



Key lines of enquiry from Development Day drawing on the evidence session on Serious Violence and Knife Crime

On Wednesday 30 January 2019, the Panel received a wide range of presentations on strategies, initiatives and pilot projects from across the Avon and Somerset police force area. This information, together with sight of an early draft of the refresh of the PCC's Police and Crime Plan, has helped to prepare the Panel for a challenge session with the Commissioner at the Panel's meeting on Tuesday 5 February 2019. The following headlines cover the areas that the Panel would like to cover, followed by a series of questions the Panel would like to ask the PCC and through her, the Chief Constable, who she holds to account for operational matters.

Evidence base

Assistant Chief Constable Steve Cullen of Avon and Somerset Constabulary described the approach to Neighbourhood Policing in the new strategic plan for neighbourhood policing teams in October 2018. Local policing is the cornerstone of the operating model and brings together support that formerly was provided in specialist teams eg. drugs, burglary, whilst enhancing police visibility through more agile working with the right equipment. Alongside this neighbourhood policing strategy is the citizens and community engagement strategy providing information, seeking views and developing partnerships. An offer in relation to tackling serious violence and knife crime will be that every school will have a named contact and under the Police Now initiative, a new cohort will work in areas of high deprivation to address some of the most challenging problems. The Force is seeking better to reflect the communities it serves through recruitment for diversity.

Claire Torrible, an Independent Member of the Panel and lecturer in law at the University of Bristol who is undertaking doctoral research into police complaints, gave an overview of the Government's recently published Serious Violence Strategy and Home Office aspirations in this area. It has been informed by Home Office and academic research. Whilst overall crime is falling, knife crime and gun crime has increased, especially amongst young people, and there has been some increase in the recording of crime. County lines is a major policing challenge with male on male drug related crime being pushed out from urban areas into counties, focusing on the more deprived coastal strip in Somerset and market towns. Early intervention, supporting communities, seeking missing children and better partnership working including information sharing are key alongside effective law enforcement and use of the criminal justice system, including powers under Modern Slavery legislation. There is a leadership role for the police to galvanise local responses, drawing on the Early Intervention Youth Fund and working with Public Health eg drug and alcohol teams and HMICFRS.

Cllr Asher Craig, a Panel member from Bristol City Council and the Panel's Link Member for the Development of the Police and Crime Plan, outlined the findings from an OPCC workshop held on 9 November and a Serious Violence Home Office event held on 20 November. New developments in this area need to be reflected in the refreshed Police and Crime Plan. There needs to be a greater focus on and scrutiny of partner agencies' roles in delivering the Plan with the Police Force. A communications strategy will be required to highlight the key areas of the PCC's refreshed Plan and the challenges the police face. A case study was presented of work with the police and communities in Bristol, led by Asher as a portfolio holder in Bristol and working with the Safer Bristol Partnership, social workers, the troubled families' team and Chief Inspector Gary Haskins and his team on the Road map Call-in Project.

Good practice from Glasgow had been identified from a visit to the city where gang violence had been reduced by 60% over ten years through a public health approach in a multi-disciplinary team led by the Youth Offending Team. Follow up actions including improving and sharing data, expanding the evidence base around the public health approach, intelligence gathering, work with the BAME communities including mentoring and better deployment of resources based upon evidence gathering including identification of hotspot locations to help to design out crime. There has been excellent police interaction, but the challenge is funding.

Lynn Gibbons, a public health consultant with South Gloucestershire Council, presented on the impact on knife crime and serious violence of adverse childhood experiences and the importance of a public health approach to tackling these crimes. This seeks to address the underlying risk factors that increase the likelihood that an individual will become a victim or perpetrator of violence by improving the health and safety of all people. ACEs are negative experiences in early life and childhood that can have an impact on health and wellbeing throughout life, creating a 'toxic stress' that impacts on the developing brain. Such experiences include verbal and emotional abuse, physical abuse, sexual abuse, physical or emotional neglect, parental criminal behaviour, loss of a parent, parental substance misuse, domestic abuse and parental mental illness. Research findings highlight how common ACEs are and that they can be (but not necessarily are) associated with criminal justice involvement including violence and drug use. Preventing ACEs could reduce levels of drug abuse, violence perpetration and victimisation and incarceration.

