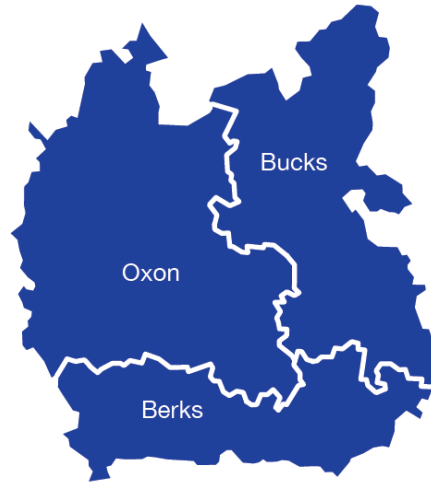


Conference Agenda

Date: Friday 4 July 2014

Time: 11.00 am

Venue: Christchurch Room. Kassam Stadium
Conference and Events Centre Grenoble
Road Oxford OX4 4XP



Information on Conference

The conference is focused on *'Opportunities and challenges for Police and Crime Panels to 2015 and beyond'*.

<http://www.thekassamstadium.com/contact.php>

11am	1. Welcome and Introduction Trevor Egleton – Chairman of the Thames Valley Police and Crime Panel	3 - 16
11.10	2. Reflections on Panel working/Complaints Trevor Egleton – Chairman of the Police and Crime Panel	17 - 20
11.30	3. Impressions so far and the challenges ahead Anthony Stansfeld – Thames Valley Police and Crime Commissioner	21 - 26
12 noon	4. Sharing Good Practice and barriers to success Richard Britton – Wiltshire and Swindon Police and Crime Panel Joe Orson – Leicestershire Police and Crime Panel	27 - 60
13.00	5. Lunch	
13.45	6. Frontline Consulting Tim Young	61 - 68
14.15	7. Question and Answer Session	
14.30	8. Close of Conference	

Thames Valley Police & Crime Panel



Annual Report 2012/13



The Thames Valley Police & Crime Panel is currently hosted by Buckinghamshire County Council on behalf of all 18 local authorities in Thames Valley.

It is a joint committee of all 18 local authorities, consisting of a representative from each and two independent co-opted members.

It can be contacted via the below:

Police & Crime Panel Secretariat

Policy, Performance and Communications
Buckinghamshire County Council
G9, New County Offices
Walton Street
Aylesbury
HP20 1UA

Telephone: (01296) 382548

Email: contact@thamesvalleypcp.org.uk

Website: www.thamesvalleypcp.org.uk

Twitter: [@ThamesValleyPCP](https://twitter.com/ThamesValleyPCP)



The Police & Crime Commissioner for Thames Valley is Anthony Stansfeld.

He can be contacted via his office:

Office of the Police and Crime Commissioner

The Farmhouse
Thames Valley Police Headquarters
Oxford Road
Kidlington
Oxon
OX5 2NX

Telephone: (01865) 846780

Email: pcc@thamesvalley.pnn.police.uk

Website: www.thamesvalley-pcc.gov.uk

Twitter: [@TV_PCC](https://twitter.com/TV_PCC)



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Chairman's Introduction



I am proud to have been in the position to work with my fellow Panel members to put in place the groundwork for a challenging yet constructive relationship with the first Police & Crime Commissioner for Thames Valley.

The first year of the Panel's operation was always going to be about setting off on the right footing. It has been vitally important to build the relationships necessary to operate together successfully, and there has been the equally important and ongoing task of getting things right in terms of procedure.

As the first Chairman of the Panel, I have been in a good position to observe how well members from the eighteen Thames Valley local authorities, and our two very capable independent co-opted members, have worked together as a unit. I believe this comes from a shared recognition that his significant power means that the Commissioner needs to be effectively scrutinised.

Thames Valley includes eighteen local authorities. Drawing the Panel membership from such a large area poses challenges; we have tried to compensate for its size by rotating our meeting venues. We spend some time questioning the Commissioner on the issues specific to the area that we are meeting in, allowing us to ask the questions that residents would like us to ask. However, our main focus remains the entire Thames Valley, and our main line of enquiry as a Panel will always be the effectiveness of the Police & Crime Commissioner's programme for the area, as outlined in his Police & Crime Plan.

We are ready to develop our role by conducting in-depth enquiries into police and crime matters within the area. Our intention is to develop evidence based recommendations that the Commissioner may wish to implement. In doing so, we follow in the tradition of Parliamentary Select Committees, local government overview & scrutiny and others that have successfully scrutinised executives through proactive investigations.

This first annual report of the Panel describes the great volume of work undertaken to-date. We have also taken the opportunity to set out our plans for development of the Panel in the months to come, which should see the effectiveness of the Panel increase as it, and its relationship with its stakeholders, continues to mature.



Cllr. Trevor Egleton

Chairman, Thames Valley Police & Crime Panel

Introduction

On 15 November 2012 the first elections for Police & Crime Commissioners were held in each police force area in England and Wales, with the successful candidates taking office on 22 November. Police Authorities were abolished on the same day. In Thames Valley, the Conservative Party candidate, Anthony Stansfeld (pictured), was successful and took office as the area's first Police & Crime Commissioner. Further information on the Police & Crime Commissioner can be found on his website (see p. 2).



Anthony Stansfeld, Police & Crime Commissioner for Thames Valley

The Role of the Police & Crime Commissioner

Police & Crime Commissioners are to ensure the policing needs of their communities are met as effectively as possible, bringing communities closer to the police, whilst building confidence in the criminal justice system. They are to give the public—to which they are directly accountable—a voice at the highest level of policing. The intention is that they will cut crime and deliver an effective and efficient police service within their force area. They will do this by:

- Holding the Chief Constable to account for the delivery of the force – Sara Thornton is the Chief Constable of Thames Valley Police
- Appointing and, where necessary, dismissing the Chief Constable
- Setting and updating a Police and Crime Plan
- Setting the force budget and precept
- Regularly engaging the public and communities

Legislation protects the operational independence of the police, making it clear that the Chief Constable retains command and control of police officers and staff.

Police & Crime Commissioners are powerful figures that are to receive more responsibility. For

example, from April 2013 Commissioners received the money that previously went to Community Safety Partnerships. From April 2014 they will receive the money for services for victims of crime in their area.

The Police & Crime Plan

The Police & Crime Commissioner sets out in a Police & Crime Plan his objectives for his four year term of office. This document is of great importance to the Police & Crime Panel as a point of reference in fulfilling its duty to scrutinise and review the actions and decisions of the Police & Crime Commissioner.

The Thames Valley Police Delivery Plan

The Delivery Plan is Thames Valley Police's operational plan. It describes how the Force will address its objectives. It is of interest to the Panel insofar as it is a reflection of the Police & Crime Commissioner's Police & Crime Plan. The Delivery Plan should be clearly aligned with the objectives of the Police & Crime Plan.

The Role of the Police & Crime Panel

Police & Crime Panels perform a number of functions in relation to the Police & Crime Commissioners and their role; these include:

- Conducting confirmation hearings for certain key positions, including Deputy Police & Crime Commissioner, Chief Constable and others
- Handling non-criminal complaints against the Police & Crime Commissioner
- Reviewing the Police & Crime Commissioner's proposed precept for each financial year - this is the amount which the Commissioner hopes to raise each year, through the council tax, to fund policing
- Scrutinising and commenting on the Police & Crime Commissioner's Police & Crime Plan and annual report

The Thames Valley Police & Crime Panel (pictured) fulfils all of these duties in relation to the Police & Crime Commissioner for Thames Valley. Later sections of this report go into further detail on how and when each of these duties was fulfilled.



A Police & Crime Panel meeting

Members of the Thames Valley Police & Crime Panel

The government issued clear instructions on who should sit on Police & Crime Panels, specifying that it should be a combination of councillors from the police force area, and non-party political co-opted members. In Thames Valley, there is one councillor from each of the councils in the area, meaning that there are eighteen on the Panel. They are joined by two independent co-opted members, recruited through a competitive process, that raise the Panel membership to 20.

The independent co-opted members have the same status and rights as the other Panel members. The next section of this report introduces them. The Police & Crime Panel must be politically balanced, reflecting the political make-up of the councils in Thames Valley. Each of the 18 councils has its own process for appointing its representative on the Police & Crime Panel. Each also has its own arrangements for Panel member expenses.

The 18 local authorities in Thames Valley are:

- Aylesbury Vale District Council
- Bracknell Forest Council
- Buckinghamshire County Council
- Cherwell District Council
- Chiltern District Council
- Milton Keynes Council
- Oxford City Council
- Oxfordshire County Council
- Reading Borough Council
- Royal Borough of Windsor and Maidenhead Council
- Slough Borough Council
- South Bucks District Council
- South Oxfordshire District Council
- Vale of White Horse District Council
- West Berkshire Council
- West Oxfordshire District Council
- Wokingham Borough Council
- Wycombe District Council

Independent Co-opted Members

The Panel has two independent co-opted members, with the same powers as the other Panel members.

Terence Burke



Terence joined the Metropolitan Police in 1974 working in the East End of London as a Detective. In 1984 he moved to the Metropolitan and City Fraud Squad and was promoted to Detective Sergeant. In 1986, as part of the Serious Crime Task Force investigating the Brinks Matt gold robbery, he worked in the

USA for a 2-year period. In 1989, he transferred to the National Drugs Intelligence Unit, establishing the suspicious reporting process and investigating major drugs operations.

In 1994 he was seconded to the Foreign and Commonwealth Office to establish a fraud investigation capability in USA. He served in the USA in a diplomatic position until 1996. After a short period as Detective Inspector in West London, he transferred to the new Anti Corruption Squad with a range of responsibilities. In 1998 he was promoted to Detective Chief Inspector.

In 2002 Terence was seconded to the National Crime Squad, where he was promoted to Detective Superintendent Head of Financial Crime. He retired from that position in January 2005. Thereafter he became Director of Global Security at American Express until June 2009, when he took up the post of Deputy Head of Security for the Bank of England, with specific responsibility for Investigations and Business Continuity.

