MOU confirms the already excellent working relationship between the police and fire service and how communities will receive greater benefit from further collaborative working on safety initiatives. For example, shared intelligence will assist in reducing the risk of deliberate fire setting and anti-social behaviour. It will also allow a better coordinated response to calls from the public and enable a comprehensive use of our data to identify and help those most vulnerable in society.

In particular, the MOU makes arrangements for

- **High risk missing person searches**
This will allow the police to use fire service resources (Urban Search and Rescue team – USAR) to assist in searching for high risk missing people. This includes using different search techniques depending on the missing person condition i.e. Dementia, possible suicide, etc. There has already been significant success with both fire and police being deployed.
- **Fire station access**
A pilot is taking place in 17 fire stations within rural communities in Devon for the police to use the welfare facilities and to use the fire station to interview members of the public who prefer not to visit a police station. This allows for greater community engagement, resilience, flexibility and financial savings to both services. It will also allow the community to have more opportunity to contribute and receive information on safety in their local areas.

Estates

The Commissioner is committed in the Police and Crime Plan to working with partners to broaden the police footprint and to looking at how we can use the estate to enhance connectivity. The Commissioner has instigated a review of the police estates strategy to ensure that the strategy supports the delivery of the Police and Crime Plan. The Estates Strategy has been reviewed but the Commissioner wishes to understand any additional requirements that might emerge from the Chief Constable's 'Connectivity Plan' which will be formalised in the next few months. The revised Estates Strategy will be presented to the Police and Crime Panel in due course.

- **Appointments**

Deputy Police and Crime Commissioner

The Police and Crime Commissioner is delighted to propose to the Police and Crime Panel the appointment of Mark Kingscote as Deputy Police and Crime Commissioner for Devon, Cornwall and the Isles of Scilly.

The Police and Crime Panel's confirmation hearing for the proposed Deputy Police and Crime Commissioner takes place at this meeting.

Chief Executive

In June, the OPCC launched a recruitment campaign for a new Chief Executive following the departure of Andrew White. The recruitment has been supported by a specialist recruitment agency to ensure a wide field of quality candidates is attracted. The closing date for applications was 19 June. Assessments, selection and interviews will take place in July with an announcement expected towards the end of the month.

Duncan Walton has been appointed as Interim Chief Executive while a replacement is recruited. During this period the section 151 responsibilities of the OPCC Treasurer will be discharged by the Force director of Finance and Resources, Sandy Goscomb until a new OPCC Treasurer is appointed.

OPCC Treasurer

The existing OPCC Treasurer, Duncan Walton, announced earlier this year his intention to retire. As a result of this, a recruitment exercise was carried out to appoint a successor. The Commissioner is pleased to propose Nicola Allen to the position of OPCC Treasurer. Nicola brings with her a wealth of experience and expertise having served most recently as Assistant County Treasurer at Devon County Council. The Police and Crime Panel's confirmation hearing for the proposed OPCC Treasurer is on the agenda for this Panel meeting.

Deputy Chief Constable

In May, Devon and Cornwall Police announced the appointment of Paul Netherton to the post of Deputy Chief Constable. Paul was a former Assistant Chief Constable and most recently served as temporary Deputy Chief Constable for the Force.

Deputy Chief Constable Netherton's key role will be in managing the transformational change programme for the police alliance between Devon and Cornwall and Dorset police forces.

• **Legislative developments**

On 21 June, the Queen announced the new Government's two-year legislative programme. The Speech included a number of important policing and community safety announcements and the Commissioner will be working with MPs and other PCCs to influence the shape of these legislative measures as they are developed.

➤ Draft Domestic Violence and Abuse Bill

Legislation will be brought forward to protect the victims of domestic violence and abuse, including through the Draft Domestic Violence and Abuse Bill. The Draft Bill aims to ensure that victims have the confidence to come forward and report their experiences, in part

through giving the justice system greater guidance and clarity about the devastating impact that domestic violence and abuse has on families.

