

# Cheshire Police and Crime Panel

## Agenda

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**Date: Friday 27th November 2020**

**Time: 10.00 am**

**Venue: Virtual Meeting**

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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.

Please note that Part 1 items are recorded and the recordings are uploaded to the Cheshire Police and Crime Panel's webpage.

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

#### **1. Apologies**

Members are reminded that, in accordance with governance procedure rule at Part 3 paragraph 2.6, 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.

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**Contact:** Martin Smith, Registration and Civic Services Manager  
**Tel:** 01270 686012  
**E-Mail:** martin.r.smith@cheshireeast.gov.uk

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**

To receive questions from members of the public. 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. At the Chair's discretion the period made available for questions and statements may be extended.

In order that an appropriate answer to the questions can be given, the deadline for indicating a wish to speak or for submission of questions is 3 clear working days before a meeting of the Panel. The Chair has the discretion to waive the 3-day rule for issues deemed to be urgent.

In response to questions or statements the Panel may choose to agree to either provide an agreed verbal response, that will be minuted or to provide a written reply to a questioners chosen address.

Those wishing to ask a question or make a statement should register by email to: [martin.r.smith@cheshireeast.gov.uk](mailto:martin.r.smith@cheshireeast.gov.uk) or send the question or statement by post to:

Cheshire Police and Crime Panel  
Democratic Services and Governance  
c/o Municipal Buildings  
Earle Street  
Crewe  
CW1 2BJ

A list of those speaking or asking questions at a meeting of the Panel will be drawn up by the Panel's Secretariat in order of receipt. Copies of questions and statements will be circulated to all Panel members in advance of the meeting and will be made available to the public attending the meeting. Copies will also be available on the Police and Crime Panel's page of the Cheshire East Council website.

Nobody may submit more than one question or make more than one statement at the same meeting, but a supplementary question, related to the subject raised in the question /statement, will be permitted for clarification at the discretion of the Chair.

Those speaking or asking questions will not be permitted to address any issue that is the subject of a current or proposed complaint by them against the Police and Crime Commissioner. They are also advised that reference to an issue that could become the subject of a future complaint by them could prejudice the Panel's consideration of that complaint.

The Panel will not accept a question or statement if:

There is insufficient detail to enable a proper response to be provided.

It is not about a matter for which the Police and Crime Panel has responsibility.

It is potentially defamatory, frivolous or offensive against named individuals.

It is substantially the same question which has been put at a meeting of the Police and Crime Panel in the last six months.

It requires the disclosure of confidential or exempt information.

4. **Minutes of Previous Meeting** (Pages 5 - 12)

To approve the minutes of the meeting held on 18 September 2020.

5. **Chair's Announcements**

6. **Membership of the Complaints Management Sub Committee**

To receive nominations for the membership of the Complaints Management Sub Committee.

7. **Submission to Stage 1 of the Home Office review into Police and Crime Commissioners** (Pages 13 - 16)

To receive the Chairman's submission to the Home Officer review into Police and Crime Commissioners.

8. **Memorandum of Understanding between the Cheshire Police and Crime Commissioner and the Police and Crime Panel** (Pages 17 - 18)

To consider the establishment of a 5 person, proportionate Task and Finish Group to develop a Memorandum of Understanding.

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

9. **Overview and Scrutiny of the Police and Crime Commissioner**

Questions for the Police and Crime Commissioner.

10. **Scrutiny Item** (Pages 19 - 56)

To receive, note and inform any future scrutiny or work programme items

11. **Work Programme** (Pages 57 - 58)

To consider the Work Programme.

12. **Date of Next Meeting**

Friday 5 February 2020 at 10 am.

Minutes of a virtual meeting of the **Cheshire Police and Crime Panel**  
held on Friday, 18th September, 2020

**PRESENT**

Councillors:

Cheshire East                      Councillors JP Findlow, L Jeuda, and M Warren

Cheshire West & Chester      Councillors R Bisset, ADawson and M Delaney

Halton                                Councillors N Plumpton Walsh and D Thompson

Warrington:                        Councillors J Davidson and A King

Independent Co-optees:      Mr B Fousert, Mrs S Hardwick and Mr E Morris

Officers:                             Mr B Reed, Mr M Smith and Mrs D Nickson,  
Cheshire East Council

**13 APOLOGIES**

Apologies were received from Councillor Brian Maher, Warrington Council, who was represented by Councillor Amanda King.

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

There were no declarations of interest.

**15 PUBLIC PARTICIPATION**

Three members of the public spoke at the meeting. One member of the public had submitted a statement in advance which was read to the meeting by an Officer.

Mrs Caroline Giangrande outlined her experiences of dealing with the Commissioner's Office, with whom she had made contact following her experience of making a complaint about the Constabulary. She asked the Panel why she had not received a satisfactory response from the Commissioner's Office following her contact and what alternatives were open to her if the Commissioner continued not to respond.

Mr Robert Selby commented on the possible creation of a new Complaints Management Sub-Committee (minute 18 below).

Mr Joseph Harris submitted a statement on the issue of public speaking, requesting that the Panel give careful consideration to the timescales for

advance notice imposed on those wishing to speak at meetings of the Panel (minute 17 below).

Mr Chris Le raised an issue in relation to the amount of time taken to discuss the issue of Hunting at a recent meeting of the Commissioner's Management Board.

## **16 MINUTES OF PREVIOUS MEETING**

### **RESOLVED:**

That, with a minor amendment to clarify the Police and Crime Commissioner's role in formal complaints received against the Chief Constable, the minutes of the meeting held on 12<sup>th</sup> June be approved. The amendment related to the fact that the Commissioner could not meet with those actively pursuing complaints.

Councillor Paul Findlow sought clarification over the establishment of a small group to review issues such as consideration of the Commissioner's Scrutiny reports. The Chairman noted that this was being addressed.

## **17 AMENDMENTS TO PROCEDURE RULES**

The Panel discussed three proposed changes to the Panel's procedure Rules, these related to the issue of proportionality on Sub Committees and Working Groups, urgency powers and public speaking at meetings of the Panel.

With reference to the proposal for proportionality on all Panel Sub Committees and Working Groups, Councillor Andrew Dawson expressed concern that the overall political makeup of the Panel was not proportionate to population across Cheshire. It was his view that based on population, Halton was significantly over represented and Cheshire West and Chester and Cheshire East under represented. In addition, each Councillor in Halton (and to a lesser extent, Warrington) represented fewer electors than in Cheshire West and Chester and Cheshire East. It was his view that to adopt the proposals for proportionality on Sub Committees and Working Groups would further exaggerate the lack of proportionality of overall Panel membership.

The Panel discussed the issue of public speaking, recognising that it would be desirable to amend the Procedure Rules. However, mindful of the helpful comments made during public speaking by Mr Harris, they saw a logic in placing a time limit of 3 days (not 5 as proposed) on advance notice for public speaking and the desirability of giving the Chair powers to waive this rule when appropriate.

Councillor Andrew Dawson asked that his vote against the proposal to amend the Procedure Rules in relation to proportionality should be

recorded in the minutes. Mr Bob Fousert also wished his vote against the proposal to be noted.

**RESOLVED:** That

- 1 the Panel Rules of Procedure be amended, adopting the wording contained in Appendices I and II of the report; and
- 2 the Panel Rules of Procedure be amended, adopting the wording contained in Appendix III of the report, with an amendment to clause 3, which would read “In order that an appropriate answer to the question can be given, the deadline for indicating a wish to speak or for submission of questions is 3 clear working days before a meeting of the Panel. The Chair has the discretion to waive the 3-day rule for issues deemed to be urgent”.

**18 CREATION OF A NEW COMPLAINTS MANAGEMENT SUB COMMITTEE AND ADOPTION OF REVISED WAY OF MANAGING COMPLAINTS**

Councillor Andrew Dawson, the Chair of the Complaints Sub Committee introduced this item, thanking Members and Officers for the work that had been undertaken to develop proposals for a revised way of managing complaints.

Councillor Amanda King congratulated the Panel on the work that had been undertaken, but suggested that it would be appropriate for the host authority’s Monitoring Officer to be involved at an earlier stage than proposed in determining whether a complaint was one that could be considered by the Panel. Cheshire East Council’s Acting Deputy Monitoring Officer reassured the Panel that she was satisfied that the proposed new procedure provided for sufficient involvement by the Monitoring Officer (or their Deputy) to ensure that complaints would be managed effectively and fairly.

Councillor Dave Thompson recommended that a new Complaints Management Sub Committee should have seven members.

The Panel thanked Councillor Andrew Dawson for the work he had undertaken in leading the development of the new process.

**RESOLVED:** That

- 1 a Complaints Management Sub Committee be established, with the Terms of Reference detailed in Appendix I of the report.
- 2 the Sub Committee should have 7 members.
- 3 membership of the Sub Committee would be determined after the meeting.

- 4 Mrs Sally Hardwick be appointed as Chair and Councillor Martyn Delaney as Deputy Chair of the Sub Committee.
- 5 the new procedure (as outlined in Appendix II of the report) would be introduced with effect from 1<sup>st</sup> November 2020.
- 6 the Head of Democratic Services and Governance be given authority to make changes to the Panel's Procedure Rules to give effect to the wishes of the Panel in relation to the management of complaints made against the Commissioner (and Deputy Commissioner, when appointed).
- 7 the Head of Democratic Services and Governance be given authority to develop the information that will appear on the Panel's page of the Cheshire East Council website in relation to a revised procedure for managing complaints and any other incidental changes necessary to give effect to the wishes of the Panel.
- 8 the current Complaints Sub Committee be abolished.

**19 SUBMISSION TO STAGE 1 OF THE HOME OFFICE REVIEW INTO POLICE AND CRIME COMMISSIONERS**

Consideration of this issue was deferred to the next meeting of the Panel.

**20 POLICE & CRIME COMMISSIONER FOR CHESHIRE DRAFT ANNUAL REPORT 2019/20**

The Chairman formally welcomed the Commissioner to the meeting.

The Commissioner introduced his draft Annual Report for 2019/20.

Councillor Amanda King asked for the timescale in relation to the provision of one named Police Officer per community. The Commissioner indicated that each community in Cheshire now had a named, warranted Police Officer. This was in addition to the network of Police Community Support Officers. A communication providing more information would shortly be sent to each household in the county.

Councillor Andrew Dawson asked the Commissioner to consider including some basic information about complaints in the report; the Commissioner agreed to do this, but noted the national changes to the way in which complaints were managed that had been introduced earlier in the year.

Mr Bob Fousert expressed concern that the focus of the Commissioner's work appeared to be on non-policing issues. The Commissioner noted that the report was not about Cheshire Constabulary, but rather a report about progress against the Police and Crime Plan. He stressed the importance of a multi-agency approach to the delivery of the Plan.



Mr Evan Morris raised the issue of support for vulnerable groups across Cheshire. The Commissioner suggested that it would possibly be appropriate to discuss this at a future informal meeting. He noted the excellent collaborative work that was undertaken on a multi-agency basis. Councillor Martyn Delaney noted work undertaken to support those with hearing impairment. The Commissioner praised the initiative shown over recent months by many PCSOs in aiding communication with those with hearing impairment whilst it was necessary to wear face coverings.

Councillor Laura Jeuda requested information on the number of paid officers employed by the Constabulary. The Commissioner noted that at the end of 2019/ 20 the Constabulary employed 2,046 Officers and that the Chief Constable had met Government targets over recruitment. Over the period since the start of the Covid -19 outbreak the Special Constabulary had contributed in excess of 6,000 hours per month. Whilst crime rates had at first fallen, they were now back to pre Covid levels, as a consequence enforcing new Regulations would be a challenge.

Councillor Amanda King invited both the Commissioner and Panel Members to learn more about modern slavery, offering to make a presentation to a future meeting.

Mr Evan Morris congratulated the Commissioner on the production of a well written and well-designed annual report.

## **21 OVERVIEW AND SCRUTINY OF THE POLICE AND CRIME COMMISSIONER**

Mr Evan Morris asked the Commissioner what impact the slower than expected rise in the Council Tax base would have on the Constabulary's budget. The Commissioner indicated that this was a complex issue which would also have an impact on the four Cheshire local authorities, noting that a number of scenarios were being examined and that the ongoing situation would be very carefully monitored, but that it was too soon to determine what the impact would be on the proposed precept for 2021/22.

Councillor Paul Findlow asked the Commissioner for his view on the Government's possible agenda of broadening the role of Police and Crime Commissioners, particularly in the area of Fire and Rescue Services. The Commissioner noted the timetable for the Home Secretary's ongoing review, saying that he was of the view that any Commissioner should have an electoral mandate for the work that they undertake. He noted the excellent collaborative work that was already undertaken between the Constabulary and the Fire and Rescue Service.

Mrs Sally Hardwick asked for further information on the breakdown, by gender and ethnicity of the 90 newly recruited Officers. She also asked for assurance that those PCSOs who had been successful in being appointed at Police Officers would be replaced. The Commissioner indicated that he

had requested diversity information from the Chief Constable and that plans were in place to “backfill” PCSOs where necessary. He stressed the importance of having a workforce that reflected the community that it served. He hoped that by the November meeting of the Panel he would have more detailed information which he would be able to share.

Councillor Andrew Dawson asked for clarification over the position with Mr Francis Kwateng, who had spoken at the previous meeting of the Panel (15<sup>th</sup> June 2020) when he had outlined an issue of alleged racial profiling which had affected both him and his family. The Commissioner indicated that he had written to Mr Kwateng inviting him to a meeting but was yet to receive a reply. His Office would follow up the issue.

Councillor Martyn Delaney congratulated the Commissioner on his successful bid for funding of £550,000 from the Safer Streets Fund. He noted that strict rules applied to how the money could be used. The Commissioner explained that he had been successful in attracting additional funding in a number of areas and explained how the Safer Streets funding would be used.

Mr Bob Fousert noted that nationally there had been a very significant increase in the number of assaults on Police Officers and Police Community Support Officers, he asked the Commissioner what steps were being taken in Cheshire to address this issue. The Commissioner responded by saying this was an issue in which he had taken a very close personal interest. He indicated that it was vital Officers received appropriate training and had the correct equipment, including body worn cameras and where appropriate, tasers. He noted that over the previous twelve months (up to August 2020) 750 assaults had been recorded against emergency service workers in Cheshire, 637 had been assaults on Police Officers.

The Commissioner noted that the issue of assaults on Police was currently being addressed nationally by the Police Chiefs Council, training was likely to be improved and other measures taken. At the local level he was working closely with partners on the Criminal Justice Board to address the issue. The Commissioner recognised that there was still much to do. He hoped that an increase in the sentences received by offenders would help, but recognised that on its own this was not the solution.

On a related issue the Commissioner noted the tragically high number of Police Officers nationally who committed suicide. In Cheshire the Constabulary’s Occupational Health team were refocusing activity to concentrate on both prevention and the wider mental health agenda. Mr Evan Morris noted the importance of Police Officers receiving training in conflict management. The Commissioner thanked the Panel for its support.

Councillor Norman Plumpton Walsh asked the Commissioner what proportion of calls received by the Constabulary related to mental health

issues and in particular missing persons. He also asked how many such calls resulted in repeated Police interventions and what steps were being taken to address this issue? He noted that his question had been prompted by the BBC TV programme "Missing", some of which had been filmed in Cheshire.

The Commissioner indicated that due to the way in which the Home Office required calls to be recorded, it was impossible to provide accurate information and that the figures available were likely to under record the scale of the problem. He outlined that in August 2020, 1,689 mental health related calls had been received by the Constabulary, 117 calls related to missing persons. In his view the problem was a wider societal one and required a collaborative, inter agency approach. He informed the Panel that a considerable amount of work was taking place within the Constabulary to train staff.

