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Cambridgeshire Police and Crime Panel
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Lord Bew
Committee on Standards in Public Life
Room GC.05
1 Horse Guards Road
London
SW1A 2HQ

Dear Lord Bew

Tone from the top - leadership, ethics and accountability in policing

Thank you for your letter dated 27 July 2015 regarding the accountability model for local policing and the findings from the Committee on Standards in Public Life.

The Cambridgeshire Police and Crime Panel (CPCP) regularly holds the Police and Crime Commissioner (PCC) to account for his and the Constabulary's performance. Panel meetings are held in public and cover a wide range of topics, including the areas outlined within your letter. Our response to the Committee's recommendations is set out below:

Recommendation 9
• Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.

The CPCP last reviewed the PCC's latest annual report at its public meeting on 16th September 2015. Panel members scrutinised the annual report in some detail and probed the Commissioner on a number of points. One example relates to the lack of headline data regarding the police's performance. The Panel felt that the lack of data made it difficult for the both the Panel and indeed the public to understand the impact that the Commissioner has had over the last year. The Panel recommended that the Commissioner consider including key data and comparator information from similar Force areas.

Recommendation 10
As a matter of good practice:
● PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection; and
● Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.

The CPCP agrees with the recommendation that the PCC should publish a forward plan of key decisions. This will not only provide more information for the public, but will also allow PCPs an opportunity to horizon scan and set a proactive scrutiny agenda for the year. The CPCP has

made a recommendation at its meeting on 16th September to the Commissioner that he should publish a forward plan.

The CPCP already published a forward plan of items the it would like the Commissioner to report on. The Panel regularly holds agenda planning meetings to discuss and agree which issues it would like to scrutinise the Commissioner on.

Recommendation 19
The Committee endorses the Home Affairs Committee's recommendations that:
● *Police and Crime Panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.*

In June 2015, the Chief Constable for Cambridgeshire announced his retirement from the police after over 30 years of service. The Commissioner addressed the Panel on this at the meeting in June and the Panel questioned the Commissioner on further details, including his plans for recruitment a successor. As the former Chief Constable's service was brought to an end by retirement, rather than any other means, both the Panel and the Commissioner were mindful that the Chief Constable may well have personal reasons for choosing to retire. Any public scrutiny of a decision to retire needs to consider personal and HR implications for the outgoing Chief Constable and be treated sensitively.

A confirmation hearing for the new Chief Constable was held on 16 September, with the Panel recommending the appointment.

If you would like any further information regarding the work of the Cambridgeshire Police and Crime Panel, please do get in touch.

Yours sincerely

Cllr Jason Ablewhite
Chairman of the Cambridgeshire Police and Crime Panel

Stockton-on-Tees
BOROUGH COUNCIL

My Ref: DEB/SC/deb0749
Your Ref:

David Bond LLB Solicitor, Director of Law & Democracy

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Date: 24 November 2015

Dear Lord Bew

Tone from the Top – Leadership, Ethics and Accountability in Policing

I refer to the Committee on Standards in Public Life's report "Tone from the top – Leadership, ethics and accountability in policing", which was published on the 29 June 2015, and to your letter of 27 July 2015 addressed to the Chairs of Police and Crime Panels.

The Cleveland Police and Crime Panel considered the Committee's report at its meeting on the 30 July, and agreed that in consultation with the Chair of the Panel, Councillor Norma Stephenson OBE, and on behalf of the Panel, I should provide a response to the report and to your subsequent letter.

With regard to the recommendations in the report that are directly relevant to Police and Crime Panels, I would therefore comment as follows:

Recommendation 9

Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.

By Post
Lord Bew
Chair, Committee on Standards in Public Life
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By Email also:
public@public-standards.gov.uk

Scrutiny of the PCC's Annual Report has been an important part of the Cleveland Police and Crime Panel's work programme from inception. This is always undertaken at a full Panel meeting, which is open to the public, and with the PCC in attendance. Consideration of the Annual Report is part of the wider programme of scrutiny which this year encompasses (inter alia) victims support and shared services.