Appropriate responses include a trauma informed approach, better informed professionals, addressing of the root causes not the symptoms, early intervention, an increase in the resilience of children and families, specialist support and joint working. Examples of policing initiatives around ACEs were highlighted from Devon and Cornwall, Hampshire, Scotland and Wales including awareness raising, training, ACE coordination across the police and local authorities and integrated work with young people.

A documentary 'Resilience' is available on loan from lynn.gibbons@southglos.gov.uk and an ACE video from Public Health Wales at <http://www.aces.me.uk/in-wales/>

Amy Hurst, the Community Coordinator of the Sedgemoor Serious Organised Crime Pilot Project, presented a case study. She is employed by the District Council and works alongside four police officers.

The pilot is the only rural pilot set up by the Home Office, alongside those in Gwent, Merseyside, Sussex and West Yorkshire. She highlighted the local picture around the SOC threat with police intelligence reporting issues around drug supply and associated county lines activity and rural acquisitive crime. Underreporting is believed to be a significant issue, particularly in relation to child sexual exploitation, criminal exploitation and modern slavery.

The Hinkley development will be a focus for future activity. The project builds on strong partnership working, takes a preventative approach around early years, works closely with primary schools, uses trauma informed approaches and is focused on grassroots community organisations and awareness raising. A Locality Review informs the project with a focus on alternatives to SOC involvement and universal and targeted interventions including mentoring, leadership skills, promotion of personal resilience and employment. The challenge is to embed the project beyond the life of the pilot.

Chief Inspector Gary Haskins of Avon and Somerset Constabulary leads a team of three Police Now recruits and the neighbourhood team. He advocated school mini cops for early intervention, a focus on the leaders of criminality in communities and mentoring of those on the cusp of criminality including jobs being made available by local businesses. He described the Road Map Call-in Project in East Bristol, a six month pilot programme aiming to reduce gang, drug and violent crime in the community. He referred to gang activity and the associated drug and violent crime as the greatest challenge in East Bristol and to the cost of the open drugs markets. There is evidence from the success of projects in London and North Carolina, which had reduced gang, drug and violent crime as well as reoffending and had diverted some offenders into employment, all of which has significant potential savings in court, police and custody costs as well as societal costs. He identified what's wrong with current practice as low-level dealers are easily replaced, enforcement can be antagonistic, arrests may be seen as random and therefore do not act as a deterrent, police are perceived to be disruptive to family life and prison is not considered to work. Instead the Call-in Road Map identifies the offence, considers the suitability of the perpetrator for the programme, assigns a mentor, engages the offender in learning, workshops and other activity and reviews their behaviour and gap in offending.

The call-in panel is drawn from assisting agencies and includes a police officer, an ex-gang member, a mentor (six of whom are from the BAME community), a community member, a faith dependent representative, a YOT officer, a pathways coordinator and a representative of the council. The candidate can be accompanied by a family member. Benefits of the programme include improved community relations, reduction in drug and associated violent offences, an improved environment, opportunities for young people, savings to the constabulary, relationships with offenders and key community figures and preventative problem solving. The programme is being academically reviewed by the University of the West of England and fits with the Ministry of Justice's advocacy of deferred prosecution and diversion opportunities. Other examples of diversion-based approaches are in Durham and the West Midlands. The MoJ is seeking an evidence based around the impact of deferred prosecution models on BAME individuals and are looking for pilot areas to implement a pilot study over the next two years, especially where there is a substantial BAME population. Background information relating to this project is in the Lammy Review and from the Runnymede Trust. Risks to the programme are candidates continuing to commit serious crime while on the

Call-in programme, reputational risk (that the project benefits criminals) and finances not being sustainable after an initial pilot study.