Rajinder Sohpal, BA, Fellow, CIPD

Rajinder Sohpal is an Open University Graduate, and a Fellow of the Chartered Institute of Personnel and



Development. As well as having served as a senior Personnel Manager, he has spent most of his working life in the voluntary sector supporting individuals and communities. He recently left his role as Director of the Reading Council for Racial Equality after a successful 20 year stint. He has maintained activity in the

community as a volunteer.

Rajinder has taken his experience of supporting and developing community organisations onto the Europe stage to support the development of Non-Government Organisations in the post-communist democracies in Eastern Europe. He has contributed to human rights developments like the Barcelona Commitment and Rotterdam Charter. A former Mayor in 1993-4, he served 16 years as an elected Reading Borough councillor. Rajinder was a founder member and Chair of the National Association of Black and Ethnic Minority Councillors. He served for 8 years as a Non-Executive Director of the Royal Berkshire NHS Foundation Trust and as a Non-Executive Director of the Berkshire and Wiltshire Business Link.

Rajinder brings to the Police and Crime Panel an extensive background in building bridges between the police and local communities. As well as serving in many local consultative groups and committees, he has served on the Thames Valley Police Diversity Board, and the National Police Training Advisory Group at Bramshill, supporting their Community, Race and Equality training strategy. He has been involved directly in Police training locally and nationally. He has served as a Lay Assessor on the Home Office Police National Assessment Centre.

Work to-Date

The Panel held its first formal meeting in July 2012, four months before the Police & Crime Commissioner (PCC) election. The first two meetings of the Panel were focussed on procedural and operational matters, including:

- Election of the Panel Chairman and Vice-Chairman
- Appointment of the two independent co-opted members

The election of the PCC initiated the Panel's statutory relationship with him, which is based on the requirements of the Police Reform & Social Responsibility Act 2011.

Several of the duties in the Act had to be discharged by the PCC and Panel very soon after the election.

The Panel's focus in the phase of its operation post-PCC election was therefore on fulfilling its duties as quickly and efficiently as possible; these included:

- Undertaking a confirmation hearing for the Deputy PCC, David Carroll
- Scrutinising the PCC's precept for 2013/14
- Scrutinising the Police & Crime Plan
- Setting up and operating the Complaint Sub-Committee

In March 2012 the PCC's Police & Crime Plan was scrutinised and approved by the Panel, marking the completion of many of the most pressing duties that the Panel had to discharge. It also marked the beginning of a new phase of the Panel's operation, involving a greater focus on policy and the PCC's implementation of his Police & Crime Plan.

Police & Crime Panel	
Meeting Date	Overview
19 July 2012	<ul style="list-style-type: none"> • Election of Trevor Egleton as Panel Chairman and Kieron Mallon as Vice-Chairman • Agreement of Panel Rules of Procedure and budget
14 September 2012	<ul style="list-style-type: none"> • Panel independent co-opted members ratified • Procedural matters considered
6 December 2012	<ul style="list-style-type: none"> • First questioning of newly-elected Police & Crime Commissioner (PCC) • Confirmation hearing for Deputy PCC, David Carroll
1 February 2013	<ul style="list-style-type: none"> • Scrutiny and agreement of PCC's 2013/14 precept • First report of the Complaint Sub-Committee received
22 March 2013	<ul style="list-style-type: none"> • Scrutiny and agreement of the Police & Crime Plan • Agreement of the Panel's work programme
17 May 2013	<ul style="list-style-type: none"> • First questioning of PCC on outcome of Operation Bullfinch trial • Scrutiny of Police & Crime Plan Strategic Objective 1

Task & Finish Groups of Panel members undertook work in support of full Panel business. For example, a Task & Finish Group met to consider the detailed budget paperwork supplied by the Office of the Police & Crime Commissioner. This was in support of the Panel’s work to scrutinise the Police & Crime Commissioner’s precept for 2013/14.

The Task & Finish Group work resulted in a recommendation in a report to the Panel on whether it should accept or veto (reject) the precept.

Task & Finish Groups are useful when relatively short pieces of in-depth work need to be undertaken. The Panel uses them to undertake much of the detailed work that would take up too much time in a public meeting of the full Panel. Their conclusions and recommendations are always subject to the endorsement of the full Panel.

An overview of Task & Finish Group activity is below.



Panel Chairman Trevor Egleton with Vice-Chairman Kieron Mallon

Bucks

Task & Finish Group Activity

Purpose	Meeting Date	Overview
Budget scrutiny	8 January 2013	• Analysis of several budget-related papers on behalf of the Panel
Police & Crime Plan consultation re- sponse	Email group	• Development and drafting of the Panel’s response to the consultation

In December 2012 the Panel agreed to establish a Complaint Sub-Committee to resolve non-criminal complaints against the Police & Crime Commissioner. The Complaint Sub-Committee is chaired by independent co-opted member Terry Burke. The Sub-

Committee meets as necessary, applies the Police & Crime Panel’s Complaint Handling Procedure, and its agendas and minutes are published in line with the same requirements applied to the Police & Crime Panel. An overview of its activity is below.

Complaint Sub-Committee Activity

Meeting Date	Overview
11 January 2013	• Resolution of two non-criminal complaints against the PCC
10 June 2013	• Resolution of two non-criminal complaints against the PCC

Forthcoming Work

The Police & Crime Panel agreed to structure its work programme around the Strategic Objectives of the Police & Crime Plan. This involves taking an in-depth look at an objective and its sub-themes at each Panel meeting. The Police & Crime Commissioner provides a short report on each sub-theme, detailing what it is that he intends to do, or has done, in relation to each. This allows the Panel to fulfil its duty to scrutinise and review the actions of the Police & Crime Commissioner in a systematic way over the year. At each meeting the Panel will continue to consider 'local issues' of relevance to the area in which it meets.

The Police & Crime Panel has responded to government consultations on Direct Entry to the Police and the Surveillance Camera Code of Practice; it will continue to issue responses to consultations of relevance to its remit.

Task & Finish Groups of Panel members have been deployed for various purposes; to-date, this has been mainly in support of the work of the full Panel. However, they may also be set up to undertake discrete pieces of work as the need arises, where there is a particular matter requiring in-depth investigation.

Work Programme 2013

Date	Venue	Agenda Items
12 July	Oxford	<p>Police & Crime Plan Strategic Objective 1: <i>To cut crimes that are of most concern to the public and to protect the most vulnerable members of our communities</i></p> <ul style="list-style-type: none"> • Violent crime • Acquisitive Crime • Local priority crime • Rural crime
20 September	Denham	<p>Police & Crime Plan Strategic Objective 3: <i>To protect the public from harm arising from serious organised crime and terrorism</i></p> <ul style="list-style-type: none"> • Serious organised crime • Terrorism including PREVENT
22 November	Wokingham	<p>Police & Crime Plan Strategic Objective 2: <i>To increase the visible presence of the police and partners to cut crime and the fear of crime, and reassure communities</i></p> <ul style="list-style-type: none"> • Patrol and deployment of uniformed officers and staff • ASB Teams • Community Wardens • Two-way communication with partners <p>Police & Crime Plan Strategic Objective 4: <i>To communicate and engage with the public in order to cut crime and the fear of crime, and build trust and confidence with our communities</i></p> <ul style="list-style-type: none"> • Promote crime reduction and prevention activities • Obtain the views of communities and 'seldom heard' groups on policing and crime issues • Publish info about accessing, delivery and outcomes of policing and crime services

Rapporteurs

Members of the Police & Crime Panel have volunteered as 'rapporteurs', or subject champions. This involves on-going investigation of a specific topic within the remit of the Panel, on its behalf.

This is a new role and rapporteurs are able to develop it as they see fit. Rapporteurs selected their respective subjects on the basis of personal interest and existing knowledge / expertise. All of the subjects are sub-themes of the Police & Crime Plan. It is envisaged that rapporteurs will investigate their subjects in detail, allowing them to become the Panel's experts on them.

Where there are matters of concern within a rapporteur's remit, he or she may report to the Panel.

When the Panel questions the Police & Crime Commissioner on matters relating to their subject, the rapporteur can lead the questioning. Rapporteurs are a good example of how the Panel intends to fulfil its duty to scrutinise and review the work of the Police & Crime Commissioner in a proactive way using innovative methods. Currently, there are Police & Crime Panel rapporteurs for:

- Domestic abuse
- Police & Crime Plan Strategic Objective 2
- Organised crime
- Terrorism
- Safeguarding vulnerable people



Appendix: Response to the Police & Crime Plan Consultation

Thames Valley Police & Crime Panel

Chairman: Cllr. Trevor Egleton

Office of the Police & Crime Commissioner

The Farmhouse
Thames Valley Police Headquarters
Oxford Road, Kidlington
Oxon, OX5 2NX

Thames Valley Police & Crime Panel Secretariat

Policy, Performance and Communications
Buckinghamshire County Council
G9, New County Offices, Walton Street
Aylesbury, HP20 1UA

(01296) 382548

12 February 2013

Dear Police & Crime Commissioner,

The Thames Valley Police & Crime Panel submits to you the following comments on the draft Police & Crime Plan, collated and finalised by a Task & Finish Group of the Panel.

In a covering report to the Panel (dated 1st Feb 2013) the draft Police & Crime Plan was said to have 'no specific implications' for equality; further examination of any impact on equality may be required.

The consultation period for the Plan has been quite short, although the Panel recognises the time constraints imposed by statutory deadlines. However, the Panel would like to see longer consultation periods employed at appropriate stages in the Plan's development. Engagement should be as wide-ranging as possible, allowing the full spectrum of agencies and the community to contribute to the development of the Plan.

The Plan could be more explicitly linked to the Commissioner himself; in the current draft there is no mention of the campaign pledges upon which the Commissioner was elected. The Panel was assured by the Commissioner that the objectives of the Plan reflected his election pledges, but the connection between the two could be more clearly stated for the benefit of the voting public.

Some Police & Crime Plans (Dorset's, for example) have been written in the first-person perspective, with the Commissioner himself providing the narrative. This sends a clear message to the electorate that this is a directly elected individual setting out his plan for their benefit; again, this links the Commissioner and his Plan more explicitly to the public. The Commissioner may consider using the first-person person in this or future versions of the Plan as a way to connect more directly with the public.

