



Cheshire Police and Crime Panel Agenda

Date:	Friday, 18th November, 2016
Time:	10.00 am
Venue:	Wyvern House, The Drumber, Winsford, CW7 1AH

The agenda is divided into 2 parts. Part 1 is taken in the presence of the public and press. Part 2 items will be considered in the absence of the public and press for the reasons indicated on the agenda and at the foot of each report.

PART 1 – MATTERS TO BE CONSIDERED WITH THE PUBLIC AND PRESS PRESENT

1. Apologies

Members are reminded that, in accordance with governance procedure rule 2.7, Panel Members, or their constituent authority, may nominate substitute members of the Panel in the event that the appointed representative(s) is/are unable to attend the meeting. Advance notice of substitution should be given to the host authority wherever possible. Members are encouraged wherever possible to secure the attendance of a substitute if they are unable to be present.

2. Code of Conduct - Declaration of Interests. Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012

Members are reminded of their responsibility to declare any disclosable pecuniary or non-pecuniary interest which they have in any item of business on the agenda no later than when the item is reached.

3. Public Participation

Contact: Julie North, Senior Democratic Services Officer
Tel: 01270 686460
E-Mail: julie.north@cheshireeast.gov.uk

To receive questions from members of the public in accordance with governance procedure rule 14. A total period of 15 minutes will be allocated for members of the public to speak at Panel meetings. Each member of the public shall be limited to a period of up to 5 minutes speaking.

Members of the public may speak on any matter relating to the work of the Panel. During public speaking time, members of the public may ask questions of the Panel and the Chairman, in responding to the question, may answer the question, may decline to do so, may agree to reply at a later date or may refer the question to an appropriate person or body.

Questions will be asked and answered without discussion. In order for officers to undertake any background research, members of the public who wish to ask a question at a Panel meeting should submit the question at least a day before the meeting.

Members of the public are able to put questions direct to Cheshire's Police and Crime Panel via social media platform Twitter.

The Cheshire Police and Crime Panels' Twitter account @CheshirePCP

4. **Minutes of Previous meeting** (Pages 5 - 14)

To approve the minutes of the meeting held on 23 September 2016 as a correct record.

5. **Location of Police and Crime Panel Meetings** (Pages 15 - 22)

To consider a report in respect of the location of future Police and Crime Panel Meetings.

6. **Feedback from the Fifth National Conference for Police and Crime Panels** (Pages 23 - 26)

To receive a report providing feedback from the fifth National Conference for Police and Crime Panels.

7. **Police and Crime Plan 2016 - 2021** (Pages 27 - 48)

To review the draft Police and Crime Plan and to consider whether any recommendations should be made to the Police and Crime Commissioner in respect of the draft Plan.

8. **Police Operating Model - Outcomes of the 12 month Review** (Pages 49 - 68)

To consider a report summarising a discussion held at an informal meeting of the Police and Crime Panel in respect of the outcomes of the 12 month review of the Constabulary's operating model.

9. **Scrutiny Items**

Police Commissioner Decision Meeting Notices: To receive, note and inform any future scrutiny or work programme items.

10. **Police and Crime Panel Allowances** (Pages 69 - 70)

To consider a report relating to whether an allowance should be paid to permanent Panel Members.

11.00am THE POLICE AND CRIME COMMISSIONER WILL BE IN ATTENDANCE FOR THE FOLLOWING PART OF THE MEETING

11. Overview and Scrutiny of the Police and Crime Commissioner - Questions for the Police and Crime Commissioner

To provide an opportunity for members of the Panel to submit questions to the Police and Crime Commissioner.

12. Work Programme (Pages 71 - 72)

To consider the Work Programme.

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CHESHIRE EAST COUNCIL

Minutes of a meeting of the **Cheshire Police and Crime Panel**
held on Friday, 23rd September, 2016 at Wyvern House, The Drumber,
Winsford, CW7 1AH

Mr R Fousert (Deputy-Chair, in the Chair)

Councillors:-

Cheshire East

Chester West & Chester

Halton

Warrington

Councillor: J P Findlow

Councillors: R Bisset, A Dawson and
M Delaney

Councillors: N Plumpton Walsh and
D Thompson

Councillors: A King and B Maher

Independent Co-optee :-

Mrs S Hardwick

Officers:-

Mr B Reed, Head of Governance
and Democratic Services, Mrs J
North, Senior Democratic Services
Officer and Mr M Smith, Manager
Chief Executive's Office, Cheshire
East Council

Also in attendance:-

David Keane, Police and Crime
Commissioner for Cheshire
Ben McCrorie, Planning and
Strategy Officer, Office of the Police
and Crime Commissioner for
Cheshire

Apologies

Councillors H Murray and S Edgar and Mr E Hodgson.

17 CODE OF CONDUCT - DECLARATION OF INTERESTS. RELEVANT AUTHORITIES (DISCLOSABLE PECUNIARY INTERESTS) REGULATIONS 2012

There were no declarations of interest.

18 PUBLIC PARTICIPATION

There were no members of the public present wishing to use the public
speaking facility.

19 MINUTES OF PREVIOUS MEETING

Consideration was given to the minutes of the meeting of the Panel held on 17 June 2016.

RESOLVED

That the minutes be approved as a correct record.

20 THE PANEL'S RULES OF PROCEDURE

At its Annual General Meeting, in June 2016, the Panel had called for a review of the existing Rules of Procedure.

Given that the hosting of the Panel had now moved to Cheshire East Council, a number of changes were required to be made to the Rules to reflect the new hosting arrangements.

In addition, comment had been made at the AGM that changes should also be made to the Rules by way of confirmation that the Chairmanship and Vice Chairmanship of the Panel should be open to all members of the Panel, rather than being restricted to elected Members.

A review of the Rules has been undertaken and the proposed changes had been made, which were highlighted using “track-changes” and appended to the report. The Panel was asked to consider the proposed changes and to approve them, if it was content to do so.

Delegated authority was also sought by the report author, which would enable him to make minor or consequential amendments to the Rules, to give effect to the wishes of the Panel, or otherwise.

In considering the changes, the Panel agreed to the proposed changes, subject to the following :-

Part 3 – Governance Arrangements, Para 1.4 to refer to Deputy Chairman and not Vice-chairman and also the retention of the word “normally” under Para 5.1.

The correction of the spelling of Cllr “Martyn” Delaney’s first name under the Panel member information.

At the AGM, comment had been made that consideration should be given to whether allowances should be given to Panel members. Currently, Panel members were entitled to claim expenses. Further clarification was being sought as to whether this would be possible and it was agreed that a report should be submitted to a subsequent meeting of the Panel in respect of this issue.

DECISION

1. That, subject to the above amendments, the proposed changes to the Rules of Procedure, as set out in the appendix to the report, be approved.
2. That delegated authority be granted to the Head of Governance and Democratic Services to make such minor and consequential amendments to the Rules as he considers are necessary to give effect to the wishes of the Panel, in order to finalise the Rules.

21 LOCATION OF POLICE AND CRIME PANEL MEETINGS

At the AGM of the Panel on 17 June 2016, the Panel had requested that options for meeting venues be reviewed, with consideration being given to rotating the location of meetings around the county.

Since its inception the Panel has held its meetings at Wyvern House in Winsford. Meetings had been webcast, at a cost of around £1,100 a year, utilising Cheshire West and Chester's existing webcasting contract and the equipment permanently installed in the Council Chamber at Wyvern House.

A report was submitted in order to enable the Panel to review options for where meetings of the Panel could be held in future. The report outlined the reasons for the original choice of venue and the implications of rotating the venue around the four Cheshire Authority areas, including likely cost implications. The major cost implications related to webcasting, as not all authorities had permanent webcasting facilities and equipment would need to be hired, at a significant cost.

It was understood that Cheshire West and Chester Council owned a portable webcasting facility and it may be possible to utilise this for future meetings, thus enabling the use of other venues without significant additional costs. However, it may not be possible to live stream the meetings using this equipment. It was agreed that further information should be obtained exploring the potential use of the portable system and that a further report be submitted to the next meeting of the Panel in respect of this issue.

DECISION

That a further report be submitted to the next meeting of the Panel exploring options for the use of a portable webcasting solution for future meetings, to enable consideration of rotating the venues for the Panel meetings around the four Cheshire Authority areas, including the potential cost and other implications associated with this.

22 PANEL FINANCIAL OUTTURN 2015/2016 AND PROPOSED GRANT ALLOCATION 2016/2017

Consideration was given to a report responding to the Panel's request, made at the 17 June 2016 AGM, in relation to the financial outturn for expenditure incurred in support of the Cheshire Police and Crime Panel during 2015/2016, and to receive and endorse the Panel's budget for the 2016/17 municipal year.

The report reiterated the information provided to the Panel at the AGM and therefore, clarified the end of year position.

As previously stated, it was noted that the grant for 2015/16 had been claimed by the former host authority predominantly against staff and core team time engaged with supporting the Panel arrangements.

The former Host Authority had formally submitted claims against expenditure in support of the Panel for the two half years in 2015/ 2016. The grant claim for the first half year was £22,697. In the second half year, the expenditure amounted to £30,515. In combination with the claim for the first half year, this had amounted to £53,212 for the whole year. The new host Authority would again be in a position to bid against a maximum grant total of £65,260 for the 2016/ 2017 municipal year.

The proposed outline budget for the 2016/17 municipal year was appended to the report as a mechanism to allocate appropriate resources to support the Panel. It was noted that the appendix should refer to the financial outturn for 2015/16 and not 2016/17 and to the "budget" for 2016/17.

DECISION

1. That the Panel's financial outturn for the 2015/2016 financial year be noted.
2. That the Panel's grant allocation for 2016/17 municipal year be noted.
3. That financial updates be provided to the Panel as appropriate.

23 SCRUTINY ITEMS

Notes from the following meetings were submitted to the Panel, to inform any future scrutiny or work programme items :-

- Notes from the Management Board held on 22 June 2016
- Notes from the Scrutiny Board held on 29 June 2016
- Notes from the Management Board held on 3 August 2016

DECISION

That the notes be received and noted.

(At this point the meeting was adjourned for 20 minutes).

24 OVERVIEW AND SCRUTINY OF THE POLICE AND CRIME COMMISSIONER - CHESHIRE POLICE AND CRIME COMMISSIONER'S ANNUAL REPORT 2015/16

(Cheshire Police and Crime Commissioner, David Keane and Mr Ben McCrorie, Planning and Strategy Officer, Police and Crime Commissioner's office, were present for the following part of the meeting).

The Police and Crime Commissioner was required to produce an Annual Report each year and the Police and Crime Panel should be offered the opportunity to consider the report at a meeting arranged as soon as possible following the publication of the report.

The Cheshire Police and Crime Commissioners Annual Report for 2015/16 and covering letter had been circulated with the agenda and the Police and Crime Commissioner presented his report to the Panel. The Panel was requested to review the Annual Report and to make any recommendations as it deemed necessary.

Reviewing the Annual Report was a statutory function of the Panel, as set out in the Police Reform and Social Responsibility Act 2011 and provided the Panel with the opportunity to discuss the Annual Report directly with the Police and Crime Commissioner.

In considering the report, the Panel requested clarification in respect of some of the figures and the Commissioner undertook to provide the Panel with a breakdown of the costs within the budget.

DECISION

That a report be submitted to the next meeting of the Panel providing a breakdown of the costs within the budget.

25 OVERVIEW AND SCRUTINY OF THE POLICE AND CRIME COMMISSIONER - QUESTIONS FOR THE POLICE AND CRIME COMMISSIONER

A summary of the questions asked of the Commissioner and a summary of the responses given are set out below:-

1.A member of the Panel referred to Cheshire Police's annual monitoring of hate crime and the fact that forces had powers to include their own definitions of hate crime, with several new sub cultures being allowed in certain circumstances. He believed that Nottinghamshire Police had looked at the definition of hate crime and had taken the decision to record the harassment of women as a hate crime in a bid to tackle sexist abuse.

The Panel member asked whether, as part of developing proposals for his Police & Crime Plan, the Commissioner considered that Cheshire Police should also consider widening the scope of hate crime definitions.

The Commissioner responded to say that this was a very challenging and forward looking approach by Nottinghamshire Constabulary. He shared the view that hate crime was repulsive in all its forms and should be challenged in every way possible. He had encouraged the recording of hate crime over the last few months, so that it could be dealt with and would continue to do so. He referred to his draft Police and Crime Plan and stated that he had talked to various groups, including the Warrington Hate Crime Partnership, which was a great model to follow and he would encourage local authorities and partners in those areas of Cheshire who did not have a Hate Crime Partnership to work on this. He would be encouraging the reporting of hate crime and the bringing of offenders to justice. He recognised that gender was an important aspect in these offences and he would be talking to the Chief Constable in respect of this issue. He looked forward to his response and he would also take advice from Nottinghamshire Constabulary on best practice. He undertook to provide an update at the next informal meeting of the Panel.