Martin Carnell of Avon and Somerset Constabulary described the work of the Office for Data Analytics, which is funded by the Police Transformation Fund. He has been seconded to this Home Office programme from the Devon and Somerset Fire and Rescue Service. Led by Avon and Somerset Constabulary, this ODA is one of nine and the UK's most advanced and works on a multi-agency basis. It relies upon a shared appetite and willingness of public sector bodies to work together, to agree what the problem is and develop approaches to address it and to establish information sharing arrangements.

Objectives are to use behavioural insights to reduce the number of missing persons, youth offending, serious organised crime, arson, suicide and international criminality and to improve road safety. Analysis is undertaken around the troubled family and on the community risk index that identifies vulnerability. Challenges to be addressed include organisations thinking and operating alone, a narrow focus on statutory duties and costs being shunted from one to another. Pressures arise from demand, cost, public expectations and an increasingly interconnected and complex world, including uncertainty around Brexit.

The ODA enables multiple organisations to join up, analyse and act upon data that is sourced from public sector bodies in order to improve services and make better decisions and overcome the limitation of siloed information. Working across the emergency services, local government, education and health; with national data sources; and with the Connecting Care and Troubled Families programme, data analytics can inform strategic planning, help set priorities, create early warning systems, optimise resource allocation, make better decisions more quickly and closely manage performance. By collating data, the ODA can identify and protect vulnerable people at the earliest opportunity by developing an integrated hub for the collation and sharing of data between multiple agencies. By applying predictive analytics and visualisation, a joined up and collaborative view on vulnerability, risk and early intervention opportunities is possible.

Outcomes include reduced vulnerability and harm, safer communities, reduced demand for services, better targeted of intervention in partnership, efficiency savings from reducing duplication and earlier intervention by focusing upstream. Whilst ODAs are making innovations on an unprecedented scale, academic review suggests that significant progress is being made. The West Yorkshire has been pioneering the use of biometrics technology. Examples of work undertaken in this Force area include the Community Risk Index providing a baseline and an overview of risk of death including drowning, murder, accidental falls, transport accidents and suicide, drawing on public health data, which is being applied across the South West; the Youth Offending project that provides a visual representation supported by data science to predict and inform cost effective interventions around serious youth violence, missing people, child sexual exploitation and the possession of drugs and/or weapons; this draws on Metropolitan Police and health data and involves the London Borough of Hillingdon; and Road Safety through a complete picture of risk and the forecasting of future death rates, locations and types of vehicle, which is being used by Police, Fire and Rescue Services, Somerset County Council, the Ambulance Trust, Public Health England and Highways England.

Detective Inspector Charlotte Tucker is the County Lines Coordinator of the South West Police Regional Organised Crime Unit. County lines involves children and vulnerable adults being used by drug dealers across the country to courier drugs and money and the use of mobiles to organise this from London (mainly in Taunton and Weston Super Mare) and from the West Midlands and Liverpool. She set out the characteristics of a county line and raised issues around the level of under-reporting, the involvement of missing persons, the exploitation of children and young people, the link to drug dealing, the use of the railway network and then taxis (from Bristol Meads to Weston Super Mare as one example), the use of cuckoo'd addresses and the increase in violence and exploitation, as well as the lack of dedicated resources and a proactive team. Tackling County Lines is a regional priority with a quarterly assessment of the threat level.

The Avon and Somerset Plan, linked with the Serious Violence Strategy, targets the networks that present the highest threat, harm and risk and seeks to identify and protect the vulnerable who are at risk of exploitation. Objectives include to work with multi-agency safeguarding hubs and increase deterrence for those who are involved, to build children's resistance to exploitation including addressing gang culture (many children do not see themselves as victims) and to reduce the market for heroin and crack cocaine. Modern slavery and human trafficking legislation will be used although conviction can be difficult. Further work is needed fully to understand the impact of county lines in the region.

Jon Angell, Principal of the City Academy Bristol (part of the Cabot Learning Federation) and Chair of the Bristol Association of Secondary Heads and Principals, outlined issues of serious violence and knife crime as they relate to schools and young people. Setting out the context of the school in East Bristol, he was positive about enabling a police presence in schools and commended the use of linked officers to schools. He recognised that ACEs are important in shaping a child's behaviour. He suggested that children might feel safe in school, but not in their community. Although there was a very low rate of exclusions for bringing a knife into the academy in 2017-8 and so far in 2018-9 (each only 1%), there had been 18% and 33% exclusions for physical assault of a pupil or adult. He suggested that the definition should be wider than knife crime and cover anything that could be used as a weapon.