➤ Counter-terrorism

A commission for countering extremism will be established to support the Government in stamping out extremist ideology in all its forms, both across society and on the internet, so that there is no “safe space” for extremism to ferment. This will include working internationally and encouraging tech companies to do more to remove harmful content. In the light of the recent terrorist attacks in Manchester and London, the Government’s counter-terrorism strategy will be reviewed. The review aims to ensure that police and security services have the powers they need to deal with terrorism, and also consider whether tougher prison sentences are necessary for those found guilty of terror offences.

➤ Tackling Discrimination

The Government has committed to make further progress to tackle discrimination against people on the basis of their race, faith, gender, disability or sexual orientation.

➤ Foreign affairs (Modern slavery)

The Government will continue with efforts to reform the international system to improve the United Kingdom’s ability to end modern slavery. This will involve advocating for better international coordination to deliver commitments made and ensure governments and international agencies prioritise interventions and resources to tackle modern slavery, bring perpetrators to justice and support victims.

➤ Mental Health Reform

The government will consider what further reform of mental health legislation is necessary, including changes in how the Mental Health Act is implemented on the ground. Working towards a new Mental Health Act, the government will publish recommendations on where new policy could provide greater rights for those experiencing mental health problems. The government’s considerations will include looking at why rates of detention are increasing, examine why disproportionate numbers of those from certain ethnic backgrounds (in particular black people) are detained under the MHA, and also review whether Community Treatment Orders remain fit for purpose.

➤ Data Protection Bill & Digital Charter

A new law will ensure that the United Kingdom retains its world-class regime protecting personal data through the Data Protection Bill. The Bill will aim to ensure that UK data protection is suitable for the ‘new digital age’, whilst also modernising and updating regimes for data processing by law enforcement agencies. Additionally, proposals for a new Digital Charter will be brought forward to ensure that the United Kingdom is “the safest place to be online”. The Digital Charter will aim to create a new framework balancing users’ and businesses’ freedom and security online. The Charter will be developed alongside technology companies, charities, communities and international partners, and the government will aim to ensure that it is underpinned by an effective regulatory framework. In its efforts to tackle harmful behaviours and harmful content online, the government will

make sure that technology companies do more to protect their users and improve safety online.

➤ Courts Bill

Legislation will also be introduced to modernise the courts system in the Courts Bill. Main elements of the Bill include putting an end to the direct cross examination of domestic violence victims by their alleged perpetrators in the family courts. In order to free up court time for more serious cases, the Bill will also aim to enable those charged with some less serious criminal offences to opt to plead guilty, accept a conviction and pay a statutory fixed penalty online.

• Government Appointments

The new Minister in the Home Office for Policing and the Fire Service is Nick Hurd MP, with Brandon Lewis moving to take on the Immigration brief within the Home Office.

Sarah Newton MP (Falmouth) retains her position as Parliamentary Under-Secretary in the Home Office for Vulnerability, Safeguarding and Countering Extremism.

• HMIC report update

There has been one Her Majesty's Inspectorate of Constabulary (HMIC) report issued about Devon & Cornwall Police since the last Police and Crime Panel meeting.

Police Effectiveness 2016 - An inspection of Devon and Cornwall Police

As part of the annual assessment of all police forces in England and Wales, HMIC published the second report examining how effective the force is at keeping people safe and reducing crime.

HMIC found that Devon and Cornwall Police:

- 'requires improvement' at preventing crime, tackling anti-social behaviour and keeping people safe;
- 'requires improvement' in how it investigates crime and reduces re-offending;
- is 'good' at how it protects those who are vulnerable from harm, and supporting victims; and
- is 'good' at how it tackles serious and organised crime.

The report reflects the Commissioner's concerns that communities in Devon and Cornwall do not feel as engaged with local policing as they would like. Connecting communities and local policing forms a key strategic aim within the plan, with a local policing promise that focuses on providing an improved service that is accessible, responsive, informative and supportive.