It may be appropriate for the Plan to mention any skills gaps within the Commissioner's office and how these will be addressed, the most obvious being a lack of commissioning expertise within the staff. Essex's draft Police & Crime Plan makes specific reference to developing with the county council an approach to commissioning, whilst ensuring that the OPCC has the correct skills and capacity to support the role. Evidence of how skills gaps have been identified and how they are to be addressed would be a welcome addition to the Plan.

The Commissioner has a large and complicated set of partnerships and agencies to work with. The Plan provides a good opportunity for the Commissioner to give an early indication of the governance structure that he hopes to develop in order to draw these together to fulfil his objectives. Developing and finalising the structure obviously requires much consultation and discussion with partners, but a rough indication within the Plan could at least start the conversation.

The engagement of children and young people is of vital importance to the fulfilment of the Commissioner's objectives. Preventative work with schools, youth clubs and others, can keep pressure off the criminal justice system, helping to keep social and financial costs down. Targeting troubled families through the Police & Crime Plan would fit with existing engagement with the agenda across the public sector, with much benefit to the Commissioner's objectives over the mid- to longer-term. The Commissioner should consider including in the forthcoming TVP Delivery Plan an action regarding work with troubled families.

Public meetings between the Commissioner and Chief Constable, with the aim of promoting transparency and public scrutiny, are welcomed. Another element of engagement is the involvement of the public in decision making, and how that would work in terms of process. Public engagement in decision making is necessary due to the scale of the area, its diversity and the varied issues it faces. An explanation of how it is to be achieved would be a worthwhile addition to the Police & Crime Plan; for example, the Police & Crime Plan for Hampshire explains that the PCC is setting up a citizens' jury to help with decision making. The Police & Crime Plan for Sussex mentions the use of participatory budgeting.

The Plan is a good opportunity to be ambitious in terms of partnership working. Through the Plan, the Commissioner has the role and the mandate to put forward and lead on ideas, such as the pooling of budgets and co-location with other public services, in the pursuit of greater efficiency and effectiveness. Over the longer term, successful implementation of such ideas would contribute towards the achievement of objective 6 of the Plan.

There is a need for more clarity within the Plan on how the Commissioner intends to work with victims of crime to learn from their experiences and to provide support. These individuals can provide useful insight that will allow the improvement of processes, if the insight is used and applied correctly. Within the Plan, some indication of how this intelligence, alongside other sources of intelligence, will be used to improve processes from the service user perspective would illustrate how the Commissioner intends to drive improvement.

Objective 1 includes reference to the protection of the most vulnerable members of our communities. There is a Delivery Plan Action relating to this, but the Plan could usefully include some reference to any specific plans of the Commissioner's around the engagement of TVP with multi-agency safeguarding arrangements. Additionally, will the Commissioner be championing the use by TVP of the Common Assessment Framework and similar processes, with view to protecting the most vulnerable?

The Panel welcomes the use of a comprehensive evidence base to establish the objectives of the Plan. However, the Panel has questioned the Commissioner on the achievability of the objective to increase the visible presence of police, due to the extent to which it is contingent upon redeployment, the rate of population growth in Thames Valley and the successful delivery of the productivity plan.

The targets section of the Plan (Annex A) contains relatively few, rather un-ambitious targets. There has been some strong research in Thames Valley on burglary detection, which should lead to a more ambitious approach on this issue, rather than relying upon a loose target of 2% - 5% reduction. Many of the actions and targets are left blank, and the Panel reserves the right to comment further as more specific proposals are developed.

In terms of protecting the public from harm arising from terrorism (a component of objective 3); will the PCC be engaging in disaster and other civil contingency planning activities with partners? Description of any such activity within the Police & Crime Plan, if it can be mentioned, would reassure the public that the Commissioner is playing a role in this vital activity. Also under objective 3 is a focus on serious organised crime; addressing this is a resource intensive activity that often needs coordination with other forces and agencies. Any proposals around data and intelligence sharing across organisations in pursuit of this objective should, if possible, be mentioned within the Plan.

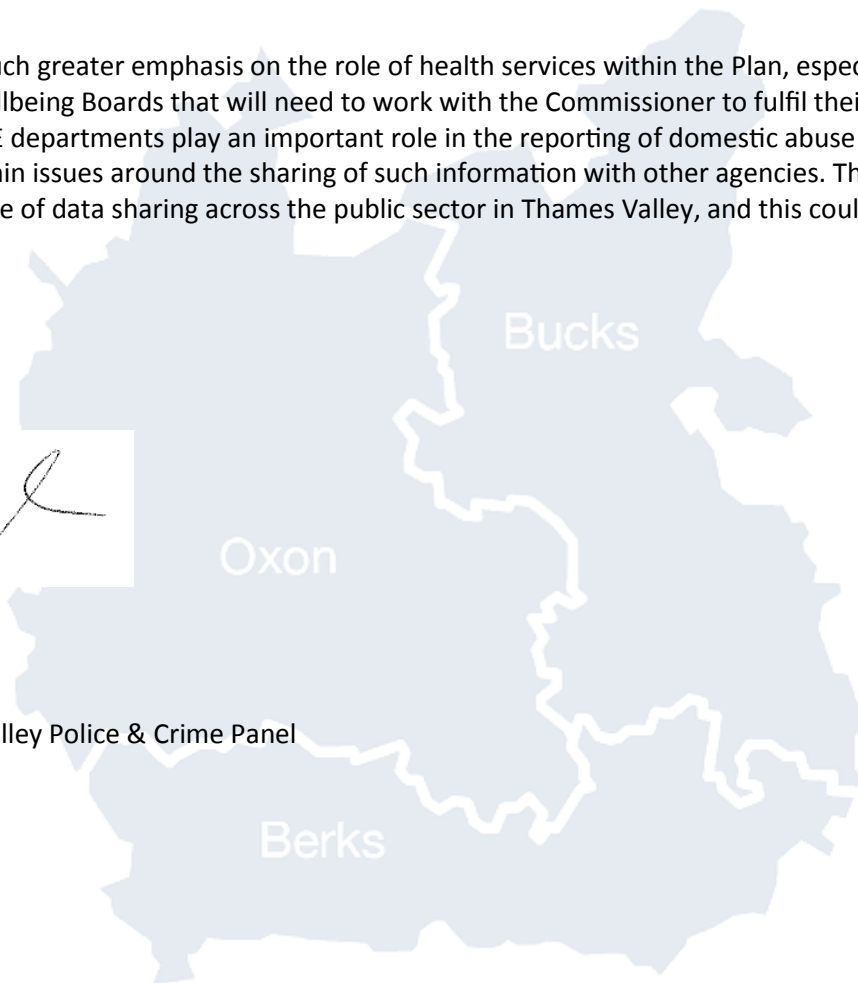
There needs to be much greater emphasis on the role of health services within the Plan, especially given the establishment of Health & Wellbeing Boards that will need to work with the Commissioner to fulfil their goals. There is also the fact that GPs and A&E departments play an important role in the reporting of domestic abuse and other types of crime, but there remain issues around the sharing of such information with other agencies. The PCC may be in a position to act on the issue of data sharing across the public sector in Thames Valley, and this could be reflected in the Plan.

Yours sincerely,



Cllr. Trevor Egleton

Chairman, Thames Valley Police & Crime Panel





Opportunities and challenges for Police and Crime Panels to 2015 and beyond

Cllr. Trevor Egleton

Chairman, Thames Valley Police & Crime Panel

What will we be covering today?

- Reflections from the Police & Crime Commissioner
- Experiences from Leicestershire and Wiltshire
- Views from Frontline Consulting
- A chance for questions

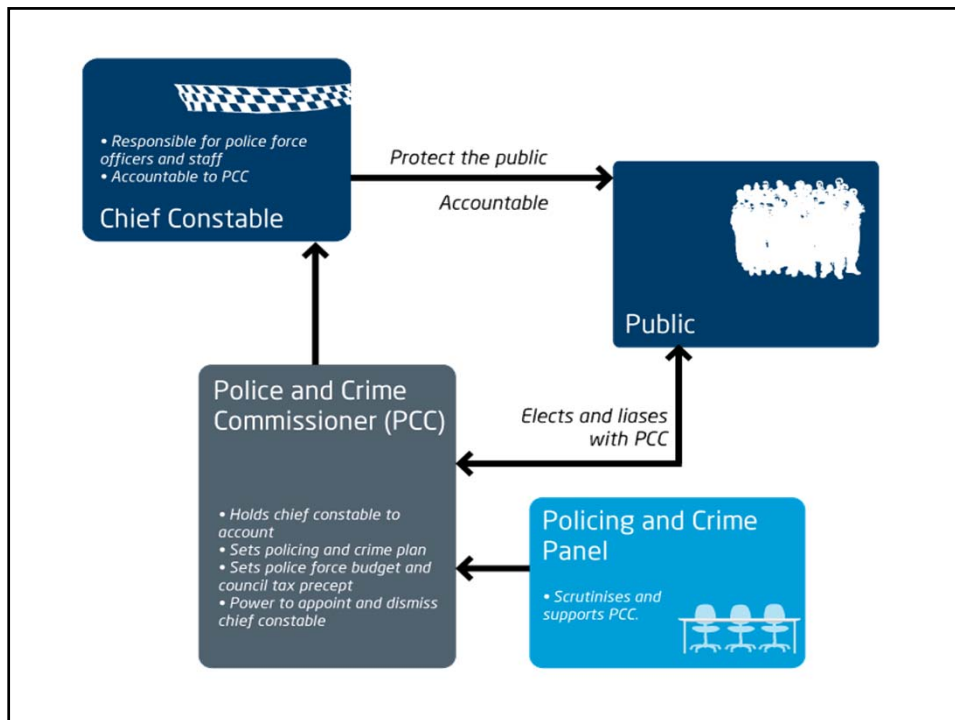
A quick reminder ...

The Panel reviews and scrutinises decisions and actions taken by the Police and Crime Commissioner (PCC). It also:

- Conducts confirmation hearings for certain key positions, including Deputy PCC, Chief Constable and others.
- Handles non-criminal complaints against the Police and Crime Commissioner.

A quick reminder...

- Reviews the PCC's proposed precept for each financial year - this is the amount which the Commissioner hopes to raise each year, through the council tax, to fund policing.
- Scrutinises and comments on the PCC's Police and Crime Plan and annual report



So what have we achieved?