Councillor Dave Thompson stressed the importance of the Commissioner lobbying Government for changes to legislation and regulations. He used the issue of modern slavery as an example, saying that he thought the Commissioner should lobby for the licensing of nail bars, which national research indicated were not infrequently linked to modern slavery. A second example he gave was the theft of family pets. He noted that the Constabulary had not been able to give him information on the scale of the problem in Cheshire as the theft of pets was not recorded as a separate category.

The Commissioner indicated that he saw himself as a voice for the people of Cheshire and that he did lobby on a wide range of issues and also worked closely with the National Association of Police and Crime Commissioners. With reference to the theft of family pets the Commissioner committed to taking the issue further with the Constabulary, but would welcome support from the Panel in lobbying for tougher penalties for such crimes.

As time did not permit the issue to be discussed, Mr Evan Morris committed to raising the issue highlighted by Mr Chris Le during public speaking (relating to Fox Hunting) with the Commissioner. He would ensure that Mr Le received a reply.

## **22 SCRUTINY ITEMS**

Consideration of this item was deferred.

## **23 WORK PROGRAMME**

Consideration of this item was deferred.

## **24 DATE OF NEXT MEETING**

Friday 27 November 2020 at 10.00am.

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### **Cheshire Police and Crime Panel submission to stage 1 of the Home Office review into Police and Crime Commissioners**

Police and Crime Panels were formed following the implementation of The Police Reform and Social Responsibility Act 2011. This also saw the election of Cheshire's first Police and Crime Commissioner (PCC). The Cheshire PCCs responsibility is: "to ensure the police respond to local priorities and are directly accountable to the public." The PCC sets the strategic direction and aims of the Cheshire Constabulary and has responsibility for delivering community safety and reducing crime and delivering value for money. The PCC also has a statutory responsibility to appoint a Chief Constable as well as for their removal. The Act also provided for the establishment of the Cheshire Crime Panel who have a dual scrutiny and support role in respect of the PCC and have some powers of veto on budgets and on the appointment of a Chief Constable.

The statutory Policing Protocol sets out how PCCs, Chief Constables and Police and Crime Panels functions will be exercised in relation to each other. It makes clear that all parties will abide by the Seven Principles of Public Life – Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership (The "Nolan Principles").

In seeking to build a constructive and effective relationship with the Cheshire PCC we wish to influence a review of the legislation and the governance model. The Cheshire Police and Crime Panel supports the serious concerns raised by the Home Affairs Select Committee in May 2013 and by the House of Lords Committee on Standards in Public Life (2015). These highlighted the barriers faced by Police and Crime Panels in their scrutiny role. These included lack of support, inadequate resources and absence of timely, accessible information.

The Cheshire Panel notes that the creation of Police and Crime Panels were a late addition to the legislation by the then policing minister Nick Herbert, who agreed to the introduction of Panels following pressure from the Liberal Democrats, coalition partners with the Conservatives. His view was that PCPs should be 'light touch' in their approach to PCC scrutiny. It is the Cheshire Panel's view that the resulting rushed legislation has proved, at the very least to be ambiguous.

In respect of the Cheshire PCP, there is no formal central guidance available that sets out the desired skills and relevant background or experience required of Panel members. The role of the PCC in Cheshire is highly responsible and if not effectively delivered and managed can lead to a lack of confidence in policing, community resilience and cohesion. The view of the Cheshire Panel is that those who drafted the legislation leading to the governance model were of the view that local democracy was the overriding consideration. When in reality it has left the Cheshire Panel with questionable powers and resources to deliver effective scrutiny and support to the PCC.

Cheshire sadly has been through some well publicised challenges around the suspension and subsequent tribunal hearing for the former Chief Constable. The Police and Crime Panel invested considerable time, effort and resources in ensuring effective scrutiny in the role of the PCC and his Office (OPCC) in Cheshire throughout the process of the Chief Constables

suspension, investigation and subsequent tribunal. The Cheshire Panel note that the Police Reform and Social Responsibility Act 2011 details several statutory functions, which are aimed at providing checks and balances. Section 28(6) of the Act requires the Panel to 'review or 'scrutinise' the PCC in the exercise of his/her statutory functions including, for example, the dismissal of a Chief Constable. However, the PCC is not bound by the Panel's decisions. Rather, the legislation states simply that PCCs 'must have regard for' the reports of the Panel. Consequently, the Panel relies solely on its powers of persuasion, which is insufficient for its scrutiny role. Section 28(2) of the Act requires Panels to be supportive of their PCCs in the effective exercise of their functions.

The Cheshire Panel supported by the lead local authority (Cheshire East) produced a comprehensive report into the conduct of the PCC and OPCC making recommendations and highlighting lessons learned. The level of legal support required to work with members of the Panel in the formulation of the report placed pressures on the host authority. The annual grant received from the Home Office in no way covered the cost of the Officer time expended in undertaking research and drafting the report. The subsequent report was forwarded to the Home Secretary, the College of Policing and HMICFRSs.

The above case had a significant impact on the wellbeing of many individuals in Cheshire Police. The Cheshire Panel remain of the view that if the Panel were mandated to have been actively involved as a critical friend with the case at a far earlier stage, many of the highly negative outcomes and very significant financial cost could have been avoided. This could and should have been the case, but would require a change in legislation and guidance to PCPs.

The Cheshire Panel have a public responsibility to scrutinise the Commissioner which is clearly not understood by all in our communities. As such we seek to establish a far broader understanding with our communities and stakeholders. The Panel is seeking to raise its profile through social media, inclusion in the PCC Annual Report and fostering already excellent working relationships with the media. Our aim in doing this is to propagate a broader understanding with our communities of the role of the PCP as a partner in making Cheshire safer. Much more needs to be done at a national level to articulate the importance of PCPs roles.

The Cheshire Panel support the highly credible report findings into the need for clarity in the role of PCP. This was identified as a major issue in the Report of the Committee on Standards in Public Life ("Tone from the Top", 2015), which drew attention to the debate about the meanings of scrutiny and accountability. The fact remains that the current legislation and guidance perpetuate the belief that many PCCs can argue that they are accountable only to the public and not to PCPs, the final arbiter being the ballot box.

We are actively seeking to work with the Cheshire Commissioner to share his future programme of work with Cheshire Panel members. We believe much friction could be avoided in this way. We recommend a formal requirement placed on PCCs to publish their planning programmes so that members should be engaged at a far earlier stage.

The issue of inadequate funding in Cheshire has long been acknowledged as an issue. Home Office calculations are based on the original expectation that the Panels would require a single full-time scrutiny officer, and that they would meet only four times a year. It is now clear that the current funding does not reflect the workload of the Cheshire Panel. We have met at least eight times a year including informal meetings with the PCC and Chief Constable and training days. Such is the commitment in Cheshire, the Chairman and

Independent Members also attend scrutiny and Cheshire police management meetings, between the Commissioner and the Chief Constable and senior officers. The Cheshire Panel has out of necessity been subsidised informally by its host Authority to help with legal, finance and HR advice, as well as policy and administrative support. In the long term the current funding levels are insufficient for our growing and essential workload. The necessary and ongoing proactive scrutiny and support by the Cheshire Panel into the activities of their commissioner, is almost certainly unsustainable under the current funding arrangements.

The 2011 Act requires that the Cheshire Panel's membership must broadly reflect the geographical and political make up across the police force area. This can result in the majority of Panel members having the same political affiliation as the PCC they are scrutinising. Whilst the Cheshire Panel are committed to be apolitical the legislation needs amending to ensure a balance of experience and expertise of Independent members and political affiliations.

The Cheshire Panel are of the view that members would benefit from training similar to that provided through a national pack including an interactive CD which OFSTED provides to all school governors. Alternatively an eLearning induction module which could be produced by the LGA where members could engage and improve knowledge and awareness of their role as a members tasked to effectively give oversight and scrutiny of policing. It is essential for Panel members to understand the landscape of policing and the criminal justice system in order to be effective in holding the PCC to account.

### **Review the Governance Model to include Fire and Rescue services**

Cheshire Police and Fire and Rescue Services have co-located their HQ and share the majority of back office staff. The Fire and Rescue Service still retain a large location which was their previous HQ. Whilst their integration thus far is encouraging much more needs to be done in relation to the sale of capital assets and shared accommodation which could lead to far more capital returns and significant revenue savings. Cheshire Fire and Rescue Service have been at the cutting edge of prevention and demand reduction and at the forefront of developing the now national approach to Safe and Well visits. Whilst this is the case we can find little evidence of cross fertilisation between Police and Fire on the issue of community safety. We believe much could be learned and gained from adopting a joint approach to early intervention of vulnerable people and interagency risk reduction as highlighted in Policing Vision 2020. As a first step this could be achieved by more cohesive working between PCSOs and fire crews broadening the concept of Safe and Well visits to include matters around security and crime prevention thus greatly reducing the re-assurance gap and fear of crime which can be totally disproportionate. We would go so far as to suggest that under a new governance model instead of producing separate Police and Crime Plan and Integrated Risk Management Plan (FRS) that one plan "Community Risk Reduction Plan" could be produced which the Police Fire and Crime Commissioner would be responsible for overseeing the delivery. We are aware of the Fire Brigades Union opposition to further mergers or joint working and as a panel we understand the need for FRS to maintain the confidence in the community. We actually believe a more cohesive approach to demand reduction and planning would have great benefits, clearly defining the separate roles of the services, while aiding a public understanding of the benefits of collaboration.

### **Conclusion**

Our view is a full review of the current model is required, so that the powers of panels acting as an important element in having oversight of and developing effective policing through

scrutinising the PCC, can be properly assessed. This ultimately requires fresh legislation and an amended governance model. As stated earlier Commissioners can express their final arbiter is the ballot box. Given the low level of turn out of the PCC elections the democratic legitimacy amongst the elected members of the Panel is greater than that of the PCC. The conflict between the PCC scrutinising the Chief Constable and the PCP scrutinise the PCC does draw confusion. We would propose that the new model of PFCC has oversight and performance manages the delivery of a joint agency Community Risk Reduction Plan. The Police and Crime Panel would then hold the Commissioner to account and scrutinise them using existing dashboard or traffic lighting tools which could be transparent and accessed on the Panel's webpage.

The democratic accountability of the PFCC must not negate oversight of those who hold public office. The Cheshire community needs to have confidence in the Cheshire Panel's role to scrutinise and assess the Commissioner's performance and they need to know the Commissioner can be called to account with effective scrutiny and appropriate checks and balances, which do not currently exist. The Cheshire Panel were the first in the England and Wales to hold a virtual meeting with the Commissioner very shortly after the Coroner virus Act 2020 was published. The panel produced key lines of enquiry specifically around COVID-19 and sought clarity around the policing strategy during the lockdown period. We have had three virtual meeting to date with a further scrutiny meeting scheduled in September.

Accountability needs to be assessed and published between elections by demonstrable compliance with standards of conduct, propriety and performance. It should be tested and verified by the Cheshire's Panel's independent scrutiny, with failure addressed with appropriate and timely sanctions.

In Cheshire the Panel seeks to develop new arrangements. These consistently look to adopt new relationships and ways of working, with relatively little guidance and support from central Government. We empathise with the Cheshire PCC and indeed wish to support and assist in the challenges of balancing the development of the Police and Crime Plans and the publics perception of crime and their aspirations. Not an easy task!

The Cheshire Panel commit and endeavour to develop ways of working and improve relationships that makes Cheshire safer and its Policing more effective and efficient. We believe the time is right for a critical review of current legislation with revisions and amendments to remove ambiguity and develop a more cohesive approach to oversight and the delivery of safer communities. The legislation which created PCPs was, arguably, deliberately opaque. This has led to confusion in the perception and delivery of their role. We believe in the need to consistently work with the PCC as a critical colleague. Without reform this could continue to lead to a void in which both panels and PCCs interpretation of their respective roles will include varying perceptions of support and scrutiny.

**Evan Morris MBE**

**Chairman Cheshire Police and Crime Panel**

**Vice Chair National Association of Police Fire and Crime Panels**





# Cheshire Police and Crime Panel

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**Date of meeting: 27 November 2020**

**Report of: Evan Morris MBE, Chairman**

**Subject: Memorandum of Understanding between the Cheshire Police and Crime Commissioner and the Police and Crime Panel**

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## Introduction

Recent dialogue between the Chairman, Deputy Chairman and the Commissioner and his staff indicate that there was a willingness on both sides to develop a Memorandum of Understanding (MOU). This is very much in keeping with national best practice as highlighted by the LGA which states "Where good relationships and effective working exist between a PCP and Commissioners, they will invariably have agreed a joint MOU which goes beyond the Policing Protocol 2011."

## Background

The rescheduled elections for Police and Crime Commissioners will take place in May 2021, it is therefore timely to consider developing such an understanding in order to set out the Panel's future effective working relationship with a newly elected Commissioner.

In order to undertake this work, the Panel seeks to establish a proportionate Task and Finish Group. This Group will be supported by Officers from the host Authority and be tasked to come back to the Panel's meeting in March 2021 with recommendations for the Panel to consider, in advance of discussions with the newly elected Police and Crime Commissioner.

The Task and Finish Group will be empowered to hold discussions with the current Police and Crime Commissioner and his staff to discuss, in general terms, what issues could usefully be included in a MOU. However, it is recognised that the adoption of any MOU would have to wait until after the elections in May 2021 and formal discussions with a newly elected Commissioner.

## Recommended

**That the Panel acknowledge the benefit of an MOU and agree to establish a 5-person, proportionate Task and Finish Group to undertake this work, reporting back to the Panel in March 2021.**

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## MINUTES OF THE SCRUTINY BOARD HELD ON 08 JULY 2020 MEETING HELD VIA SKYPE VIDEOCONFERENCE CALL

*Present:* D Keane, Police & Crime Commissioner  
D Martland, Chief Constable

Office of the Police & Crime Commissioner

P Astley, Chief of Staff  
C Jones, Programme Manager  
M Walton, Senior Governance & Performance Officer  
C Tozer, Senior Communications Officer  
J Park, Operational Support Officer

Cheshire Constabulary

J Cooke, Deputy Chief Constable  
J Sims, Assistant Chief Constable  
M Burton, Assistant Chief Constable  
J Gill, Assistant Chief Officer  
P Woods, Head of Planning & Performance

Two members of the public were present to observe the meeting.

### 1. MINUTES OF THE 13 MAY 2020 SCRUTINY BOARD

1.1 The minutes of the meeting on 13 May 2020 were noted and approved.

### 2. POLICE & CRIME PLAN THEMATIC: A POLICE SERVICE CONNECTED WITH COMMUNITIES

2.1 The Chief Constable provided a thematic report including the Police and Crime Plan commitments underpinning the approach to the community policing model in Cheshire. The Chief Constable discussed ongoing work, the developments for the future and also what is in progress with delivery anticipated by the end of July.

2.2 The Chief Constable explained there are 122 communities with an aligned PCSO which was delivered and in operation with the approach of PCSOs with specific responsibilities as part of the community policing model work on priorities of visibility, engaging with communities and road safety. The Chief Constable explained how pleased and proud of the approach that the Constabulary has taken to virtual surgeries, calling on vulnerable people whilst maintaining visibility throughout COVID. The Chief Constable explained that the increase in officer numbers following the precept increase of last year had provided sufficient resilience to deliver the commissioner's budget priority of a named police officer to each of the 122 communities. The Chief Constable confirmed that the Constabulary has identified 122 officers and the vast majority will be aligned to communities by August.

2.3 The Chief Constable explained there remains a dedicated problem solving team in each of the four local authority areas which continues to respond to issues relevant to that area, the team would work with the 122 community police officers and PCSO's to deliver a problem-solving capacity. The Chief Constable highlighted how successful such teams have been, including examples of safeguarding some incredibly vulnerable people within our local communities. The Constabulary was recently nominated for the Tilly award and subsequently won the national award, creating an opportunity to present at the Goldstein award, a global event, once current restrictions allow.