The Annual Report is also presented and considered at the same time as the Police and Crime Plan, containing the PCC's key objectives for the year, in order to ensure consistency and continuity of approach from a strategic perspective.

Recommendation 10

As a matter of good practice:-

- *PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection; and*
- *Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.*

The Cleveland Police and Crime Panel's forward plan is included as an item on its agenda at each Panel meeting, and in between meetings is considered at joint officer meetings, attended by representatives from the lead Local Authority and the PCC's Office, and at pre-agenda meetings held with the Chair and Vice Chair of the Panel. These arrangements enable the Plan to be reviewed and revised, as appropriate, in order to reflect the requirements of the Panel and its work, and they also facilitate requests for any information or reports that may be required from the PCC in that respect. This then is reflected in future meeting agendas.

Recommendation 19

The Committee endorses the Home Affairs Committee's recommendations that:-

- *Police and Crime Panels inquire and report into the circumstances whenever a Chief Constable's service is brought to an end irrespective of whether the schedule 8 scrutiny process is formally engaged.*
- *The Home Office bring forward proposals to extend the schedule 8 process to include scrutiny by the Police and Crime Panel where a commissioner chooses not to agree to an extension of the chief constable's contract to bring it in line with the process for the removal of a chief constable.*

The Cleveland Police and Crime Panel would support the Committee's endorsement of these recommendations by the Home Affairs Committee, taking into account the views and comments expressed in paragraphs 5.71 to 5.73 of the Committee's report.

Stockton-on-Tees
BOROUGH COUNCIL

I hope that this response on behalf of the Cleveland Police and Crime Panel will prove to be helpful.

Kind regards.

Yours sincerely

Director of Law and Democracy

Lord Bew
Chair, Committee on Standards in Public Life
Room GC.05
1 Horse Guards Road
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Plymouth City Council
Host Authority for Devon and Cornwall Police and Crime Panel
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Please ask for: Sarah Hopkins

4 August 2015

Dear Lord Bew,

Committee on Standards in Public Life report "Tone from the top – leadership, ethics and accountability in policing' – recommendations 9, 10 and 19 for Police and Crime Panels

Thank you for your letter dated 27th July in respect of the above. I would respond as follows.

With regards 'Recommendation 9' – I can confirm that Devon and Cornwall Police and Crime Panel have been carrying this out, as described in the recommendation, annually.

With regards 'Recommendation 10' – I can confirm that Devon and Cornwall Police and Crime Panel do already operate this good practice.

With regards 'Recommendation 19' – We will take this recommendation into account as and when the need arises.

More information, including Agendas, Reports, Minutes and other documents in respect of the business of the Devon and Cornwall Police and Crime Panel can be viewed on our website at http://www.plymouth.gov.uk/policecrimepanel.html

Please do not hesitate to contact me if you require further detail in respect of our response.

Yours sincerely

Cllr Roger Croad
Chair, Devon and Cornwall Police and Crime Panel

(Plymouth City Council is the Host Authority for Devon and Cornwall Police & Crime Panel and views expressed by the Panel are not necessarily those of the Authority).

INVESTORS IN PEOPLE

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Date: 28 September 2015
Ask for: Fiona King
My ref:
Your ref: FDK/PCP

Lord Bew
Chair
Committee on Standards in Public Life
Room GC.05
1 Horse Guards Road
London
SW1A 2HQ

Dear Lord Bew

Standards in Public Life – Recommendations to Police and Crime Panels

Thank you for your letter dated 27th July 2015.

I would like to confirm that the Dorset Police and Crime Panel formally considered the recommendations of your Committee at its meeting on 10th September 2015.

I am pleased to report that the Panel were in full support of the specific recommendations agreed by your Committee and this is recorded in the formal public record of the meeting.

I attach, at Appendix A, a copy of the formal response which was agreed by the Panel for your records.