- In-depth budget and precept scrutiny
- Appointment and retention of 2 highly skilled independent co-opted members

Issues?

- Complaints
- Access to timely performance information
- Resources

Enough of looking back....





Police and Crime Panel Conference

Anthony Stansfeld

Impressions so far

Ability to address public concerns through Police and Crime Plan.

- Domestic burglary
- Vulnerable people
- Rural crime
- Overall crime
- Fraud and internet crime



Anthony Stansfeld Police & Crime Commissioner for Thames Valley

Domestic Burglary

- Neighbourhood Policing Teams regularly carry out crime reduction work
- Targeted policing on known offenders who commit domestic burglary
- There has been a 20 per cent reduction in domestic burglary
- This means there were 1,401 fewer victims of domestic burglary in the year 2013-2014 than in the year before.



Anthony Stansfeld Police & Crime Commissioner for Thames Valley

Vulnerable People

- Multi-Agency Safeguarding Hubs (MASH) are being set up across the Thames Valley
- As part of the 2014/15 budget, I have allocated resources to invest in further MASHs across the Thames Valley area, to be developed in partnership with local authorities and health agencies.
- Awarded funding to organisations that support victims of crime from the first round of the Victims of Crime and Restorative Justice Grant.
- Over £600,000 of funding was awarded to a variety of organisations including support services for victims of domestic abuse, rape and sexual assault, human exploitation and young victims of crime as well as restorative justice services.



Anthony Stansfeld Police & Crime Commissioner for Thames Valley

Rural Crime

- Rural crime has been defined
- Thames Valley Police now attend every rural crime reported under the new Force definition.
- Country Watch, a free Thames Valley Alert messaging system specifically for people who live or work in rural communities, has been set up.
- 100 days of action - Each of the ten rural Local Policing Areas held 10 days (five in summer, five in winter), of intensive operational and crime prevention activity to tackle rural crime.
- Police have enhanced pro-active rural operations through use of ANPR and targeted enforcement activities across the Force. Also, a focus on crime prevention activities such as wider use of CESAR & CREMARK to mark property and machinery.



Anthony Stansfeld Police & Crime Commissioner for Thames Valley

Overall crime

- There were 127,497 crimes recorded across Oxfordshire, Buckinghamshire and Berkshire from April 2013 until the end of March 2014.
- This is a overall reduction in crime of 5 per cent
- Recorded crime is at its lowest level in 25 years.



Anthony Stansfeld Police & Crime Commissioner for Thames Valley

Fraud and Internet crime

- No exact figures but must be over £1bn a year within TVP
- Dealt with centrally by City of London Police
- An area of increasing concern
- TVP making every effort to raise awareness of the threat



Anthony Stansfeld Police & Crime Commissioner for Thames Valley

Impressions so far

- Press Scrutiny
- Complaints
- Senior Management Team
- TVP leading the way for other Forces
- CPS and Court system
- HMIC
- IPCC
- Public Perception
- Cost savings



Anthony Stansfeld Police & Crime Commissioner for Thames Valley

Cost Savings – PCC Office

- Police Authority budget in 2012/13 was £1.8m
- Budget underspends of £0.5m in both 2013/14 and 2014/15
- Budget reductions of £0.3m in 2013/14 and 2014/15
- Commissioning budget in 2014/15 is £4.5m
- Total PCC controlled budgets in 2014/15 is £5.9m



Anthony Stansfeld Police & Crime Commissioner for Thames Valley

Cost Savings – Police Savings

- Over £58m of budget reductions in the 4 year period 2011/12 to 2014/15, including £12.2m this year
- Equivalent to 15% of net budget in 2014/15 of £389m
- Productivity Strategy praised by HMIC
- Frontline policing has been preserved, as far as possible
- Grant reductions likely to continue until at least 2020
- Current MTFP requires savings of at least £25m in 2015/16 and 2016/17, of which around £10m still needs to be identified
- Next MTFP will cover 4 year period 2015/16 to 2018/19



Anthony Stansfeld Police & Crime Commissioner for Thames Valley

Challenges Ahead

- Maintaining the reductions in crime with further cuts in budget
- Fraud and Cyber Crime
- Retention of Police Officers
- Terrorism
- Police Formula Grant
- Reorganisation of Police Forces
- Victims Commissioning



Anthony Stansfeld Police & Crime Commissioner for Thames Valley

Questions?



Anthony Stansfeld Police & Crime Commissioner for Thames Valley

Wiltshire Council
Where everybody matters

Wiltshire Police and Crime Panel
Councillor Richard Britton
4th July 2014

Wiltshire and Swindon PCP

Composition

- Only two local authorities in force area
- 7 Wiltshire Councillors; 4 Swindon Borough Councillors;
- 2 Independent co-opted non-councillor members
- Chair – WC; Vice Chair - SBC

Wiltshire Council
Where everybody matters


Early Days

Have you ever watched a swan take off from water?

Wiltshire Council
Where everybody matters

PCP – PCC relationship

- Holding the Commissioner to account vs Supporting him/her (whatever that means)
- What if the Commissioner doesn't want to be supported?
- PCP – PCC Protocol
- Emphasis moving to scrutiny and constructive challenge



Approach to scrutiny

Small Task Group of volunteer Panel members

Short, Task & Finish projects

One on the go; one in the making

Scope discussed with OPCC

Topics derived from Police and Crime Plan

Chair and Scrutiny Officer leading the band



Volunteering and Specials


Great emphasis in Police and Crime Plan

Effect on delivery of Plan of non-realisation of numbers?

Interviews

Conclusions:

- No agreement between CC and PCC (doesn't imply disagreement!)
- Volunteer Coordinator
- Neighbourhood Alert



Watch this space

Licensing

How are the police meeting the PCC's objectives in terms of: The licensing process; the monitoring of licensed premises; enforcement against irresponsible licensed premises/licensees?

Regional procurement

Is regional procurement working for Wiltshire?

Sustainable policing

Awaits publication of HMIC reviews



Wiltshire and Swindon Police and Crime Panel



Annual Report
2013

The people of Wiltshire and Swindon can be reassured that, acting on their behalf, the Panel is committed to exercising its statutory duties of holding the Commissioner to account

The first year

Foreword

In 2011 Britain's coalition government put through parliament the Police Reform and Social Responsibility Act providing for the election of Police and Crime Commissioners (PCCs) to replace Police Authorities in each force area. On 15 November 2012 Angus Macpherson was elected Wiltshire's first PCC.

The Act also created Police and Crime Panels (PCPs) to exercise oversight of the Commissioners' work.

In this, the first Annual Report of Wiltshire's Police and Crime Panel, I describe the background work setting up the Panel, the first few months of its existence and the steps now being taken to ensure that it can fulfil its statutory duty of holding the PCC to account for delivering his Police and Crime Plan.

In the absence of any prescription in the legislation the Panel had some difficulty getting to grips with its role during its first year. This was not helped by local elections, both in Swindon and Wiltshire, resulting in changes to the Panel's membership.

One year on, a constructive working relationship with the PCC is beginning to crystallise as he emerges from his own first year 'baptism of fire'.

Other Panels have experienced similar frustrations in their first year.

Despite early difficulties, the year has not been without achievements and these are reported here together with our very full work plan for the next twelve months.

The people of Wiltshire and Swindon can be reassured that, acting on their behalf, the Panel is committed to exercising its statutory duties of holding the Commissioner to account for the delivery of his Police and Crime Plan and supporting him by adding value to his work wherever possible.

Finally I express my thanks for the support and dedication of my colleagues on the Panel and our support officers from Wiltshire Council.

Wiltshire Councillor Richard Britton
Chair, Wiltshire and Swindon Police and Crime Panel

The Panel's beginnings


Police and Crime Panels were created in each force area under the Police Reform and Social Responsibility Act 2011 and PCC elections took place in November 2012.

Before the Panel was formally created, a series of training events were organised and delivered by the Wiltshire Police Authority and Wiltshire Police to the Panel's initial membership. Some of the benefits of this were lost because of changes in membership following local elections.

During the hectic first few months Wiltshire Council as the 'host authority' worked with Swindon Borough Council to formalise the Panel's constitutional arrangements. This involved applying to the Home Office to create an extra committee place in order to properly reflect the political situation in Swindon.

Wiltshire's PCP consists of seven Wiltshire councillors and four Swindon councillors together with two co-opted independent (i.e. non-councillor) members. It is funded by the Home Office and has the following statutory responsibilities:

- to review the PCC's Police and Crime Plan
- to hold the PCC to account for the delivery of the Police and Crime Plan – the panel has powers to request any necessary information from the PCC on his decisions
- to review and report on the appointment of the Chief Constable and other senior appointments – the Panel has powers to veto the appointment of the Chief Constable
- to review the Commissioner's proposed police precept – the panel has powers to veto the precept
- to scrutinise the PCC's annual report
- to generally support the PCC
- to consider complaints against the PCC.



Statutory responsibility to review the Commissioner's proposed police precept



Wiltshire Councillor Richard Britton, Chair,
Wiltshire and Swindon Police and Crime Panel

Angus Macpherson, Police and Crime
Commissioner for Wiltshire and Swindon

Early days

PCCs were elected almost immediately after the legislation was enacted. The result was that PCCs had only a few short months within which to produce their Police and Crime Plans, budget and precept proposals. In Wiltshire another urgent priority for the new PCC was the appointment of a Chief Constable.

As well as formalising its constitutional arrangements the Panel was required to carry out a series of major 'set piece' meetings, such as a confirmatory hearing for the appointment of the Chief Constable and scrutiny of the Commissioner's precept within a short period.

Many members of the Panel were disappointed that the Commissioner publically announced his appointment of Chief Constable before the PCP's statutory Confirmatory Hearing.

His first precept request was also difficult in that many members of the Panel felt they had been provided with insufficient information and were being asked to consider the precept separately from the Commissioner's Police and Crime Plan and the overall budget.