Activity to improve accessibility and contact includes improving contact opportunities, improving physical policing presence and understanding local concerns. A pilot initiative is being tested in Devon & Cornwall introducing specialist civilian problem solvers in local areas. In order to support a service that is responsive spending plans have been re-prioritised to release funding to recruit an additional 100 officers. This will be supplemented by an already well developed program to increase the opportunities for the public to actively engage in policing through the Citizens in Policing initiative.

In order to improve investigation quality and timeliness the Chief Constable has already begun recruitment of 40 dedicated police staff investigators which will supplement the existing provision. A project to implement a more innovative approach to more effective early intervention and offender management will see the development of a multi-agency response to providing offender intervention and support, scheduled to commence in the summer.

Contact for further information

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26 June 2017

Annex A

Strategic Alliance Update

Rationale. In early 2014 the rationale for the Strategic Alliance was set out based on the following key objectives:

- Develop service delivery to the public
- Ensure delivery against the respective PCCs' Police and Crime Plans
- Retain a local policing identity
- Ensure resilience around our Strategic Policing Requirement
- Maximise value for money.

Guiding Principles.

The following guiding principles have underpinned the work of the Alliance:

- Local policing delivery will remain at the heart of everything we do to maintain public trust and confidence
- All other services should be integrated and delivered jointly through alliance teams and streamlined management structures, unless proven inefficient or effective to do so
- Single delivery units responsible for shared services across the 2 forces will be co-located where feasible
- Our ambition should not be limited by geography or a previous approach and should focus on continuous improvement
- There is a long term ambition for total convergence of all ICT systems
- We work as equal partners to find new solutions to our policing needs, whilst retaining separate identities
- Retain the independence of the 4 separate corporation soles who are individually accountable to their local communities
- This will not prevent both forces continuing to explore other collaborative opportunities.

The Journey So Far.

- March –June 2014 Scoping and feasibility phase
- August 2014 Start of design and implementation
- March 2015 Official signing of the Strategic Alliance Overarching Agreement
- March 2015 Official signing of the Strategic Alliance
- March 2018 Delivery of all detailed business cases in scope

Benefits



Financial Picture

- Combined budget £396m and 7394 officers/staff. £145m in scope for the Alliance
- Alliance committed to £12m savings per annum from combined annual budget by end of 2020/21 (D&C £8m based on agreed costs/savings allocation of 70%)
- Savings due to be delivered by Programme up to £4.6m per annum in 2017/18
- By the end of 2020/2021 financial year, the net cash saved will exceed £19m with total savings of around £33m
- Programme Team costs – so far £5.0m from April 2014. These are mainly opportunity costs – with staff taken from other parts of the business to support the Programme.

Current Picture

- 27 business area proposals approved
- 17 business areas live and operating as single business areas
- 11 business area proposals to be presented to the Alliance Executive Board between June 2017 and March 2018.

Devon & Cornwall Police

Project Genesis: Improving local policing for the future.

1.0 Overview:

Local policing within neighbourhoods is one of the most visible forms of policing - and through the Police and Crime Plan we are determined to form ever closer links with our communities whilst we change the workforce mix to meet both the current and future challenges of changing patterns of crime and harm. Devon and Cornwall Police currently describes neighbourhood policing as:

Policing delivered within local neighbourhoods is focused upon protecting the public and keeping people safe from harm. We deliver this through a one-team approach, including dedicated, named officers and staff assigned to every neighbourhood - employing evidence-based problem-solving to reduce risk and harm, prevent crime and catch offenders - enhanced and supported by police response, investigation and other specialist services drawn-in according to need. Neighbourhood officers and staff work closely with communities (identified geographically or otherwise) and with our partners and other agencies, sharing information with a whole place approach, in order to understand communities' needs, intervene early, proactively prevent crime and harm, and help build more cohesive communities. Our approach is underpinned by effective community engagement. This keeps people informed and able to contact us easily. It enables people to both volunteer and get more involved in policing and prevention, and strengthens the relationship between the police and the public we serve. The organisational strategy is therefore to provide the right people, with the right skills, in the right place, doing the right things.