Yours sincerely

Fiona King
Senior Democratic Services Officer
Dorset Police and Crime Panel

APPENDIX A

Recommendations from the Committee on Standards in Public Life to all Police and Crime Panels

Recommendation	***Proposed Draft Dorset PCP Response*** *(as prepared by officers)*
Recommendation 9 - Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.	*This recommendation is fully supported by the Dorset Police and Crime Panel. Such an approach already forms an important part of the Panels routine local practice, with meetings open to the public to attend.*
Recommendation 10 – As a matter of good practice; • PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection; and; • Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.	*As this is not a current requirement under the specified information order of the Police and Social Responsibility Act, therefore there is not currently a forward plan for decisions. However, in seeking to ensure openness, inclusivity and transparency for the wider public the Office of the PCC will always seek to publish and provide advance notice of those decisions that have been assessed as key ones (e.g. budget, precept, senior officer decisions etc.). Some of the other decisions that the PCC is required to make are not so easily forecasted. It therefore remains important to recognise that (in terms of good and effective governance) there is a balance to be struck between forward planning and the ability of the PCC to make effective and timely decisions.* *This recommendation is fully supported. The Dorset Police and Crime Panel routinely consider a forward plan of work at each of its formal public meetings. Specific items and topics are identified, agreed and included on this work plan for the Police and Crime Commissioner to provide the necessary information to aid effective and timely scrutiny by the panel.*

The Committee also endorsed within their report recommendations made by the Home Affairs Committee and would like to bring this to the attention of Police and Crime Panels:	
Recommendation 19 –The Committee endorses the Home Affairs Committee's recommendations that: • Police and Crime Panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process formally applied.	*This recommendation is fully supported by the Dorset Police and Crime Panel. The Dorset Police Crime Panel's Rules of Procedure clearly set out the requirement for notification of circumstances where the chief constables service is to be brought to an end to ensure robust and timely scrutiny of any such proposed action.*

Contact: Lorraine O'Donnell
Direct Tel: 03000 268060
e-mail: Lorraine.odonnell@durham.gov.uk
Your ref:
Our ref:

Durham County Council

The Lord Bew
Chair,
Committee on Standards in Public Life
Room GC.05
1 Horse Guards Road
London
SW1A 2HQ

23rd October 2015

'Tone from the Top – leadership, ethics and accountability in policing'

Dear Lord Bew,

As Chair of the Durham Police and Crime Panel, I welcome the opportunity to respond to the findings and recommendations of your report 'Tone from the Top – leadership, ethics and accountability in policing'.

To facilitate this response, I requested a report on how the Panel was meeting the recommendations from your report to be considered by the Durham Police and Police and Crime Panel at its meeting held on the 20th October 2015. The following is a response from the Panel to these recommendations.

Recommendation 9

Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.

The Police and Crime Commissioner has presented his Annual report to the Panel's meetings held in June 2013, 2014 and 2015. The Panel has considered these reports and provided comment to the PCC in line with the Police Reform and Social Responsibility Act 2011.

Recommendation 10

As a matter of good practice:
PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection; and Police and Crime Panels should produce a forward plan of work specifying, as appropriate,

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Lorraine O'Donnell - Assistant Chief Executive
Assistant Chief Executive's Office

the information required from PCCs in order for them to carry out that work.

In 2014, the Panel undertook review activity to enhance constructive challenge as its critical friend to the PCC. An outcome from this review was a recommendation to include 'Decisions by the PCC' as a standard item on its agenda. The rationale for this was linked to the Home Affairs Committee report and was also supported by the PCC's Office.

At its meetings in June and October 2015, the Panel has considered reports containing decisions that have been taken and future decisions. The report also informed the Panel of the criteria for a key decision and that information is also available from the PCC's website.

From its outset in shadow form, in August 2012, the Panel has had in place a work programme and this has been reviewed and agreed by the Panel at its Annual Meetings held in June 2013, 2014 and 2015. Development of the work programme has been considered with the Office of the PCC and provides details of forthcoming topics to be considered throughout the year. The work programme is also flexible to accommodate consideration of topics to be included throughout the period of the work programme.

Recommendation 19

The Committee endorses the Home Affairs Committee's recommendations that Police and Crime Panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.