- 2.4 The Chief Constable applauded the Special Constabulary for the ongoing work it has done over the previous months and acknowledged the contribution to support the Constabulary with over 6000 hours committed to policing. It was noted that the Special Constabulary continues to support the community policing approach in addition to various policing operations.
- 2.5 The Commissioner explained his pride in relation to the efforts of the Constabulary to ensure it is connected with local communities throughout Cheshire and the relationship developed between Cheshire residents and officers/staff that remains supportive, for example the Constabulary reaching out to communities for support and intelligence as well the commitment to the four E's approach, with enforcement only used as a last resort. The Commissioner applauded the efforts of the Constabulary in ensuring that all of the 122 communities continue to have a dedicated PCSO aligned to increase visibility and engagement with local residents. The Commissioner sought assurance in relation to the current establishment for PCSOs against the budgeted establishment of 200, recognising that there are 122 PCSOs aligned to communities, but whether the additional 78 and in place to provide resilience where necessary.
- 2.6 The Chief Constable reassured the Commissioner that recruitment of PCSOs remains ongoing and in addition to the recruitment campaign for police officers. The ongoing recruitment of PCSOs will not only ensure the achievement of the budgeted establishment, but also to ensure the Constabulary continues to achieve the commitment of a named faced PCSO aligned to each of the 122 communities throughout Cheshire.
- 2.7 The Commissioner explained that the Cheshire public pay for the full complement of 200 PCSOs as per the budget agreed in January. As such, the Commissioner requested an update within the HR report presented at the Scrutiny Board in August in relation to the current number of police officers, police staff and PCSOs compared to the budgeted establishments. The Commissioner recognised that there will be fluctuations throughout the year, but requested clear plans for attrition and hand-over periods. The Commissioner stated that he expected the Constabulary's recruitment plans to anticipate people leaving throughout the year and to mitigate this by ensuring sufficient recruitment programmes throughout the year to ensure the budgeted money is spent where it is required.

### **ACTIONS:**

2020/07: The HR report presented at the Scrutiny Board in August to provide an update in relation to the current number of police officers, police staff and PCSOs compared to the budgeted establishments.

- 2.8 The Chief Constable offered some reassurance to the Commissioner in that there are currently 185 PCSOs within Cheshire, just under the establishment. The Chief Constable confirmed ongoing recruitment of PCSOs over the coming months to ensure resilience for issues such as abstraction, sickness, illness, maternity leave, etc. The Commissioner thanked the Chief Constable for the reassurance, particularly given the large number of PCSOs who have left to become a police officer during the ongoing recruitment within Cheshire. The Commissioner urged the Chief Constable to ensure such efforts are maintained to ensure the Constabulary reaches the budgeted establishment of PCSOs as soon as possible.
- 2.9 The Commissioner noted the noticeable drop in the number of surgeries and social media posts throughout the COVID period, although the Commissioner recognised that this is to be expected where surgeries can't physically be held due to various locations being closed throughout the COVID period. The Commissioner did, however, recognise that some PCSOs have continued to host surgeries online or at alternative locations, including open air areas. The Commissioner enquired whether such best practice could have been replicated throughout Cheshire.
- 2.10 The Chief Constable reassured the Commissioner and explained that it was made clear right from the outset of lockdown back in March, that there remains an expectation that PCSOs would continue to be visible in local communities. The Chief Constable explained how impressed he was with the innovative and imaginative work completed by PCSOs to continue to be visible, address road safety concerns and conducting either virtual surgeries

or appointment only surgeries at police stations, maintaining social distancing.

- 2.11 The Commissioner noted the decrease in the number of surgeries based upon the data presented within the thematic report and urged the Constabulary to replicated such best practice to ensure ongoing engagement with local residents. The Commissioner sought assurance from the Chief Constable that there is a plan in place to replicate best practice across all LPUs, including virtual surgeries, to ensure ongoing engagement with local communities, offering reassurance and receiving intelligence. The Commissioner stated that he would hope data presented at the next substantial meeting would indicate an increase in the number of PCSO surgeries completed.

**ACTIONS:**

2020/08: Chief Constable to confirm the number of PCSO surgeries and social media posts at the next substantial Scrutiny Board meeting.

- 2.12 The Chief Constable explained that as part of the Community Policing model, there is a communication strategy being developed which will include the use of social media in addition to PCSO surgeries. The Chief Constable confirmed the Constabulary will continue to be creative to ensure additional opportunities for all communities to access PCSOs and a dedicated community police officer.
- 2.13 The Commissioner thanked the Chief Constable and explained that he continues to follow the 122 community Twitter accounts that demonstrate numerous examples of our PCSOs going more than the extra mile to check in with local residents and to give that visible support of policing, particularly to those who are isolated at home. The social distance visits and the visibility of our PCSOs and neighbourhood officers has been absolutely exceptional. The Commissioner reiterated that the 122 Community Policing model will not only ensure the 'community bobby' is back, but we'll also retain a dedicated, local, named, faced PCSO in each of the 122 communities with a local base in the community. The Commissioner stated this is what policing should be about and that he is committed to ensure this will continue to be the case in Cheshire in the future.
- 2.14 The Commissioner wished to highlight the success of the Constabulary in winning the Tilly award for problem solving in Macclesfield LPU. The introduction of problem solving teams (consisting of sergeant, four police officers and a PCSO) as part of the budget last year has clearly had an impact within local communities but the Commissioner enquired how the local problem solving teams and the dedicated police officer and PCSO per community will work together and what we can we expect to see from that increased problem solving ability.
- 2.15 The Chief Constable explained that problem solving teams should be getting ahead of crime rather than just responding to it, but the key focus is increased visibility and engagement to ensure the Constabulary is connecting with communities. It was noted that some of our communities are far more likely to speak to PCSOs because they're there all the time, visible and known within the community and that is the expectation for police officers who will be aligned to the 122 communities. The Chief Constable reiterated the key focus is on school engagement and for PCSOs to know who the vulnerable people are and where such vulnerability exists within communities.
- 2.16 The Chief Constable stressed, however, that it's not just about visibility and engagement, but whether this can support efforts in relation to serious organised crime, gathering intelligence, knowing the criminal elements that are within that particular community and feeding such information and intelligence into the work of the LPU. A big part of this approach is getting in early, preventing it before it happens, not just crime, but criminality that engages with young people and to divert them from offending. The Chief Constable explained that they won't work in isolation and they have 122 Police Officers and 122 PCSOs to support if they have a particular issue. There is the flexibility to draw for a limited time period, additional resources within the area, within the LPU or across the force. There are numerous examples of outcomes of the Serious and Organised Crime work that has involved the support of the

community police officers, PCSOs and members of the Special Constabulary.

- 2.17 The Commissioner thanked the Chief Constable for the reassurance provided but requested additional information in relation to how the Constabulary is able to measure prevention and how the Constabulary collaborates on a local basis with local authorities, with the Fire Service, with other partners to support vulnerability and preventing offending.
- 2.18 The Chief Constable explained the work being undertaken in relation to problem solving and joint working which will be delivered and that the Chief Superintendent (Local Policing) has delivered seminars to community police officers and PCSOs with positive feedback and support. This remains an exciting opportunity for the Constabulary and for Cheshire residents.
- 2.19 The Commissioner explained that having a dedicated community police officer and PCSO per community is the envy of many police forces up and down the country. For Cheshire to have both in local communities to focus upon prevention, protecting the vulnerable, keeping residents safe in a dedicated fashion, where the public gain those relationships and know the name and face of their officer and PCSO, should be applauded. Local residents will know where the police base is located and the Commissioner urged the Constabulary to ensure over the coming months through communications that community police officers and PCSOs are back in touch with local communities. The Commissioner wished to ensure the consistency of the term 'communities' as opposed to 'neighbourhoods', particularly in relation to branding, recognition and one style of policing as we move forward.
- 2.20 The Chief of Staff thanked both Assistant Chief Constable Sims and Chief Superintendent Dutton for the excellent work over previous months to get to the position that we are now in and where we are able to launch the next important phase of the project. The impact the work is having in local communities is incredibly significant and the Chief of Staff explained he was looking forward to working closely with the Constabulary over the next few months in order to convey the true nature and importance of this work to the public. This will ensure local residents gain a full understanding which itself will help to drive down the fear of crime and crime itself.

### **3. THEMATIC DEEP DIVE: POLICE OFFICER RECRUITMENT IMPLEMENTATION PLAN REVIEW**

- 3.1 The Chief Constable provided the report presented which explained the recruitment of police officers remains a key priority. With the precept uplift last year, the additional 43 officers increased the establishment to 2,046. The establishment will further increase due to the Police Uplift Programme with a target of an additional 90 officers by March 2021, increasing the targeted establishment to 2,136. The Chief Constable confirmed that the Constabulary had recruited 40 officers to date, with a further 50 officers to be recruited between now and March 2021.
- 3.2 The Chief Constable confirmed that there is a dedicated recruitment team within the HR Department specifically tasked with Police Constable recruitment to ensure recruitment targets are achieved. The Chief Constable discussed the additional challenges given the number of PCSOs who have applied to become a Police Constable both in Cheshire and neighbouring forces, with a large number of Special Constables also applying. The Chief Constable explained that there continues to be a high number of applications and the ongoing recruitment presents a real opportunity to increase inclusion and diversity to ensure the Constabulary represents the communities across Cheshire.
- 3.3 The Chief Constable explained that the process of IDPLD continues with 30 officers joining the Constabulary in the June intake, with a further intake scheduled in September. The new PCDA entry route introduced by the College of Policing involves a three year degree programme with recruits attending Chester University. The Chief Constable explained that this process is constrained to intakes in September and March each year to coincide with the academic year, but stressed that given the three year programme, it will be some time before the Constabulary will see the benefits of these recruits. The Chief Constable confirmed that the Constabulary continues to estimate attrition and the Constabulary will recruit additional officers throughout the year to compensate those leaving the Constabulary. As such, the Chief Constable confirmed that the

Constabulary aims to recruit 170 officers during the current financial year to ensure the targeted establishment to 2,136 officers is achieved.

- 3.4 The Deputy Chief Constable explained the challenges in relation to recruitment given the current restrictions linked to COVID-19 and the requirement to change recruitment processes. There continues to be real challenges in how the Constabulary reaches out to communities due to COVID-19, particularly as the Constabulary is unable to host recruitment days at Headquarters or offer the insight programme. For example, prior to COVID-19, the Constabulary hosted a recruitment day that was attended by 130 people interested in joining the organisation seeking information in relation to various roles and the application process. The Deputy Chief Constable explained that as a result, the Constabulary continues to utilise PCSO contacts within local communities across Cheshire to assist in targeted recruitment campaigns. In addition, the Deputy Chief Constable explained that the Constabulary has updated recruitment information on the website, both internally and externally, to highlight work in relation to positive action and to ensure this is clear. It was also reported that the Constabulary continues to link in with the national recruitment campaign and Cheshire is within the top five forces nationally for hits on the Constabulary website via the national campaign.
- 3.5 The Commissioner sought assurance in relation to ongoing recruitment and in particular, the use of the virtual assessment centres and that the quality of assessment and training remains high and was not sacrificing quality in any way given the pressures in relation to current recruitment and recruitment targets.
- 3.6 The Chief Constable explained that the search assessments currently completed online remain part of a national process that continue to be assessed by trained assessors and comply with College of Policing guidelines. The Chief Constable assured the Commissioner that the Constabulary continues to complete subsequent interviews with candidates via face-to-face that includes a structured interview and various role play scenarios. The Chief Constable advised that he is aware that some forces are not currently conducting interviews face-to-face. The Chief Constable also assured the Commissioner that the quality of candidates remains outstanding and the level of attrition during the initial training programme remains relatively low.
- 3.7 The Commissioner welcomed the assurance provided by the Chief Constable and stressed the importance of the recruitment processes. The Commissioner informed the Chief Constable that he intends to convene a special Scrutiny Board meeting in order to have a dedicated focus upon equality and diversity matters within policing, both in recruitment and in police interaction with the public. The Commissioner discussed the criticism the Constabulary received in 2016 due to the Constabulary having no black officers and being suspended from the best practice scheme of stop and search. Since then, with some focus and support, the Constabulary has been re-admitted to the best use of stop and search, there have been some efforts in relation to recruitment and the Constabulary has undertaken a journey to ensure the Constabulary is connected with our communities and is more representative of the communities it serves. The Commissioner however wanted to understand more deeply how we reach out to our harder to reach communities to establish trusting relationships which may, in the longer term, demonstrate real and natural interest in becoming police officers. The Commissioner requested relevant details of the 30 officers joining the Constabulary in the June 2020 intake to determine whether such recent efforts, as described by the deputy Chief Constable, had assisted the achievement of a more diverse workforce. This will also provide an opportunity to evaluate what has been achieved, to assess what the Constabulary currently does and to reach out and consider whether there are sufficiently meaningful plans in place to inspire fuller public confidence in the future.
- 3.8 The Chief Constable reiterated that the Constabulary continues to be proactive in reaching out to diverse communities and not just expecting members to apply as part of the recruitment process. The Chief Constable acknowledged the BAME representation across Cheshire is approximately 3% and although there has been an increase over recent years, the Chief Constable explained that it saddens him to say that the number of black officers within the Constabulary is currently five, 13 Asian officers and 22 mixed race officers. The Constabulary continues to make progress, but the Chief Constable acknowledged there remains a long way to go.

- 3.9 The Chief Constable explained that officers and staff continue to be the biggest assets of the organisation and as ambassadors, they continue to highlight the ongoing work across Cheshire and also the benefits of a career in policing. The Chief Constable stressed, however, that it remains a priority that once attracted into the organisation, the Constabulary needs to ensure that colleagues stay. To ensure the retention within the organisation, the approach must include providing a career structure, support and the knowledge that the organisation continues to be on a journey. The Chief Constable highlighted the active networks across the organisation that continue to work with the Senior Leadership Team. As an example, the Chief Constable discussed that following the collapse of Thomas Cook, the Constabulary hosted a careers fair for Thomas Cook employees with a total of 30 people subsequently joining the organisation in a variety of roles. The Chief Constable committed to hosting similar events in the future to support local communities. The Chief Constable explained that for him, success is not just hitting a target of 3% BAME representation, success is to have a workforce that is more diverse, inclusive and representative of all seven protected characteristics.
- 3.10 The Commissioner stressed the importance of a police service that is not only representative of the communities that it serves, but a police service that understands our communities, their concerns, issues and cultures. The Commissioner explained that following the efforts that have been described, it would be useful to scrutinise the intake of 30 officers for June and in particular, a breakdown of such officers to determine whether the current approach of the Constabulary has delivered the intended principles and desired results. This will then enable a discussion in relation to the approach of the Constabulary for future intakes. The Commissioner explained that without a breakdown of the June intake, the success of the current approach will be unknown and where exactly the Constabulary is on that journey.
- 3.11 The Chief Constable explained he didn't have the breakdown of the June intake to hand but this data would be available. The Chief Constable stated that although 60-70% of the current work force are police officers, there is a large number of police staff and the Constabulary has also adopted a positive approach to ensure a representative workforce.
- 3.12 The Commissioner thanked the Chief Constable for the update provided and stressed that he would like to see an action plan to ensure that Cheshire Constabulary continues towards being a service that understands, reflects and represents all of our communities.

**ACTIONS:**

2020/09: the Chief Constable is to report on the June intake of Police Constables that will include a breakdown of protected characteristics.