2.A member of the Panel referred to the statistics provided to the Scrutiny Board regarding the public's perception of police performance and noted that it was said that they were gained from an estimated 2500 random phone calls per month. Given the socioeconomic spread of the Cheshire community, the fact that many people were either ex-directory or had call-barring on their landlines and the randomness of the process, he asked whether the Commissioner was content that the sampling methodology behind the public perception data of police performance presented a true reflection of the way in which the Constabulary was regarded. He felt that most people did not come into contact with the Police and therefore, questioned what the majority of people had based their opinion on. He felt that many did not understand that nearly 80% of the work that the Police carried out did not relate to fighting crime.

The Commissioner responded to say that one of his "awakenings" in his transition from being a member of the public to Commissioner, was his perception of what the Police did on a daily basis. A large amount of time was spent fighting crime, but it was also very much a community and social service to residents and it was a much broader service, with a broader vision and partnership. He referred to a previous discussion, following one of the scrutiny meetings, with one of the independent members of the Panel, concerning the methodology used and particularly the public perception survey. It had been useful to get the Panel member's views and perceptions and he hoped that some clarity had been provided on the methodology following the scrutiny meeting.

(It was noted that there were still some concerns regarding whether the methodology itself was adequate and fit for purpose it and it was agreed that this matter should be discussed at a future informal meeting of the

Panel. It was requested that information be provided to the Panel in respect of the detail of the survey questions and how they were compiled).

The Commissioner went on to say that the survey related to public perception and there were various ways that the Constabulary obtained views. A large amount was through himself as Commissioner and regular conversations with the public. He agreed with what had been said about the difference in perception. He picked up a lot of comments from the public every day, as an elected representative and built these in to future plans. The public perception survey covered around two and a half thousand residents per annum. When compared with the Police and Crime survey he received almost that number of direct written responses from members of the public who may not have had contact with the Police before. He had received several thousand responses from this and there had also been a broader Home office survey covering England and Wales. This was only part of a general perception which was fed back to himself and the Constabulary. The Commissioner encouraged the Panel to consider undertaking independent public perception testing and to share their findings with him.

3. A member of the Panel asked whether the Commissioner would continue his predecessor's policy of having one PCSO per ward and if so, whether he welcomed funding from partners, such as from the unitary authorities, Town and Parish Councils, social landlords and the like, who were co-funders in some cases.

The Commissioner responded to say that, whilst he had heard the comment concerning the policy of one PCSO per ward quite regularly, he could not find anywhere where this was implemented. There was no evidence of this been delivered throughout Cheshire as a single policy. The draft Police and Crime Plan talked about a Police service connected to the community and talked strongly about named/faced officers within local communities and this was his absolute ambition. He had formed this ambition through four months of consultation, but he would not want to take away from the formal six week public consultation, which was currently ongoing. He considered that joint funding and partnership was absolutely essential to a strong future of PCSO provision.

The Panel member went on to ask what incentives there were for Town and Parish Councils to continue part funding PCSOs, if one was to be provided from general resources. He provided an example of a Parish Council in the Cheshire West area who, on the strength of the previous policy, had decided that they were not going to fund a PCSO from the parish precept going forward, as one would be provided to them from general resources.

The Commissioner responded to say that he had thought long and hard about this question and how to achieve this. He had met with CHALC a few days earlier and their call was for a PCSO per Parish Council, which was clearly different to one per ward and this meant a big difference in

terms of numbers and provision, compared with larger Borough Council electoral wards. He had also set up meetings with Parish Councils, which would take place twice per year, per area. The first one had already taken place in Halton, which had resulted in some interesting discussion. What had become clear to him was there could not be a position where the Constabulary sought to do things to Parish Councils and that there needed to be a fair discussion with them regarding the future approach and spread of funding for PCSOs and he would be working with a partnership approach. He considered that there needed to be a clear approach on priorities and he had committed to wider discussion and consultation. This would not give Parish Councils the power to task, but would allow them clear input on priorities in their areas.

The Panel member encouraged him to do this swiftly, as Parish Councils would be starting to set their budgets from November/December, for approval in January/February. With regard to tasking, he stated that the existing agreement regarding PCSO provision provided that where the Town and Parish Council had provided £12,800 per year, one of the rights they had was that they could task and he asked the Commissioner to reflect on this.

The Panel member went on to say that, because of the way in which PCSO funding worked through various budgets, including the Police and Crime Commissioner's precept, the Borough Council's precept, the Town/Parish Council's precept and by social landlords, a social landlord tenant could potentially end up paying four different ways for the provision of one PCSO. He asked what steps the Commissioner was taking to ensure fair funding of PCSOs.

The Commissioner responded to say that these questions had been on his mind for some time. With regard to the urgency, he did not intend to make any decisions in the current budget year. He would do this in an honest and open manner, in a timely period and would not rush it through before November. With regard to tasking, he did not believe that it was his role or the role of Parish Council's to task and it was for the Chief Constable to do this.

The Panel member also asked how many PCSOs were habitually available in Frodsham. He referred to the situation in Frodsham, whereby the Pariah Council would be charged for an extra PCSO.

The Commissioner responded to say that this was an operational question and that he was not acutely aware of the numbers of PCSOs in every area.

The Panel member stated that he had used Frodsham as an example, but that this was a pan Cheshire issue. He considered that the data used was questionable and that there were real decisions to be made by communities.

The Commissioner responded to say that this was why he had opted not to make a quick decision and that communities needed to be involved across Cheshire and that he had an honest drive to have a name/faced officer in all communities.

4. A member of the Panel referred to the notes of the Management Board and Scrutiny Board, which were submitted to the Panel and asked why Part 2 matters were not brought before the Panel, when as a statutory body the Panel was able to go into Part 2 to consider such matters. He asked why the agenda item could not be brought before the Panel under Part 2 and provided an example. He asked whether such information could be made available to the Panel in order to facilitate the discharge of its functions.

The Commissioner responded to say that clarification needed to be sought as to whether Panel members were entitled to attend for Part 2 items, as a starting point for this discussion. His whole culture was about openness and accountability. If it was possible, he could see no reason why not. His culture from the start of his discussions with the Constabulary was to have an initial thought process, asking why an item could not be in Part 1. He wanted the whole of the public to have access to as much information as possible, whilst recognising that there were sometimes good reasons why items needed to be in part 2. A statutory reason was usually given as to why an item needed to be in part 2 and his drive was to get as much information into the public arena as possible and to ask the question as to who had access and to challenge this. He wanted there to be a strong test and to bring as much as possible into Part 1.

A member of the Panel referred to concerns regarding the increase in sickness levels and the increase in hours lost which, in spite of numerous initiatives, continued to be a problem. This had been discussed at the last meeting of the Scrutiny Board and there was an anomaly in the figures. This placed the Constabulary at the bottom of the most similar forces with regard to sickness levels. He asked the Commissioner to comment on these figures and what actions he proposed to take to make some meaningful and effective impact on this problem.

The Commissioner responded to say that his role was to hold the Chief Constable to account for the organisation. Since the Scrutiny meeting he had been looking at exit interview numbers, the amount of people leaving, and existing levels of both short and long term sickness and he was half way through his interrogation into the figures. He understood that there was not a marked difference from other Constabularies, but nevertheless this was not to his satisfaction. He was looking at what the Constabulary was doing in terms of wellbeing and he would be having a further meeting with the Chief Constable as he got to the end of his analysis of the support which could be provided, to discuss ways of reducing this area of concern. He was absolutely committed to seeing that the level was improved and to holding the Chief Constable to account to make sure that this happened.

The Chairman thanked the Commissioner for his attendance at the

meeting. The Commissioner thanked the Panel members for their time and stated that he had copies of the draft Police and Crime Plan for distribution to all members of the Panel and that he would welcome feedback on it, either by individual members, or at the next Informal meeting of the Panel.

26 WORK PROGRAMME

The Work Programme was submitted.

DECISION

That the Work Programme be agreed.

The meeting commenced at 10.00 am and concluded at 12.05 pm

Mr R Fousert (Deputy-Chair, in the Chair)

Cheshire Police and Crime Panel

Date of Meeting: 18 November 2016

**Report of: Brian Reed, Head of Governance and Democratic Services,
Cheshire East Council**

Subject/Title: Location of Police and Crime Panel Meetings

1. Report Summary

1.1 This report follows a discussion at the meeting of the Cheshire Police and Crime Panel on held 23 September 2016 where members considered options for the location of future meetings.

1.2 The relevant section from the draft Minute of the previous meeting is:

“That a further report be submitted to the next meeting of the Panel exploring options for the use of a portable webcasting solution for future meetings, to enable consideration of rotating the venues for the Panel meetings around the four Cheshire Authority areas, including the potential cost and other implications associated with this.”

1.3 This report specifically addresses options for the webcasting of meetings.

2. Recommendation

2.1 The Panel are asked to determine whether they wish future meetings be held at Wyvern House in Winsford, or move to other location(s) around the county.

3. Background information

3.1 Since its inception the Cheshire Police and Crime Panel has held its meetings at Wyvern House in Winsford. Meetings have been live webcast, at a cost of around £1,100 a year, utilising Cheshire West and Chester's existing webcasting contract and the equipment permanently installed in the Council Chamber at Wyvern House.

3.2 Webcasting of meetings has enabled anyone with access to a computer, tablet or smart phone to view meetings either live or by accessing the archive, it has

made the Panel more accessible, accountable and transparent than would otherwise be the case.

- 3.3 At the first meeting of the newly established Panel in June 2016, Members asked that other options for meeting venues be reviewed, with consideration being given to rotating the location of meetings around the county. The meeting held in September received a detailed report providing a range of options for the location of future meetings. For reference this report is appended as Appendix I.
- 3.4 Live webcasting of meetings at a reasonable cost is in effect only available if meetings are held at Wyvern House or in Cheshire West and Chester accommodation at HQ in Chester. However, as indicated above members of the Panel asked that further work be undertaken to review other options.
- 3.5 Cheshire West and Chester Council have a mobile webcasting unit, which can be used to record and then webcast meetings. By way of example they provide this service on a regular basis to Frodsham Town Council. When operating in this way meetings become viewable approximately 48 hours after the meeting has finished. Other functionality is the same as a meeting which is webcast live. No other Cheshire Council has the equipment or staff to provide such a service.
- 3.6 In principle, and subject to sufficient advance notice, Cheshire West and Chester Council would be prepared to record and then webcast meetings of the Police and Crime Panel from locations other than Wyvern House. However, operating from a remote location is significantly more time consuming as equipment has to be transported and set up, in addition it is necessary for a site survey to be undertaken in advance of the first webcast from a new location.
- 3.7 Members of the Panel are asked to consider what may be lost, if anything, if meetings were no longer live webcast and access was only available via the archive facility.
- 3.8 In summary there are a number of options available to the Panel:
 - Continue to meet at Wyvern House, with meetings being live webcast.
 - Rotate meetings around Cheshire, with meetings being recorded and then made available via a webcast within a couple of days. Should occasional meetings continue to be held at Wyvern House live webcasting would continue to be an option from that venue.
 - Rotate meetings around Cheshire with no recording or webcast.

4. Financial Implications

- 4.1 Cheshire West and Chester Council provide a very efficient and cost effective webcasting service. As indicated in paragraph 3.1 above, the cost of webcasting meetings in Wyvern House is £1,100 a year. It is estimated that this

cost would double if a mobile solution was adopted and all meetings webcast in this way.

- 4.2 The budget as it stands could accommodate the current cost of webcasting for meetings held in Winsford. Should the Panel decide that it wishes to hold meetings in other venues, and that meetings should continue to be webcast, the four constituent authorities may be approached to make a contribution to cover the increased expenditure.

5. Equality Implications

- 5.1 There are no equality implications.

6. Contact Information

Contact details for this report are as follows:-

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Designation: Civic and Administration Manager

Local Authority: Cheshire East Council

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Email: martin.r.smith@cheshireeast.gov.uk

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Appendix 1

Cheshire Police and Crime Panel

Date of Meeting: 23 September 2016

**Report of: Brian Reed, Head of Governance and Democratic Services,
Cheshire East Council**

Subject/Title: Location of Police and Crime Panel Meetings

1. Report Summary

- 1.1 This report reviews options for where meetings of the Cheshire Police and Crime Panel could be held in future.

2. Recommendation

- 2.1 The Panel are asked to determine whether they wish future meetings be held at Wyvern House in Winsford, or move to other location(s) around the county.

3. Background information

- 3.1 Since its inception the Cheshire Police and Crime Panel has held its meetings at Wyvern House in Winsford. Meetings have been webcast, at a cost of around £1,100 a year, utilising Cheshire West and Chester's existing webcasting contract and the equipment permanently installed in the Council Chamber at Wyvern House.
- 3.2 At the first meeting of the newly established Panel in June 2016, Members asked that other options for meeting venues were reviewed, with consideration being given to rotating the location of meetings around the county.
- 3.3 A number of factors influenced the original decision to hold meetings at Wyvern House; these included its relatively central location bringing some degree of convenience to panel members travel arrangements; a good standard of accommodation and the ease and cost of webcasting.
- 3.4 The table below shows the distance to Wyvern House from a range of towns across Cheshire.