The Police & Crime Plan 2017-2020 sets out the PCC's vision for policing and refers to changing working practices to provide better more responsive local services. The Chief Constable has said "Together, we consider the connectivity with our communities as the bedrock of how we operate, delivering both public legitimacy and support to what we do. This must, however, be rationalised along with the totality of local policing resources to focus upon threat, risk and harm whilst also managing the tension of ensuring that our response times and critical operational capability is retained."

The requirement to meet these challenges is felt across all Forces, and the College of Policing have now launched a review of neighbourhood policing, with the intention to provide guidelines to Forces - reporting in December 2017. These guidelines will be primarily be aimed at Forces, but may also be of relevance to local authorities and other statutory partners as well as voluntary organisations and local community groups who support community safety. A member of the Force has been invited to join the national committee.

From 2014-16 Dorset Police undertook a review of neighbourhood policing, although further evolution of their model and resource allocation is now currently ongoing as part of the Forces' Organisational Business Design activity. Devon & Cornwall Police will be using Dorset's experience to learn from in terms of design and implementation, however it is important that local requirements influence the design, and indeed that both Forces take the opportunity to further improve their service into the future.

The changing patterns of crime and harm and the need to continuously improve our service means a refreshed approach to neighbourhood policing is needed, irrespective of resourcing requirements. The workforce mix must evolve to meet the capability and capacity requirements of the future. Our local policing service can be more connected, tasked and better focussed on vulnerability and preventing crime, and there are significant opportunities to provide integrated services with public, private and voluntary sectors that would improve community safety and value for money.

2.0 Project Genesis:

Launched in March, the aim of Project Genesis is therefore to improve local policing within neighbourhoods as part of the Forces' Workforce Design portfolio under the PRISM transformation programme. The project will look at how we police our neighbourhoods and engage and connect with local communities; make sure our work is aligned to our mission; deliver the required outcomes from the PCC's Police and Crime Plan and HMIC recommendations; be sustainable in terms of the medium term financial strategy; align to evolving national advice and best practice; while at the same time respond to the challenges of emerging threats and evolving crime types; and do so in a way that improves staff wellbeing and support.

The emphasis of Project Genesis will be on designing an approach for future neighbourhood policing which will be effective and sustainable. What is not intended to change is the essential structure of a local policing team – namely a PCSO, a volunteer, local officer and Sergeant, supported by specialists and other locally or central based resources, all delivering a service to the local community according to local need.

The project will seek to identify and progress a range of actions to help neighbourhood policing going forward, and in the short term, readiness for the HMIC inspection in September 2017.

Design assumptions:

- That the future approach maintains the ethos of neighbourhood policing, ensuring connectivity with communities, providing reassurance, intelligence gathering, engagement, problem solving and safeguarding.
- That the 'principles and effects of neighbourhood policing' are maintained, in line with the Policing Vision 2025.
- That the distribution of resources is consistent with the risk, harm and threat within communities, acknowledging the different challenges of urban, rural and coastal communities. Local consultation and professional judgement will be key.
- That shared learning is achieved across the strategic alliance, ensuring that Project Genesis is developed across both Forces.

- That the management of threat, risk and harm and visible policing in neighbourhoods and communities will be conducted and delivered by skilled, knowledgeable, and empowered staff – supported by trained volunteers and partners, with delegated powers where required.
- That local policing services are delivered by a range of roles, including specialists where necessary.
- There will be dedicated professional problem solving/prevention roles to build community resilience and work with partners.
- That communities are not seen solely as geographic in nature.
- That alongside the PCSO role, a number of other roles will be scoped in terms of their contribution to neighbourhood policing, their capacity, capability and distribution.

The work is overseen by Assistant Chief Constable Andy Boulting, and led by Superintendent Matt Lawler (Head of Prevention) with a dedicated project team. Governance is in place through the Forces PRISM programme and a range of ‘task and finish groups’ have been formed, each led by a senior officer or member of staff. The OPCC has representation at the Project Board and within the task and finish groups.