**4. 2020/2021 BUDGET PRIORITIES**

- 4.1 The Commissioner summarised the report presented by the Office of the Police & Crime Commissioner that detailed the six budget priorities agreed by the Commissioner and Chief Constable in January for the 2020/2021 financial year. The Commissioner explained that these were in support of delivering the Police and Crime Plan and were to be implemented from April. The Commissioner advised that as we approach the end of the first quarter of the year, he is keen to start to assess the delivery of the Constabulary on the main budget priorities for this year. The Commissioner explained that the report details the six key budget areas and his expectation that these are delivered throughout the year, particularly as funding is provided for the full 12 months of the year via public money.
- 4.2 The Commissioner discussed the first budget priority is to provide a named Police Constable for each of the 122 communities across Cheshire that will supplement the current PCSO per community and police base within each community. The Commissioner advised that he was satisfied with the progress to date, the update provided within the thematic report presented earlier in the meeting and subsequent update from the Chief Constable. The Commissioner explained that as per all six budget priorities, there will be a requirement for the Chief Constable to report on the delivery of progress at the August Scrutiny Board, with delivery flagged via a RAG rating to demonstrate progress throughout the year.



- 4.3 The Commissioner explained the second budget priority is an increased investment in the Force Control Centre (FCC) which was agreed as part of the budget following advice from the Constabulary that there was a need for greater resources in order to provide an enhanced service to the public who contact the Constabulary. The Commissioner discussed the associated issues in that an increase in investment should not only improve the timeliness of calls answered, but also the quality of service provided in terms of the recording of crime and the host of crime data integrity issues. The Commissioner stressed the importance of compliance, particularly in relation to crime data integrity to ensure the best service is provided to victims of crime and the best opportunity to access justice. The Commissioner confirmed that as part of the additional investment, CDI should remain a priority and regular audits must be completed to ensure ongoing compliance. The Commissioner reiterated the desire to provide the best possible service to the residents of Cheshire to ensure safer communities across Cheshire and that when crime is reported, it is properly recorded so it can be adequately investigated and dealt with through the criminal justice system.
- 4.4 The Commissioner highlighted the third budget priority is to improve and focus the occupational health service to serve all those within the Constabulary, including officers, staff and volunteers. The improved service will focus on physical, mental, financial and societal health and wellbeing but with a stronger focus on mental health and championing a caring and preventative approach. The Commissioner was clear that his priority was to ensure the best support for all officers and staff so that they can be their best in order to keep the public of Cheshire safe.
- 4.5 The Commissioner explained the fourth budget priority for investment in proactive operations to tackle areas such as county lines, serious organised crime and a collaborative approach beyond Cheshire Constabulary. The Commissioner explained that the defined investment in this area must ensure ongoing collaboration at all levels of policing, including partners at a local, regional and a national level.
- 4.6 The Commissioner explained the final two budget priorities that are linked to abuse. The Commissioner confirmed further support of Cheshire's integrated anti-stalking unit which was previously a collaborative trial and has subsequently been hailed as best practice nationally. There is a clear desire within Cheshire to continue to fund the unit and ensure ongoing collaboration with partner agencies to provide a service to not only manage the threat, harm and risks associated with the highest harm serial perpetrators, but also to ensure victims of stalking and harassment are safe. The Commissioner noted the potential increase on demand as some covid-19 restrictions are relaxed and the relevant partnership approach required.
- 4.7 The Commissioner confirmed the support of the Office of the Police & Crime Commissioner in developing ongoing action plans and a programme of delivery for each budget priority over the coming months to ensure the real delivery of budget priorities with appropriate scrutiny.

**ACTIONS:**

2020/10: Chief Constable to be report progress to Commissioner in order for the Commissioner to scrutinise on progress of the delivery of progress six budget priorities at the August Scrutiny Board.

- 4.8 The Commissioner sought assurance from the Chief Constable in relation to the related work around women's centres, domestic abuse and anti-stalking measures. The Commissioner noted an increasing number of police services nationally are recording these matters in a different way than they have been traditionally recorded. The Commissioner noted there had been an ongoing discussion leading up to the domestic abuse bill, supported by an increasing number of forces that record misogyny as a recorded hate crime, particularly where gender has been considered to be the aggravating factor in the offence committed. The Commissioner suggested that without this data being recorded, it will be very difficult to assess any changes and whether this should become a hate crime category. The Commissioner asked the Chief Constable whether misogyny is recorded as a hate crime within Cheshire and whether such recording could build an evidence base.

4.9 The Chief Constable explained this matter was discussed at National Police Chief Council about 12-18 months ago and the decision at the time was to not record as a hate crime. The Chief Constable assured the Commissioner that he will seek the current guidance from the National Police Chief's Council and current practices within forces nationally.

### **ACTIONS:**

2020/11: The Chief Constable to provide update on the recording of misogyny as a hate crime, current guidance from the NPCC and current practices across the country.

4.10 The Commissioner explained there is a clear approach that several forces are now taking to build that evidence base and it would appear that gender can be a relevant factor in crimes being committed. The Commissioner stated that he wished for a wider study of such an approach and in consideration of whether there may be legislative changes within the domestic abuse bill. With the support of the Office of the Police & Crime Commissioner, the Commissioner explained that such an evidence base and report may then be considered at a future Scrutiny Board meeting.

4.11 The Commissioner explained that he had recently received a number of contacts from police dog handlers explaining that retired police dogs have now been denied access to the Constabulary kennels for rest bite or for a holiday. The Commissioner explained that retired police dogs have protected officers and residents of Cheshire for a number of years and suggested that we wouldn't wish to break a promise that within our police dogs lifetime, we would honour to continue to support or kennel the dog in the event that the dog handler is away, for example on holiday. The Commissioner expressed his concerns with the apparent change in policy and stressed that such a decision was not a budget cut or an agreed decision to save money, with what appeared to be limited consultation undertaken.

4.12 The Chief Constable assured the Commissioner that neither he, nor the Constabulary, had made a decision to restrict retired police dogs access to our kennels. The Chief Constable confirmed that the Commissioner had previously made him aware of the matters raised and he was in the process of gaining a full understanding to clarify exactly what has happened. The Chief Constable explained that the police dogs are part of an alliance with North Wales which has a separate governance system, clarifying that the Constabulary has not made the decision and that the MOU as part of the alliance is vague.

4.13 The Chief Constable confirmed that work is being undertaken in relation to what has led to retired police dogs being refused access to the kennels. The Chief Constable committed to providing an update to the Commissioner as soon as possible.

4.14 The Commissioner explained that he understood that the kennelling of dogs was not an alliance issue as Cheshire and North Wales have separate responsibilities and approaches in relation to kennelling of dogs. The Commissioner stated that he did not draw any assurance from the response of the Chief Constable and that the welfare of dogs, operational or retired, remains important. The Commissioner explained that officers had been assured that there were separate arrangements for Cheshire and North Wales and that there had been a commitment that all dogs that retire, even pre Alliance, would be supported in recognition of the sacrifices that have been made. The Commissioner requested a formal report in relation to the matters raised and that clarification is provided, as a matter of urgency, to all dog handlers, active and retired with retired police dogs, who may have been denied access to the kennels.

### **ACTIONS:**

2020/12: The Chief Constable to provide a formal report in relation to the decision to deny retired police dogs access to the kennels.

4.15 The Chief Constable confirmed that he will establish exactly what has been decided and communicated with dog handlers, both current and those retired. The Chief Constable also committed to a review of all relationships involving retired police dogs, determining exactly what has happened and what decisions have been made. The Chief Constable explained

that he shared the Commissioner's concerns in relation to the welfare of all police dogs, both operational and retired. The Chief Constable stated that he will report back to the Commissioner and clarify the approach as soon as possible.

4.16 The Commissioner stated that he will continue to press on the matter until resolution, the as all police dogs deserve our respect and ongoing support. The Commissioner stated that if no decision had been made, he would hope that access to kennels would be made available to all retired police dogs immediately.

4.17 The Commissioner thanked colleagues and members of the public in attendance and closed part one of the meeting.

*Duration of meeting: Part One of the meeting commenced at 11.15 and finished at 13:05.*

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## **MINUTES OF THE SCRUTINY BOARD HELD ON 12 AUGUST 2020 MEETING HELD VIA SKYPE VIDEOCONFERENCE CALL**

*Present:* D Keane, Police & Crime Commissioner  
D Martland, Chief Constable

### Office of the Police & Crime Commissioner

C Hodgson, Head of Finance, Operations & Governance  
B McCrorie, Head of Policy & Partnerships  
M Walton, Senior Governance & Performance Officer  
D Ollier, Engagement & Policy Officer  
J Park, Operational Support Officer

### Cheshire Constabulary

J Cooke, Deputy Chief Constable  
J Sims, Assistant Chief Constable  
M Burton, Assistant Chief Constable  
P Woods, Head of Planning & Performance

Four members of the public were present to observe the meeting.

## **1. MINUTES OF THE 08 JULY 2020 SCRUTINY BOARD**

1.1 The minutes of the meeting on 08 July 2020 were noted and approved.

## **2. CHESHIRE CONSTABULARY ACTION PLAN: HUNTING**

2.1 The Commissioner acknowledged the work completed since the initial public scrutiny meeting, noting the quarterly report and acknowledging the progress made in relation to the Chief Constable's action plan in order that the Constabulary could police efficiently and effectively.

2.2 The Commissioner noted the RAG ratings were marked as complete which provides reassurance. The Commissioner also noted within the action plan the production of a voluntary Code of Conduct which both the pro-hunt and anti-hunt communities could adhere to and to ensure compliance with the law. The Commissioner explained there has been a tremendous amount of work that had been completed and enquired whether hunts had permitted to the observing of laying of trails. The Chief Constable confirmed this had been agreed at the end of the season and confirmed how valuable this was for the Constabulary and all parties.

2.3 The Commissioner noted the Code of Conduct was to provide confidence to everyone involved that the law was being followed and asked the Chief Constable to confirm whether all parties had now signed the voluntary Code of Conduct or if there was work still to be done. The Chief Constable confirmed whilst there an agreement in principle, some hunts have sought legal advice earlier this year and they would not formally sign. The Chief Constable confirmed whilst such hunts have not formally signed based on legal advice, the Constabulary has seen a marked change in attitude and approach towards the policing of the hunts and the relationship with the anti-hunt community. The Commissioner enquired whether there's any correlation in reported allegations or offences between those that have or haven't signed up to the voluntary Code of Conduct. The Chief Constable confirmed he will take this away from the meeting and will provide an update at a further meeting. The Commissioner acknowledged the voluntary Code of Conduct is not mandatory, but this would provide relevant advice and guidance and national best practice to ensure all parties behave appropriately and in accordance with the law. The Commissioner

expressed concerns that there are some that are not willing to sign a voluntary Code of Conduct that encourages people to behave legally.

## **ACTION:**

2020/13: The Chief Constable to provide a briefing in relation to any correlation in reported allegations or offences between hunts that have or haven't signed up the voluntary Code of Conduct.

2.4 The Commissioner explained that the engagement plan (prior to the hunting season) had previously improved relationships throughout the hunting season, with the Constabulary setting early expectations. The Commissioner sought assurance with regard to the engagement plan in advance of the 2020/2021 season and that the good progress made to date would not be lost. The Chief Constable confirmed the Constabulary would adopt the same approach this year although there remains some uncertainty of what hunting will look like due to COVID but there was an assumption that hunting will commence at the back end of the autumn.

2.5 The Commissioner confirmed that some relationships and understandings appear to have improved and hoped that this has led to a more efficient and effective police service. The Chief Constable agreed it had and that it wasn't the same level of intensity last year compared to previous years and that this was testament to all individuals involved in building relationships and continuing the operational order and approach learnt from previous years. The Chief Constable confirmed there will be pre-season meetings prior to the season to discuss the protocol once again in anticipation of assurance and agreement. The Chief Constable confirmed he would provide the Commissioner with the Constabulary's approach for the forthcoming season.

## **ACTIONS:**

2020/14: The Chief Constable to provide an engagement plan for the 2020/2021 hunting season.

2020/15: The Chief Constable to provide a briefing in relation to the approach of the Constabulary for the 2020/2021 hunting season.

2.6 The Commissioner thanked the Chief Constable and the dedicated teams for the ongoing work and stated he welcomed a briefing ahead of the new season.

## **3. 2020/21 BUDGET PRIORITY DEVELOPMENTS: SIX IMPLEMENTATION PLANS**

3.1 The Commissioner summarised the budget for the current financial year, explaining there are six clear budget priority developments in addition to the much wider realm of work in policing. The Commissioner noted progression in relation to the six key areas and that the OPCC continues to monitor the progress of delivery.

3.2 The Commissioner noted the dedicated, named, faced Police Officer for every community in Cheshire is underway and noted progress. The Commissioner confirmed the Chief Constable had previously offered reassurance in relation to the dedicated Police Officer in each of the 122 communities by ensuring the new role profiles and utilising last years increased precept establishment. The Commissioner applauded the ongoing work, with a clear commitment to ensure delivery, despite the constraints of COVID. The Commissioner noted that of the 122 communities, all now have a named Police Officer, although two officers will remain in specialist roles until September. The Commissioner explained this is a huge achievement, but enquired how the two officers who will be ending their specialised secondment in September will be supported to ensure a relevant handover and engage with their community at the earliest opportunity.

3.3 The Chief Constable confirmed the Constabulary had established a special operation response team to deal specifically the incidents in relation to COVID-19. The team has continued to offer assistance over the summer period and two of the successful candidates will be released during the first two weeks in September. Both officers are experienced and have previous knowledge of local policing, enabling them to commence their role as soon as they are released. The Chief Constable confirmed that by mid-September, Cheshire will have a

dedicated community Police Officer in every one of the 122 Police communities across Cheshire. The Commissioner thanked the Chief Constable and the whole team for the work completed and the impact this will have in communities across Cheshire to have a dedicated Police Officer and PCSO, both of whom will provide visibility and support in our local communities from local community bases.

- 3.4 The Commissioner explained there continued to be discussions with partners about the focus on people and place, particularly the fire service and ambulance in relation to the blue light approach, but also wider about how our public services family can support our communities building on a person-centred, place-based approach. The Commissioner thanked the Chief Constable and his team for the delivery to date. The Commissioner confirmed it has been noted beyond Cheshire and he continues to receive regular contacts from other Commissioners as to how Cheshire is able to deliver this model, but with the support of our local communities and the full support of the Constabulary, this does look to be a model that other forces are aspiring to replicate. The Commissioner expressed his great pride in such a team achievement.
- 3.5 The Commissioner explained the second budget priority is an increased investment in the Force Control Centre (FCC) and noted the Chief Constable was keen to make sure the Force Control Centre is able to deliver the best possible service, including an improved service for callers to 999 or 101, given the increased demand and average waiting times. The Commissioner had approved an increase in the establishment by 11 posts in the budget for this year. Recruitment continues but due to attrition, the Constabulary had planned additional recruitment for both August and September. The Commissioner sought reassurance from the Chief Constable that the Constabulary would be able to maintain the establishment throughout the year.
- 3.6 The Chief Constable assured the Commissioner that the Constabulary would maintain the establishment throughout the year, despite the level of attrition linked to both PC and PCSO recruitment. The Chief Constable explained the Constabulary has an overview of attrition and he is confident the Constabulary will maintain additional 11 posts for the foreseeable future. The Commissioner acknowledged the ongoing challenges within the FCC, noting that call operators work long shifts and are the front line of policing, dealing with the very difficult and often horrific calls and reports that come into 101 and 999. The Commissioner thanked all the Police Staff and Officers in this department and recognised the part they continue to play in making our services work and more importantly, offering reassurance to people calling in seeking help.
- 3.7 The Commissioner sought assurance from the Chief Constable in relation to welfare provisions available to support staff and new recruits to the FCC, particularly through the COVID pandemic but also the impacts of COVID beyond the daily stressful job they do on a daily basis. The Chief Constable confirmed the Constabulary has worked on hygiene factors, spacing, hand gels, wipes ect. to ensure such staff have the relevant support as they are the 24/7. The Chief Constable explained the Constabulary continues to work closely with Unison along with monthly meetings that ACC Sims chairs to support and recognise the work being done. The Chief Constable reassured the Commissioner that support staff who deal with traumatic incidents are also included in the debriefs and provided the opportunity for support and counselling following the Commissioner's additional investments over the previous twelve months into the Occupation Health Unit (OHU). As a result, counselling support, psychological support and the usual physical support is available via OHU and he is acutely aware that they are very much the front and centre of operational policing. It is right that they receive the best available help and support.
- 3.8 The Commissioner discussed with the current mapping to ensure the 11 additional posts are delivered and also the future progress report to determine whether this additional resource has improved the service, will there be a quantitative difference or are we expecting a qualitative difference or perhaps expecting both. The Chief Constable confirmed they will be looking at both as the FCC has been under resourced for some time given the increasing demands. Although the number of 101 calls have decreased slightly over the previous twelve months, the

number of 999 calls have increased and where they have, the demand within the OMU which records all crimes across the Constabulary has also increased. The Chief Constable reassured the Commissioner that staff will be in place, the establishment will be maintained and confirmed 101 and 999 performance will be monitored. The Chief Constable explained that the Constabulary are up in the upper 90s in relation to answering the 999 calls within 10 seconds and with the response cycle within twenty minutes, which is all captured within the general KPIs within the FCC, the first point of contact and making sure they are recorded appropriately through quantitative and qualitative performance improvements.