In March 2014, the Panel agreed a protocol between the Police and Crime Panel, Police and Crime Commissioner and the Chief Constable to ensure transparency and fairness and to set out a process and procedures which will be followed by the Commissioner in the event that he is contemplating the exercise of his power under section 38 of the Police Reform & Social Responsibility Act 2011.

The protocol was further considered in June 2014 to take account of a national protocol on Section 38 of the Act that was agreed between the Association of Police & Crime Commissioners (APCC) and the Chief Police Officers' Staff Association (CPOSA). The Panel agreed that the national protocol be attached as an addendum to the Durham Protocol.

Recommendation 14

Whilst recommendation 14 of your report has not been specifically identified for the Panel, I would like to take this opportunity to acknowledge the role of the Panel in considering this risk within the Chief Finance Officer confirmation hearing in December 2013. In addition, following an independent review by

Durham County Council's Internal Audit team and consideration by the Joint Audit Committee, the Panel considered a report titled "Role of Joint Chief Finance Officer – Safeguards Protocol" at its meeting in December 2014.

To conclude, I feel that the Panel is complying with the identified recommendations within the report by the Committee for Standards in Public Life. I would like to also report the positive and constructive working relationship the Durham Police and Crime Panel has developed with the PCC and his office. This relationship has enabled the panel to take proactive steps to constantly develop and deliver its activity in accordance with these recommendations and the Police Reform & Social Responsibility Act 2011.

Yours Sincerely

Councillor Joy Allen
Chair of the Durham Police and Crime Panel

Cabinet Office

Paul Croney <paul.croney@cabinetoffice.gov.uk>

RE: Chair, Police and Crime Panel

Colin Ismay, Council and Member Support Manager <Colin.Ismay@essex.gov.uk> 26 November 2015 a
To: "paul.croney@cabinetoffice.gov.uk" <paul.croney@cabinetoffice.gov.uk>

Dear Paul

Many thanks for your e mail dated 27 July and the letter from Lord Bew.

The matters raised in Lord Bew's letter were considered by the Essex Police and Crime Panel on 26 November.

The Panel agreed the following response.

Recommendation 9

Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.

The Panel agrees with this recommendation and does review the Commissioner's Annual Report in public with the Commissioner present.

Recommendation 10

As a matter of good practice:

● PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consultec before the decision is taken and what reports/papers will be available for inspection; and

● Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.

Although not a matter for the Panel to decide, it can see merit in Commissioner's publishing a Forward Plan of decisions in the same way as Council's exercising executive decision-mal arrangements publish a forward plan of key decisions.

The Panel agrees with the second recommendation and already considers a forward plan of work at each meeting.

Recommendation 19

The Committee endorses the Home Affairs Committee's recommendations that:

● Police and Crime Panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 (of the Police Refo and Social Responsibility Act 2011) scrutiny process is formally engaged.

As Panels have a role in the appointment of a Chief Constable the Panel agrees that Panels should receive a report into the circumstances surrounding a Chief Constable's service beir brought to an end.

Best wishes

Colin

Colin Ismay

Council and Member Support Manager

Corporate Law and Assurance

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From: paul.croney@cabinetoffice.gov.uk [mailto:paul.croney@cabinetoffice.gov.uk] **On Behalf Of** Public Standards Mailbox
Sent: 27 July 2015 15:24
To: Public Standards Mailbox
Subject: FAO: Chair, Police and Crime Panel

Dear Panel Chair,

Please find attached a letter from the Chair of the Committee on Standards in Public Life, Lord Bew, regarding the recent report 'Tone from the top - leadership, ethics and accountability policing.'

I would be grateful if you could take note of the recommendations highlighted in the attached letter and provide a full and considered response by 29 November 2015. Please do not hes to get back to me if you require further assistance.

Kind regards,

Paul Croney

Committee on Standards in Public Life

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Governance and Communications Coordinator
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Chairs of PCPs.pdf
152K

Lord Bew
Chair, Committee on
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Councillor Roger Wilson
Chair of the Police and Crime Panel
Shire Hall
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Please ask for: Stephen Bace Fax: 01452 425850 Phone: 01452 324204

Our Ref: Your Ref: Date: 1 November 2015

E-mail address: stephen.bace@gloucestershire.gov.uk

Dear Lord Bew,

I am writing on behalf of the Gloucestershire Police and Crime Panel in response to the recommendations from the Committee on Standards in Public Life report 'Tone from the top – leadership, ethics and accountability in policing'.