3.0 Current activity:

The project team have brought together a number of pieces of work, and, in making rapid progress, is operating through 7 current task and finish groups. The project activity is currently as follows –

Demand Modelling – a number of models to enable the future allocation of local resources to neighbourhoods or groups of neighbourhoods have been developed. These models include analysis of crime and anti-social behaviour data, social deprivation, and models including predictive demand. Following approval of a single resource allocation model, neighbourhoods will then be profiled to develop an evidence-base to inform local professional judgement around the mix of resources deployed at local level. It is not intended at this stage to produce an ‘urban-rural’ model, but a more sophisticated understanding of neighbourhoods that can then lead into appropriate tasking and staff training according to those local needs. It will also allow distribution of the range of specialist and other resources that support dedicated neighbourhood teams.

Connectivity – in line with the Police and Crime Plan, the role of local teams in connecting with communities is essential to public reassurance, identifying risk and harm, community impact and developing problem solving and local legitimacy. This will feed into the wider Connectivity strategy. In conjunction with Dorset Police, a community profile template is being prepared that will help local teams understand the make-up of the local area and be a means of devising and recording local engagement plans and activity. It is planned to test this with our teams in September. A review of all local policing websites is well underway to ensure they are all updated in line with newly developed OPCC service standards.

Activity analysis – led by a senior officer, work is underway in conjunction with the Integrated Service Design team to capture the current and future activity of local teams,

supporting future decisions around tasking and deployment, and to safeguard against any future drift in role.

Problem-solving – over the last 12 months the Force has run a pilot to explore options for problem solving. In the last HMIC inspection it was recommended that the Force develops its capability in this area, and the Genesis group are currently writing a new role profile for a dedicated problem-solver role that will work with CSP's and advance partnership problem-solving as a professional discipline across the Force. The investment in approx. 10 staff is within the budget, and will not impact on allocated PCSO or officer numbers.

Training – There is an opportunity to share resources and learning with Dorset Police, and a task and finish group within the project will be making the necessary arrangements for bespoke neighbourhood policing courses in 2018/19.

Futures group – A review has been completed of a number of non-generic PCSO roles that have evolved over time, and this group will also explore learning from the current pilot in Cornwall (Police Community Investigation Officer role), proposed collaboration PCSO-Fire roles, and learning from other Forces around digital engagement and early intervention and prevention.

Tasking – a former Director of the Force Intelligence Centre has been appointed to lead on the development of tasking and support processes for local teams, seeking to enhance the information provided to our local staff to support more targeted activity in neighbourhoods.

All of these current task and finish groups are supported by HR, Finance, ICT, communications and operational support resources, which meet on a monthly basis.

This includes monthly tracking of the turn-over of staff in neighbourhood teams, and in particular PCSO's. In February the Force announced that the number of PCSOs would be reducing to the financial equivalent of 150 by April 2021. As at 1st June 2017 the number of PCSO's stood at 310. This change to the workforce mix is in conjunction with funding of an additional 100 police officers made available by the PCC. Monthly resource tracking and liaison takes place with local commanders who are managing the interim arrangements locally as numbers naturally reduce. There are currently no plans for redundancy.

4.0 Engagement and involvement:

An internal and external communication and stakeholder engagement plan has been prepared. The transition to a new workforce-mix and focussed approach to support neighbourhood policing will need to take place with full engagement from the public and other key external stakeholders. It is important to understand what is important to our communities and how they connect with us. In this way we can shape a service which can be more connected, even if less visible.

Engagement with our affected staff has begun, with 77 existing neighbourhood staff have attended focus groups in South Devon, with similar events planned for all policing areas

during June, July and August, with external engagement with our partners and the public planned after the summer.

A new forum, chaired by the OPCC, has already been formed with all CSP Managers to discuss problem solving and areas for joined-up work in future, and workshops will be scheduled to consult on future changes. These workshops are capturing our staffs' and partners ideas for future priorities and opportunities, and are thereby informing the external consultation that will follow as part of the wider engagement with the public around the Prism transformation the Force is undertaking.