Town

Distance (Miles)

Appendix 1

Chester	17
Crewe	9
Ellesmere Port	22
Macclesfield	20
Northwich	7
Poynton	24
Runcorn	18
Sandbach	9
Warrington	18
Widnes	21

3.5 Free car parking is available at Wyvern House. Public transport links to Winsford are reasonable from most Cheshire towns, although the railway station is almost two miles away from Wyvern House. Winsford is reasonably served by the bus network.

3.6 All four Cheshire Authorities have accommodation that would be suitable for meetings of the Police and Crime Panel, although with one exception options for webcasting would be much more problematic and significantly more expensive. The availability of accommodation has not been checked for specific dates, and in many cases the venues listed below are heavily used by the relevant Council, as indeed Wyvern House is. All locations listed below have car parking either on site or within a quarter of a mile.

3.7 The accommodation that could be used is:

Cheshire East Council

Committee Suite located at Westfields, Sandbach	Webcasting would be possible, but at a significantly greater cost than at Wyvern House.
Council Chamber, Municipal Buildings, Crewe	Webcasting would be possible, but at a significantly greater cost than at Wyvern House.
Assembly Room or Council Chamber Macclesfield Town Hall.	Webcasting would be possible, but at a significantly greater cost than at Wyvern House.

Cheshire West and Chester:

Ground Floor Rooms in HQ, Chester	Webcasting likely to be available at the same cost at Wyvern House
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Appendix 1**Halton Borough Council:**

Council Chamber, Runcorn	Webcasting not routinely available, Halton Council does not have a webcasting contract.
Halton Stadium, Widnes	Webcasting not routinely available, Halton Council does not have a webcasting contract.

Warrington Borough Council:

Council Chamber, Town Hall, Warrington	Webcasting not routinely available, Warrington Council does not have a webcasting contract.
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4. Financial Implications

- 4.1 As indicated in paragraph 3.1 above, the cost of webcasting meetings in Wyvern House is £1,100 a year. The webcasting of meetings from Cheshire West and Chester's HQ offices in Chester would in all likelihood cost the same. Neither Halton nor Warrington routinely webcast meetings and whilst technically webcasting may be possible, the cost would be very significant as there is no infrastructure or webcasting contract in place. Cheshire East Council only webcasts meetings of its Cabinet and due to constraints in the room used, cameras and microphones are not permanently installed and need to be set up by a technician on each occasion. Due to this limitation and the likely need to vary the existing contract to accommodate the additional duration of webcasting, the estimated cost would be in the region of £3,000 per meeting.
- 4.2 It is unlikely that there would be any other cost implications of using accommodation other than Wyvern House.
- 4.3 The budget as it stands can accommodate the current cost of webcasting for meetings in Winsford. Should the Panel decide that it wishes to hold meetings in other venues, and that meetings should continue to be webcast, the four constituent authorities would need to increase their contributions to cover the increased expenditure.

5. Equality Implications

- 5.1 There are no equality implications.

6. Contact Information

Appendix 1

Contact details for this report are as follows:-

Name: Martin Smith

Designation: Civic and Administration Manager

Local Authority: Cheshire East Council

Tel. No: 01270 686012

Email: martin.r.smith@cheshireeast.gov.uk



Cheshire Police and Crime Panel

Date of Meeting: 18 November 2016

Report of: Mr Eric Hodgson and Mr Bob Fousert.

Subject/Title: Feedback from the Fifth National Conference for Police and Crime Panels

1. Report Summary

To receive feedback from the Conference for Police & Crime Panels, held in Birmingham on 20th Oct 2016, attended on behalf of the Panel by Mr Eric Hodgson and Mr Bob Fousert.

2. Recommendation

That the report be received and noted.

3. Background information

Mr Eric Hodgson and Mr Bob Fousert attended the fifth National Conference for Police and Crime Panels, on behalf of the Panel and have provided the following report on the Conference:-

Key note speakers:

- Professor Stephen Shute, University of Sussex (Member of the Advisory Boards for both HM Inspectorate of Constabulary and HM Inspectorate of Probation)
- Professor Rod Morgan, University of Bristol Emeritus Professor of Criminal Justice (former chair of the Youth Justice Board for England and Wales, 2004-7 and HM Chief Inspector of Probation, 2001-4).

Main points and issues for consideration that were raised by the Keynote speakers regarding PCP role:

- Panels have a statutory right to information in order to carry out their job.
- There is a need for Panels to have more expertise among Panel members on the function of policing.
- The need for PCC's to work with other Criminal Justice organisations such as Criminal Justice Boards, Community Safety Partnerships, etc.
- That there is still a long way to go regarding good partnership working - particularly PCC co-operation with others central to their role.



- The political climate will see continued financial pressure and the imposition of additional PCC responsibilities which will see the responsibility for policing pushed 'downwards and outwards' i.e to PCP's.
- What effect will boundary changes have on policing and blue light collaboration, etc?
- What types of collaboration should there be and which are the most suitable e.g Police/Fire; Police/ Ambulance; Ambulance/Fire or an amalgamation of all three?
- Would there be a need for a joint Police & Fire Panel and who would be responsible for carrying out scrutiny?
- Why should the public care about PCPs?

Following the Keynote speakers there were a series of Workshop sessions held in the morning and repeated in the afternoon of which Delegates were able to attend two.

Workshops:

Regional Collaboration (Nottinghamshire PCP)

This workshop focussed on the existing and planned collaboration between the five Forces and PCCs in the East Midlands and the ways in which the five Panels are seeking to scrutinise this issue (both individually and through joint working)

Issues discussed included the initial steps taken to progress this on a regional basis; the wider governance context; the way in which Nottingham PCP sought to scrutinise this issue; obstacles to progress and the complications faced, plus the next steps.

Suggested Key success factors:

- Understanding cultural similarities and differences
- Setting the tone from the top
- Fostering a culture that puts the service user first
- Identifying up front what the key success factors are (and performance against delivering those factors)
- Exploring how technology can improve services - e.g better sharing of information.

Strategic Alliances (Hertfordshire PCP)

Hertfordshire, Bedfordshire and Cambridgeshire police forces are working together as part of a strategic alliance aimed at delivering efficiency savings to enable a phased reduction in spending levels. The programme covers the areas of protective services (roads policing, major crime), operational support (public contact, criminal justice, custody and firearms licensing) and organisational support HR, ICT, finance, legal services, procurement and estates).

Wider issues identified include:

- Value for money - the ability to deliver savings and implementation costs
- Benefits for Hertfordshire - whether the taxpayers are benefiting
- Negative impacts - e.g. time taken to investigate road accidents on major roads



- Differences in policing culture
- Governance and accountability

The PCP's role includes challenge to and scrutiny of the PCC in terms of whether the strategic alliance is delivering and contributing towards the priorities listed in the Police & Crime Plan. For the Panel the challenge includes the question of how they get to know whether the strategic alliance is beneficial and delivering positive outcomes.

In its early stages the Panel's work on strategic alliances has included the setting up of a working group to monitor progress; engagement with the PCC on the topic and liaison with Bedfordshire and Cambridgeshire PCPs.

Working with a new PCC (Kent/Humberside PCPs)

General discussion re two extreme examples of PCCs i.e the former Kent PCC Anne Barnes who had no prior knowledge of policing and publicly brought the position of PCC into disrepute and the new Humberside PCC, a former Chief Superintendent with strong insider knowledge, a publicly stated expectation that the Force quickly improves performance and the intention to only attend Panel meetings when he believes it necessary, not as a matter of course.

Emergency Service Collaboration (Lincolnshire PCP)

A discussion centred around the Government's commitment to providing funding for transformation projects to encourage emergency service collaboration and a number of blue light collaborations within Lincolnshire including a tri-service initiative. The workshop looked at a number of short, medium and long term potential options for co-location. The project will be funded by a £7.5m investment from the Government's Police Innovation Fund and match funding from local services.

Power Check (Frontline Consulting)

Insights from the survey of PCPs, PCCs and Chief Constables. This document was circulated to all Cheshire PCP members in early October.

The PCC's role in the wider criminal justice system (West Midlands PCP)

This workshop was aimed at sharing experiences of incorporating scrutiny of the PCC's role in the wider criminal justice system.

Under the Police Reform and Social Responsibility Act 2011 there is a reciprocal duty for the PCC and certain criminal justice agencies to co-operate in ensuring an efficient and effective criminal justice system. Those agencies are the police, the Courts and Tribunal Service, CPS, the Probation Service and prison providers. In many areas, these bodies work together through Local Criminal Justice Partnerships - though a recent inspection report questioned the effectiveness of these.

West Midlands PCP were keen to expand the Panel's role and through the regular meetings between the Chair and PCC, topics were identified where the PCP would be able to influence policy development. One such area was FGM and the focus for the coming year is to turn the spotlight on youth justice outcomes and youth offending.



Complaints Handling (Hampshire PCP)

This workshop looked at the process and governance arrangements for complaints; successes achieved through the current process; challenges (locally and nationally) for PCC conduct complaint handling, and the future. Hampshire PCP has a Complaints Sub-Committee that meets on an ad-hoc basis in response to any complaints activity through both 'electronic' and 'in person' meetings.

Topics for discussion included:

- What work had Panels undertaken to refine its complaints process
- What has worked well and any lessons learned
- Panel approaches to 'Historical' complaints; unreasonable complainants; complaints which, in part, pertain to operational policing.
- What is the key change/addition that you would like to see within the updated legislation that would deliver the greatest value to your Panel's complaints process?

The event organisers have promised that Key points raised in all Workshops will be circulated to delegates at some time in the near future.

4. Financial Implications

There are minimal financial implications, in the cost of attending the conference and travelling expenses.

5. Equality Implications

No direct equalities implications would appear to arise from the recommendations of this report.

6. Contact Information

Contact details for this report are as follows:-

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Designation: Senior Democratic Services Officer

Local Authority Cheshire East Council

Tel. No.: 01270 686460

Email: Julie.north@cheshireeast.gov.uk



Cheshire Police and Crime Panel

Date of Meeting: 18 November 2016

Report of: Brian Reed - Head of Governance and Democratic Services

Subject/Title: Police and Crime Plan

1. Report Summary

To review the draft Police and Crime Plan and to make any recommendations on the draft Plan, as the Panel deems appropriate.

2. Recommendation (s)

That the Panel review the draft Police and Crime Plan and consider whether it wishes to make any recommendations in respect of the draft Plan.

3. Background information

The Panel is a statutory consultee on the development of the Police and Crime Commissioner's (PCC) Police and Crime Plan and must receive a copy of the draft Plan, or a draft of any variation to it, from the PCC. The Panel must hold a public meeting to review the draft Police and Crime Plan, or a variation to it, and report or make recommendations on the draft Plan, which the PCC must take into account. A copy of the draft Police and Crime Plan and covering letter are attached as an Appendix to this report.

4. Financial Implications

No direct financial implications would appear to arise from the recommendations of this report.

5. Equality Implications

No direct equalities implications would appear to arise from the recommendations of this report.

6. Contact Information

Contact details for this report are as follows:-

Name:	Brian Reed
Designation:	Head of Governance and Democratic Services



Local Authority:

Tel. No.:

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Cheshire East Council

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Cllr Howard Murray
Chairman of the Police & Crime Panel
Cheshire East Council
Westfields
Middlewich Road
Sandbach
CW11 1HZ

David Keane

Clemonds Hey
Oakmere Road
Winsford
Cheshire
CW7 2UA

Date: 8 November 2016

Our Ref:
DK/PCC/BMc

Your Ref:

Tel: 01606 364000

Email:
police.crime.commissioner@cheshire.pnn.police.uk

Dear Cllr Murray

POLICE & CRIME PLAN 2016-21

I am pleased to enclose a copy of the Police & Crime Plan 2016-21, which sets out my vision for our policing service in Cheshire. The Plan will support me in holding the Chief Constable, Simon Byrne to account for the delivery of an efficient and effective police service and my work with partners.

In developing the Plan I have consulted widely with residents across the county on both their policing priorities and then subsequently the priorities and commitments set out in the Plan. This has included consultation with the Victims Panel and the Independent Advisory Group as well as input from the Cheshire Youth Commission and discussion with your Police & Crime Panel at our informal meeting earlier this month.

The public consultation on the Plan has shown a strong level of support for the priorities I have set out with between 93% and 96% of people consulted supportive of the objectives.

This is a Plan for all of Cheshire's communities. It sets out a vision for the next four years in which Cheshire will have a Constabulary focused on community policing, putting victim's first. The legacy will be a police service fit for the future which is connected with, based within and accessible to local communities – real neighbourhood policing.

I look forward to further discussing the Plan with the Panel when we meet on 18 November.