The first year

In addition to having this initial series of formal meetings, in its first year the Panel has:

- negotiated and agreed a Protocol defining the working relationship between the PCC and PCP;
- delegated the handling of complaints against the PCC to Wiltshire Council's Monitoring Officer;
- agreed with the Commissioner's arrangements for the next financial and planning round;
- worked with the Commissioner to develop its requirements for the quarterly monitoring of the PCC's progress in delivering his Police and Crime Plan (a detailed report on progress is now considered by the panel every 3 months);
- reviewed and contributed to the PCC's first Risk Register
- reviewed the PCC's first Annual Report;
- started work on its first formal scrutiny review on the PCC's use of volunteers and special constables and produced a detailed project plan.

The Panel's chairman also took the initiative to arrange a meeting of chairs of the other four PCPs in the South West to share experiences and discuss the possibility of forming a Regional PCP Forum. One outcome of this meeting was a joint letter to the Policing Minister urging him to seek the views of PCPs – not just PCCs – when reviewing the success of the legislation.

The Chair and the PCC now have informal monthly meetings. This is a positive step towards building a constructive working relationship between the Panel and PCC.

The next twelve months

As this report is produced the Panel is once again preparing for the annual round of meetings to consider changes to the Police and Crime Plan, the PCC's Medium Term Financial Strategy, budget and precept.

Support officers from the Office of the Police and Crime Commissioner (OPCC) and PCP have worked together to plan and co-ordinate the timings of these meetings to provide enough time for the OPCC to produce the information for consideration by Panel members before each meeting.

The Panel has established a Task Group to take forward its first scrutiny review which will focus on the Commissioner's use of volunteers and special constables and the contribution he anticipates they will make. This review is at an early stage and will be the first of a continuing series of scrutiny projects with the aim of making constructive comments and recommendations to the PCC. Scrutiny projects will help the Panel fulfil its statutory duty to support him in the delivery of his Plan.

The Panel's routine quarterly meetings will also build its scrutiny function by having detailed consideration of a particular key theme at each meeting as well as its formal review of the Commissioner's formal Performance Report.

Conclusion

After experiencing some difficulties in its first year, the Panel is now actively carrying out its role and a fully-developed, constructive working relationship with the Commissioner is starting to emerge.

The Panel has a vital role to perform in exercising, on behalf of Wiltshire and Swindon residents, the 'checks and balances' envisaged in the legislation. Residents can be assured that members of the Panel will apply themselves diligently to performing their part in ensuring a sustainable and effective police force and combating crime and disorder.

About the Panel

Cllr Glenis Ansell	Wiltshire Council	Liberal Democrat
Cllr Richard Britton (Chairman)	Wiltshire Council	Conservative
Cllr Russell Hawker	Wiltshire Council	Independent
Cllr Charles Howard	Wiltshire Council	Conservative
Cllr Peter Hutton	Wiltshire Council	Conservative
Cllr Julian Johnson	Wiltshire Council	Conservative
Cllr Linda Packard	Wiltshire Council	Liberal Democrat
Cllr Abdul Amin	Swindon Borough Council	Labour
Cllr Andrew Bennett	Swindon Borough Council	Conservative
Cllr Brian Ford (Vice-Chairman)	Swindon Borough Council	Conservative
Cllr Teresa Page	Swindon Borough Council	Labour
Amanda Newbery	Independent Co-opted member	Not applicable
Malcolm Grubb	Independent Co-opted member	Not applicable





Meetings in the panel's first year:

5 December 2012 – This was the first formal meeting. Key activities included welcoming the Commissioner, agreeing arrangements and rules of procedure for the Panel and delegating responsibility for handling complaints against the Police and Crime Commissioner to Wiltshire Council's Monitoring Officer.

4 January 2013 – At this meeting the panel discussed the draft PCP / PCC protocol.

11 January 2013 – Confirmatory Hearing for the appointment of the Chief Constable.

6 February 2013 – The panel formally considered the PCC's 2013/14 precept and agreed public participation protocol and the process for complaints against the Commissioner.

1 March 2013 – The panel considered the Commissioner's draft Police and Crime Plan and agreed a number of issues which formed the panel's response and recommendations to the Commissioner.

26 March 2013 – The panel considered the Commissioner's response to its report and recommendations on the draft Police and Crime Plan, reviewed the Commissioner's quarterly report (on finance, performance and risk) and presented the draft PCC / PCP protocol to the Commissioner for consideration.

12 June 2013 – The panel elected a new Chairman and Vice Chairman, considered the Commissioner's annual report, and considered an update on performance and complaints.

16 September 2013 – The Panel considered the Commissioner's quarterly report, presented the PCP / PCC protocol to the Commissioner and considered the OPCC Public Opinion Survey results for 2012/13, the Annual Health and Safety Audit and applications to the Commissioner's Innovation Fund.

5 November 2013 – The panel discussed its approach to scrutinising the Commissioner's delivery of his Police and Crime Plan and identified Volunteers and Special Constables as its first area of scrutiny.



For more information on the Police and Crime Panel, please contact:

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WILTSHIRE POLICE AND CRIME PANEL (“PCP”)

PROTOCOL FOR JOINT WORKING WITH THE POLICE AND CRIME COMMISSIONER (“PCC”)

1. Introduction

The common aims of the PCC and the PCP are to ensure the effectiveness of measures aimed at reducing crime and disorder and enhancing public safety in Wiltshire.

The aim of this protocol is to summarise and recognise:

1. the key statutory obligations of the PCC and the PCP set out in the Police Reform and Social Responsibility Act 2011 (“the Act”)
2. the broad principles and processes which will guide the PCC’s and the PCP’s work together
3. the collaboration necessary for both the PCP and PCC to fulfil their respective statutory obligations, perform their roles efficiently and effectively and support a positive and constructive relationship

It is important to remember that the office of the PCC and the PCP are independent bodies and have autonomy over their respective work programmes and other working arrangements. Nothing in this protocol overrides or supersedes the provisions of the Act, its Regulations or Orders.

2. Key statutory roles and responsibilities

The PCC:-

- a) sets the strategic direction and objectives of the force through the Police and Crime Plan (“the Plan”)
- b) holds the Chief Constable to account and scrutinises, supports and challenges the overall performance of the force including against the priorities agreed within the Plan
- c) sets the annual budget, and precept subject to ratification by the PCP
- d) appoints and removes the Chief Constable subject to ratification by the PCP
- e) provides the local link between the police, local authorities, partner agencies and communities, working to translate the legitimate desires and aspirations of the public into action
- f) publishes information specified by the Secretary of State and information that the PCC considers necessary to enable the people who live in Wiltshire to assess the performance of the PCC and Chief Constable
- g) prepares and issues an annual report on the PCC’s delivery against the objectives set within the Plan
- h) monitors all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable
- i) makes crime and disorder reduction grants, helps deliver community safety and enhances the delivery of criminal justice
- j) consults and engages with members of the public, specifically victims of crime

- k) provides regular confirmation of progress and necessary strategic operational or Plan changes to the PCP

The PCP:-

The role of the PCP is to review and/or scrutinise the decisions and actions of the PCC in the exercise of their functions. The PCP:

- a) scrutinises the performance of the PCC in delivering the Police and Crime Plan("the Plan")
- b) contributes to the development of the Plan
- c) reviews the proposed annual precept and may approve or veto such precept
- d) reviews and ratifies the candidates proposed by the PCC for the positions of Chief Constable ,Deputy Police and Crime Commissioner, Chief Executive and Chief Finance Officer. The Panel may veto the appointment of the Chief Constable via a formal confirmatory hearing.
- e) reviews the PCC's Annual Report
- f) investigates complaints about the non criminal behaviour of the PCC
- g) carries out investigations into decisions made by the PCC
- h) makes recommendations and reports to the PCC as appropriate

3. Principles for a successful working partnership between the PCC and PCP

Both the PCP and PCC recognise and accept the need to:

- a) work in a climate of mutual respect and courtesy
- b) have a shared understanding of respective roles, responsibilities and priorities
- c) promote and foster an open relationship where issues of common interest and concern are shared in a constructive and mutually supportive way
- d) where appropriate share work programmes, information or data to avoid unnecessary duplication of effort
- e) take an evidence based approach
- f) act in the public interest
- g) act ethically
- h) engage in early consultation and information sharing of data and analysis
- i) provide challenge in an open and transparent way
- j) ensure prompt action on matters raised
- k) take a positive and constructive approach to resolving any difference of opinion on issues

4. Working arrangements to ensure respective obligations are met and effective collaboration is achieved

The Secretariat of the PCP will work with the office of the PCC to co-ordinate and align the work of the PCP with the work of the PCC. Where the PCC is required to provide information to the PCP, the PCP will aim to give five working days' notice. In exceptional circumstances and where there is agreement between the PCC and the PCP alternative days' notice may be mutually agreed

- 4.1 The PCP has been given power under the Act to review or scrutinise any decisions made or other action taken by the PCC in connection with the discharge of his functions. To enable this, the Act states that the PCC must provide the PCP with any information which the PCP may reasonably require in order to carry out its functions. The PCC may also provide the PCP with any other information which the PCC may think appropriate.
- 4.2 The Act (Schedule 16, s189) amends the Local Government Finance Act 1988 to require that finance reports produced by either the PCC's or the Chief Constable's Chief Finance Officer be made available to each member of the PCP
- 4.3 The PCP has the right to request information which it reasonably requires. Whilst "reasonably required " is not defined in the Act the PCC and his office recognize that the PCP may require wide ranging information from the PCC on an ad-hoc basis
- 4.4 The Act says that the PCP may require the PCC, and members of the PCC's staff, to attend before the PCP (at reasonable notice) in order for it to carry out its functions. The Act says also that if the PCP requires the PCC to attend before the PCP, the PCP may (at reasonable notice) request the Chief Constable to attend before the PCP on the same occasion to answer any question which appears to the PCP to be necessary in order for it to carry out its functions
- 4.5 **Specific obligations:**
- a) The PCP is a statutory consultee on the Plan. A draft should be submitted formally by the PCC for comments and recommendations and the PCC will also seek to engage the PCP on its development. The PCC will attend the meeting of the PCP to present the Plan and answer any questions. The PCP will be consulted before any Plan is used or revised by the PCC. The PCC will provide regular quarterly reports on performance against objectives.
 - b) Details of the proposed precept and underlying assumptions must be submitted by the PCC to the PCP by 1 February each year. The PCC should also provide additional information and analysis on why the proposed precept has been selected and the outcomes of any budgetary consultation. The PCP will make a report to the PCC on its deliberations and may veto the precept
 - c) The PCC will provide a draft copy of the Annual Report for the PCP's consideration and attend a meeting of the PCP to present the report and answer questions
 - d) The PCC will comply with statutory regulations relative to the notification of senior appointments so that the PCP may hold confirmatory hearings. The PCP will make a report to the PCC on its deliberations
 - e) The PCC will ensure that any non criminal complaints made against the PCC are properly recorded and passed to the PCP to deal with
 - f) The PCP may require the PCC to respond in writing within fifteen working days to any report or recommendation made by the PCP
 - g) The PCC may request that information provided to the PCP is not published or is exempt from public disclosure. Subject to the necessary

regulations being complied with, PCP meetings may include a closed session during which any sensitive information and material may be discussed

- h) Any refusal by the PCC to release information will include full reasons as to why the refusal falls within the legislative provision
- i) The PCP will share PCP agendas, minutes, dates of meetings media statements with the PCC.