Exclusions for drug possession were 6% last year and 5% so far in this year; he was concerned that teenagers hang around at the end of the day to meet and possibly deal with students. Responses in the school have been to focus on personal, health, social and economic education in the curriculum, clear policies on behaviour, a team around the school, inter-agency working with the Bristol Drugs Project and Catch 22 and improved joined-up working. Challenges include recognising the responsibility of families and the community as well as the school to raise a child, changes in demographics including the migration into the area of the Romani community, Brexit, funding, staffing including an inability to recruit school-based police officers and the time wasted by colleagues to bid for resources.

The final briefing was provided by Mark Simmonds, the Office of the Police and Crime Commissioner's Chief Finance Officer, on the budget, precept and medium term financial plan. This was to update the Panel ahead of their scrutiny of the PCC's proposals on 5 February. It covered the

national context including four priorities from the Home Office; funding per head of population; the provisional settlement; grant and council tax breakdowns; budget headings and cost centres; key assumptions underlying financial planning for funding, income and expenditure; an updated MTFP forecast; headline forecasts including 100 extra officers; capital funding forecast and plans; budget analysis for new savings; cumulative savings achieved and planned; savings since 2010; identified risks including changing demands, Brexit, pension grant and costs, unfunded pay risks, the Spending Review, lower funding for local partners, the Enterprise Resource Planning decision costs and the new funding formula when Avon and Somerset is already underfunded per head of population and reserve levels are already reducing.

Panel discussions

Panel members reflected on the presentations they had received and considered the working draft of the Police and Crime Plan that is being refreshed to reflect changes and challenges at a local and national level. The PCC is committed to retaining the four existing priorities but wants to focus on shaping the priorities to reflect the recommendations of the Police and Crime Needs Assessment (which was undertaken during the summer and autumn of 2018) and to work increasingly in partnership to deliver against those priorities:

- To protect the most vulnerable from harm
- To strengthen and improve your local policing teams
- To ensure the Constabulary has the right people, right equipment and right culture
- To work together effectively with other police forces and key partners to provide better services to local people.

Increasing threats had been identified in the PCNA including county lines, child sexual exploitation, child abuse, modern slavery and human trafficking, criminal use of weapons, sexual violence, domestic abuse and cybercrime.

The four priorities and many of the increasing threats reflect themes and issues identified in the Home Office Serious Violence Strategy that was published in April 2018. It sets out actions around four themes:

- Tackling county lines and misuse of drugs
- Early intervention and prevention
- Supporting communities and local partnerships
- Law enforcement and the criminal justice response.

The Panel's evidence session from a range of partner agencies and the constabulary highlighted the challenges of and current approaches to serious violence and knife crime and the initiatives that are underway, including two pilot projects. The Panel will draw on that evidence in its challenge session with the PCC to help to shape the Plan refresh and to work in partnership to deliver against these priorities and address the emerging threats.

The PCC has specifically invited the Panel to comment on:

- whether the Plan accurately explains the financial context
- whether the objectives are right for the continuing four priorities and whether any are missing
- whether any of the objectives are likely to drive the wrong behaviours or achieve the wrong outcomes
- whether any of the objectives seem unachievable in the current climate
- whether the performance framework effectively matches the objectives
- whether the balance is right in relation to performance by the police and partners
- whether performance measures are set at the right level and are strategic?

Panel feedback on the working draft of the Police and Crime Plan and the evidence session

The Panel will have an opportunity to influence the refreshed Police and Crime Plan at its meeting on 12th March but will provide initial feedback on 5th February. It welcomes the opportunity to shape and influence the final Plan.

The Panel welcomes the PCC's commitment to openness and transparency, to strengthening local communities, to reducing and solving problems related to crimes that matter most to communities and to burglary reduction, detection and prosecution.