- 3.9 The Commissioner discussed the improvements in technology, with Single Online Home providing several functions for those able to use IT systems to contact the Constabulary, although confirmed that 101 will be retained for those who need to contact the Constabulary via telephone. The Chief Constable confirmed when a member of public calls 101, they will now hear his voice with a range of different routes into the organisation and the Constabulary now has the function within Single Online Home to utilise text messaging. The Chief Constable confirmed they continue to explore technology and the various aspects of contact management, exploiting all technology available given the increase in mobile phone usage, but ensuring 999 calls remain a priority, particularly with demand increasing over the previous years. The Commissioner highlighted he will continue to encourage people to contact the Constabulary via such technology for those who are able, but stressed that we must retain traditional telephone and face to face methods for those unable to use such technology.
- 3.10 The Commissioner stressed the importance of an inclusive service, highlighting the clear need for strong provision for people with impairments or disabilities to be able to contact the Constabulary. The Commissioner explained that he wished to ensure that the service was accessible and inclusive to all and asked the Chief Constable to ensure such consideration will be in the forefront of his and the team's mind in the review of the contact management strategies. The Deputy Chief Constable confirmed they are passionate about protecting vulnerable people and they're often the people who need us the most and are not able to contact us by digital methods. The Deputy Chief Constable confirmed the Constabulary continues to investigate how demand flows into the system and making sure that the Constabulary is an accessible services to all of our communities, including the most vulnerable. The Commissioner agreed that the first point of contact with policing is absolutely essential, particularly in an emergency to ensure equality of access, if not priority of access for those that are vulnerable. The Commissioner explained he would like to be more involved and work with the Deputy Chief Constable, have a deep dive at a private briefing to help assure our public at a later stage that those aspects are covered. The Commissioner explained his desire that, given the leadership role of the Deputy Chief Constable, Cheshire be the best police service in the country for equality of access issues, and the subsequent quality of service.

**ACTIONS:**

2020/16: The Deputy Chief Constable to provide a briefing in relation to inclusion and diversity with regards to supporting public contact and accessibility.

- 3.11 The Commissioner explained the third budget priority is to improve and focus the occupational health service to serve all those within the Constabulary, including officers, staff and volunteers, whilst looking forward to the journey of revising the Occupational Health Service offer. The Commissioner discussed the focus in relation to prevention, mental health provision by early support, increased use of counselling services and also looking at social, financial and physical health. The Commissioner confirmed that delivery was on track and he wished to look at the business cases for the best provision of health and wellbeing services future, recognising the investment that may be required but balancing this against a service that could make officers, staff and volunteers the best they could be to serve the residents of Cheshire. The Commissioner recognised that better investment could have a positive impact on health and wellbeing and could reduce illness and absence, resulting in a more efficient and effective police service.
- 3.12 The Commissioner explained the fourth budget priority for investment in proactive operations to tackle areas such as county lines, serious organised crime with a collaborative approach.



The Commissioner congratulated policing on some excellent outcomes over the last few months in terms of protecting communities against serious organised crime and felt the reassurance of the Constabulary's commitment to keep people safe. The Commissioner praised the Chief Constable on assets seized under the Proceeds of Crime Act that has been reinvested directly into the communities in an attempt to reverse some of the harm that criminals have inflicted on such communities. The Commissioner recognised the investment this year and plans to work towards further investment next year, in particular to build on the work of the serious organised crime unit in disrupting criminality that use our road and motorway networks and how we can invest to be even stronger in the fight against crime.

- 3.13 The Commissioner explained the fifth budget priority for Cheshire's integrated anti-stalking unit which was initially a national trial that Cheshire was involved in and continue to maintain on a local basis. The decision to continue was based upon the delivery of the integrated anti-stalking unit, development into a Threat Management Unit and prevention of some serious crimes. The Commissioner confirmed that ongoing partnerships are essential and making good progress, but offered his support where necessary, suggesting he and the Chief Constable continue to discuss with partner agencies where things aren't working quickly enough, reiterating our joint commitment at the highest level to influence and ensure the success of the integrated anti-stalking unit. ACC Burton provided a brief update and summary of future plans and services. The Commissioner thanked ACC Burton for the update provided and confirmed the preventative approach is the right way to go to manage the threat of individuals involved in stalking and harassment, with the intervention to prevent offenders going from victim to victim and working in partnership to support victims.
- 3.14 The Commissioner explained the final budget priority for further support for Cheshire's Women's centres to support survivors of domestic abuse, interconnected with priority five. The Commissioner confirmed the work completed by the Constabulary and partners has been exceptional and he is pleased to lead on some of that work with the Chief Constable, highlighting the successful bid to secure over £300,000 of national money for Cheshire with additional funding awarded locally via the Commissioner's Safer Communities Fund using money seized under the Proceeds of Crime Act (POCA). The Commissioner reiterated the work completed to date, from a position of limited women's centre provision in Cheshire last year, to now being able to deliver this in every local authority area, noting this isn't merely a policing issue, it's a much wider public services and societal issue. The Commissioner praised the support from Cheshire Fire and Rescue Service with its leadership on these issues of domestic abuse and standing alongside our campaigns on a multi-agency approach.
- 3.15 The Commissioner explained the work in relation to offering a referral mechanism to women within custody or preventing women going into custody by utilising women's centres is already making a difference. The Commissioner explained how essential it is that Police Officers are trained in domestic abuse matters as should Police Staff in relevant posts where they're dealing with calls coming in to give a full understanding to help make our services better. The Commissioner sought assurance from the Chief Constable that they are on track to re-establish Domestic Abuse training from autumn onwards, as it is recognised many officers have already had the training but will be a continual process going forwards. The Chief Constable confirmed this is a priority for the Constabulary, especially during COVID as a lot of resource went into such training and the importance to ensure every frontline officer has online training and when able to do so, the traditional classroom approach.
- 3.16 The Commissioner thanked the Chief Constable for the progress to date and the reassurance provided.

#### **4. POLICE & CRIME PLAN: PERFORMANCE**

- 4.1 The Commissioner noted the percentage of the public who agreed Cheshire Police are dealing with Anti-Social Behaviour (ASB) issues effectively in the area has decreased slightly, particularly over the previous months. The Commissioner acknowledged that with the additional investment via a dedicated Police Officer in each local community, there will be a greater focus on dealing with ASB, particularly in collaboration with partner agencies to ensure activities and measures are in place. The Commissioner noted the connection could be linked to COVID but unsure if there is any other statistical reason for the decrease in recent months. The Chief Constable confirmed there was only three categories of change when COVID started, a 40% reduction in overall crime but an increase in domestic abuse and a spike in ASB. The Chief Constable explained that during the lockdown period, people not adhering to guidelines was categorised as ASB which caused the spike in ASB. The Chief Constable explained from September onwards, the Constabulary hopes to see a reduction in ASB.
- 4.2 The Commissioner explained with following COVID restrictions, he hopes that there will be a real increase in visibility and engagement within local communities, with the local dedicated community PC and PCSO using a problem solving approach to reduce ASB within local communities. The Commissioner highlighted the funding that will be launched in the autumn for the local PC and PCSO to work with partners to deliver problem solving initiatives. The Commissioner acknowledged that ASB is not always related to young people and that within the problem solving approach for each community, there is the dedicated problem solving teams aligned to each local authority area that can assist. The Chief Constable explained that prevention and stopping such issues escalating is a priority for the Constabulary and is part of the responsibility of the local PC and PCSO within the local policing model.
- 4.3 The Commissioner noted the current performance data in relation to stop and search and hate crime, explaining that there is ongoing analysis of such data and a scrutiny board will be convened in the near future to ensure deeper and dedicated scrutiny on these matters.
- 4.4 The Commissioner noted the substantial decrease in the overall number of missing and absent children, as well as the reduction in juvenile overnight detentions, seeking assurance from the Chief Constable that this is not due to a change in recording. The Chief Constable confirmed that with regard to juvenile overnight detentions, there has been a desire that unless absolutely necessary, the Constabulary would not detain a juvenile overnight. The Chief Constable explained that missing from home data continues to be scrutinised on a daily basis and confirmed they have seen a reduction over the previous months which is largely attributed to the COVID-19 lockdown. The Chief Constable explained, however, that he is acutely aware that young people, particularly those in care, are incredibly vulnerable to abuse and exploitation. The Chief Constable confirmed Police Officers and PCSOs continue to work with partners and are engaging with care homes and children's homes in relation to welfare. The Commissioner thanked the Chief Constable for the reassurance provided and applauded the Youth Justice Services in Cheshire, particularly in relation to the appropriate adult schemes in custody and their part in keeping young people safe.
- 4.5 The Commissioner noted the future planning and approach to road safety, confirming future meetings with departments and partners on strategies and budget matters in the near future. The Commissioner welcomed the decrease in the number of killed and seriously injured collisions within Cheshire and applauded the ongoing Fatal 5 campaign in collaboration with Cheshire Fire & Rescue Service and NW Ambulance Service. The Commissioner explained that local speed enforcement via PCSOs within local communities must continue and that in addition to the Fatal 5 campaign and further education, it is hoped there can be a culture change with regard to speeding across Cheshire.
- 4.6 The Commissioner discussed the concept of average speed in Cheshire and the impact such technology can have, citing the Cat 'n' Fiddle road as an example. The ANPR system in Cheshire also continues to be a valuable tool in response to travelling criminality. The Commissioner acknowledged that the Constabulary's Road Safety Strategy is up for review and the Commissioner wished to discuss technology with the Chief Constable as road safety will be a focus in the plans for next year's budget given this continues to be the single biggest area of loss of life that we come across. The Chief Constable confirmed his desire to work in

partnership to reduce KSIs in the future, a key priority for Cheshire Constabulary. The Commissioner acknowledged that this will require partnerships with local authorities and other blue light services to ensure a multi-agency response with increase education and enforcement.

- 4.7 The Commissioner thanked the Chief Constable for the inclusion of date in relation to the ongoing contribution of the Special Constabulary with approximately 6,000 hours a month. The Commissioner explained he was blown away with the input of the Special Constabulary throughout the COVID period, which should be applauded. The Commissioner sought assurance in relation to investment and support to Special Constables given the contribution in previous months. The Chief Constable confirmed the Special Constabulary are an invaluable resource and also applauded the contribution over the previous months, particularly in relation to Operation Business and assisting the Roads Policing campaign. The Chief Constable confirmed the Constabulary continues to focus upon supporting the Special Constabulary to be able to patrol independently and also how it can be aligned to the 122 model to support local priorities.
- 4.8 The Commissioner confirmed he had responded to a national consultation with regard to Special Constables be able to become members of the Police Federation, providing the same level of support and protection that regular officers would receive. The Commissioner explained that he understood this would require a change in legislation and enquired whether the Chief Constable would support him in pursuing such a change in legislation. The Chief Constable praised the Special Constabulary for the ongoing commitment as well as the Police Federation that does offer some support. The Chief Constable confirmed that he is fully supportive of Special Constables becoming members of the Police Federation, the issue remains cost but this would be an investment worth making given the ongoing contribution and requirement to offer support and protection. The Chief Constable confirmed he continued to discuss the matter on a regional and national basis.

## **5. PEOPLE & HR: PERFORMANCE REPORT**

- 5.1 The Commissioner wished to commend the ongoing recruitment over recent months and explained that he continues to support the approach of the Constabulary in ensuring recruitment of replacement officers, particularly given the challenges of COVID-19. The Commissioner noted that new recruits will be required to complete very lengthy training procedures, before becoming independent police officers, but sought assurance that virtual assessment was meaningful and that standards were maintained. The Chief Constable confirmed that Cheshire was one of the pilot forces in relation to the initial recruitment assessment and assured the Commissioner that standards were maintained with no changes to the criteria. In addition, the Constabulary has maintained face-to-face interviews following the initial assessment, noting not all forces are interviewing this way. The Chief Constable confirmed that the quality of recruits had been maintained.
- 5.2 The Commissioner highlighted the bite size training sessions that are available for Constabulary employees via the learning hub, noting 57% of staff had registered. The Commissioner urged the Chief Constable to ensure all staff access the learning hub and complete the relevant learning modules. The Chief Constable confirmed that feedback from staff has raised the issue of online learning but the Constabulary continue to develop training, for example criminal justice inputs, via traditional means that will be more instructive as opposed to online IT learning.

## **6. COMPLAINTS, CONDUCT MATTERS, EMPLOYMENT TRIBUNALS AND GRIEVANCES: QUARTERLY REPORT**

- 6.1 The Commissioner noted the resource implications following the changes to legislation in February 2020 and the broadening of the definition of a complaint to any expression of dissatisfaction. The Commissioner noted the increase in demand within the Professional Standards Department as well as the Office of the Police & Crime Commissioner. The Chief Constable confirmed there has been additional pressures due to the legislative changes and

the Commissioner committed to discussing resources with the Chief Constable.

6.2 The Chief Constable offered to provide a briefing to the Commissioner detailing the increase in demand. The Commissioner stated that it would be good to review current demand and whether additional resources are required to ensure the public are assured that complaints are dealt with efficiently and effectively.

**ACTIONS:**

2020/17: The Chief Constable to provide a briefing in relation to current demand following changes to the police complaints system.

6.3 The Commissioner thanked colleagues and members of the public in attendance and closed part one of the meeting.

*Duration of meeting: Part One of the meeting commenced at 11.00 and finished at 13:05.*



## **MINUTES OF THE SCRUTINY BOARD HELD ON 8 SEPTMEBER 2020 MEETING HELD VIA SKYPE VIDEOCONFERENCE CALL**

*Present:* D Keane, Police & Crime Commissioner  
D Martland, Chief Constable

### Office of the Police & Crime Commissioner

P Astley, Chief of Staff  
C Hodgson, Head of Finance, Operations & Governance  
B McCrorie, Head of Policy & Partnerships  
M Walton, Senior Governance & Performance Officer  
C Tozer, Senior Communications Officer  
J Park, Operational Support Officer

### Cheshire Constabulary

J Cooke, Deputy Chief Constable  
J Sims, Assistant Chief Constable  
M Burton, Assistant Chief Constable  
P Woods, Head of Planning & Performance  
J Gill, Assistant Chief Officer

One member of the public was present to observe the meeting.

## **1. MINUTES OF THE 12 AUGUST 2020 SCRUITINY BOARD**

1.1 The minutes of the meeting on 12 August 2020 were noted and approved following one minor amendment requested by the Chief Constable.