4.6 The PCC and PCP may from time to time agree on topics for joint consideration and research. However, it will remain the prerogative of the PCC to decide whether/how any results of such projects should be implemented.

All formal meetings between the PCC and PCP officers and members will be minuted.

It is recommended that at least two members of the PCP (Chair or Vice Chair, plus one other) be present at any informal meetings with the PCC and/or the PCC's office.

5. PCP supportive role

- a) The PCP will support the PCC in the effective discharge of their statutory obligations, and the format of meetings will be agreed to that end.
- b) The PCP will work with the PCC to coordinate and align its respective work programmes
- c) The PCP may undertake pieces of work at the PCC's request
- d) The format and style of "set piece" events and meetings will be agreed with the PCC to ensure that the outcomes of these sessions add value

6. Summary

This protocol reflects work in progress and recognises that these are new and different arrangements and going forward there will be issues to work through and resolve. It may be necessary over time to develop and agree additional protocols and procedures to deal with specific issues The PCP and PCC are committed to working together in a constructive and positive way, remembering always that our shared priority and the reason why we exist is to serve the people of Wiltshire by creating safer communities. This protocol will have a review date of June 2014 unless the PCP or the PCC requests an earlier review.

16 September 2013

Wiltshire Police and Crime Panel

11 June 2014

Final Report of the Volunteers and Special Constables Task Group

Purpose

1. To present the conclusions and recommendations of the Volunteers and Special Constables Task Group.

Background

2. On 5 November 2013 the Panel discussed its approach to scrutinising the Police and Crime Commissioner's (PCC) delivery of his [Police and Crime Plan](#) (the Plan). The Panel decided to identify an area of interest to the public and establish a task group with a focus on supporting the Commissioner and building an effective working relationship. The Panel noted that the Plan is underpinned by a commitment to work with communities to reduce crime and antisocial behaviour (Chapters 5 and 7). A crucial part of this is the recruitment of special constables and volunteers (through the various 'Watch' Schemes and Neighbourhood Justice Panels). Relevant aspirations and initiatives in the Police and Crime Plan 2013-17 are:
 - "To encourage and foster greater levels of volunteering in the policing and crime arena.
 - To see all Wiltshire Community Area Boards and Swindon Localities adopting an Asset Based Community Development approach and playing a significant role in enhancing community safety within their areas through initiatives such as Neighbourhood Watch, Street Watch, Farm Watch, Community Speed Watch and Neighbourhood Justice Panels.
 - To make Neighbourhood, Farm and other community 'Watch' schemes fundamental to intelligence gathering and crime prevention in at least 80 percent of Wiltshire and Swindon communities.
 - To achieve community safety volunteering levels equivalent to one per cent of the Wiltshire and Swindon population regularly taking part in Neighbourhood

Watch, Street Watch, Community Speed Watch and other such 'Watch' schemes.

- To have a minimum of 300 active Special Constables across Wiltshire and Swindon, each attached to communities and contributing an average of at least 16 hours per month.
 - To stimulate our communities to help themselves more by giving them the support and confidence to trial initiatives that add most value to them.”
 - My vision of the future is one where community policing resources become an integral part of broader community problem solving and support teams, working with communities to address the issues that most effect them.”
3. The review therefore presented an opportunity for the Police and Crime Panel (PCP) to support the Commissioner in his delivery of the Plan and became the first area to be reviewed by a dedicated task group.

Methodology

4. The Task Group met four times between November 2013 and April 2014 and comprised the following membership:

Cllr Glenis Ansell – Wiltshire Council

Cllr Andrew Bennett – Swindon Borough Council

Cllr Richard Britton – Wiltshire Council

Mr Malcolm Grubb (Chairman) – Independent co-opted member

Cllr Peter Hutton – Wiltshire Council

5. The Task Group met with, or considered written evidence from, the following witnesses:

- Angus Macpherson, Wiltshire Police and Crime Commissioner
- Kieran Kilgallen, Chief Executive, Wiltshire OPCC
- Patrick Geenty, Chief Constable, Wiltshire Police
- Sarah Kyte, Business Manager, Wiltshire OPCC
- Richard Palusinski, Head of Wiltshire Special Constabulary
- Paul Mills, Project Manager for Community SpeedWatch and Neighbourhood Watch, Wiltshire Council
- Leicestershire Police

Preamble

6. The Task Group's review focused on two key themes:
 1. Special Constables
 2. Community Safety Volunteers and 'Watch' schemes.

The task group had also intended to investigate three further areas: 1. How volunteers should be supported by the force, 2. How more volunteers could be enlisted, and 3. What scope there is for the force to use volunteers in performing 'back office' functions. However, there was not time to consider these topics within the timeframe of the review. The objectives set out below were agreed at the task group's initial scoping meeting.

7. The task group wishes to emphasise that its findings and recommendations were agreed and are presented with the intention of supporting the Commissioner in the successful delivery of his Police and Crime Plan 2013-17. We are 18 months into the Plan's four year scope, and although some of the findings represent areas of concern, they are included to highlight potential risks to the Plan's delivery so that these can be mitigated through appropriate action. In summary, the report has been written in the task group's role as a 'critical friend' and it is hoped that it will be considered and responded to in this spirit.

Evidence

Special Constables (SCs)

Task Group objective 1: Assess the PCC's progress in delivering a minimum of 300 active Special Constables across Wiltshire and Swindon by 2017.

8. There are currently 208 Special Constables in Wiltshire although only 86 are qualified for independent patrol. This represents a huge increase from the 28 Special Constables recorded as active in 2009.
9. Figures seen by the task group and comments made by witnesses interviewed suggest that the aspired figure of 300 is unlikely to be attained and indeed may not be the appropriate number for the force area. The task group was not made aware of any recruitment or retention strategy in place for Special Constables.

Task Group objective 2: Consider the impact on the overall delivery of the Plan of any failure to enlist and train sufficient numbers of operationally independent special constables

10. The Police and Crime Plan aspires to having “Special Constables across Wiltshire and Swindon...attached to communities”. From this wording, the task group expected Special Constables to play an active role in neighbourhood policing, however, the Chief Constable reported to the task group that he has not decided what role he expects Special Constables to play. Without a detailed role description for Special Constables, defining how they will contribute to the Plan’s delivery, it is not possible to assess the potential impact of not being able to enlist Special Constables in sufficient numbers.

11. The task group received figures estimating that Special Constables cost only £3.00 per hour to deploy. Furthermore, a 2010 report from the NPIA comments:

“The Special Constabulary’s contribution to policing is immense, and time and time again these unique volunteers illustrate high levels of dedication and professionalism...by using targeted recruitment material, forces can maximise the opportunities to attract suitable candidates...In addition to this, there is a need to make sure forces are valuing their special constables, not only in terms of recognising the fantastic commitment that they give to their force, but also to the communities they serve.” (Special Constabulary Recruitment Marketing and Retention Surveys – Report of Findings – July 2010)

Task Group objective 3: Analyse current arrangements for enlisting, funding, managing and training Special Constables, benchmark these against similar areas and make constructive recommendations for improvements

12. Analysing arrangements for enlisting, funding, managing and training Special Constables has proved difficult due to the lack of written information. The task group is aware that a report is being written on the Special Constabulary and would be keen to have sight of it once it is released.

13. Arrangements for planning, funding and delivering training for Special Constables appears to be undertaken in an ad hoc manner and is not integrated with training arrangements within the regular force. The Chief Constable reported to the task group his aspiration that Special Constables become fully integrated with the Regulars, but the task group is not aware of operational activity to achieve this.

14. Other Police forces, notably Kent, have made excellent progress in ensuring that Special Constables play an important role in community policing. They ensure good liaison between Regulars and Specials across their three operating divisions and Kent’s Commissioner has funded three full-time tutor posts for twelve months to work exclusively with Special Constables. Recruitment and training programmes have been reviewed and refocused and strong emphasis has been placed on recognising and rewarding Special Constables’ contribution.

Volunteering

Task Group objective 4: Evaluate progress towards the achievement of the PCC's target of increasing community safety volunteering to the equivalent of 1 percent of the force area population

15. One percent of the Wiltshire force area (which includes Swindon) is 6,800 people. There is a specific difficulty assessing Neighbourhood Watch Schemes' contribution to the total number of volunteers due to the unavailability of accurate figures. While there are 2,750 Neighbourhood Watch schemes listed on the system currently used by Wiltshire Police, its limitations mean it is not possible to tell how many of these schemes are active (and this limitation has been acknowledged by the Commissioner).