The Panel sees its role as monitoring the Plan and the PCC's strategy and how it translates into outcomes. Where the Panel might be considered to have identified operational issues that relate to strategic matters that they would like to raise, the Panel would expect to ask the PCC to hold her Chief Constable to account on those issues.

Areas of interest included:

- The feedback from the consultation with residents about the proposed Plan and precept
- The further plans of the Commissioner to consult with the public and specifically with service users including of those services that she commissions
- The need for additional themes within the priorities to reflect the PCNA and emerging threats
- The publication of a Delivery Plan relating to the Police and Crime Plan that states what the objectives are, how they will be delivered and how they will be measured
- The importance of Operation Remedy to address serious violence, knife crime and burglary
- The value of emphasising prevention and early intervention through partnership working, alongside assurance and reassurance to communities and enforcement, working with the criminal justice system
- Possible gaps in the structure and capacity of the Force such as dedicated drug teams and the value of bespoke policing

- The training of neighbourhood teams in drug prevention and enforcement
- The need to refresh performance reporting and to exclude redundant targets in the performance framework; the Panel would welcome a conversation generally about performance management, the use of quantifiable measurements of delivery against the Plan and the use of KPIs, as well as the frequency with which the Panel scrutinises performance
- The means by which the PCC monitors the services that she commissions
- In reviewing the refreshed Police and Crime Plan, the Panel are interested in national and Avon and Somerset specific strategies and targets, the priorities that are set, the resources that are allocated to deliver the Plan, the partnerships that are significant to deliver the Plan, the measurements that are in place to monitor Plan delivery and the risks that have been identified and actions to address or mitigate them
- Given that the budget, precept and MTFP have been drafted ahead of the refreshed Plan, the Panel asks whether the budget provides for flexibility to enable and ensure delivery of the Plan
- The Panel is interested in the prospects for Force to Force collaboration and how it might assist the PCC to deliver her refreshed Plan and would like to be kept updated. This might include future and further collaboration with Devon and Cornwall.
- The Panel remain interested in the PCC's ambition regarding collaboration with the Fire and Rescue Service and blue light collaboration in general and would like to be kept updated. The Panel has recently requested information/evidence of any on-going cooperation, amalgamation of services or savings emerging from the co-location of Police and Fire at Portishead – intelligence, operational planning, staff logistics, fleet etc. The PCC has acknowledged the concerns in relation to the pace of change and advised that a more formal approach to looking at areas in union was planned for the new year
- The Panel recognises the value of partnership working and the financial pressures affecting budgets across the public sector that necessitates a move from silo working and to pooling data, other information, strategies, plans and delivery models
- One of the pressures on police team is around issues relating to other public services, for example, supporting people with mental ill-health. The Panel is interested in the PCC's proposals for closer working with the NHS and scope for sharing costs and pooling resources on initiatives of shared interest

Panel key lines of enquiry for the challenge session on the refreshed Police and Crime Plan

- The PCC in her first term produced an overall Police and Crime Plan and local Plans. Does she propose to prepare local Plans again to reflect challenges in policing and crime that specifically need to be addressed in those areas?

- Is the PCC confident that she is able adequately to measure and monitor investment, delivery, outcomes, impact and value for money from her Plan?
- Cybercrime is one of the emerging and growing crimes facing policing. It appears to require complicated and bureaucratic reporting for businesses. How is the PCC combating cybercrime and working with business to reduce it?
- Has the PCC emphasised rural crime adequately in the refreshed Plan, particularly given the challenge of combatting county lines and the interlinked problems that might present?
- Has the PCC emphasised combatting anti-social behaviour adequately given the impact on local communities and the importance the public attaches to addressing ASB?
- What is the PCC's approach to combatting hate crime in her refreshed Plan?
- The Office for Data Analytics depends upon a shared commitment across the public sector and a willingness to share data. How closely is the PCC working with the ODA and contributing to and drawing on its intelligence gathering and analysis?
- How is the PCC filling gaps in knowledge through the ODA and using it to inform her Plan, strategy and resource allocations?
- Is the PCC working with partners through the ODA to set priorities, overcome silo working and develop collaboration to address challenges for policing and crime? Related to this, is the PCC encouraging local authorities and other public sector bodies in the Force area to work with the ODA, to feed in data, to draw on its insights and to develop strategies?