Yours sincerely

David Keane
Police & Crime Commissioner

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Police & Crime Plan 2016–2021

Delivering even safer communities
for the whole of Cheshire

www.cheshire-pcc.gov.uk



David Keane
Police & Crime
Commissioner
for Cheshire

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Foreword

The safety of all Cheshire's communities is paramount, whether you live in a rural area or urban area, no matter what your background or personal circumstances – this Police & Crime Plan is for all of Cheshire.

It sets the priorities which Simon Byrne, the Chief Constable, will deliver so that people feel safe in their homes and communities and sets out my commitment to be your voice in policing in Cheshire.

In developing this Plan, I have listened carefully to what you, the public, have told me is important for your police service as well as speaking to partners and listening to the Chief Constable on the emerging policing threats for our county.

It sets out a vision for the next four years in which Cheshire will have a Constabulary focused on community policing, putting victims first. The legacy will be a police service fit for the future which is connected with, based within and accessible to local communities – real neighbourhood policing.

In achieving this I will bring Cheshire Constabulary, local councils, community safety and criminal justice partners together to make certain that in Cheshire we have the most effective and efficient police service and criminal justice system possible. I will provide you with a voice on both a local, regional and national level to support and challenge those tasked with delivering services for the public.

I have set out the resources available to the Chief Constable to deliver policing services and the funds I will make available to support victims cope and recover, promote community safety and reduce crime, anti-social behaviour and disorder. These will be reviewed annually.

Whilst this is a four year Plan, I am committed to continuing to listen to your views on policing. Throughout the next four years I will be spending as much time as possible out and about meeting and hearing from as many of you as I can. Through these conversations and my work with the Chief Constable, I will be able to consider whether this Plan remains relevant for Cheshire and refresh the Plan as needed.

This is a Plan founded on your priorities and a Plan to deliver even safer communities for the whole of Cheshire.

David Keane

Police & Crime Commissioner for Cheshire

The Role of Police & Crime Commissioner

My role as Police & Crime Commissioner is to provide you, the public, with a voice in policing in Cheshire.

As Commissioner I will listen to, and use the views of the public to set and shape the strategic priorities of the police service through the Police & Crime Plan. I set the police budget following allocation of the police grant by Government and I also set the police council tax precept for Cheshire.

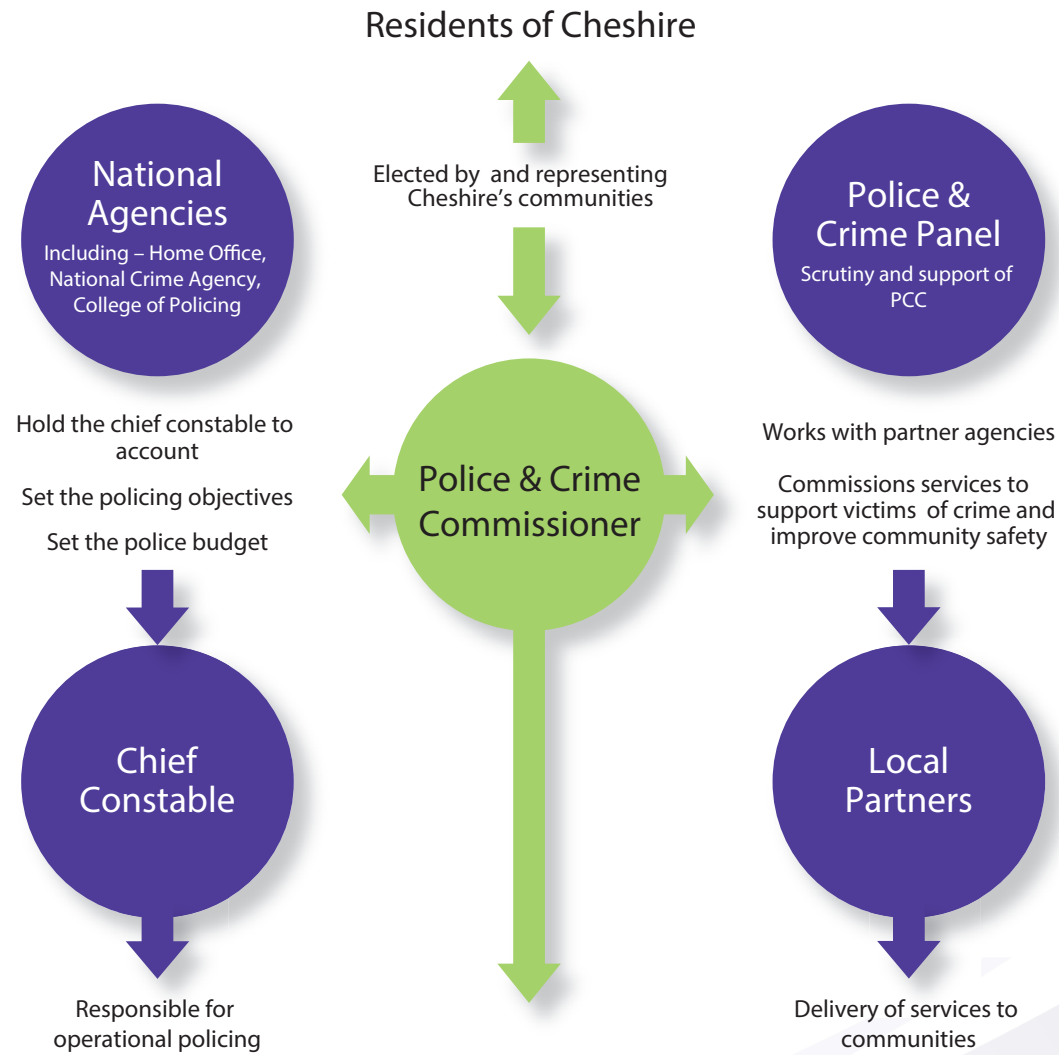
The priorities in this Plan will be used to support, challenge and hold to account Simon Byrne, the Chief Constable, on your behalf to ensure Cheshire has an effective and efficient police service. In doing so transparency will be paramount and I will make certain that information is available that allows Cheshire residents to assess the performance of policing in the county.

I also have wider responsibilities in relation to the criminal justice system and commissioning services to support victims and in relation to community safety, crime and disorder. This is something that cannot be achieved without close working with criminal justice and community safety partners across Cheshire.

However, it is also important that I am able to act as your representative in the criminal justice system and I will use my role to challenge partner agencies where needed to make sure they are delivering for you.

Full details of my statutory duties are available on my website at www.cheshire-pcc.gov.uk

POLICE AND CRIME LANDSCAPE



Cheshire – our County at a glance

- Cheshire has a population of just over one million people
- The policing area of Cheshire covers 919 square miles with a strategic crossroads in the national motorway infrastructure
- Cheshire consists of four unitary Borough Councils: Cheshire East, Cheshire West & Chester, Halton and Warrington
- There are 440,000 households in the County with an average of 2.33 people per household
- Whilst Cheshire has some highly affluent areas, there are also areas of multiple deprivation with pockets of deprivation in each of the four council areas
- The population of Cheshire is predicted to rise by approximately 60,000 in the next fifteen years
- The county is home to 53,108 students
- The average age of residents is 40.4 years
- Cheshire's population is predominantly made up of White British which account for 96.9% of the population. Mixed race is the next highest ethnicity at 1%, with Asian British Indian 0.5%, Asian British Other at 0.4%, Asian British Chinese at 0.3% and Black British at 0.2%
- Cheshire covers an area of great diversity, with large rural expanses, areas of extensive heavy industry and a number of urban areas

Your police service

The policing model introduced by the Chief Constable consists of eight Local Policing Units each headed by a Chief Inspector whose police officers, PCSOs and staff work to solve problems and crimes at a local level. Resources have been placed into response policing and local investigation and centralised crime recording and prisoner processing.

Working in support of the Local Policing Units are specialists whose focus is on addressing more serious crime and protecting the most vulnerable individuals and groups within our communities from harm. A Public Protection Directorate has capacity and specialist capabilities to tackle child sexual abuse, rape, domestic abuse, human trafficking and modern slavery. There is also a strong focus on reducing the considerable harm caused by organised crime groups and to prevent terrorism networks operating in the area. I will continue to support regional collaboration with other Commissioners and police services, including the Counter-Terrorism Unit and the Regional Organised Crime Unit which protect Cheshire communities. All units are supported by a range of professional and support staff.

During the course of this Plan, enhancing effective local community policing will be a core theme, providing assurance and confidence to the public. The

public's priority for the Chief Constable is to deliver a visible police service with officers, PCSOs and specialist staff engaged, based in and connected with local people and local communities, more of the time. An important element of this will be the Special Constabulary and the impressive range of volunteers, such as rural watch, custody visitors and many others, who make up the Cheshire police family.

This will also be reflected through the police estate. The focus for the Chief Constable will be to deliver an accessible police service based in the heart of our community - where they should be. This will include working with partners across the county to explore opportunities to share premises.

Cheshire will have a police service which will work from within our local communities, and deliver for our local communities; real neighbourhood policing.

Developing the Plan

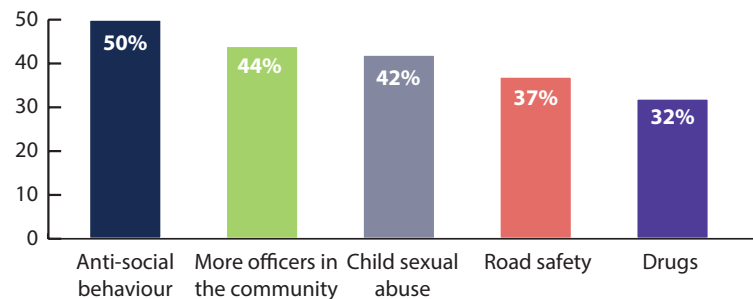
The priorities set out in this Plan have been developed with the public of Cheshire as well as the Chief Constable, key partners and stakeholders across the county.

On coming into office the first thing I set out to do was to get out and listen to as many people as possible about what is important for local communities. During six weeks of public consultation, I received over 2,400 responses as well as having thousands of conversations with residents, community groups and elected community representatives. The results showed a consistent set of public priorities across the four Local Authority areas of Cheshire.

As well as listening to the public and partners, I have also taken into account the Chief Constable's assessment which outlines key emerging threats and risks for the Constabulary, Cheshire's community safety needs assessment and the Home Secretary's Strategic Policing Requirement.

This has given me a clear understanding of the key issues and challenges that policing in Cheshire faces and what is important to our communities.

PUBLIC CONSULTATION - WHAT YOU TOLD ME



POLICE & CRIME 2016–2021

CHIEF CONSTABLE'S ASSESSMENT

Public protection
On-line crime
Organised crime groups
Policing in a digital age – maximising technology to investigate crime
Violent crime
Criminal Justice System – digitalisation & legislative change
Regional infrastructure improvements – to minimise disruption for road users and limit criminal opportunity

CHESHIRE COMMUNITY SAFETY NEEDS ASSESSMENT

Protecting people from harm, victimisation and vulnerability
Reducing reoffending
Organised crime groups
Counter-terrorism
Reducing the impact of substance misuse
Anti-social behaviour
Road safety
Meeting public expectations & working together

HOME SECRETARY'S NATIONAL STRATEGIC POLICING REQUIREMENT

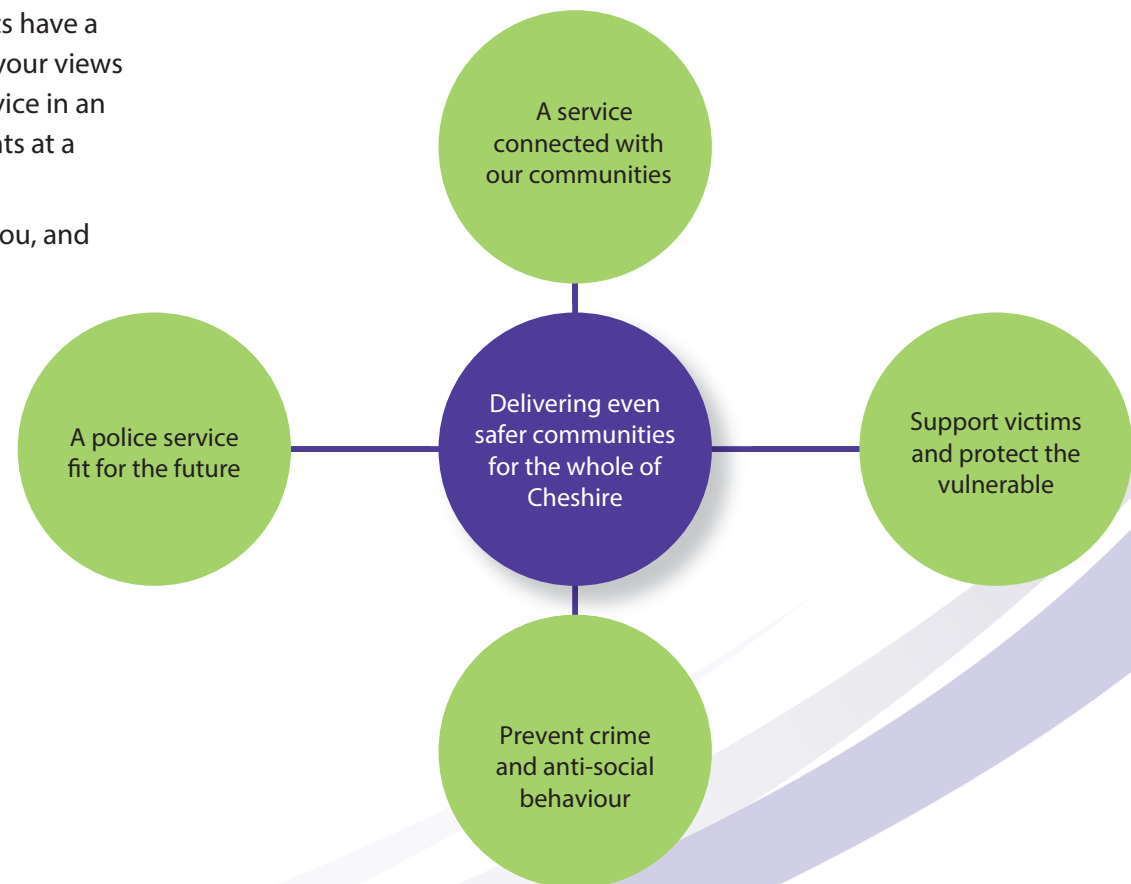
- Terrorism
- Serious and organised crime
- Civil emergencies
- Cyber threats
- Child sexual abuse

Police & Crime Priorities for Cheshire

I want to see the best possible policing service for the people of Cheshire, so that people feel safe in their home and community.