I welcome this report considering the accountability model for local policing and the recommendations that you have made. The Gloucestershire Police and Crime Panel is in the process of reviewing how it operates and looking to build a stronger relationship with the Police and Crime Commissioner to ensure it can add value and be a strong voice for transparency and accountability.

I shall comment on each of the recommendations in turn:

Recommendation 9
Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.

The Gloucestershire Police and Crime Panel has always considered the PCC's Annual Report at a meeting held in public, asking the PCC to introduce the key activity and to answer questions. The comments of the Panel members are then collated as part of the minutes and sent to the PCC for him to take into consideration. Any recommendations from the Panel are formulated at that meeting and formally sent to the PCC.

The ability of the Panel to consider material such as this in public is an important mechanism in providing the checks and balances defined by the act, but also as a way of being constructive in supporting the PCC in his role.

Recommendation 10
As a matter of good practice:

- **PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is**

due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection; and

- **Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.**

Gloucestershire Police and Crime Panel receive a Chief Executive's Report at each Panel meeting that details activity within the PCC's Office, details of any complaints made, and a link to the PCC's decision record. The Panel is in the process of developing this report further to ensure that it is providing members with the information they need. One request has been made that the Panel provide paper copies of the decision log to ensure that members can consider it fully. The Panel would welcome a forward plan from the PCC within these papers to allow members to be proactive in identifying areas for further scrutiny.

The Gloucestershire Police and Crime Panel has a work plan which is refreshed each year. This work plan is shared with the PCC and we are developing better communication to ensure that the PCC understands what information has been requested by the Panel. This year, the Panel held a work planning meeting with the PCC's office to help to shape the reports that the Panel receive and identify areas for future work including the timescales involved.

Recommendation 19
The Committee endorses the Home Affairs Committee's recommendations that:

- **Police and Crime Panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.**

Members see this as an important part of the Panel's responsibility in helping the PCC to carry out his role effectively. The Panel can provide an independent view on the processes carried out, providing transparency and working on behalf of the public.

I thank you for your letter and the opportunity to respond to the report. I believe strongly in the need for continual development of the Police and Crime Panel to ensure it can become an effective body to support and promote transparency and accountability within the policing landscape.

Yours sincerely

Cllr Roger Wilson

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Tŷ Penallta
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Gwent Police and Crime Panel

Panel Heddlu a Throseddu Gwent

Paul Bew
Chair
Committee on Standards in Public Life
1 Horse Guards Road
London

Sent by email to:
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Clerk to the Panel
Helen Morgan

Clerc i'r Panel
Helen Morgan

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Date/Dyddiad: 18 December 2015

Dear Mr Bew

Tone from the top - leadership, ethics and accountability in policing'

The Gwent Police and Crime Panel discussed the letter on 11 December 2015. They considered the attached report and endorsed the recommendations highlighted in your letter of 27 July 2015. The Panel asked also that their earlier report about the Panel's Improvement Plan. The Panel has already instigated many of the improvements, with their first in-depth review in September 2015 and a twitter page being set up.

Yours sincerely

Angharad Price
Interim Head of Democratic Services

Gwent Police and Crime Panel

Panel Heddlu a Throseddu Gwent

SUBJECT: GWENT POLICE AND CRIME PANEL IMPROVEMENT PLAN AND DRAFT FORWARD WORK PROGRAMME 2015/16

DATE: 19TH JUNE 2015

---

1. PURPOSE OF REPORT

1.1 This report outlines the outcomes of the PCP Development Day held on 16th January 2015 and invites Members to finalise their forward work programme for 2015/16.

2. LINKS TO STRATEGY

2.1 The Police Reform and Social Responsibility Act 2011 requires the establishment of a Police and Crime Panel (PCP) within each police force area to support and challenge the local Police and Crime Commissioner.