## **2. POLICE & CRIME PLAN THEMATIC: SUPPORT VICTIMS & PROTECT VULNERABLE PEOPLE**

2.1 The Commissioner explained he that he continues to commission the Constabulary to deliver the victims services in Cheshire via Cheshire Cares and the victim support system is delivered by the Constabulary internally. This involves making contact and offering support to every victim of crime in Cheshire. The Commissioner stressed that you do not have to report a crime to the police to seek support from our victim support services known as Cheshire Cares. The service aims to help people that have been victims of crime, to cope and recover from their ordeal. The Commissioner noted the high volume of contact within Cheshire Cares, and discussed his experience of being a victim of crime, receiving a telephone call from Cheshire Cares which was followed by written communication offering more support and advice.

2.2 The Commissioner explained that his office continues to monitor Cheshire Cares and noted within the report that over 50,000 victims of crime within the previous year has been offered support by Cheshire Cares. Given the importance of the service, the Commissioner discussed his wish for a seamless transition of support throughout the criminal justice system and whether there was any potential improvements that could be made. The Chief Constable confirmed Cheshire Cares is an integral part of the Constabulary and works closely with other agencies in particular, Witness Care and Witness Support, who are able to offer more emotional support for people who have been victims of more serious crimes, or it may not necessarily be a serious crime, such as a more significant impact on individual concerns. The Chief Constable confirmed the integral work from the initial point of contact and reporting the crime, through the Criminal Justice System from the investigation and if occurs, any subsequent court proceedings. The Chief Constable confirmed

Cheshire Cares provides an important service for victims of crime, irrespective of whether they do proceed through the criminal justice system. The Chief Constable discussed the initial contact from officers, updates provided and the Victim Code of Practice, all of which are integral. The Chief Constable confirmed that Cheshire Cares continues to provide an invaluable service and noted the figures provided within paragraph ten of the report. The Chief Constable acknowledged there is room for improvement, particularly in relation to maintaining contact throughout investigations. ACC Sims and the Chief Superintendents continues to drive to ensure that when officers are investigating crimes, there is the assurance that an update would be provided as this is one of the perennial issues when looking at victim satisfaction, ensuring they uphold and maintain that contact which was promised at the first point of contact.

- 2.3 The Commissioner fully agreed with the response provided by the Chief Constable and commended the service provided on his behalf as the Police & Crime Commissioner. The Commissioner explained the basic service starting with a phone call and talking to staff and volunteers. The Commissioner commended the volunteers and the service that is provided as they make a difference in supporting those that have been a victim of crime and the figures show at first instance, victims gain a positive benefit from the service and this represents a significant change to that person's life. The Commissioner recognised that 63% agreed there was a positive outcome on their emotional well-being or mental health, but it doesn't necessarily mean the 37% that disagreed needed the positive outcome if there was no impact on their emotions or well-being following the incident.
- 2.4 The Commissioner highlighted that people can self-refer and it's not necessary to report to the police in order to access those services. Cheshire Cares can find the appropriate support to anyone that has been a victim or survivor of any crime. The Chief Constable agreed and confirmed some people require reassurance and others for various reasons may not wish to report a crime.
- 2.5 The Commissioner noted the survey results for the 12 months ending March 2020 that show an increase in overall satisfaction in the way domestic abuse is dealt with and how can those very high satisfaction rates with the way these incidents have been dealt be maintained. The Chief Constable explained domestic abuse remains a priority for Cheshire Constabulary and the OPCC continues to offer support in relation to women's centres and various other support organisations for victims of domestic abuse and, where appropriate, perpetrators. The Chief Constable explained the priority of putting the needs of the victim front and centre, so when the initial call is received, ensuring prioritisation with immediate response, separating the victim from the suspect and then taking that immediate action. The Chief Constable explained that this is one of the crime categories that he would not be unduly concerned about should there be an increase in reporting as I would rather the Constabulary is aware. For example, during the Pandemic, there was a significant increase up to 16% increase, in reporting but that then enables the Constabulary to put support mechanisms in place and take appropriate action.
- 2.6 The Chief Constable explained this remains a complex area and that he continues to Chair the Strategic Domestic Abuse Board, highlighting the first class support within Cheshire from Cheshire Cares, witness services, criminal justice agencies and women's centres. It remains a priority for the Constabulary an immediate action will be taken. With regard to outcomes, the Chief Constable explained he was pleased to see outcomes have shown an increase, however, this isn't the absolute measure and the needs of the victim are met where possible.
- 2.7 In the last twelve months, there has been a significant increase in the number of cases referred to CPS for pre charge decisions, in quarter three of last year there was 383 and a quarter one of this year, April to June, there was 496. With the sufficient evidence to the CPS, they do tend to charge and the Constabulary has a charge rate of between 70% and 80%, last quarter being 71% which compares with the national charge rate of about 64%. This indicates the Constabulary is getting significant support from criminal justice agencies. ACC Burton also highlighted the proactive use of bail to protect victims and that the Constabulary does now appeal every decision where CPS refuse charge to ensure reassurance that nothing has been missed.

- 2.8 The Commissioner noted the increase in recorded domestic abuse offences to July 2020 which takes into account the COVID period, particularly as it was recognised there was under-reporting of domestic abuse within Cheshire, particularly during the early weeks of Covid. The Commissioner highlighted the efforts of the constabulary, as well as the third sector and the local authorities in terms of encouraging reporting which has clearly shown success. As such, the Commissioner enquired whether we could expect an increase in the solved rate and how this compares nationally.
- 2.9 The Chief Constable explained the term domestic abuse offences is a very broad spectrum and there is no such offence per se but more of a flag and would fall into a specific criteria and categorised under the NPCC guidelines as domestic abuse. For example, this could be family, within the same household, brother and sister. The current outcome rates for broad domestic abuse is low at 11% but where there is injury, there has been an increase. The Chief Constable stressed the importance of putting the needs of the victim first, BWV can be used, but listen to the victim and don't force a particular outcome. That said, appropriate action will be taken but where there is violence and a complaint is made, the Constabulary will follow a very robust approach with dedicated officers within the LPUs and the use of bail with conditions.
- 2.10 The Chief Constable explained that given the nature of the offending in relation to domestic abuse, it can often be one person's word against the other with very little evidence. There may be a history of domestic abuse in a particular household and if the Constabulary is unable to secure a charge, there is the option of Domestic Violence Protect Orders (DVPO) and Domestic Violence Protection Notices (DVPN) which is another measure that can be used when there is concerns is relation to welfare. The Chief Constable stressed the positive outcome is important but is not the absolute measure of success, with the biggest measure of success being satisfaction ratings from the survey that indicates the Constabulary is doing the right thing.
- 2.11 The Commissioner acknowledged the ongoing partnership work in Cheshire and an increase nationally of evidence based prosecutions via the use of body worn video rather than simply relying on witnesses or victims. The Commissioner enquired how the Constabulary would balance needs and feelings of the victims, particularly if that was no desire to pursue a charge, against and move towards evidence based prosecution. The Chief Constable explained that when officers are deployed to an incident, they will be aware of the background via information within the command and control system, whether they have been a victim previously. This demonstrates the importance of the partnership and preventative approach through the PCSOs and dedicated PCs may be able to focus on domestic abuse within our communities.
- 2.12 The Chief Constable explained from the first point of contact, the priority is to ensure officers secure all evidence, including body worn video, witness statements and forensic evidence to maximise the opportunity for an arrest and charge. The Chief Constable confirmed there is training across the Constabulary and it remains vitally important officers understands the position that victim is in at a particular time, take it seriously and secure evidence. The Chief Constable also explained how some victims are unwilling to give evidence but ensuring they do everything they can to ensure support through partners to prevent further incidents. ACC Burton also highlight the additional staff within the problem solving teams who are identifying repeats victims, picking up those chronic issues and working with partners to deal with the root cause via a holistic approach. The Chief Constable also explained other factors that play a part in domestic abuse such as mental health, drugs, alcohol and making sure victims and potential offenders can get the appropriate support to prevent further offending.
- 2.13 The Commissioner acknowledged the success of the coordinated response from policing and partner agencies, particularly throughout the lockdown period, stressing the importance of the emergency protection afforded to victims of domestic violence. This has been extremely important given the condition of lockdown, with the response from Cheshire Constabulary absolutely fantastic. The Commissioner urged the Chief Constable to maintain focus and provide all officers with the training and awareness they need to make sure DVPOs and

DVPNs are used as an intervention where valid. The Chief Constable highlighted the work during lockdown that was pan Cheshire, with a 16% increase whilst other crime types saw a significant decrease. The Chief Constable offered assurance that the number of arrests increased during this time, outcomes increased and CPS referrals increased. The Chief Constable confirmed there would continue to be a real focus upon domestic abuse and the Constabulary will support victims in partnership with other agencies.

- 2.14 The Commissioner discussed the ability of the 'right to ask' and 'right to know' requests in relation to the history of partners and domestic abuse, raising concerns in relation the limited number of disclosures compared to the number of applications received. The Commissioner sought assurance that applications are being considered appropriately. The Chief Constable confirmed there is a process in place with regard to disclosure and the Head of Central Disclosure would consider the request and make a decision against key criteria. In addition, there is an appeals mechanism and this is reviewed independently by the Head of Criminal Justice on a monthly basis.
- 2.15 The Commissioner welcomed a preventative approach and wanting to assist potential victims to prevent domestic abuse by seeking that information about a partner or potential partner, is there any way that we can assist people with guidance prior to making the applications and whether guidance or education or assistance needed for people who may be in a state where they might not readily be able to research or fully understand the requirements behind Clare's law. The Commissioner enquired whether there was data in relation to whether disclosure had been turned down and the requestor then went on to be a victim of domestic abuse. This Commissioner stressed that he didn't wish to be unduly critical of the Constabulary, but more so of the system or the legislation, given the intention is to protect and prevent people becoming victims of domestic abuse.
- 2.16 The Chief Constable acknowledged that upon first reading, 87 requests and 17 disclosures may result in concern, but there is a procedure to adhere to and there will be occasions where there is no information to disclose. The Chief Constable suggested it would be helpful to assist both him and the Commissioner is to have a deep-dive briefing to understand the process, criteria and whether this is being communicated to people requesting disclosure. The Commissioner also enquired whether if information is disclosed that there is no history of violence or domestic abuse, would this be recorded as a disclosure. The Chief Constable committed to seeking such clarification from the Head of PPD and providing a relevant briefing to the Commissioner. The Commissioner welcomed a briefing to aid understanding and to ensure there are no serious issues that need addressing and stating his unequivocal support and commitment to Clare's law.
- 2.17 The Chief Constable wished to add that the CPS conviction rate at court is 86%, the charge rate is currently between 75% and 78%, with the conviction rate for this month at 86%. The Chief Constable confirmed he would also provide a briefing to relay the points in relation to DVPNs and DVPOs.

### **ACTIONS:**

2020/18: The Chief Constable to provide briefing in relation to 'Right to Ask' and 'Right to Know' applications, the process and criteria for disclosure, what is deemed to be a positive disclosure and the rationale as to why 17 disclosure had been made in response to 87 requests.

2020/19: The Chief Constable to provide briefing in relation the current process in relation to DVPNs and DVPOs.

- 2.18 The Commissioner noted that recorded rape offences have continued to increase and enquired how this compared to national data of recorded offences and solved rates, also noting the positive improvements in solved rates following the implementation of the Constabulary's improvement plan. The Commissioner requested an update in relation to the work that has been undertaken and whether he could expect to see further improvements in solved rates. The Chief Constable confirmed there has been a significant increase in the reporting of rape which corresponds to national data, with a focus on ensuring immediate



response and addressing the needs of the victim. The Chief Constable explained the process from the initial report, highlighting that there may be occasions that the victim will decline to make a formal complaint or the initial report is made via a third party, but the Constabulary will continue to take each report seriously with a full investigation. The Chief Constable confirmed irrespective of the outcome, the victim is offered the full support of the SARC and the various organisations that are available to victims. The Chief Constable explained the conviction rate is high when they get a case to court, but acknowledged the significant challenges in progressing through the criminal justice process.

- 2.19 The Commissioner recognised the high conviction rate when matters are progressed to court and there has been reference within the press as to whether the CPS is supporting the right number of cases to court, for example acting in a risk adverse manner. The Commissioner noted the potential for the Government to introduce targets for policing and the CPS in relation to solved rates and convictions rates. The Commissioner wished to really understand the journey from initial report, recording, investigation, charging decisions and CPS involvement, seeking assurance that such a journey is as positive and supportive to the complainant as it could be. The Commissioner suggested there is further work to be done beyond the improvement plan within Cheshire, but also on a national basis as there are many factors that may adversely affect the complainant. There needs to be a national approach, challenge and change but how might we support while continuing to do the very best in Cheshire, with the ongoing commitment of officers within the dedicated rape unit.
- 2.20 The Commissioner wished to look at the Force Management Statement, the resources available and of how effective they are on a national comparison taking on such issues with limited resources. The Commissioner discussed the performance of the criminal justice system and how the impact of reduced funding and Government determined priorities year on year. The Commissioner committed to seeking assurance from the wider Criminal Justice Board at a forthcoming meeting to consider the impact of limited resources, cuts do have consequences and those consequences affect the front line. The Commissioner commended the Chief Constable, his team and his officers for the work they are doing whilst committed and determined to ensure the Constabulary continues to deliver the best possible service. The Chief Constable confirmed he remains mindful of the pressures on his staff from dealing with victims of such serious offences such as rape and they are given appropriate welfare support. The Chief Constable confirmed there is room for improvement but this required a joined up approach with support services and other agencies within the Criminal Justice System. The Commissioner thanked the Chief Constable for his ongoing commitment and explained his desire to have a deeper dive in relation to solved rates at a future meeting.
- 2.21 The Commissioner discussed the Safer Schools and Young Persons partnership team and the work it continues to undertake with young people in Cheshire who are often among the most vulnerable. The Commissioner raised the issue of consent, both in terms of a sexual nature and issues of abuse which they often consider culturally taboo subjects for schools to engage with young people. The Commissioner requested an update in relation to how the Constabulary support engagement with young people to enable discussions through the safer schools and young person's partnership and to increase confidence to engage and report. The Chief Constable highlighted there remains dedicated Officers within each LPU, a dedicated PCSO to work within the safer schools partnership who will work in each of the communities across Cheshire. The Chief Constable explained there are a number of thematic inputs the staff deliver and this is a predetermined delivery in accordance with the National Curriculum at the appropriate key stages, allowing them to talk about drugs, alcohol awareness, risk behaviour and a number of issues on their online safety. This ensure engagement and visibility within schools.
- 2.22 The Commissioner noted the decrease in the number of young people missing from home and whether the decrease is related to the COVID period. The Chief Constable confirmed the numbers have been skewed by the COVID lockdown and confirmed there was a reduction in the number of people and young people reported missing. The Chief Constable assured the Commissioner that missing reports are reviewed on a 24 hour basis, but there is an ongoing focus to work with partners to adopt a problem solving and preventative approach. This

included interviewing when they return home to provide education and the dangers they can come across when missing from home.

- 2.23 The Commissioner explained his expectation that the relationship will develop through the local dedicated Police Officer and PCSO within the community and hoped vulnerable children can create a trusting relationship where they know the names and faces. The Chief Constable explained the ongoing commitment to try not to keep young people in custody unless absolutely necessary and the use of restorative justice, community resolutions and diversionary approach, particularly as evidence would suggest that once they are in the Criminal Justice System, it is difficult to get out of. The Chief Constable confirmed the preventative diversionary approach is something which the Constabulary take seriously and continue to work with partners.
- 2.24 The Commissioner explained that over the next year, he wishes to use REMEDI and the restorative justice professionals to support the restorative approach within local communities and working with the dedicated Police Officer and PCSO to solve problems without criminalising young people. The Chief Constable agreed with the Commissioner and explained the drive to use their out of court disposal, along with REMEDI and restorative justice. The Deputy Chief Constable explained that ten officers across the local policing units continue to work on the end to end review of offender and perpetrator management programmes, mapping offenders and perpetrators, knowing what restorative justice is being applied and then tracking and monitoring those individuals so we don't get to a position of them progressing through a criminal career. The Chief Constable offered to provide a briefing to the Commissioner to provide further reassurance and the work being undertaken.