As your elected representative for policing, I will ensure all residents have a voice and that victims are at the heart of our work. I will represent your views in challenging and scrutinising the performance of your police service in an open and transparent way and provide a voice for Cheshire residents at a regional and national level.

I have listened carefully to what you have told me is important to you, and have set four priorities for policing:



A police service connected with our communities

The Chief Constable will:

- Deliver a visible police service with officers, PCSOs and specialist staff spending more time in our communities
- Work with partners to deliver an accessible police service which is based in the heart of communities
- Engage with residents and communities and reflect their needs in local operational plans
- Provide local communities with a named local officer
- Analyse, understand and respond to local, regional and national threats to ensure safe communities
- Work together with partners and myself to engage and support young people on issues relating to policing and crime

Support victims and protect vulnerable people

Working with the Chief Constable and partners we will:

- Provide support for all victims of crime to help them cope and recover from their ordeal
- Support services that prevent, protect and support young people from child sexual abuse
- Listen to the needs of victims to help shape services
- Be a voice for victims and work with criminal justice partners to improve the experiences of victims through the court system
- Work together to support victims and protect people from domestic and sexual violence; and hate crime
- Work together to develop a greater understanding and response to modern day slavery and hidden harm and abuse such as female genital mutilation
- Support the continued development of restorative justice
- Work together to provide an effective response to individuals and families with complex needs, including mental health

Prevent crime and anti-social behaviour

Working with the Chief Constable, Community Safety Partnerships and others we will:

- Improve the safety of our communities
- Prevent and tackle anti-social behaviour
- Tackle drug and alcohol related harm and violence
- Prevent crime and reduce reoffending across Cheshire
- Solve crimes and bring offenders to justice
- Improve the safety of Cheshire's roads through enforcement activity and education
- Promote a safe and vibrant night time economy
- Prevent and protect Cheshire's communities from serious and organised crime
- Work across Cheshire, regionally and nationally to address internet crime and fraud; and emerging threats

A police service fit for the future

Working with the Chief Constable to deliver an efficient and effective police service, we will:

- Challenge the Government to ensure Cheshire has the resources it needs to maintain safe communities
- Invest in technology and equipment that supports officers in our communities
- Invest in an accessible police estate connected with our communities
- Create a more diverse and inclusive police service for Cheshire
- Work with partners to develop new ways of working to support frontline services such as with other Commissioners, the Fire Service and Councils

Finances and People

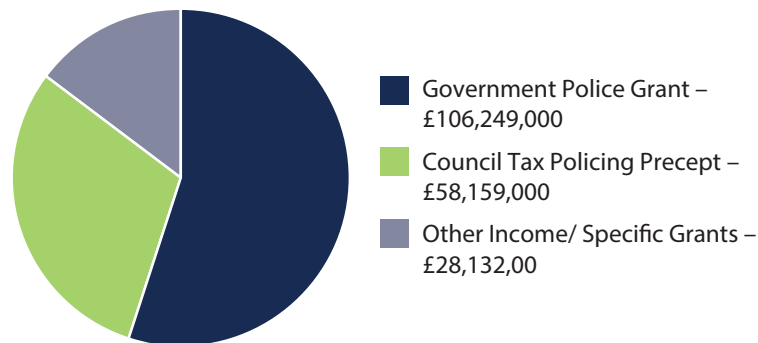
Policing in Cheshire has been subject to significant cuts to funding from the Government over recent years.

I will challenge any further funding reductions from Government, whilst ensuring that your money is spent in the most effective and efficient way possible and processes are in place so that you can monitor its use. This Plan will deliver the best value for money for our communities within a challenging financial environment. My spending decisions will seek to support the local economy. I will also be investing in activity that prevents crime.

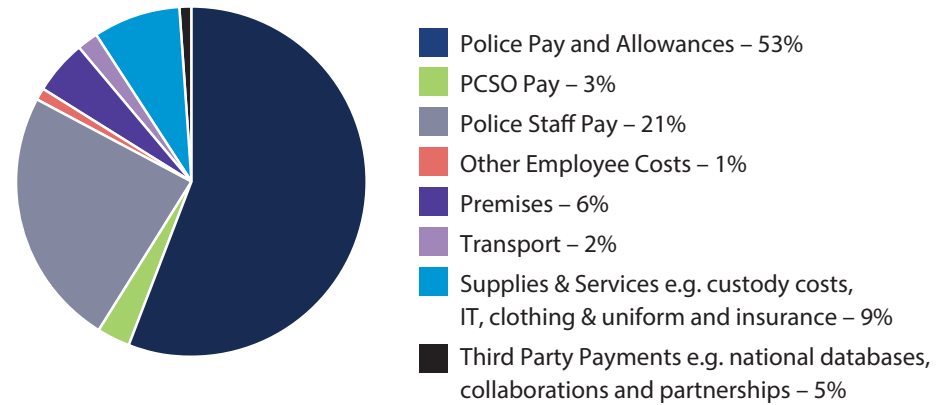
I am required to set an annual budget and policing precept taking into account Government funding, precept regulations and organisational demands. This is supported by the production of a Medium Term Financial Strategy with the annual budget forming the first year of the Strategy.

The budget for policing Cheshire for 2016-17 is £192.5 million. This includes £106.2 million from the Government's Police Grant and £58.1 million generated from the part of council tax allocated to the police – 'police precept'.

CHESHIRE POLICE FUNDING



EXPENDITURE CATEGORIES



The Officers, PCSOs, staff and volunteers working for Cheshire Constabulary are its greatest asset. Alongside the Chief Constable, I will support and promote investment in a modern, well equipped and representative workforce which reflects the diverse make-up of our county.

Following the cuts to police funding a Government commitment has been made to 'maintain overall police force budgets at current cash levels'. However, Government funding decreases each year. This means that in order to keep funding for policing in Cheshire at current levels the local policing precept needs to increase year on year.

The increase in the precept is a decision for local Commissioners. Prior to making any decision, I will always consult with you on the precept level to make sure you have your say and I can hear your views on police funding.

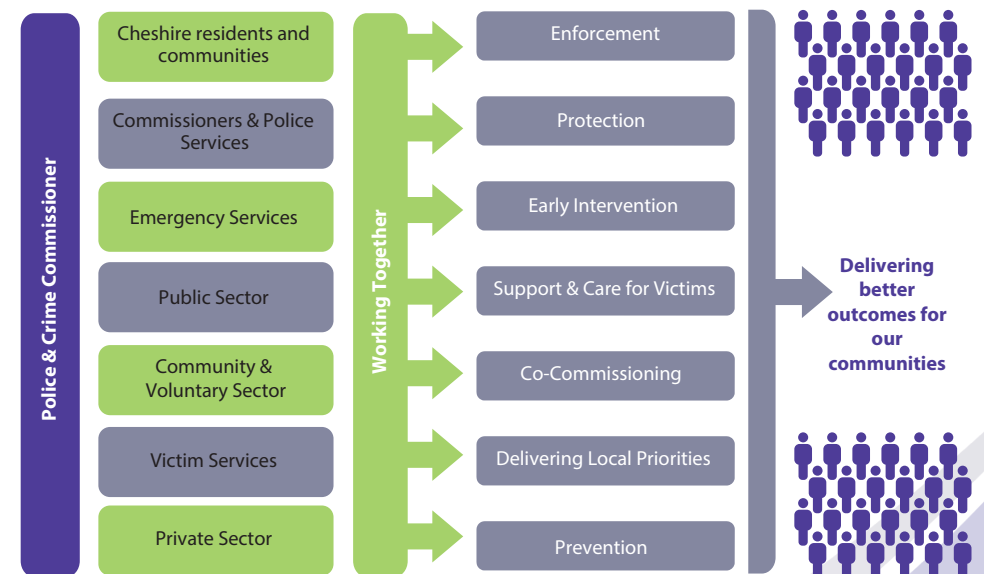
Working in Partnership

Working together with local communities, other police services, public, private and community and voluntary sector organisations will be crucial to the success of this Plan.

The public expect agencies to work together and as Commissioner, I am well placed to provide local community leadership. This will build upon the array of partnerships that are already established across the county and beyond.

I will seek to collaborate at local, regional and national levels to build capacity and capability as well as efficiency. I will be working closely with elected leaders of local and emergency service authorities to drive forward Cheshire wide priorities and identify opportunities for collaborative working in the areas of economic growth and public sector transformation. I will take an active role in working with Cheshire's Criminal Justice Board and will influence and drive close working between local criminal justice, community safety and victim service partners to make sure that effective outcomes are delivered for Cheshire's communities.

My relationship with the community and voluntary sector will be essential and there will be an on-going commitment to the voluntary sector compact agreement which provides a set of overarching principles for how we will work together effectively.



How I will commission services for our communities

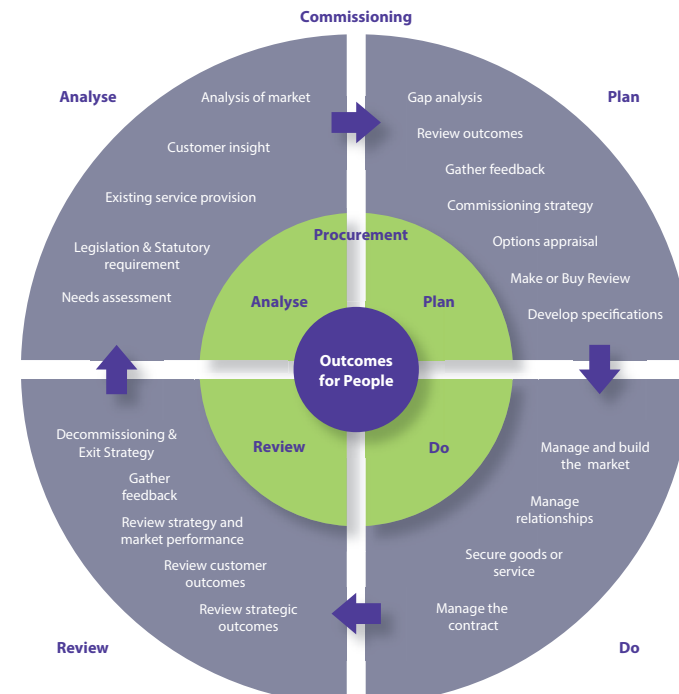
My approach to commissioning services will harness the best of the public, voluntary and community sectors in delivering high quality services for Cheshire residents. There will be a keen focus on ensuring that commissioning activity delivers value for the public and is effectively targeted.

All funding will be set firmly against delivering the priorities outlined in this Plan and will be monitored through specific, measurable, achievable, realistic and timely outcomes for Cheshire's communities.



An evidence based approach of what works to support victims, prevent and reduce crime and improve services to the public will deliver the strongest possible impact. Services will be commissioned against emerging needs, re-commissioning of services will take place where there is a strong evidence base of effectiveness and services will be de-commissioned where they are not considered effective.

A FOUR STAGE PROCESS TO COMMISSIONING WILL BE USED:



This process will be underpinned by a strong ethos of partnership working. I will work with other organisations, and those using services, to develop the most effective and efficient solutions. This will be through exploring options for co-commissioning services and designing services with both market experts and most importantly our communities and those using the services.

