

# Cheshire Police and Crime Panel

---

**Date of Meeting: 18 November 2016**

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

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

---

## **1. Report Summary**

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

## **2. Recommendation (s)**

- 2.1 That the report be noted.

## **3. Background information**

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

## **4. Financial Implications**

- 4.1 There are no financials implications.

## **5. Equality Implications**

- 5.1 There ae no equality implications.

## **6. Contact Information**

Contact details for this report are as follows:-

**Name:** Martin Smith  
**Designation:** Civic and Administration Manager  
**Local Authority:** Cheshire East Council  
**Tel. No.:** 01270 686012  
**Email:** martin.r.smith@cheshireeast.gov.uk

## APPENDIX I

### Police Operating Model: Outcomes of the 12 month Review

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

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

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

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

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

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

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

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

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

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

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

- The implications of brigading services on command and control.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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