3. BACKGROUND

3.1 The Gwent PCP was established in November 2012 following the first elections for Police and Crime Commissioners. Since that time the Panel has fully discharged its statutory duties, established routines for managing its core business, participated in the WLGA national PCP development day and had detailed discussions with Home Office officials about how the current grant funding arrangements could be amended to support increased activity by Welsh PCPs.

3.2 The Panel has successfully balanced the competing 'challenge' and 'support' roles in it's overview of the Gwent Police and Crime Commissioner's activity. As the Panel approached the halfway point of the Commissioner's term of office, the Members agreed it would be prudent to undertake a self assessment of their activities to ensure the PCP maximises its contribution to the PCC's statutory governance arrangements. To ensure key stakeholders were able to contribute to discussions, the Gwent Police and Crime Commissioner, the Commissioner's Chief Executive and David Livesey, a Senior Home Office official were invited to attend.

3.3 David McGrath, an experienced trainer, was commissioned to develop a workshop programme to measure the effectiveness of the PCP. The self assessment discussions were themed around the following 'PREPARE' criteria as well as considering the actions taken by the Panel in exercising their statutory responsibilities:

- **P**CP Effectiveness
- **R**elationships
- **E**ngagement
- **P**CP Efficiency
- **A**mbition
- **R**esources
- **E**ntrepreneurial

4. OUTCOMES

4.1 The following issues and possible improvement actions were identified during the self assessment process:

ISSUE	POSSIBLE IMPROVEMENT ACTIONS
CROSSING CUTTING THEMES	
1. Further improve challenge role.	Introduce comprehensive defined issue based inquiries into work programme. These reviews would involve 'taking evidence' from a wide variety of stakeholders. Discussions and/or evidence sessions could be held over a series of PCP meetings or involve setting up task and finish groups made up of a handful of PCP members. Findings would be reported back to PCP and recommendations identified and passed to relevant bodies. Consideration should be given to the additional time requirement for Panel Members and PCP Lead Officer and ensure Panel agendas are not overloaded.
2. Introduce joint PCC and PCP policy development working groups	This collaborative working method would ensure that the views of the Panel were included in solutions to emerging or long standing difficult ('wicked') issues. It would maximise the use of scarce resources and unlike the 'comprehensive inquiry' suggestion above, this would be a forward looking exercise in which new ways of working could be identified. That said, this methodology could compromise the Panel's scrutiny challenge role should the same issue need to be reviewed at a later date. Likewise, members should have regard to the additional time commitment of such an approach.
3. Supporting new Panel members in understanding the budget and budget setting process.	Gwent Police are expected to face further budget cuts and these are reflected in the MTFP. The Panel receives regular finance reports from the Chief Finance Officer (CFO) to ensure the Panel understands the future challenges and current financial position of the force. It is important that new Panel members understand the force's current financial position and future challenges, therefore, one to one induction briefings could be arranged with the CFO for new Panel members.

ISSUE	POSSIBLE IMPROVEMENT ACTIONS
4. The Panel does not engage effectively with stakeholders or the public.	The Panel does not routinely invite other stakeholders to give their views about issues under discussion. Likewise the Panel does not have a strategy for actively engaging with the public. Whenever possible, the Panel should consider indentifying and inviting stakeholders to give their views on proposals brought forward by the Commissioner. This approach is not intended for every issue discussed by the Panel and stakeholder views could be expressed in person at a Panel meeting or in writing. Social media is widely used by public sector organisations. The two key social media channels that organisations tend to embrace are Twitter and Facebook. Each has their own distinct advantages (and disadvantages) so careful consideration needs to be given about which, if any, approach to take. Facebook - Business use is slightly different to personal use. Instead of building a network of 'friends', an organisation can create a 'Page' and then needs to attract followers who must 'like' the page in order to interact. An organisation can post content, in the case of the Panel – a public request to give views on a certain issue.. Facebook needs close moderation and requires a resource to act as an 'admin' in order to respond to comments or questions, delete inappropriate comments and manage content. Twitter - This is essentially a 'micro-blogging' channel allowing you to post short 'Tweets' to your network of followers. The tweets can include links to webpages, images or documents etc. Followers can respond (reply to a public request for views), retweet messages to a wider network of people or send a direct message which is hidden from public view. In light of available staff resources, plus the increased levels of risk associated with managing a Facebook page, the Panel could initially adopt the use of Twitter and then consider the use of Facebook in the future once experience has been gained of social media use. Publish agendas and reports via social media.