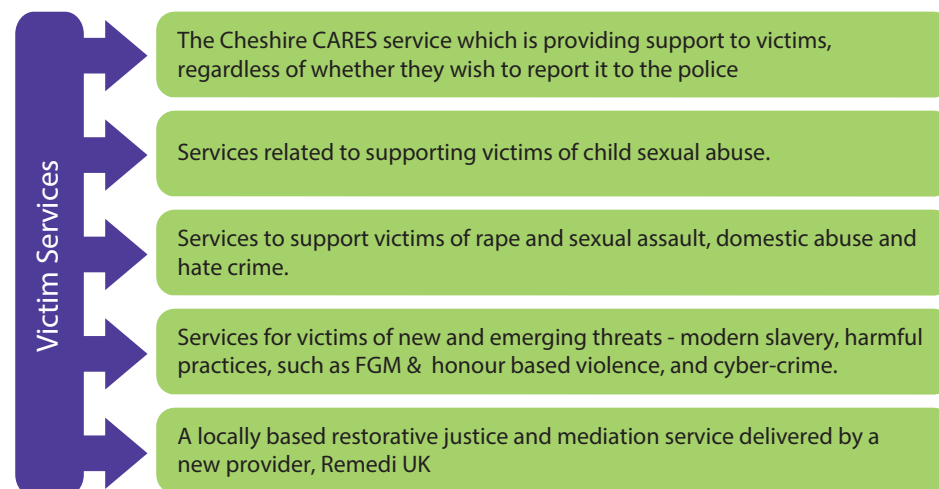
Grants and Funding

My most significant commission is to the Chief Constable for the delivery of an effective and efficient police service for Cheshire, which delivers against the objectives set out in this Plan. The majority of the budget for which I am responsible is allocated to this.

In addition to funding the police service, specific funds are also allocated for victim services and community safety.

Victim Services

Using money devolved from the Ministry of Justice, I will invest in local services to ensure that people receive the support they need to cope and recover from being a victim of crime and protect them from repeat victimisation. In 2016/17 the Ministry of Justice has provided £1.25 million in funds for local victim services. The focus of my commissioning for victims will be:



Services will meet, and where possible exceed, the requirements of the national Victims Code.

Funding is currently provided to me from the Ministry of Justice on a year by year basis. I will argue for a longer term and more stable settlement to support investment in local services.

Community Safety

From within the main police grant a community safety fund has been developed to the value of £983,000 for 2016/17.

I will be working with Community Safety Partnerships, the Youth Offending Service and services tackling substance misuse and reoffending to deliver safer local communities. I will also promote consistency and single best practice where this can achieve better outcomes and value for residents.

During the course of the Plan, this fund will support community safety and crime prevention activity. It will be focused on the priorities outlined in this Plan and will address community safety need on both a local and Cheshire wide basis.



How I will monitor success

I will regularly review the work of the Constabulary on your behalf to ensure you are provided with the policing services promised within this Plan.

I will monitor progress in a number of ways to ensure we are delivering against the four priorities identified. This will include:

- regular visits to communities across Cheshire to understand your views and experiences of policing
- considering what the public and victims of crime are telling us through consultation and surveys
- agreeing a range of measures and actions with the Chief Constable to monitor success in achieving each priority
- holding regular meetings to scrutinise the agreed measures and a wide range of information on all aspects of police performance
- ensuring my Office and the Constabulary meet their duties in relation to equality, diversity and human rights
- consider the results of independent inspections, reports and external audits and ensure the Constabulary responds to any recommendations
- work closely with the Cheshire Police and Crime Panel which is responsible for scrutinising and supporting my work as Police & Crime Commissioner

To keep you up to date on progress, I will:

- ✓ publically scrutinise Constabulary performance
- ✓ publish performance information on my website
- ✓ produce an annual report

‘Join the Conversation’ on policing and crime

Listening to the public, our communities, officers and staff, partner organisations and stakeholders will be a cornerstone of my time in office.

I will invest in, and promote engagement, feedback, reporting and conversations with communities across Cheshire, including with young people and sections of our community that have traditionally been harder to reach.

We will have an on-going conversation about policing and crime in Cheshire which will be used to inform and design plans, support change and drive innovation.

I will take a mixed approach where I will talk with our communities both in partnership, and separate to the Constabulary. This will ensure that I can work hand in hand with the police service where appropriate but crucially act as your advocate in challenging and holding the Chief Constable to account.

The Chief Constable will also make the necessary arrangements, which I will monitor, to inform and engage local communities and obtain views to help set local policing priorities. This will include close relationships with partners across Cheshire and the introduction of clear local communication channels, such as regular reporting from local policing teams to Parish & Town Councils, to ensure visibility of policing activity and challenges on a community level.

How to keep in touch



01606 364000



police.crime.commissioner@cheshire.pnn.police.uk



@cheshirePCC



Police and Crime Commissioner for Cheshire



Office of the Police & Crime Commissioner, Constabulary Headquarters Clemonds Hey,
Oakmere Road, Winsford, Cheshire CW7 2UA

When should I call 101?

To report less urgent crime or disorder, to contact the police with general inquiries or to speak to a local officer. For example:

- if your car has been stolen
- if your property has been damaged
- reporting a minor traffic incident
- where you suspect drug use or dealing
- giving police information about crime in your area.

Always call 999 in an emergency, where there is a threat to life or a crime in progress.





Cheshire Police and Crime Panel

Date of Meeting: 18 November 2016

**Report of: Brian Reed , Head of Governance and Democratic Services,
Cheshire East Council**

**Subject/Title: Police Operating Model: Outcomes of the 12 month Review
Note of discussion at informal meeting of the Police and Crime
Panel held on 3 November 2016**

1. Report Summary

- 1.1 This report summaries a discussion held at an informal meeting of the Police and Crime Panel which was attended by Panel members, DCC Janette McCormick, the Police and Crime Commissioner and staff from the Commissioner's Office and Constabulary.

2. Recommendation (s)

- 2.1 That the report be noted.

3. Background information

- 3.1 A brief note of the discussion held on the review of the Police Operating Model is attached at Appendix I. A copy of the 12 month transition assessment is attached at Appendix 2.

4. Financial Implications

- 4.1 There are no financials implications.

5. Equality Implications

- 5.1 There ae no equality implications.

6. Contact Information



Contact details for this report are as follows:-

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APPENDIX I

Police Operating Model: Outcomes of the 12 month Review

Note of discussion at informal meeting of the Police and Crime Panel held on 3 November 2016

Deputy Chief Constable Janette McCormick made a short presentation on the review of the Police Operating Model, noting that across England and Wales Police Forces worked in a range of ways.

In making her presentation DCC McCormick focused on a number of areas, including:

- The financial pressures experienced by the Police when the Operating Model was being developed and first introduced;
- The need to align resources to where there was perceived need;
- The challenge of providing a service in a county such as Cheshire with a mix of urban and rural areas; and
- The challenge of response times across the Force area.

In contextualising the Operating Model she noted that the Constabulary had a greater proportion of Officers working in the front line than many comparable Forces.

Members of the Panel asked a range of questions of DCC McCormick and the Police and Crime Commissioner, a broad and wide ranging discussion took place; which included:

- Concern from some Panel members that response times were slower in many parts of Cheshire as they should be.

DCC McCormick recognised that geography was an issue for a Force such as Cheshire, but noted that the detailed application of the Model was influenced by local need and local circumstances.

- Concerns from some members of the Panel that as the Police was not a business it would be inappropriate to slavishly apply a business model that



could a lead to a postcode lottery in relation to service delivery, something that was seen as being inappropriate.

This was accepted as an issue by both DCC McCormick and the Commissioner, but members of the Panel were reassured that the Operating Model was flexible enough to be adapted to local circumstances. For example, it was noted that in some parts of Cheshire, Beat Managers undertook more response work than they would if they were working in other, more urban areas.

- The implications of brigading services on command and control.

DCC McCormick noted that excellent progress had been made and that joint working with other Police Forces had moved beyond simple collaboration. She was confident that mature arrangements were in place to ensure effective and responsive command and control.

- Booking on arrangements at the start of shifts and the “single deployment base”.

There was recognition that when introduced the Operating Model had been too prescriptive in relation to this specific issue. Over recent months there had been a change, with the introduction of such things as video briefings. There was a general welcome from Panel Members of a move to a more hybrid way of working.

- Members of the Panel raised a number of issues in relation to the role of PCSOs, including their allocation across the county and funding. There was a view from Panel members that communities who paid for PCSOs should not be penalised as a result of any review.

The Commissioner indicated that the delivery model for PCSOs would be reviewed in the near future; with changes being introduced in 2018. He said that he would welcome input from the Panel and from local communities on this important issue. He recognised that this was a complex issue with no simple solution.

There was consensus from Panel members that where partners contributed directly to the cost of PCSOs this should be seen as additionality, rather than core provision.

The Commissioner indicated that he felt that the Constabulary had a strong neighbourhood footprint; in no small part due the role of PCSOs.

- Concerns were expressed that in some parts of Cheshire senior officer visibility was not good as it could be and that local elected Members were



sometimes unclear who they should contact if they, or residents had a problem.

DCC McCormick indicated that local commanders were encouraged to work closely with local Councils and individual elected Members. Members of the Panel were reminded that non-emergency issues could be reported via the 101 system.

The Commissioner indicated that he was undertaking a comprehensive programme of visits across the County and was always interested of learning the views of local communities and elected Councillors, from both Borough and Town / Parish Councils.

- Members of the Panel were interested in learning about the savings being achieved by the introduction of hand held technology for beat officers. They sought reassurances that data collected and accessed by such devices was secure.

DCC McCormick indicated that a full evaluation had not yet been completed. However, early indications were good, suggesting that savings of one hour per officer per day were achievable. She also indicated that the system introduced had been subject to rigorous testing and was secure, with no data being stored on the hand held devices themselves. If a device was lost or stolen it would be of no use and contain no data.

- Members of the Panel questioned the Commissioner on staff levels and changes during the previous twelve months.

The Commissioner indicated that there had been no significant changes to staffing levels over the previous twelve months.

- Issues of Parking Enforcement were raised by a number of members of the Panel.

The Commissioner recognised that this was a complex issue, not least because parking enforcement had been decriminalised in parts of Cheshire. He indicated that he was willing to talk to elected Members at a local level about this issue.

In summary members of the Panel were of the view that the Police Operating Model was effective and that issues which had been identified as being of concern were in the process of being addressed.



The Commissioner indicated that he thought that the Operating Model being reviewed was effective. He reassured Panel Members that it would be subject to ongoing review.

Operating Model

12 Month Transition Assessment



1 Introduction

The Constabulary launched its new policing model in July 2015.

The new model was designed to improve our ability to support the most vulnerable victims in our communities. It was designed to modernise policing practice across the force: bringing specialist teams together, flattening the management structure, and creating a dedicated proactive policing unit to tackle serious crime more effectively, while also providing more resources to support an enhanced approach to community policing. It also enabled the force to meet the unprecedented financial challenge of austerity, while simultaneously directing as much resource as possible to frontline policing.

Extensive analysis and meticulous planning were undertaken to develop the new model. This included developing a number of assumptions that would underpin the way the force would operate within the new model, including ‘modelling’ different shift patterns, response time, the number of deployment bases and so on. These assumptions also included the widespread adoption of mobile technology, the capacity of new central units to support local policing units, and the ability to absorb a significant number of new recruits within the frontline.

It is now over a year since the model was introduced. From the outset we committed to reviewing the effectiveness of the model at three, six and 12 months. The three-month review provided senior officers with a snapshot of how the model was being embedded; at six months we undertook a survey of officers and staff to understand their perceptions of the impact of new working arrangements, with the results – and our

actions in response – fed back to officers and staff; and at twelve months we asked management consultants Ernst & Young to undertake an independent, external assessment of the impact of the model.

It is clear from the evidence that officers and staff throughout the force have worked hard to make the model work. Despite the transition and resource pressures there has not been any significant adverse impacts on service levels. Incident response times have reduced slightly on those seen prior to transition, but are still at – or near – the levels we historically deliver. Crime rates and detection rates have not significantly altered, and public perception appears, if anything to have improved slightly.

This does not mean however that the implementation of the model has been without challenge. We know that officers and staff feel under pressure, and that key support measures have not been delivered as quickly as we anticipated: for instance, mobile technology is only now being rolled out across local policing units; the occurrence management unit, established to remove some of the bureaucratic burden from frontline officers, has taken longer to reach capacity than we anticipated.

All of these issues are examined in this review of the first 12 months of the new model. It includes detailed feedback from Ernst & Young. It reflects on what key performance data says about our ability to meet service commitments. And it looks at those issues which still need to be improved to ensure that officers and staff have not just ‘adopted’ the model, but that they have truly ‘adapted’ to new ways of working across the force¹.

¹ Ernst & Young Operating Model project report page 14.

2 Development of the new model

In 2014 the new Chief Constable outlined his 'We're here' commitments, which underpin the Constabulary's promise to the people of Cheshire.

These commitments were informed by the Police & Crime Plan, the risks set out in the Constabulary's Strategic Risk and Threat Assessment, and national issues identified through the Strategic Policing Requirement.