### **ACTIONS:**

2020/20: The Chief Constable to provide a briefing in relation to the end to end review of offender and perpetrator management programme.

- 2.25 The Commissioner thanked the Chief Constable for the work and progressed to date and the reassurance provided.

### **3. THEAMTIC DEEP DIVE: CRIME DATA INTEGRITY**

- 3.1 The Commissioner invited the Chief Constable to outline crime data integrity the rationale of why crime data integrity is important and the recent history of performance on CDI. The Chief Constable explained the crime data integrity ensures that the organisation records crime in accordance with the National Crime Recording Standards. The Chief Constable explained the importance to hear the voices of victims and that crime figures are an accurate record of the offences which are reported and in accordance with National Crime recording standards. In addition, the Chief Constable stressed the importance that victims receive the appropriate care and support when a crime is reported and subsequently recorded.
- 3.2 The Commissioner noted the Chief Constables assessment that the HMICFRS methodology is regularly changing and the Constabulary's team is having to change methodologies and recording elements to ensure recording is accurate. The Commissioner sought an overview from the Chief Constable in relation to current HMICFRS methodology and how this is used to drive improvements within Cheshire. The Chief Constable explained the current methodology and the approach of a detailed review from the initial point of contact through to ensuring the crime is recorded appropriately and that this complies with the National Crime Recording Standards.
- 3.3 The Commissioner explained the time frame of HMICFRS inspections and the 2017 finding of inadequate, and the subsequent turnaround in 2018 when a re-inspection graded the Constabulary as outstanding for crime data integrity. The Commissioner noted that the new control and command system had reportedly caused some challenges and enquired whether internal systems were now adequate and whether internal audits indicate ongoing compliance.

The Chief Constable explained the bar is high in terms of compliance, with an inadequate grading being less than 85% compliance, with a sliding scale up to outstanding, but it is not measured

solely on the score as there are other facts to consider. The Chief Constable acknowledged the challenged back in 2018 through Saab but reassured the Commissioner the Constabulary is absolutely on the right lines. A number of people in the organisation were involved in an action plan that took us from inadequate to outstanding, which was hugely intensive and involved two meetings per week. Around 12 to 18 months ago, the Constabulary moved responsibility for recording crime to an Occurrence Management Unit (OMU), this was the right decision as their sole responsibility is in relation to recording crime and that focus is important. The Chief Constable explained a few issues on staffing due to turnaround and summer periods but the priority now is to ensure the OMU is fully staffed, there is currently 53 out of the 56, and they are supported via ongoing training and feedback following daily audits and dip sampling. In summary, the Chief Constable explained that it has gone from every officer recording crimes to a dedicated responsibility within the OMU.

- 3.4 The Commissioner acknowledged that this was essential and recognised that this is a journey of continuous improvement to maintain compliance with National Crime Recording Standards. The Commissioner stressed the importance of adequate resources within the OMU and noted within the report that there has been several efforts made to ensure training is completed and audit checks are ensuring that the closure template report is being used effectively. The Commissioner enquired whether audit checks were ongoing to monitor compliance. The Chief Constable confirmed that recruitment was ongoing to achieve establishment and that there are weekly dip sample audit and feedback is provided. Training is also being provided to all staff, included those within the Force Contact Centre to ensure all crimes and relevant information are referenced within the call log. There remains ongoing difficulties in relation to controlling and coercive behaviour, stalking and harassment, malicious communications, ensuring relevant guidelines are followed.
- 3.5 The Commissioner wished to acknowledge the challenges throughout the Covid period, the level of training required for relevant staff. The Commissioner sought assurance from the Chief Constable that if HMICFRS were to inspect the force once again in the near future, that the Cheshire Constabulary would continue to be rated in a good position. The Chief Constable explained that concerns arose at the back end of last year due to the changing nature of internal audits from month to month, so the concerns were really in relation to consistency. ACC Sims chaired monthly meetings attended by senior officers from across the organisation and monthly audits are now showing progression. The Chief Constable confirmed the action plan from 2018 has been condensed into three key strands: i) systems, structures and processes; ii) training and awareness; and iii) leadership and governance. As part of the action plan, there is a dedicated team and a monthly audit and a quality assurance team that review in real time to ensure that offences in relation to violence, sexual offences and domestic abuse are scrutinised daily.
- 3.6 The Chief Constable confirmed that within the previous three months, across the three key crime types, there has been continual increases in relation to compliance. The Chief Constable acknowledged that the Constabulary is not where it needs to be, but there has been gradual and progressive improvements, supported by daily quality assurance and detailed monthly audit using the same methodology as HMICFRS. This is a time consuming process, with the team reviewing 50 of the key crime types and a report presented to ACC Sims. The Chief Constable confirmed there had been an initial peer review undertaken and although monthly audits will continue for the foreseeable future, there will also be an additional peer review completed in early October. For reassurance, crime data integrity remains a priority for the Constabulary and there continues to be gradual and progressive improvement. The Chief Constable also explained that should the Constabulary continue with the current emphasis, he was confident that the Constabulary would have compliance of around 90% as a minimum which would equate to a 'good' grading from HMICFRS. ACC Sims confirmed there is a lot of work ongoing across the organisation and there is confidence that everyone across the organisation is fully engaged and understands what is required to continue to improve.
- 3.7 The Commissioner explained he was reassured that there is an action plan in place but stressed that there must be an ongoing and constant focus in relation to crime data integrity. The Commissioner sought reassurance that if performance had not remained at a very high level, whether the Constabulary contacted victims to ensure that everything has been addressed that should have been initially. The Chief Constable confirmed this was the case and the rationale for

the dedicated quality assurance team to ensure that if anything is missed, particularly within those key crime types, it is then crimed accordingly. The Chief Constable confirmed there will be daily focus as well as monthly internal audits that act as a more detailed review. The priority will be to ensure the OMU has the right staffing levels, they have the right training and wraparound support and the Chief Constable reiterated he is confident that the improvements seen over the previous three months will continue and be maintained.

- 3.8 The Commissioner explained he was grateful for the assurance provided and noted he was to receive an in depth briefing in relation to the action plan and the mentioned peer-reviews. The Commissioner noted that there has been action plans and improvement plans in the past, both in 2014 and 2017, and sought assurance that the recommendations made by HMICFRS in 2014 and 2017 have been appropriately implemented. The Chief Constable confirmed that recommendations from previous inspections, both in Cheshire and other forces, have been incorporated within the current action plan that is RAG rated with a senior officer or member of staff having ownership and reporting to the monthly meetings. The Commissioner welcomed the reassurance provided and explained that during his term of office, he has seen force after force deemed inadequate by HMICFRS in this area but was boosted with confidence when given the outstanding grading. Additional reassurance will be welcomed in relation to the Constabulary action plan, undertake regular audits, implemented training to ensure progression. The Commissioner noted the assurance of improvements over recent months, and required further assurance that recommendations have been implemented and this remains a key priority for the Senior Leadership Team within the Constabulary. The Commissioner welcomed a further in depth briefing and suggested this may be on a future scrutiny agenda at work continues throughout the year.
- 3.9 The Commissioner thanked the Chief Constable for the reassurance provided with regard to Crime Data Integrity. The Commissioner also thanked colleagues and members of the public in attendance and closed part one of the meeting.

*Duration of meeting: Part One of the meeting commenced at 11.10 and finished at 13:00.*



## **MINUTES OF THE SCRUTINY BOARD HELD ON 30 SEPTMEBER 2020 MEETING HELD VIA SKYPE VIDEOCONFERENCE CALL**

Present: D Keane, Police & Crime Commissioner  
D Martland, Chief Constable

Office of the Police & Crime Commissioner

P Astley, Chief of Staff  
C Hodgson, Head of Finance, Operations & Governance  
M Walton, Senior Governance & Performance Officer  
C Evans, Operational Support Officer

Cheshire Constabulary

J Cooke, Deputy Chief Constable  
J Sims, Assistant Chief Constable  
M Burton, Assistant Chief Constable  
P Woods, Head of Planning & Performance

Two members of the public were present to observe the meeting.

### **1. MINUTES OF THE 08 SEPTEMBER 2020 SCRUTINY BOARD**

1.1 The minutes of the meeting on 08 September 2020 were noted and approved.

1.2 The Chief Constable provided clarification in relation to action 2020/20 (The Chief Constable to provide a briefing in relation to the end to end review of offender and perpetrator management programme) and explained that, while there is not a formal review report, the team is seeking to improve the end to end process associated with out of court disposals and confirmed that a briefing will be provided to the Commissioner accordingly.

### **2. POLICE & CRIME PLAN THEMATIC: CRIME & ANTI-SOCIAL BEHAVIOUR**

2.1 The Commissioner noted that the constabulary appeared to have moved from an independent external process of recording public perception to using internal existing survey software, for reasons given of cost effectiveness. The Commissioner stated that he had been unaware of this change and sought assurances that the new system imposed would bring directly comparable data in order to support the continuation of his scrutiny of the important matter of public perception.

2.2 The Commissioner explained that he is aware of daily activity taking place in order to prevent crime and anti-social behaviour. The Commissioner noted that the percentage of residents who agreed that Cheshire Constabulary is dealing effectively with anti-social behaviour issues appears to have decreased over the previous 12 months, accepting the potential impact of the covid crisis, and requested the Chief Constable's response.

2.3 The Chief Constable explained that the general public satisfaction/perception figure has remained stable but acknowledged that public perception in relation to anti-social behaviour had decreased during the early months of the pandemic. There was a spike in the reporting of non-compliance with COVID-19 regulations during the initial lockdown and this was classified as anti-social behaviour. The Chief Constable explained that the Constabulary had worked well in dealing with anti-social behaviour and adopted the 4 E's approach which was a proportionate response. The Chief Constable explained that the Constabulary is once again experiencing an increase in reporting due to seasonal issues and additional regulations. It was recognised that the number of

calls has increased and that collaborative working in terms of scrutiny had demonstrated proportionality in Cheshire's approach.

- 2.4 The Commissioner questioned whether further actions could be taken to reassure residents that the Police are effectively dealing with anti-social behaviour within their local community and whether the new community policing model, with a dedicated PCSO and PC in every community working in a problem-solving manner, could result in an increase in public satisfaction.
- 2.5 The Chief Constable confirmed that an increase in public satisfaction of effectiveness should be seen in the near future. It was explained that a key approach by the Constabulary is problem solving which has been recognised nationally with a focus on prevention and diversion.
- 2.6 The Commissioner recognised that anti-social behaviour, offered referred to as 'low level' crime, can have a disproportionate effect on residents quality of life. The Commissioner stated that the change in the public's perception relating to anti-social behaviour should be a major focus moving forward.
- 2.7 The Commissioner explained that he understood the Constabulary have stopped using the external organisation to undertake surveys, however raised concerns whether the internal process was currently live. The Commissioner was concerned, therefore, there was likely to be a period of no reported data.
- 2.8 The Chief Constable offered assurance and confirmed that the new internal method will provide comparable data and would not leave a gap, that the research conducted remains independent however will use different technologies to gather data. The Chief Constable reiterated the joint priority for him and the Commissioner in relation to ensuring public confidence across Cheshire.

### **ACTIONS:**

- 2020/21      The Chief Constable to provide a written briefing in relation to the alternative approach to capturing data in relation to public perception.
- 2.9 The Commissioner explained that some residents across Cheshire had perceived there to be an increase in speeding throughout the period of lockdown. The Commissioner explained that the data provided suggests that significantly less road safety activity was conducted by our PCSOs throughout the lockdown period. The Chief Constable explained that the level of traffic on roads had significantly reduced across Cheshire but confirmed that PCSOs and PC's were embedded in local communities and speed enforcement activity had continued. The Chief Constable confirmed that road safety remained a priority for Cheshire Constabulary.
  - 2.10 The Commissioner explained the previous commitment of at least one hour per week PCSO speed awareness, education and enforcement, in addition to holding a surgery within the local community. The Commissioner explained that the graph included under paragraph ten of the report indicated that, even outside of the lockdown period, only 60-70% of the 122 communities (PCSOs) posted a TruCam or Road Safety social media post by week.
  - 2.11 The Chief Constable explained that PCSOs are expected to conduct one hour or road safety activity every week, however there are instances where PCSOs are on annual leave and, therefore, the activity is not conducted. The Chief Constable offered reassurance that this remains a priority and that there is an expectation for every PCSO to conduct at least one hour per road safety activity per week.
  - 2.12 The Commissioner queried whether the recording mechanism for PCSOs conducting road safety activity was valid, being that activity is only recorded if reported on social media. The Commissioner therefore questioned whether the data provided within the report was accurate as it does not represent what he sees when out in local communities. The Commissioner stated that the measure required a different approach as he felt this measure didn't fairly represent the work of community policing. Communities had noticed an increase in perceived speeding with less

traffic on the road causing safety issues and it couldn't be acceptable that activity appeared to have dropped so starkly.

- 2.13 The Chief Constable explained that throughout the lockdown period PCSOs were under immense pressure in relation to visibility and dealing with safeguarding issues. The Chief Constable explained that PCSOs continued to patrol key routes and this continued where possible but were predominantly ensuring visibility and aiding the local authorities with safeguarding issues. The Chief Constable confirmed that road safety remains a priority and that issues as a result of the lockdown was an inevitable consequence. The Chief Constable was comfortable with regard to the action taken during the course of lockdown to deal with roads policing issues, but didn't wish to introduce an overly bureaucratic reporting mechanism.
- 2.14 The Commissioner applauded the efforts of officers and staff throughout the lockdown period, but explained his dissatisfaction that the data provided does not fulfil the basic commitment agreed in a period where KSI statistics had increased. The Commissioner reaffirmed that he didn't believe social media posts was the best or most accurate mechanism to capture accurate data and whether there would be an alternative approach to evidence delivery of such a priority. The Commissioner reiterated his expectation that 100% of PCSOs aligned to the community policing model undertake at least hour per week road safety activity and the manner of recording such was worthy of further discussion with the Chief Constable. The Commissioner explained that his statutory role under scrutiny was to set the priorities of the Police & Crime Plan and then scrutinise the delivery of such priorities under agreed measures.

**Actions:**

2020/22 For the reporting measure of conducting one hour of road safety activity by PCSO's to be re-considered.

- 2.15 The Commissioner turned attention to the data under paragraph 12 in relation to Neighbourhood Watch Schemes and welcomed the inclusion of data per local policing unit. The Commissioner queried whether the implementation of the community policing model would increase local involvement and the number of neighbourhood watch schemes.
- 2.16 The Chief Constable agreed that there is scope for enhancement of the number of schemes across Cheshire and that the dedicated PCSO and PC per community will work with local communities to develop schemes. The Chief Constable explained that neighbourhood watch schemes and Constabulary continue to work together to address issues that are of concern within local communities.
- 2.17 The Commissioner explained that progression proved difficult to scrutinise due to lack of comparative data, such as previous year or national data. The Commissioner suggested that the 122 model should encourage greater coverage of neighbourhood watch schemes across Cheshire and that resources should be prioritised into key areas that have higher levels of recorded crime and anti-social behaviour. The Commissioner enquired whether any data was available to evidence the impact of neighbourhood watch schemes in reducing crime and anti-social behaviour. The Chief Constable confirmed that the Assistant Chief Constable is present on the Board that the neighbourhood watch schemes strategically report in to. The Chief Constable confirmed that the focus is how schemes are working with the Constabulary to deliver key priorities and believes that the data presented demonstrates a vast number of neighbourhood watch schemes throughout Cheshire. The Chief Constable confirmed that the community policing model will be a vehicle for PCs and PCSOs to expand the number of schemes across Cheshire and support the priorities of local communities.
- 2.18 The Commissioner agreed with the Chief Constable and that funding from his Safer Communities Fund continues to support and increase the number of neighbourhood watch schemes across Cheshire. The Commissioner wished to commend residents that are involved in schemes across Cheshire and pledged his ongoing support. The Commissioner reiterated the importance of involving the community in the policing response and requested a requested a clear plan of how this will develop given the implementation of the community

policing model and how schemes support the prevention of crime and increase public confidence.