	Consider webcasting meetings of the Gwent Police and Crime Panel.
STATUTORY DUTIES	
5. Scrutiny of Police and Crime Plan	The following suggestions were made: • Introduce comprehensive thematic reviews (as outlined in 1above) of one or two Police and Crime Plan priorities per annum. • Seek more historical, trend and comparative data from PCC's office when scrutinising Police and Crime Plan priorities. • PCC Office to engage with PCP earlier when developing the Policy and Crime Plan priorities.
6. Scrutiny of Draft Precept and Budget	• The Panel could do more to seek views of the public on proposed precept (please see 4 above). • Review website to give prominence to consultations and enable feedback to be sent electronically. • Ensure new Panel members receive induction training on budget setting process and current and future financial challenges (please see 3 above).
7. Annual Reporting	• Introduce comprehensive review (as outlined in 1above) of one or two issues. • Track progress and outcomes from past years objectives.
8. Conformation of Appointments	• Consider making more media statements outlining the Panel's deliberations.
9. PCC Decisions	• The PCC's office has put in place transparent processes for documenting and publishing electronically PCC decisions. This is welcomed and considered best practice, however, the Panel members do not routinely question/challenge these decisions. Members should consider his decisions in more detail and give feedback to the PCC.
10. Overview and Scrutiny	• Need to manage forward work programme carefully to ensure strategic issues are given the time and consideration necessary. • The forward work programme should be considered at each PCP meeting and care should be taken not to overload agendas. Good scrutiny relies on doing fewer things better rather than many things poorly.

	• The Panel could consider a skills audit to identify who could 'lead' discussions on specific issues.

5. FINANCIAL IMPLICATIONS

5.1 This report summarises the discussions at the Panel's PCP Development Day. Any financial implications will depend on which changes, if any, the Panel wish to implement.

6. CONSULTATION

6.1 There are no consultation responses that have not been reflected in the recommendations of this report.

7. RECOMMENDATION

7.1 The Panel:

a. Consider the issues and possible improvement actions outlined in this report and agree which, if any, improvements they wish to implement.
b. In light of decisions about further improvement actions, the Panel finalise the draft forward work programme (attached at appendix 1).

8. REASONS FOR THE RECOMMENDATIONS

8.1 To comply further improve the operation of the Gwent Police and Crime Panel.

9. STATUTORY POWERS

10.1 Police Reform and Social Responsibility Act 2011.

Author: Jonathan Jones
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Consultees: Members of the Gwent Police and Crime Panel
Shelley Bosson, Chief Executive, Office of the Gwent Police and Crime Commissioner
Angharad Price, Interim Deputy Monitoring Officer and Head of Democratic Services, Caerphilly County Borough Council
Gail Williams, Interim Head of Legal Services and Monitoring Officer, Caerphilly County Borough Council
Charlotte Evans, Committee Services Officer, Caerphilly County Borough Council

APPENDIX 1

GWENT POLICE AND CRIME PANEL – DRAFT FORWARD WORK PROGRAMME 2015/16

CONFIRMED DATES

19th June 2015 – 10.00am

- PCC Verbal Report
- 2014/15 Year End Financial Report
- MTFP
- PCC Annual Report (for PCP to provide feedback)
- PCC Strategic Equality Objectives Action Plan
- PCP Improvement Plan and Draft Forward Work Programme 2015/16

11th September 2015 – 10.00am

- PCC Verbal Report
- Either - Performance against the Police and Crime Plan – 6 month update; or, a comprehensive review of Victims Hub Performance which relates to the PCC's priorities 1, 3 and 4)
- MTFP
- Treasury Management Year End Report (This item could be circulated via email or be just for information)