Task Group objective 5: Consider ways in which the PCC could enlist more volunteers by understanding what motivates volunteers and identifying any barriers which inhibit volunteering, and

Task Group objective 7: Consider how volunteers will need to be supported by the force in order to make this contribution

16. The task group has received a draft version of Wiltshire Police's Volunteer Strategy, which contains 8 aims for using volunteers to help deliver the overall Police and Crime Plan. However, "increasing the number of people volunteering with the Police and the range of activities they undertake" is the only aim without defined actions describing how it will be achieved.
17. The task group is aware of the proposed appointment of a Volunteer Coordinator tasked "to encourage, signpost and support volunteers". We understand that the job description for this role is currently being considered by the two local authorities. It was originally expected before Christmas 2013, but is currently outstanding and therefore the task group cannot comment on the role's likely effectiveness in delivering the Commissioner's plan.
18. The task group is aware of the increasing role of volunteers in delivering public services of all kinds. Local authorities are making increasing use of volunteers and in Wiltshire services such as libraries have been devolved to be delivered at community level. Wiltshire Council and Wiltshire Police are collaborating significantly in terms of ICT infrastructure and buildings, but the task group was not made aware of joint working and information sharing taking place as yet in terms of the recruitment and deployment of volunteers. The task group would appreciate clarification on whether the Volunteer Coordinator post (see

paragraph 17) is a joint appointment of the Police and Wiltshire Council and is therefore an example of collaboration in this area.

19. The Volunteer Centre Wiltshire provides advice and guidance to organisations looking to enhance their use of volunteers. The Centre has also developed a Wiltshire's Valuing Volunteering Promise; a commitment to ensuring that volunteering in Wiltshire is an inclusive activity that is open, accessible and rewarding for anyone who wishes to get involved. The Promise confirms the commitment of its signatories to the principles of Choice, Inclusion, Support, Safety, Reimbursement and Reward.
20. By adopting time credit schemes employers can encourage employees to get involved in volunteering and also improve the retention of its existing volunteers. Local community organisations issue credits to individuals who give their time to support them, and the individuals can then spend their credit on an hour's worth of activity in the local area. Large local companies also often have dedicated volunteering programmes. Large numbers of police officers already perform valuable voluntary roles outside of their paid hours, such as supporting schemes for young people like Bluz 'N' Zuz.

Neighbourhood Watch (NW) (including Neighbourhood Alert (NA))

Task Group objective 6: Identify the contribution the PCC expects Neighbourhood and other Watch schemes to make to the delivery of specific aspects of the Plan

21. The Police and Crime Plan aspires to “make Neighbourhood, Farm and other community ‘Watch’ schemes fundamental to intelligence gathering and crime prevention in at least 80% of Wiltshire and Swindon communities.” Having investigated various replacement options for the current Neighbourhood Watch system, an off-the-shelf system called Neighbourhood Alert was selected. This is an online, secure community messaging system that allows authorised administrators to send and receive messages to and from registered people in the community and members of Neighbourhood Watch and other watch schemes. It can convey many types of message, such as messages about community events or CCTV images for “Have you seen this person?” alerts. The use of a common system provides the opportunity for the various Watch schemes to be more closely integrated and become, for example, Alderbury Watch or Chippenham Watch. There are also ambitions to extend it to other agencies such as the Environment Agency and Trading Standards, and local bodies such as or doctors’ surgeries.
22. Neighbourhood Alert was chosen because,

- Of its impressive support system;
- It is used by neighbouring police forces – including Thames Valley and Hampshire are strongly considering it;
- It is compatible with Wiltshire Police's MOSAIC system.

23. A police working group has been set-up to manage Neighbourhood Alert's implementation and a business case is being prepared with a view to launching four pilot schemes in May 2014 followed by full roll-out in August 2014. The project is to be driven by the Office of the Police and Crime Commissioner's (OPCC) communications team and we understand that two additional staff are being recruited. We understand that an indicative figure of £75,000k has been allocated in the OPCC's 2014/15 budget. While the system will be funded through the OPCC, the current intention is that it will be owned and managed solely by Neighbourhood Watch and constabulary support will be removed once it is up-and-running.

24. The task group's review of different Neighbourhood Alert sites (Cumbria, Thames Valley and Leicestershire) indicates a variety of approaches to using the system:

- Thames Valley's Neighbourhood Alert site makes a clear connection between the Police and Neighbourhood Watch and their system is clearly focused on police and crime matters.
- Cumbria Police's site is oriented toward general community issues, with policing and crime hardly evident on the main page.
- Leicester's strategy was to use the system purely as a corporate communications tool, and they did not initially involve Neighbourhood Watch or their community policing units in its implementation. However, they now recognise that this needs to be corrected if the system's full potential is to be realised and are considering how this can be achieved.

Conclusions

Special Constables

25. It is the task group's view (and indeed that of other police forces) that Special Constables represent good value for money and can play a valuable role in neighbourhood policing. It therefore supports the Commissioner's intention to have them attached to communities.

26. To ensure that the Special Constabulary can contribute fully to the delivery of the Police and Crime Plan 2013-17, it will be important that a clear and agreed vision is in place defining...

- a) what role Special Constables are to play in the achievement of the Plan's objectives;
- b) the number of Special Constables to be recruited and how this will be achieved;
- c) how Special Constables will be trained and whether such arrangements will, where appropriate, be integrated with training arrangements for the regular Police force;
- d) how the contribution of Special Constables may be appropriately recognised and rewarded.

Volunteering

27. The task group fully supports the Commissioner's commitment to encouraging and fostering greater levels of volunteering in the police and crime arena to aid the delivery of the Police and Crime Plan 2013-17. To ensure that this is achieved and volunteers can contribute fully to the delivery of the Police and Crime Plan 2013-17, it is important that the following are in place:

- a) A volunteer strategy and implementation plan describing how the aspiration to increase "the number of people volunteering with the Police and the range of activities they undertake" will be achieved;
- b) A clear definition of how the proposed Volunteer Coordinator role will "encourage, signpost and support volunteers";
- c) A commitment to investigating and benefiting from the available experience and expertise amongst public organisations in recruiting, retaining, training, supervising and deploying volunteers. This could include the following:
 - i. Building on the significant collaboration already taking place between Wiltshire Police and Wiltshire Council, to include the sharing of knowledge and resources regarding the recruitment and deployment of volunteers.
 - ii. Approaching the Volunteer Centre Wiltshire to provide advice and guidance to enhance the Police's use of volunteers.
 - iii. Demonstrating a commitment to the principles of Choice, Inclusion, Support, Safety, Reimbursement and Reward in the Police's use of volunteers, by signing the Wiltshire Valuing Volunteering Promise.
- d) The task group applauds the large numbers of police officers who also perform valuable voluntary roles outside of their paid hours. To support this further, Wiltshire Police might consider joining an employee time credits scheme or

tapping into the volunteering programmes of other major local employers, which may be helpful in recruiting Special Constables.

Neighbourhood Watch (including Neighbourhood Alert)

28. The task group is impressed by the power and scope of the Neighbourhood Alert system and believes it has potential to be a vital intelligence-gathering and dissemination mechanism for the police at a community level. To ensure that this is achieved and the system can contribute fully to the delivery of the Police and Crime Plan 2013-17, it will be important to ensure that the following are in place:

- a) Given the variety of ways in which Neighbourhood Alert can be used, a clear and agreed statement defining Wiltshire's vision for its use of the system. The task group would like to see it implemented and used with crime reduction as its primary purpose and not diluted to become a general community communications platform;
- b) Operational commitment from the Police, particularly at Neighbourhood Police Team (NPT) level, to 'driving' the system, in terms of a) inputting alerts and requests for information, encouraging the public to use the system and making general announcements about local police activity; and b) interrogating the system for public inputs about sightings, experiences, general observations and concerns. Purchasing and launching Neighbourhood Alert represents a small part of the effort required to get it established and widely used as a routine part of police communications.
- c) A commitment to the promotion of Neighbourhood Alert within communities in order to benefit from existing commitment to community crime reduction (e.g. existing members of Neighbourhood and other 'watch' schemes), and to broaden community participation in crime reduction by providing an easy-to-use online platform that reflects people's increasing use of social media tools.
- d) The task group is concerned that the Neighbourhood Watch organisation will not have the capacity to manage Neighbourhood Alert once constabulary support is removed. The success of the Community Speed Watch initiative in Wiltshire demonstrates how effective community-based schemes can be if they are implemented thoughtfully and given the appropriate resources.

Recommendations

To further the ambitions for Special Constables and Volunteers described in the Police and Crime Plan, the Task Group recommends that the Commissioner

1. **Clearly defines how Special Constables will be attached to communities;** (see paragraphs 10 and 25).
2. **In light of Recommendation 1, agrees an appropriate number of Special Constables and develops a strategy and implementation plan for the recruitment, retention and training of Special Constables;** (see paragraphs 9 and 26)
3. **Uses available national guidance and the experience of the Kent constabulary to explore opportunities for achieving best practice in the recruitment, training and deployment of Special Constables;** (see paragraphs 14)
4. **Considers**
 - a) **using the Volunteer Centre Wiltshire to help develop and enhance the constabulary's use of volunteers;** (see paragraphs 19 and 27c)
 - b) **signing up to the Valuing Volunteering Promise to demonstrate the Wiltshire Police's commitment to the principles of Choice, Inclusion, Support, Safety, Reimbursement and Reward when using volunteers;** (see paragraphs 19 and 27c)
 - c) **introducing a time credits scheme to build on the valuable contribution already made by many Police officers who take part in unpaid voluntary work; and** (see paragraphs 20 and 27d)
 - d) **introducing a scheme to encourage employers to support and promote the recruitment of Police and community safety volunteers from within their workforces.** (see paragraphs 20 and 27d)
5. **Confirms that Neighbourhood Alert will**
 - a) **be implemented with crime-reduction as its central purpose;** (see paragraph 24 and 28a)
 - b) **be used to reinvigorate the Neighbourhood Watch schemes across Wiltshire and Swindon;** (see paragraphs 21 and 28)
 - c) **coordinate the growing number of different 'watch' schemes;** (see paragraphs 21 and 28)
6. **Acknowledges that achieving Neighbourhood Alert's full potential as a crime-reduction tool will require active and ongoing commitment from Neighbourhood Police Teams and defines how this will be achieved** (see paragraphs 23 and 28)
7. **Defines what criteria he will use to monitor and assess Neighbourhood Alert's effectiveness.**

We look forward to receiving the Commissioner’s written response to the various issues raised in our report and would welcome any suggestions he may have regarding further work the Police and Crime Panel could do to help take these recommendations forward.

**Volunteers and Special Constables Task Group,
Wiltshire Police and Crime Panel**

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Appendices

None



Police and Crime Panels: The Leicestershire Perspective

Joe Orson JP CC
Chairman of the Leicester, Leicestershire and Rutland PCP

Our Police and Crime Panel...