The Chief Constable's commitments placed a clear emphasis on strengthening neighbourhood policing by increasing the number of frontline police officers; supporting the most vulnerable in our communities, especially victims of domestic abuse, sexual assault, and child sexual exploitation; and enhancing our proactive policing work to tackle the most serious offenders in our communities.

Transforming the policing model was also driven by the need of the Constabulary to find further savings of £13.5m (7 per cent) in its annual budget, in response to central government budget reductions.

In preparation for the development of the new model the Constabulary established a series of 'design principles' which would enable it to support its aspirations. These were:

- **Public Focus:** Victim-centred, visible and responsive to communities
- **Service Delivery:** Proactive, pre-emptive and preventative
- **Culture, Values and Leadership:** Open and transparent, accountable and innovative
- **Our People:** Skilled, mobile and empowered

- **Partnerships:** Collaborative, joined up public orientated efficient services
- **Data:** Accessible information, at the right time to make the right decisions
- **Technology:** Interoperable, accessible and secure
- **Assets:** Modern, well equipped and used infrastructure

In addition, officers and staff would be either centrally or locally managed, based on the following rationale:

Central management:

- Where there was a strong need for **consistency** in delivery across the force area
- Where there was a large influence / impact of the **partnership footprint** or need for integration with partnership resources
- Where there was a significant affordability issue or significant **cost benefits**.
- Where there was an ability to drive future opportunities for **collaboration** with others.

Local management:

- Where there is a strong need for **local relationships** / alignment of boundaries key to building partnerships.
- Where proximity is a critical factor for **effectiveness**.
- Where close geographic relationship with the **public** is critical.

2.1 Testing our assumptions

To underpin these design principles, the Constabulary undertook significant analysis to understand how new structures would need to be designed and resourced to meet calls on police service.

Workforce numbers were calculated against demand, and assumptions made as to the work that would be undertaken in new central units (see Occurrence Management and Custody Investigation Teams, below) designed to remove some of the burden that had previously rested with response officers. In addition, the Constabulary incorporated its plans to provide mobile tablets, which would enable frontline officers, for the first time, to undertake a range of tasks in the field without returning to stations.

Additional scrutiny of these assumptions was undertaken by leading experts Process Evolution, who mapped the geography of Cheshire and analysed shift and response patterns against a 'single deployment' model.

Following detailed analysis, the key features of the proposed new model would be the:

- Creation of a single Local Policing Command with eight geographic **Local Policing Units**, an Operations / Proactive function ('**Taskforce**'), and a **Partnership** function, responsible for coordinating our work with other agencies in the public and voluntary sector.
- Introduction of **single deployment bases** for each Local Policing Unit, supported by a network of police stations and police community posts.
- Establishment of a single **Public Protection Directorate**, bringing together a number of specialist officers that were, previously, managed across a number of different teams.
- Creation of a central **Crime Operations Directorate** for officers and staff responsible

for investigating major and serious offences, as well as the Intelligence and Forensics functions.

- Creation of a **Custody Investigation Team** under the Criminal Justice and Custody function, to provide a service to Local Policing Units dealing with a proportion of detainees and associated case files.
- Creation of a **Public Contact and Occurrence Management Unit** which brought responsibility for call, dispatch, public contact points / help desks under a single command, and also provided for investment in an Occurrence Management Unit to reduce the burden on officers to undertake certain IT activities within Niche – including crime recording.

Alongside the development of the design principles and the analysis of resources needed within the new model, extensive consultation was carried out with stakeholders and staff.

2.2 Ellesmere Port / Neston pilot

As part of detailed planning for the new model, a pilot was undertaken in the Ellesmere Port / Neston area, to test assumptions about Local Policing Units, as a precursor to force-wide adoption.

Central to this was the use of a single deployment base, where officers and PCSOs 'book in' at each LPU, briefed on operational priorities, and then deployed to their beat areas.

The key aim of single deployment – tested and proven during the Ellesmere Port / Neston pilot – was to help breakdown 'silo' working as teams came together in one 'open plan' location. This would lead to better communication between officers and staff, and harvest more shared intelligence, which is essential to the proactive policing model envisaged, and would lead to more effective daily supervision and briefing of officers and staff.

3 Implementation of the new model

This new structure was launched in July 2015, but with a clear message to officers and staff that the formal 'launch' was only the beginning of the transition to come, not the end. Over the course of the following nine months an extra 70 officers were recruited, buildings redesigned to facilitate single centre deployment, and additional vehicles rolled out.

Implementation of the new structures took place against a backdrop of almost unprecedented demand for the Constabulary: the fatal explosion at a Wood Flour Mill in Bosley in July, an air crash at Oulton Park later that month, and two major incidents on the M56 in August. These events did, however, demonstrate the ability of the new model to respond to major incidents effectively and efficiently.

Throughout the financial year 2015/16, the transition to the new model involved recruiting and training additional police officer and police staff posts. During much of the initial transition period (between July 2015 and January 2016), many units were operating below the levels intended.

Frontline policing

In June 2015, under the previous policing model, the Constabulary had 803 police constables in post in neighbourhood policing (against a budgeted establishment of 836). A year later, under the new Local Policing model, there were 877 constables in post (against a budgeted establishment of 901). This represents a 9% increase (74 officers) in the number of locally-based constables in post between the two models.

Public protection

Similarly, there were 147 police officers in post (against a budgeted establishment of 136 posts)

across both central and area-based public protection units under the predecessor model. By June 2016 there were a total of 161 police officers in post (against a budgeted establishment of 168 posts). This represents an increase of just over 9% in the number of public protection officers between the two models.

As of 29 June 2016, the Constabulary had 1,975 police officers in post, just 11 under the budgeted establishment for that date, and 70 more than under the previous model.

3.1 Monitoring implementation

The Constabulary's leadership has monitored the impact of the new model throughout the implementation.

A three-month review was undertaken to identify, and rectify, initial issues. Force performance data was analysed and showed that:

- Incident response times had fallen marginally from those the Constabulary had achieved just prior to the transition to new structures. However, incident times were still at, or near, those levels that the Constabulary had typically achieved in 2013, 2014 and early 2015
- Constabulary solved rates, and wider crime rates, remained steady
- Public perception of the effectiveness of the Constabulary, tracked through a survey of 600 residents, improved slightly.

Overall, service performance was little affected by the impact of the major restructuring of the Constabulary.

The Constabulary's leadership team recognised, however, that the implementation of the new model had impacted on the workload of existing, experienced officers and staff, in particular:

- Rapid recruitment to expand the number of frontline officers in Local Policing Units, as part of the commitment to increase frontline officers, had led to greater than anticipated demand on experienced officers to support probationary constables.
- Police officer recruitment affected several of our back office areas adversely, as existing back office staff applied successfully to become officers. These back office services were integral to the adoption of the new model, and due to vacancies could not, initially, provide the level of support to frontline officers anticipated.

The workload pressures on officers and staff were reflected in feedback, which formed the central element of the six-month review. The organisation sought the views of officers and staff operating in both the local policing units and in our central teams. More than 369 officers and staff responded to the survey.

Feedback showed that several of the cultural benefits identified as part of the model were starting to bear fruit. Officers and staff acknowledged the benefit of shared briefings and the better intelligence as a result of a single base. But it also highlighted a number of issues, many of which were 'hygiene factors' that impeded our

officers in their day-to-day roles. This included:

- The need for more vehicles at LPUs
- The need for more specially trained drivers, given the number of probationer constables coming into the force
- Concerns, particularly from PCSOs, that the single deployment model was affecting the time taken to get to beat areas

The survey also highlighted that officers and staff were unclear about how beat management – that is, the work undertaken by local policing units to work collaboratively within communities to tackle local issues and challenges – was to work consistently across the force, given the increased focus and greater resources dedicated to beat management when the model was implemented.

In response to both of these reviews, the Constabulary expedited plans that were always in place as part of the new model. This included increasing the rate of recruitment to the OMU; bringing forward fleet improvements to ensure that necessary vehicles were in place, as well as expanding the frequency of driver training.

The force also analysed deployment patterns to better understand the actual time spent in the field now that single bases were operational. Much of this evidence showed that there was little or no difference between the average time spent in the field than under the previous model; and the increased proportion of officers on the frontline meant this figure had increased overall.

4 12 month review

The 12-month review, which informs this paper, was conducted in June and July 2016, and involved a wide-ranging analysis of performance data, alongside the findings of an independent review by consultants Ernst & Young (EY).

EY was commissioned to:

“identify how successful the implementation and change towards the new operating model has been, and what options Cheshire Constabulary have to further realise those benefits.”

4.1 Service levels

Overall performance levels have continued to be maintained, despite the significant change associated with implementing the model.

Response times

Emergency and priority incident response has fallen slightly from that seen in 2014/15 but is still higher than that seen for the two years between April 2011 and March 14, and is close to the service level expected in the model:

- Service level ambition for **emergency** incidents = 90% attended within 15 minutes
- Overall performance achieved = 88.5% between July 2015 and July 2016).
- The service level ambition for **priority** incidents = 80% attended within 60 minutes
- Overall performance achieved = 72.9% between July 2015 and July 2016).

Table 1 shows emergency incident response service levels for each LPU for June 2013 through to June 2016, for comparison.

	Chester Grade 1 % within 15 minutes	Crewe Grade 1 % within 15 minutes	Ellesmere Port Grade 1 % within 15 minutes	Macclesfield Grade 1 % within 15 minutes	Northwich Grade 1 % within 15 minutes	Runcorn Grade 1 % within 15 minutes	Warrington Grade 1 % within 15 minutes	Widnes Grade 1 % within 15 minutes
12 months to June 2014	78.0	79.9	81.8	79.9	82.2	79.4	82.4	88.4
12 months to June 2015	86.3	90.0	92.9	90.2	91.2	92.2	92.0	94.6
12 months to June 2016	85.5	85.9	92.4	88.2	90.0	91.8	87.8	95.5
Difference between 2016 and 2015	-0.8	-4.1	-0.5	-2.1	-1.2	-0.4	-4.2	0.9
Difference between 2016 and 2014	7.6	6.0	10.5	8.3	7.8	12.4	5.4	7.1

Table 2 shows three years priority incident response levels for each LPU for June 2013 through to June 2016, for comparison.

	Chester Grade 2 % within 60 minutes	Crewe Grade 2 % within 60 minutes	Ellesmere Port Grade 2 % within 60 minutes	Macclesfield Grade 2 % within 60 minutes	Northwich Grade 2 % within 60 minutes	Runcorn Grade 2 % within 60 minutes	Warrington Grade 2 % within 60 minutes	Widnes Grade 2 % within 60 minutes
12 months to June 2014	55.6	51.1	53.8	52.8	65.1	49.5	55.5	56.2
12 months to June 2015	76.8	68.2	77.2	75.2	86.0	76.5	75.9	78.1
12 months to June 2016	81.7	67.1	77.9	69.4	80.5	76.7	67.7	76.9
Difference between 2016 and 2015	4.9	-1.1	0.7	-5.7	-5.5	0.2	-8.2	-1.2
Difference between 2016 and 2014	26.1	16.1	24.1	16.6	15.4	27.2	12.2	20.8

Overall recorded crime

Overall recorded crime levels reduced slightly during the initial transition period and have subsequently remained consistent. Table 3 shows the total recorded crime for each LPU for the 12 months to July 2016 compared to the 12 months to July 2015.

ALL RECORDED CRIME					
LPU	12 mths to July 2014	12 mths to July 2015	12 mths to July 2016	% Change between 2016 and 2015	% Change between 2016 and 2014
CHESTER	9737	8098	7725	-4.6%	-16.8%
CREWE	10324	8551	9027	+5.6%	-17.2%
ELLESMERE PORT	5683	4621	4555	-1.4%	-18.7%
MACCLESFIELD	9104	7440	7891	+6.1%	-18.3%
NORTHWICH	5700	4719	4686	-0.7%	-17.2%
RUNCORN	5170	4353	3844	-11.7%	-15.8%
WARRINGTON	13706	11536	11588	+0.5%	-15.8%
WIDNES	5393	4301	4180	-2.8%	-20.2%
FORCE	64875	53646	53618	-0.1%	-17.3%

Table 3 Overall Recorded Crime levels by LPU for 12 months to July 2014 to 12 months to July 2016.

Three LPUs showed an overall increase in crime between July 2015 and July 2016. Much of this increase can be accounted for by short term 'spikes' in particular offences; for instance a spate of criminal damage offences in Crewe central in November, or increased drug offences as a result of a music festival in Warrington south.

Detection (or 'solved') rates

The proportion of crime solved remained stable during the transition and continues to compare well with other forces. Those LPUs where recorded offences increased also saw their solved rates fall, slightly.