- 2.19 The Chief Constable confirmed the Constabulary will continue to support the development of additional neighbourhood watch schemes in local communities across Cheshire. The Chief Constable also confirmed that there is ongoing work to overlay existing schemes with IMD data to identify vulnerable locations and ensure a focused approach to encourage the development of schemes in such areas.
- 2.20 The Chief of Staff welcomed such work in order to provide clear direction in relation to Neighbourhood Watch and requested that the OPCC and Constabulary work collaboratively in scoping the initial plan. The Commissioner requested that the outcomes and outputs are identified and monitored as a priority, requesting that this would enable effective scrutiny. The Chief Constable confirmed that the Procedural Justice Board is the vehicle to track such work and confirmed that the Assistant Chief Constable and Chief of Staff are on the board.

### **ACTIONS:**

- 2020/23 The Constabulary to provide a clear plan within the 122 model in relation to increasing the number of Neighbourhood Watch Schemes across Cheshire via a targeted approach. This will complement the ongoing work of overlaying existing schemes with IMD data to identify areas of vulnerability.
- 2.21 The Commissioner referred to constabulary community safety inputs to Schools and requested that this is a key priority and that effective measures are required to enable scrutiny. The Commissioner questioned whether local schools in Cheshire enjoy regular engagement with local PC's and PCSO's on appropriate safety issues and sought assurance that relationships were in place in each community.
- 2.22 The Chief Constable explained that it was his understanding that the Constabulary have encountered challenges but are developing a dashboard approach which will provide quantitative and qualitative data detailing the packages provided and this will be available in the coming months. A simple measure in progress will provide the Commissioner reassurance that the Constabulary is delivering such a priority.
- 2.23 The Chief Constable explained that due to current restrictions, the Constabulary is unable to be present within schools, but delivery is ongoing virtually in partnership with Cheshire Fire & Rescue Service. In addition, teachers will accompany officers throughout the Halloween period. The Assistant Chief Constable explained that the Constabulary continues to hold fantastic relationships with the schools as virtual delivery has opened up opportunities and a tremendous amount of work has been undertaken in difficult circumstances.
- 2.24 The Commissioner acknowledged the ongoing demands and challenges but reiterated that he would appreciate a document outlining the work in schools and colleges by specialist teams and localised community policing teams. The Commissioner explained his vision of regular contact between young people and the local PC and PCSO, co-ordinated by the safer schools and young people's partnership. It was recognised that data needed to be provided in an adapted way with priorities captured, measured and presented.
- 2.25 The Commissioner discussed the Proceeds of Crime Act (PoCA) data and questioned why the figures for forfeiture and confiscation orders were lower this year compared with the same period last year. The Assistant Chief Constable explained that just under £50,000 (for (Q1) is due to be deposited into the Proceeds of Crime account from the Home Office next week. The Assistant Chief Constable explained the ongoing focus of the Roads Crime team to take money off the road which continues to be intelligence-lead. As a result of lack of vehicles on the road during the lockdown period, there has been a significant reduction. The Assistant Chief Constable explained 18-19% of money confiscated is received via the benefit agreement with the Home Office.



2.26 The Assistant Chief Constable explained there has been a reduction in the number of restraining orders. Currently within the system, there is just under £1,000,000 restrained across eight investigations and a criminal figure is displayed on those investigations with a realisable amount based on what currently exists. It was noted that more money was received from confiscation compared to cash seizures.

2.27 The Commissioner commended the ongoing work but enquired in relation to the meaning of 'balances can be revisited at any point thereafter'. The Assistant Chief Constable confirmed that the Constabulary is a member of the Joint Asset Recovery (JAR) database and when individuals are released from prison and any further assets are realised, the Constabulary revisits this through the database. The Commissioner welcomed the update and the significant reassurance provided.

### **3. THEAMTIC DEEP DIVE: SOLVED RATES**

3.1 The Commissioner invited the Chief Constable to provide an overview and background to the report to aid understanding. The Chief Constable explained that a national 'outcomes' framework for all police recorded crime was introduced in April 2013 and expanded further in April 2014, April 2015 and January 2016. The framework provides the basis of all nationally published crime 'outcomes' information. As it stands currently, there are 22 outcomes existing, however some of these will change in the near future to a two-tier approach. The Chief Constable explained that in the majority of cases, the use of the phrase 'solved rate' relates to 'charges and summons'.

3.2 The Commissioner explained that in many cases, Cheshire continues to excel in relation to 'solved rates' when compared to national, regional and MSG averages. The Commissioner commended Cheshire's performance noting that solved rates have increased substantially in some key areas including robbery, burglary and rape. The Commissioner noted the ongoing challenges and wished to applaud the efforts of officers and staff involved in ensuring such outcomes.

3.3 The Commissioner noted that there had been significant increases in some crime types, but acknowledged that while the 'solved rates' for some crime types may be perceived to be low from a public perspective, these from a policing perspective are higher than the national average. The Commissioner questioned the correlation in between resources aligned to various crime types and subsequent 'solved rates'.

3.4 The Chief Constable explained this was a difficult question to answer, but offered reassurance that the Constabulary continues to prioritise resources dependent upon crime type with the focus upon harm offences and where there is evidential and forensic opportunity. The Chief Constable explained that annual crime figures have risen from around 60,000 to 100,000 per year and stressed the ongoing challenges in relation to demand and resources. That said, the Chief Constable explained the Constabulary continues to adopt a flexible and agile approach to investigations, with Operation Proportionate and Operation Hunted occurring over the summer period.

3.5 The Chief Constable explained that after reviewing the data, opportunities for changing working processes have been identified, including driving the outcome of 'Out of Court Disposals' with dedicated officers to deal with such cases. There is also a need to prioritise resources based on demand and harm. The Chief Constable noted the marked increase in reported rapes, but explained the ongoing partnership with the CPS and the opportunity to receive early investigative advice that provides an indication in relation to prosecution. The Chief Constable noted a recent murder investigation required approximately 30 staff to secure one outcome. The Chief Constable discussed the ongoing national review of rape and serious sexual offences and offered assurance to the Commissioner that the Constabulary will continue to maximise outcomes where possible. It was noted that the Constabulary is to receive the Cheshire Constabulary and CPS review in relation to the national review of rape and serious sexual offences later this year.

3.6 The Commissioner wished to applaud ongoing work of the Constabulary and reiterated that 'solved rates' continue to be above the national average. The Commissioner noted, however, that compared to a decade previous, the Constabulary have approximately one third less resources

and demand has increased by approximately one third during the same period. The Commissioner questioned whether nationally, solved rates have reduced due to pressures on policing. The Commissioner referred to the improvement plan for the dedicated rape unit and discussed the data provided for domestic abuse and the apparent decrease in solved rates. The Commissioner enquired what work had been undertaken to ensure the workforce gives full consideration to evidence-lead prosecution and is there an understanding as to why victims don't support police action in many cases. The Chief Constable explained that evidence-lead prosecution was introduced recently and remains a delicate issue. Where it is appropriate to do so, where there is a likelihood of charge and subsequent prosecution, the Constabulary will do everything it can to secure an arrest, the perpetrator dealt with in custody and a charge secured with appropriate conditions. The Chief Constable explained that the use of body worn video is key in instances where the victim does not support or in some cases, unable to support.

- 3.7 The Chief Constable explained that domestic violence training has been provided to all frontline staff and this will return to face-to-face, from online, where circumstance permit. The Chief Constable explained there is an upward trajectory of arrests for domestic abuse and Cheshire Constabulary refer around 75% to the CPS which is high compared to other forces. Cheshire Constabulary subsequently has a charge rate with the CPS of around 80%. The Chief Constable explained that support provided to domestic abuse victims is imperative and stressed that there are occasions where the right thing to do for the victim is not to take formal action.
- 3.8 The Commissioner welcomed the Chief Constable's assessment and stated that he had much confidence in the Constabulary's approach which bears out the commitment of the 'we care' principles. The Commissioner stated that the data presented within the report provides an important perspective in relation to solved rates, charges and summons. The Commissioner reiterated that the data demonstrates the Constabulary continues to perform well when compared to regional and national averages as well as most similar group comparisons.
- 3.9 The Commissioner noted the data provided within the table in paragraph 13 and stated that Cheshire continue to perform well in relation to 'total solved' rates. The Commissioner did, however, note the figure of 1.33% for out-of-court (informal) disposals. The Commissioner questioned whether the community policing model, with a dedicated PC and PCSO per community, could increase the use of community resolution.
- 3.10 The Chief Constable acknowledged that the number of could be improved and explained that in some cases, this is the right thing to do and would alleviate pressure on the CJ system. The Chief Constable explained that the dedicated PC and PCSO per community have a key part to play in terms of community resolution and where the Constabulary can look to divert, he would fully support the out of court disposal process, particularly in appropriate scenarios to prevent criminalising young people. The Chief Constable explained an interventions team has been introduced with specific responsibility to explore how to use out of court disposals appropriately and more extensively across Cheshire. The Chief Constable explained his belief that this will result in an increase in the number of out of court disposals and the Commissioner welcomed the approach where its use was reasonable and proportionate.
- 3.11 The Assistant Chief Constable explained that the new interventions team will be chaired by Superintendent Parsonage (Head of CJ). Every opportunity will be taken to move to the two-tiered framework of adult cautions and community resolutions, with the interventions team commencing next month. The Commissioner welcomed the update and urged the Constabulary to consider the use of 'out of court' disposals where reasonable and proportionate.
- 3.12 The Commissioner highlighted the data presented the table at paragraph 19 and in particular, data in relation to 'evidential difficulties – victim does not support action'. The Commissioner noted the figure of 38.21% within Cheshire, which is considerably higher than the national, regional and MSG figures. The Commissioner questioned whether this can be attributed to a lack of victim confidence within Cheshire, and whether data from other individual forces was available to compare. The Chief Constable explained a number of elements impact this figure and his focus remains in relation to whether the Constabulary continues to use 'outcome 16' appropriately. The Chief Constable confirmed that this is

regularly scrutinised internally but discussed challenges in relation to CDI, crimes sometimes reported via a third party, evidential difficulties and in some instances, the victim just wishing to report with no desire to support or provide evidence. The Chief Constable offered reassurance that through ongoing work in relation to CDI, the Constabulary continue to comply with crime recording standards and exploring opportunities, particularly with harm offences, to encourage and support victims where appropriate to progress reports.

- 3.13 The Assistant Chief Constable explained that Operation Proportionate highlighted the investigative capture of evidence to either corroborate facts, ID or forensics within a 24 hour window, there is an increased likelihood that the victim will support police action.
- 3.14 The Commissioner acknowledged the update provided but explained that other forces must encounter similar issues and questioned why Cheshire remains consistently higher in comparison. The Commissioner queried whether there is anything that further Cheshire Constabulary can do to ensure better performance in this arena, whether that be a real focus on supporting victims earlier in the process or whether a consideration of cultures or approach is required.
- 3.15 The Chief Constable explained that there has previously been a deep dive in relation to this issue but suggested a further deep dive in an alternative forum may be appropriate to aid understanding and provide the Commissioner with assurance that outcome 16 is used appropriately. The Chief Constable confirmed that arrests have increased last month to just under 1200 from 945. The Chief Constable explained that it may be useful to talk through the various challenges with the Commissioner.
- 3.16 The Commissioner agreed with the Chief Constable and explained that this figure appears to be the exception within an otherwise very positive report. The Commissioner welcomed further discussion with the Chief Constable and Senior Leadership Team to develop an appropriate understanding and action plan.

### **ACTIONS:**

2020/24      The Chief Constable to provide a briefing in relation to outcome 16 (evidential difficulties - victim does not support police action) and subsequently meet with the Commissioner to discuss further.

## **4. HMICFRS REPORTS**

- 4.1 The Commissioner explained that no HMICFRS had been published since the last meeting. The Commissioner stated that this was to be a standing agenda item and future reports published by HMICFRS will be discussed to ensure recommendations have been progressed or best practice identified. The will support the Commissioner's statutory duty to respond to HMICFRS reports.

Duration of meeting: Part One of the meeting commenced at 11.15 and finished at 13:15.

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**Commissioner's Scrutiny Meeting – 4<sup>th</sup> November 2020**

The agenda for the meeting is attached.

The supporting papers run to 80 pages and include a detailed Hunting Action Plan and a Budget Priority Delivery Plan.

The agenda also includes detailed performance reports covering:

- Police and Crime Plan
- People and HR
- Complaints, conduct matters, employment tribunals and grievance.

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**David Keane**  
Police & Crime  
Commissioner  
for Cheshire

# SCRUTINY BOARD

**Date:** Wednesday 4 November 2020

**Time:** 11:00am

**Venue:** Virtual Meeting via Skype

Any member of the public who wishes to observe this meeting is asked to register their interest by midday on Tuesday 3 November 2020 via email [police.crime.commissioner@cheshire.pnn.police.uk](mailto:police.crime.commissioner@cheshire.pnn.police.uk). A link to enable access to the meeting and joining instructions will then be provided to all attendees in advance of the meeting.

## AGENDA

### *Part 1 - Public Items*

- 1 PART 1 MINUTES OF THE 30 SEPTEMBER 2020 SCRUTINY BOARD
- 2 CHESHIRE CONSTABULARY ACTION PLAN - HUNTING
- 3 2020/21 BUDGET PRIORITY DEVELOPMENTS - SIX IMPLEMENTATION PLANS UPDATE
- 4 POLICE & CRIME PLAN: PERFORMANCE REPORT
- 5 PEOPLE & HR: PERFORMANCE REPORT
- 6 COMPLAINTS, CONDUCT MATTERS, EMPLOYMENT TRIBUNALS AND GRIEVANCES: QUARTERLY REPORT

### *Part 2 - Private Items*

*The following matters will be considered in private as they involve the likely disclosure of exempt information as defined in the Freedom of Information Act 2000 and in accordance with the section indicated below:-*

<b>Item</b>	<b>Section</b>
<i>Part 2 Minutes of the 30 September 2020 Scrutiny Board</i>	<i>(31) Law Enforcement</i>
<i>Scrutiny Board Action Log</i>	<i>(31) Law Enforcement</i>
<i>Conduct Matters/IOPC Referrals</i>	<i>(40) Personal Information</i>

- 7 PART 2 MINUTES OF THE 30 SEPTEMBER 2020 SCRUTINY BOARD
- 8 SCRUTINY BOARD ACTION LOG
- 9 CONDUCT MATTERS/IOPC REFERRALS

For further information about this Agenda, please contact Matt Walton on 01606 364000

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**Cheshire Police and Crime Panel – Work Programme 2020/21****Formal meetings of the Panel (all at 10.00am)**

- 27<sup>th</sup> November 2020
- 5<sup>th</sup> February 2021
- 12<sup>th</sup> March 2021

**Informal meetings with the Commissioner (all at 1.30pm)**

- 27<sup>th</sup> January 2021
- 24<sup>th</sup> March 2021

Plus rearranged meeting for postponed October meeting

**Commissioner's Scrutiny Meetings**

- 16<sup>th</sup> December 2020
- 13<sup>th</sup> January 2021
- 3<sup>rd</sup> March 2021

**Issues the Panel may wish to follow up from previous meetings:**

Body – worn cameras

Use of facial recognition systems across Cheshire

Modern Slavery

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