5.0 Time scales:

Whilst reviewing neighbourhood policing is too important to rush, the Genesis project is making rapid progress, and will be finalising work in stages, and has already engaged with large numbers of staff to help shape the future approach.

Whilst the Dorset review took 2 years to complete, it is intended to deliver plans by the end of this financial year, to allow for consultation, development and implementation in line with the Medium Term Financial Strategy.

Month	Activity
June, July, August	Initial staff engagement Update of all neighbourhood websites
September/October	Community profile pilot Demand modelling completion External engagement plans HMIC inspection
November	Implement problem solving structure Develop training plan for 2018/19
December	Analyse initial results of NH policing activity analysis Tasking products to support NH teams Review national College of Policing guidelines
March	Develop future approaches and implementation planning



Police and Crime Panel

7 July 2017

Report of the Interim 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

1. The number of complaints received and handled since the PCC's election on 12th May 2016 are shown below at Table 1. This paper covers the period up to 31st May 2017.
2. One formal complaint against the Police and Crime Commissioner was received on 2nd May 2017 and was forwarded to the Police and Crime Panel to deal with appropriately. The OPCC has been advised the Panel will deal with this complaint once the Panel reconvenes and membership is confirmed in July.
3. Issues relating to election expenses for the 2015 General Election were referred to the Independent Police Complaints Commission (IPCC) as a 'serious conduct matter' not a 'complaint'. After a full investigation by West Mercia Police, the decision for no further action was taken by the Crown Prosecution Service (CPS). A report from the Independent Police Complaints Commission (IPCC) is still awaited.

**Table 1**

Dates	Complaints received	Number of Complaint recorded	Number of Complaints unrecorded	Total	Complaints forwarded to IPCC by the OPCC
12 th May – 15 th June 2016	0	0	0	0	0
16 th June– 26 th September 2016	0	0	0	0	0
27 th September - 23 rd November 2016	1	1	0	1	0
24 th November 2016 – 23 rd January 2017	0	0	0	0	0
24 th January -31 st May 2017	1	1	0	1	0
Grand total				2	0

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Report updated: 31 May 2017

Devon and Cornwall Police and Crime Panel

Work Programme 2017-2018

Please note that the work programme is a 'live' document and subject to change at short notice.

Date of meeting	Agenda item	Purpose of the agenda item	Reason for consideration
7 July 2017	Confirmation Hearings	To make recommendations to the OPCC	Statutory
	Police and Crime Commissioners Performance Report		Standing Item
	Police and Crime Commissioners Update	Update on progress against police and crime plan and plans for the coming months	Standing Item
	Non-Criminal Complaints against the Police and Crime Commissioner		Standing Item
6 October	Police and Crime Plan	6 Month Review	Responsibility of Panel
	Strategic Alliance	Full Briefing / Business Case / Impact	Panel Request
	Neighbourhood Policing		Panel Request
	Funding Formula		OPCC Request
	Police and Crime Commissioners Performance Report		Standing Item
	Police and Crime Commissioners Update	Update on progress against police and crime plan and plans for the coming months	Standing Item
	Non-Criminal Complaints against the Police and Crime Commissioner		Standing Item
1 December	Blue Light Collaboration		Panel Request
	Police and Crime Commissioners Performance Report		Standing Item
	Police and Crime Commissioners Update	Update on progress against police and crime plan and plans for the coming months	Standing Item
	Non-Criminal Complaints against		Standing Item

	the Police and Crime Commissioner		
2 February	Police and Crime Commissioner's Budget and Precept	For recommendation to the OPCC	Statutory
	Police and Crime Commissioners Performance Report		Standing Item
	Police and Crime Commissioners Update	Update on progress against police and crime plan and plans for the coming months	Standing Item
	Non-Criminal Complaints against the Police and Crime Commissioner		Standing Item
16 February (provisional)			