ALL RECORDED CRIME					
LPU	12 mths to July 2014	12 mths to July 2015	12 mths to July 2016	% Change between 2016 and 2015	% Change between 2016 and 2014
CHESTER	32.8%	32.4%	30.0%	-2.3%	-2.8%
CREWE	29.3%	28.8%	25.3%	-3.5%	-4.0%
ELLESMERE PORT	28.0%	34.0%	36.4%	+2.4%	+8.4%
MACCLESFIELD	29.7%	31.3%	27.9%	-3.5%	-2.2%
NORTHWICH	32.2%	31.8%	33.6%	+1.8%	+1.4%
RUNCORN	30.0%	32.1%	36.8%	+4.7%	+6.8%
WARRINGTON	28.8%	28.7%	29.6%	+0.9%	+0.6%
WIDNES	29.2%	32.2%	35.8%	+3.6%	+6.6%
FORCE	30.0%	30.9%	30.6%	-0.3%	+0.6%

Table 4 Overall Crime Solved rates by LPU for 12 months to July 2014 to 12 months to July 2016 ' '

Solved rates for several crimes which cause the most harm in our communities and which involve the most vulnerable victims have improved significantly since transition to the new model. The proportion of rape offences solved, for instance, has risen from 18.6% to 29.1%; for domestic violence with injury offences the solved rate has risen from 45.3% to 52.2%; and for child sexual abuse offences solved rates have risen from 29.5% to 37.1%.

Visibility in the community

The Constabulary regularly monitors the proportion of time that police constables and PCSOs spend out of the police station, using automatic location technology contained within their radios.

While the information the Constabulary collects can only indicate the amount of time officers spend in our communities, it suggests that since the implementation of the model both constables and PCSOs spend a slightly greater proportion of time outside of the station compared to before the transition to the new model.

Given that this slight increase occurred prior to the roll-out of improved mobile technology, which will give officers the ability to access systems and complete 'paperwork' in the field, we anticipate that this figure will rise further during the next six months.

Public perception

The Constabulary routinely surveys members of the public on their views on local policing. Surveys undertaken since the start of transition to the new model show:

- More of the Cheshire public feel that the Police are 'effectively dealing with the crime issues in their area' (86.1% for the year to June 2016, up from 81.7% for the year to June 2015)
- More of the Cheshire public feel that the Police are 'effectively dealing with ASB issues in their area' (78.3% for the year to June 2016, up from 75.3% for the year to June 2015)
- More of the Cheshire public feel that the Police 'in their area do a good or excellent job'. (78.1% for the year to June 2016, up from 75.8% for the year to June 2015)

4.2 The Ernst & Young review

As part of understanding the impact of the implementation of the new model, the Constabulary commissioned an independent review by Ernst and Young (EY), conducted during June and July 2016.

The review aimed to identify how successful the implementation of the new operating model had been, and the consultants' views of the options available to Cheshire Constabulary to further realise the benefits of the model. Much of the focus was on neighbourhood policing, and the single deployment model.

EY brought substantial expertise from their work with organisations across the public and private sector, and applied a tried and tested methodology to their analysis of the impact of the new model.

They focused on officers and staff involved in local policing, assessing their views on how successful the implementation and current operating environment has been for local policing. Further to

this, EY undertook an analysis of available data on the implementation and delivery of local policing, to form a view as to what extent the transition has been a success.

EY's key findings were:

- The overall transition to the model can be considered successful.
- That performance levels have not been adversely affected post implementation, demonstrating the success of the foundations in place.
- The single deployment base model has been successfully implemented and delivering the anticipated benefits, namely improved collaborative working.
- The single deployment bases continue to be a 'catalyst' for 'resistance' from some staff. Journey times, locations and facilities were cited as areas of concern.
- That [delays to] enabling technologies [ie. the roll-out of mobile technology] have prevented the full benefit of local policing from being realised.
- That organisational change could have been managed better to deliver further benefits.
- There has been a lack of engagement with some key stakeholders (officers and staff) impacted by the change to the Local Policing Unit approach.

The review concluded that:

"Cheshire Constabulary have successfully built the momentum for change, and have implemented a great deal of change that will support the continued transformation of their Local Policing Operating Model. To release the full benefit of this, there needs to be a period of adaptation focused on engaging Sergeants as the agents of change, and releasing the full value of the enabling technologies to deliver further benefits."

5 Next steps in embedding the Model

As this report makes clear, the transition to the new model did not begin and end in July 2015. Recruitment, equipment and modernised systems would all take time to come on stream. Only now, for instance, are we deploying the mobile technology that is essential to increasing officer time in our communities.

Given this, we believe strongly that the overall transition to the model, and the financial savings that accrued as a result, has been successful. We thank all our officers and staff for enabling this to be achieved.

However, we also recognise that some of the assumptions built into the model were too optimistic, and we are now reviewing some of the features that officers and staff have highlighted as issues and which affects their performance and morale.

Single deployment bases

The requirement for all officers and PCSOs to 'book on' at a single deployment base has had a number of benefits, not least in improving communication and collaboration between teams, and developing improved intelligence that has proved highly beneficial. However, it has also been logistically challenging and, we acknowledge, affected staff morale in some areas of the county. The effect of this has been magnified by delays to the adoption of mobile technology.

In response, the Constabulary is currently exploring a 'hybrid' model, which would enable some officers and staff to 'book on' at other stations / bases for some shifts.

Custody

The original assumptions on the number of prisoners that would be dealt with by the Custody Investigation Team have proved optimistic. While there are undoubtedly benefits to the introduction of the team both in terms of releasing LPU officer time and investigation quality there is a need to reconsider the role and focus of the Team and the impact on resourcing levels for Local Policing Units

In response, the Constabulary is considering the most appropriate focus for the Custody Investigation Team and is revising the resource allocation model for Local Policing Units to account for this.

Intelligence structures

A review of the changes made to the Force's 'Intelligence' structures and resources indicates that there is a need to improve structures and processes and to add a small number of police officer and staff resources in order to build capacity within Warrington and Macclesfield LPUs to tackle new and emerging threats such as modern slavery, child sexual exploitation and cyber-crime.

In response, the Constabulary has developed a plan to develop its 'Intelligence' structures and processes and is seeking to implement additional resource.

Supporting sergeants

The Constabulary's focus during transition has been on the implementation of the appropriate structures and recruiting police officers and staff into positions. Much focus was also placed on equipping chief inspectors and inspectors to their roles. However, Engagement with some frontline officers and staff, and with first-line supervisors, could have been improved

In this regard officers and staff have, as EY labelled it, 'adopted' the new model, rather than 'adapted' to it.

In response, the Constabulary is developing a programme of activity to engage frontline staff and particularly sergeants as 'change agents' in order to ensure local working arrangements are 'adapted' to the new model.

Mobile technology

The Constabulary's plans to provide all frontline officers with mobile tablets in autumn 2015 were delayed, following a reappraisal of the preferred technology. This affected the force's ability to introduce more flexible working, and therefore some features of the model upon which this had been predicated.

The Constabulary's mobile programme is now underway, however, with positive feedback from officers. The roll-out will conclude in late October, and we anticipate seeing many of the benefits of flexible working beginning to flow through over the coming months.

Resourcing model

The Constabulary recognises that the resource modelling carried out, particularly in relation to incident response, needs to be reviewed, particularly the larger LPUs including Crewe, Macclesfield and Warrington.

In response, the Constabulary is remodeling the workforce assumptions, and in particular the balance between beat management and response teams.

Developing our community policing approach

Providing greater capacity to support effective beat management was a core feature of both the public focus and service delivery features that underpin the LPU structure. While more resources were now in place, the force did not set out clearly enough how beat management would work consistently across the force. As a result, individual LPUs, and beat managers, adopted their own approaches.

In response, the Constabulary has for several months been identifying a 'best in class' approach to beat management, learning from other forces, the College of Policing and Academic work as well as our own experiences. Work is underway on our new approach so that it can be applied consistently throughout our local policing units. We are also considering how to best deploy and focus our Police Community Support Officers to meet community needs. This programme will be refined in coming months, to reflect the priorities of the new Police & Crime Commissioner and the focus he is placing on community engagement within the new Police & Crime Plan.

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Cheshire Police and Crime Panel

Date of Meeting: 18 November 2016

Report of: Brian Reed - Head of Governance and Democratic Services

Subject: Police and Crime Panel – Allowances

1. Report Summary

- 1.1 At its last meeting, the Panel asked for clarification upon the question of Panel Member allowances. This report provides the information required.

2. Recommendation

- 2.1 That the Panel considers the question of payment of an allowance to permanent Panel Members, taking into account the issues raised at paragraph 3.8.

3. Background information

- 3.1 When the Panel considered financial matters at its last meeting, clarification was sought upon the use of central Government funding for Panel Members.
- 3.2 Central Government makes regular payments to the Panel's host local authority in respect of the administration of Panel business. However, a sum of money is also made available for Panel Members. This cannot be paid by central Government unless claimed by the host authority.
- 3.3 There has been a lack of clarity over how this sum (£11,960pa) may be administered. Some Panel host authorities use this sum to pay an annual allowance to Panel members. Others use it only to pay Panel Member expenses.
- 3.4 From the information currently available, the following Panel areas pay an annual allowance to Panel Members: Avon and Somerset, Greater Manchester, Hampshire, Hertfordshire, Leicestershire, Staffordshire, North Yorkshire, West Yorkshire and North Wales. The allowances paid vary from £6,000 to £675 pa.
- 3.5 The following authorities pay expenses only: Cumbria, Derbyshire, Devon and Cornwall, Gloucestershire, Lancashire, Lincolnshire and Surrey.
- 3.6 In order to understand how the central Government funding might be used, contact was made with the Crime, Policing and Fire Group Finance and



Estates Directorate at the Home Office. It was confirmed that the sum available may be used to pay an annual allowance to Panel members. If the Panel was minded to follow this option, it is recommended that the payment of an annual allowance should remove the right from Panel Members to claim expenses from the host authority.

- 3.7 In any event, some Panel Members have historically claimed expenses from their own local authority for Panel-related business. Insofar as they would be permitted by their own local authority to do so, they could continue to follow that course of action.
- 3.8 If the Panel chooses to pay an allowance to Panel Members, consideration should be given to the following, subject to continuation of funding from Central Government:
- Payment of an allowance only to permanent Panel Members (ie not substitute members).
 - The amount of such allowance: the sum available would equate to £920pa per permanent Panel Member.
 - Whether such allowance should be paid as a lump sum to Panel Members and, if so, when payment should be made.
 - Whether a proportion of the available monies should be retained by the host authority to pay Panel Member expenses, or whether they should either forego expenses, or claim from their own local authority, if they are permitted to do so.
- 3.9 The Panel is asked to consider the issues set out in this report and to make an appropriate resolution.

4. Financial Implications

- 4.1 The financial implications associated with this matter are contained in the main body of the report.

5. Equality Implications

- 5.1 No direct equalities implications would appear to arise from the recommendations of this report.

6. Contact Information

Contact details for this report are as follows:-

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Cheshire Police and Crime Panel – Work Programme 2016/17



<p>18 November 2016 Webcast Link – http://www.cheshirewestandchester.public-i.tv/core/portal/webcast_interactive/218013</p>	<p>Formal Meeting of the Police and Crime Panel</p> <p><i>Items:</i></p> <ul style="list-style-type: none"> ○ <i>Feedback from Police & Crime Panels Conference 2016.</i> ○ <i>Report regarding the location of future Panel meetings.</i> ○ <i>Police and Crime Plan.</i> ○ <i>Police Operating Model - Outcomes of the 12 month Review.</i> ○ <i>Report regarding Police and Crime Panel Allowances.</i> ○ <i>Scrutiny Items – Management and Scrutiny Board notes.</i> ○ <i>Questions for the Police and Crime Commissioner.</i> ○ <i>Work Programme.</i>
<p>Thursday 19 January 2017, 10am</p>	<p>Informal Meeting with the Police and Crime Commissioner</p> <p><i>Topic TBC</i></p>
<p>3 February 2017 (Statutory Meeting) Webcast Link – http://www.cheshirewestandchester.public-i.tv/core/portal/webcast_interactive/218014</p>	<p>Formal Meeting of the Police and Crime Panel</p> <p><i>Items:</i></p> <ul style="list-style-type: none"> ○ <i>Budget and Precept 2017/18.</i> ○ <i>Appointment of Independent members.</i> ○ <i>Scrutiny Items – Management and Scrutiny Board notes.</i> ○ <i>Questions for the Police and Crime Commissioner.</i> ○ <i>Work Programme.</i>
<p>TBC</p>	<p>Informal Meeting with the Police and Crime Commissioner</p>
<p>25 March 2017 Webcast Link – http://www.cheshirewestandchester.public-i.tv/core/portal/webcast_interactive/218015</p>	<p>Formal Meeting of the Police and Crime Panel</p> <p><i>Items:</i></p> <ul style="list-style-type: none"> ○ <i>Scrutiny Items – Management and Scrutiny Board notes.</i> ○ <i>Questions for the Police and Crime</i>

	<i>Commissioner.</i> <ul style="list-style-type: none"> ○ <i>Work Programme.</i>
TBC	Informal Meeting with the Police and Crime Commissioner <i>Topic TBC</i>