- **15** members covering the Force area of Leicester, Leicestershire and Rutland of which:
 - **2** are independent members
 - **4** are Leicester City Councillors (reflecting population)
 - Remaining members represent the **7** district areas and County
- Lively mix of members - all actively contribute to meetings
- Truly non-political!
- Effective scrutiny and challenge

The Commissioner

Sir Clive Loader

Ex-Air Chief
Marshall of
the RAF

Good public
speaker






Divide and
conquer?

Performs
well in the
media

Adversarial style –
does not willingly
accept challenge
to authority

An established
“Leader”

The Panel’s Relationship with the PCC

SUPPORT		CHALLENGE
His appointment of a CFO		Section 106
Precept increase		Precept increase
Police and Crime Plan		Performance
Commissioning intentions		PR Review
Stage 2 Transfers		Management of the Force during Chief’s period of absence

What has gone well...

- The Panel functions well and is actively engaged in the issues
- Meetings are well organised and have generated publicity – there is a growing *awareness* for the Panel, but not yet an *understanding* for its role
- PCC is a willing and active participant in the Panel's work

What hasn't gone so well...

- The relationship between the PCC and the Panel remains strained
- Meetings can be very confrontational
- The Commissioner does not like to be criticised in public
- Communication between the OPCC and the secretariat is poor – lack of trust
- The OPCC tends to share information at the last moment
- OPCC appears “defensive” at meetings
- Over involvement of the Chief Constable and OPCC officers at meetings means the PCC avoids some challenge
- Ex-PA members have found it difficult to make the transition
- Too much business!

Future challenges

- Operational v strategic – hard to define and sometimes used as a means of avoiding giving Panels information?
- Ongoing issues with the PCC – the need to build a “trusting” relationship though still a need for distance
- We have no “teeth”, so how can we most effectively use the platform?
- Strained back-office relationships between secretariat and OPCC – informal meetings between secretariat and OPCC were stopped by the PCC
- Forthcoming review of PR Function could provide further strain
- Ongoing budget reductions and pressures on policing
- Resourcing for Panels

Opportunities

- Promotion of Panels – statutory
- Public engagement – new public questions procedure
- Task and Finish groups to look at specific areas of work – budget?
- More involvement of CSPs
- Regional Panel work to look at issues such as collaboration arrangements

Our meetings are webcast live and are worth a watch:

<http://council.webcast.vualto.com/leicestershire-county-council/home/webcast-archives/>



Any questions?


**THAMES VALLEY POLICE
LOCAL POLICE AREAS**


- 1 Aylesbury Vale
- 2 Bracknell Forest
- 3 Cherwell and West Oxfordshire
- 4 Chiltern and South Buckinghamshire
- 5 Milton Keynes
- 6 Oxford
- 7 Reading
- 8 Slough
- 9 South Oxfordshire and Vale of White Horse
- 10 West Berkshire
- 11 Windsor and Maidenhead
- 12 Wokingham
- 13 Wycombe

Thames Valley Police and Crime Panel Conference

4 July 2014

Tim Young
Frontline Consulting





PCPs – general experiences in the first two years

- Success/failure related to the quality of relationships: PCP/PCC/OPCC
- Relationship shortcomings often stem from mutual misunderstanding of PCP role
- Resourcing has been a constraint for some Panels, limiting ambitions
- Issues around transparency of PCCs' decision-making and expectations regarding information sharing - affecting Panels' ability to carry out statutory duties
- Panels have low public visibility



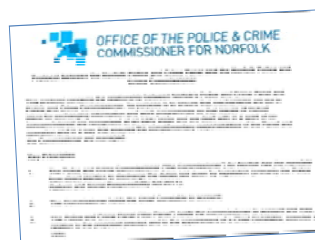
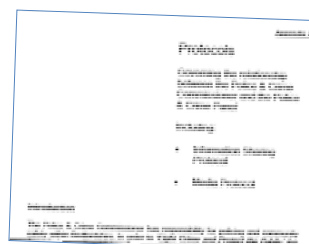
Role and relationships issues: some contributory factors

- Lack of Member induction in places
- Ex-Police Authority reps' resentment
- Panel members opposing PCC concept
- PCC and Panel members of opposing parties
- PCCs who are unused to public sector accountability viewing Panels as 'interfering'
- PCCs unwilling to provide sometimes even basic information
- Disagreement over balance between 'support' and 'challenge'
- Concern over strategic/operational split



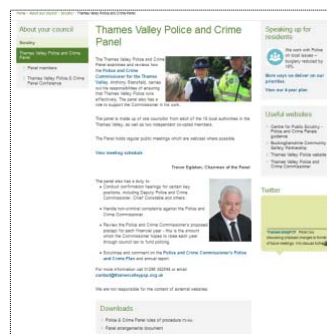
What are the foundations of successful Panel working? (1)

- Constructive engagement with the PCC, including an agreement re info sharing and joint working
- Using info from a range of sources, to inform performance of statutory duties
- Clear understanding of role and responsibilities and therefore a focused approach to work programming
- Well resourced – but also using resources and Panel members' skills and expertise



What are the foundations of successful Panel working? (2)

- A visible PCP, with good web pages and understanding the public's views (see Thames Valley at <http://goo.gl/PHJUax> or Cumbria at <http://goo.gl/kt8FE>)
- Working well with CSPs, Crime and Disorder OSCs and other stakeholders
- Where appropriate, carrying out proactive work to support the PCC and challenge their assumptions and priorities as they develop policy



Challenges for policing and community safety: the budgetary squeeze

- Cut in Government funding for police in real terms by 20% from Mar 2011 to Mar 2015
- Thames Valley response:
 - £46.5m savings made 2011/2 to 2013/14
 - a further £31.1m cash savings planned from 2014/15 to 2016/17
 - a balanced budget for both 2014/15 and 2015/16
 - but potential budget shortfall of at least £4m in 2016/17 to be addressed
 - clear commitment that there will be no reduction in local visible policing



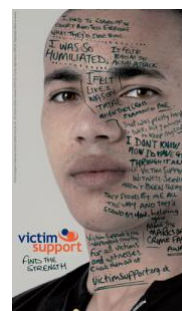
Challenges for policing and community safety: the drive to collaboration

- TVP has “a well-managed collaboration programme” (HMIC, July 2013) to jointly deliver a range of services with Hampshire
- Programme has joint policies to govern work areas, including sharing staff and resources
- TVP collaborates with other forces to co-ordinate specific services or share costs
- TVP is also Lead Force responsible for the South East Counter Terrorism Unit (SECTU)
- Collaboration may require some PCP oversight in future, depending on direction



Challenges for policing and community safety: new PCC commissioning responsibilities

- Oct 2014 - for commissioning local specialist victim services (£793k), and non-specialist services from April 2015 (£2.467m combined)
- TV PCC has sought to engage with all sectors and stimulate a cost-effective marketplace
- Reference groups set up to help develop the commissioning process
- One-off grant funding for some services, then moving to full commissioning-type funding
- PCPs can add value here by checking commissioning & procurement arrangements' capacity, capabilities and robustness



Challenges for policing and community safety: restructuring the delivery of public services

- Government aim: “deeper and more ambitious joint working between the blue light services” (Policing Minister Damian Green)
- Various examples of PCCs joining up these services and saving money – Hampshire, Merseyside, Surrey, Humberside
- Northamptonshire ambitiously aiming for full integration of Police and Fire & Rescue
- Common threads with other PCC work : sharing of back-office functions; co-location of services; rationalisation of estates/access points
- PCP challenge: Bedfordshire’s Task and Finish review of estates strategy



Challenges for Police and Crime Panels: pro-active scrutiny that adds value

- PCPs undertake proactive scrutiny undertaken by various methods: thematic Panel meetings, standing sub-groups and Task & Finish Groups, rapporteurs (to investigate issues in greater depth on behalf of the Panel)
- As with Overview and Scrutiny work, proactive work by Panels is best linked to PCC plans and priorities
- Thames Valley PCP programme for 2014-15: at least two themed meetings per year to cover specific topics relating to the Police and Crime Plan



Challenges for Police and Crime Panels: delivering a prioritised work programme

- The focus must be on the key priorities where panels can add value through constructive challenge
- Requires good information sharing between PCC's office and PCP, to facilitate effective agenda planning
- Expansion of PCC responsibilities increases range of stakeholders:
 - need to work smarter, not harder
 - engage, through calls for written evidence, social media or taking oral evidence at meetings



Thames Valley PCP @ThamesValleyPCP

9 Sep

Call for evidence - see: <http://t.co/rSpwO1mXub> for details on how to make your views known

Opportunities in the making: potential changes in the landscape

Home Affairs Select Committee report recommendations (see <http://goo.gl/FFU82e>):

- The Home Office should require PCCs to publish a Forward Plan of key decisions
- PCPs should be able to veto Deputy PCC appointments, and investigate whenever a Chief Constable's contract is ended
- The LGA and the Association of PCCs should agree a protocol on the timely provision of information to panels
- The Home Office and LGA should determine a more realistic level of funding for PCPs, and provide long-term certainty



Opportunities in the making: how might the landscape look after 2015?

- Contested future of policing governance
- General election in 2015 – can expect manifestoes to offer competing policies
- Likely that PCCs will stay until 2016 so important that PCPs don't slacken off
- Whatever the landscape, the challenges will still be how to ensure:
 - democratic accountability of the police
 - joined-up services that improve safety and well-being and promote measures to prevent crime, harm and disorder



References and resources

House of Commons Home Affairs Committee,
Police and Crime Commissioners: progress to date
Sixteenth Report of Session 2013–14 <http://goo.gl/FFU82e>
(and summarised at <http://www.pcps-direct.net/news/2/>)

Proposals for Future Operation of the [Thames Valley] Police
and Crime Panel (16 May 2014) <http://goo.gl/PyIv0c>

Speech given by Policing Minister Damian Green on
Tuesday 19 November 2013 to the Blue Light Innovation
conference <http://goo.gl/QiyUPi>

Centre for Public Scrutiny, *Police and Crime Panels: the first
year* (January 2014) <http://goo.gl/qSdKuE>

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