Panel key lines of enquiry for the challenge session on serious violence and knife crime

- The Panel was impressed by the evidence given by the constabulary and partners on the activity addressing these crimes and the causes thereof and the knowledge underpinning responses to serious violence and knife crime. There is a clear value in early intervention, data sharing and partnership working. Given the value of the work that was showcased, is the PCC confident that activity on serious violence and knife is fully coordinated and can she provide further leadership of a joined-up strategy?
- What action is the PCC taking to secure funding and work with partners to pool resources to support a serious violence strategy and address related crimes eg the YOT, the Youth Justice Board, public health through local authorities and clinical commissioning groups and the Home Office eg the Barnardo's project and the Sedgemoor pilot?
- Does the PCC support the multi-agency public health approach to combatting serious violence and knife crime?

- Has the PCC sourced evidence and identified projects that recognise the impact of adverse childhood experiences and support early intervention?
- What would the PCC identify as the impact on community policing of the rise in serious violence and knife crime?
- Could the PCC quantify the relative resource allocations made to the ROCU, between urban and rural policing and to neighbourhood policing in addressing these issues, and whether these allocations are appropriate to the demonstrated need?
- Is the PCC confident about intelligence led policing and proactive strategies to combat serious violence and knife crime across the Force area?
- How will neighbourhood policing work on the ground if it is not linked to a dedicated drugs and serious violence team?
- What is the PCC's strategy to target gang leaders and support diversionary activity?
- What is the proportion of funding allocated to combatting serious violence? How transparent are those allocations, and between urban and rural areas?
- What are the targets and outcomes that are sought from that funding? How are they measured?
- To what extent will the additional £24 on Band D that is being sought in the budget and precept proposals be used to address serious violence and county lines etc, for example, by establishing a dedicated drugs team and/or serious violence team?
- Will the PCC be able to invest to sustain and embed the effective pilots in Sedgemoor around serious organised crime and in East Bristol to deliver the Road Map Call-in Project?
- Is there scope to lever in additional funding, such as from youth offending teams?
- How is the PCC providing leadership to galvanise new partnerships in pursuit of her refreshed priorities and how will she do this specifically in order to address serious violence and knife crime?
- How is the PCC working with other PCCs to identify the issues and support collaboration between Forces to address serious violence, knife crime and county lines?
- How will the PCC measure the performance of the new neighbourhood policing model? Is there a baseline from which it may be judged? If so, what is the strategic assessment of the new neighbourhood policing model in its first months of operation?

- How is the Force monitoring the effectiveness of neighbourhood teams, including PCSOs, and the shift away from specialist teams?
- What is the impact on neighbourhood policing of the reduction in custody suites?
- Does the PCC agree with the need to focus increasingly on combatting county lines?
- Are neighbourhood teams equipped with the specialist skills to combat county lines?
- Are neighbourhood teams equipped with the specialist skills to combat money laundering?
- Are neighbourhood teams equipped with the specialist skills to combat serious violence and knife crime?
- Are neighbourhood teams equipped with the specialist skills to combat CSE, modern slavery and human trafficking?
- Will this focus draw on experience of Force activity in this area and recover the capacity through specialist officers in a dedicated team, a drugs squad, whose resources had been reduced?
- Has the demise of the Tri-Force collaboration impacted upon the Force's capacity to tackle county lines?
- How will the Force source and use local intelligence to disrupt county lines?
- What are the priorities of the PCC to combat modern slavery, human trafficking and child sexual exploitation, and how are these being resourced?

Panel key lines of enquiry relating to the draft budget and precept

- The Home Office provides specific funding for PCCs. What is her approach to grant allocation and distribution? How will she measure success?
- In terms of the budget and precept setting, has the PCC been able to evaluate the impact of the additional £12 at Band D that was raised last year and any specific activity that was possible because of this increase in the precept?
- Could the PCC explain why a 1.5% increase in the council tax base has been used when local authorities are using the figure of 1.8%?
- What does this mean in terms of income to be raised on that council tax base compared to the other? Is there a gap in income?

- Furthermore, could the PCC justify in more detail the proposed additional £24 at Band D to be raised next year, provide information about the specific purposes to which it will be put and advise whether there are measures that can be monitored to evaluate its impact next year?
- What is the risk to services and public safety if the PCC does not increase the precept by £24 at Band D?
- Given the priorities being set in the Plan and the budget allocations being made to deliver the Plan specifically, could the PCC provide the evidence that underpins any viring of those allocations from year to year and the flexibility available to deliver new priorities?
- Could the PCC reassure the Panel about the equity of service provision across the Force area, whilst recognising different needs and pressures in the system that appropriately must be addressed?
- What is the impact of the demise of the Tri-Force collaboration in respect of delivery of priorities and anticipated savings, and how is this being addressed?
- How is the PCC addressing potential shortfalls from the loss of future funding, a new funding formula and the dependence on one off grants and pilot projects with short term funding?
- What is the PCC's long-term investment strategy for projects to address local issues, especially given the decline in capital resources and reserves that are projected?
- The Panel would like to see options if the PCC does not include an additional £24 at Band D in her budget. The Panel would welcome budget options if the precept was increased by, for example, zero increase, 1%, 2%, £12 or £20, including the gap in the budget, the savings that would be required, the services that might be reduced and the initiatives that may not commence
- How might the Panel assist the Commissioner to manage public expectations and provide assurance at a time of austerity when the police service is under pressure?

Key learning points from the Development Day for the Panel's ways of working

The Panel briefly reviewed the Day and the approach taken. It welcomed the time allowed to source evidence and to prepare for a challenge session and appreciated the time given by those who presented.

It was positive about the opportunity to undertake specific, thematic, proactive scrutiny and to increase knowledge and address any gaps in understanding. Future possible topics for scrutiny through a challenge session, task and finish group or inquiry day included drugs, cybercrime, anti-social behaviour and the impact of population movements and housing growth.

The Panel would be keen to conduct further evidence sessions from time to time to gather insights that could inform their holding to account of the PCC and assist with her policy making and budget setting. This could include insights from providers and users of commissioned services.

The Panel recognises its priority is to hold the PCC to account on her stated commitments, including the Police and Crime Plan, and that it also means scrutiny of the resources available to deliver it, the partnerships effected to achieve it and the measurements of outcomes from those initiatives. Whilst the Panel does not oversight of operational matters, it is appropriate for the Panel to hold the PCC to account for her scrutiny of the Chief Constable. The Panel welcomes the publication of the regular one to one meetings of the PCC and her CC on the website and can draw on that in fulfilling its scrutiny role.

The Panel also would like to promote its role as a resource for the PCC, especially given that they represent all the local authorities in the Force area or have specialist knowledge and experience for their role on the Panel as independent members.

Although a protocol exists for the relationships between the PCP, PCC and OPCC and its Chief Executive, it could be helpful for the Panel to explore mutual expectations, information sharing and reporting with each other again.

In terms of developing the work of the Panel, it was suggested that the Link Member roles are of value and need to be developed. The Panel welcomes the structure the Link Member roles under the four Police and Crime Plan priorities. The OPCC will arrange quarterly briefing sessions for the Link Members to brief Members on key issues and identify opportunities for Link Members to contribute to specific areas of work. Link Members will continue to participate in existing meeting mechanisms, for example through membership of the Business Crime Forum. It has been accepted that ad hoc arrangements can hinder participation and the ability to influence or usefully feed back to the Panel on progress. Better interaction at meetings will be achieved if an advanced schedule of dates could be provided and any papers supplied to Members one week beforehand.

The Panel could usefully meet with the Joint Audit Board again and to draw on its breadth of questions and relevant information; this could include receiving an annual report, perhaps through the Panel Member who has recently observed a meeting of the Joint Audit Board.

The Panel might develop a communications strategy around its scrutiny of the PCC and its proactive work, including with constituent local authorities and partners such as the Community Safety Partnerships.