11th December 2015 – 10.00am

- PCC Verbal report
- MTFP - Forecast Outturn, Precept Options and Treasury Management Report
- Treasury Management Strategy 2016/17 and 6th month update report 2015/16
- Complaints Triage
- HMIC PEEL Inspection Report

SUGGESTED DATES

29th January 2016 – 10.00am

- PCC Verbal Report
- Precept Report

18th March 2016 – 10.00am

- Final Police and Crime Plan
- Criminal Justice (Comprehensive Review)

17th June 2016 – 10.00am

- PCC Verbal Report
- 2015/16 Year End Financial Report
- MTFP

Gwent Police and Crime Panel

Panel Heddlu a Throseddu Gwent

SUBJECT: GWENT POLICE AND CRIME PANEL REVIEW OF PANEL PROCEDURES

DATE: 11TH DECEMBER 2015

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1. PURPOSE OF REPORT

1.1 This report outlines recommendations received from the Committee on the Standards in Public Life as well as recommendations following a review by the Lead Officer for the Panel.

2. LINKS TO STRATEGY

2.1 The Police Reform and Social Responsibility Act 2011 requires the establishment of a Police and Crime Panel (PCP) within each police force area to support and challenge the local Police and Crime Commissioner.

3. COMMITTEE ON STANDARDS IN PUBLIC LIFE

3.1 The Gwent PCP (the Panel) was established in November 2012 following the first elections for Police and Crime Commissioners.

3.2 The Panel received a letter on 27 July 2015 from the Committee on the Standards of Public Life. A copy of the letter is attached at Appendix 1 and contains the following recommendations;

- Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.
- PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection.
- Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.
- Police and Crime Panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.

3.3 These recommendations fully reflect processes that the Panel has already adopted as the former Lead Officer for the Panel attended the PCP Conference on 17th October 2014 where this was discussed. He subsequently sent a detailed response to the Committee's draft recommendations in November 2014. As part of this response the Committee was advised that the Panel has held detailed hearings in relation to the termination of a chief constables' service; the Panel has agreed a forward work programme and discussed it regularly at meetings since March 2014; the Panel has reviewed the PCC's annual report on an annual basis since January 2014 and the PCC has a programme of work and priorities which has been considered by the Panel.

3.4 Panel Members will be aware that they agreed at the meeting on 19th June 2015 an Improvement Plan which incorporates the above recommendations and goes further to implement improvements to the Panel's challenge and support roles in its overview of the

PCC's activity. The most significant of these was to commence comprehensive defined issue based inquiries into the PCP work programme, the first of which was conducted at the Panel's meeting on 11 September 2015. A copy of the Panel's findings from that review is attached at Appendix 2.

3.5 The Panel also introduced additional improvements, such as engaging more effectively with the public through a Gwent PCP Twitter account and improving Panel members understanding of the budget setting process through training. The first training session in relation to budget setting was held on 9 September 2015 and the twitter account was launched the same week - @Gwentpcp.

3.6 It is therefore recommended that the Panel endorses the recommendations outlined above and that a response is sent to the Committee, including this report, the report to 19 June 2015 and the Panel's Improvement Plan.

4. LEAD OFFICER'S RECOMMENDATIONS

4.1 The Panel adopted the Terms of Reference, Rules of Procedure and Panel Arrangements on 12 October 2012. The Panel then approved a minor amendment to the drafting of the arrangements on 7 December 2012.

4.2 Caerphilly County Borough Council was appointed as the Host Authority and therefore the Code of Conduct of Caerphilly County Borough Council applies to the Independent members of the Panel and the rules of Procedure were largely based on Caerphilly County Borough Council procedures.

4.3 In 2013, following recommendations from Wales Audit Office, Caerphilly County Borough Council adopted a process whereby a specific reminder of declarations is read out at every formal meeting and declarations of interest are published on the Council's website. This ensures transparency and openness in relation to declarations of interest. It is recommended that the Panel also adopt these processes to ensure transparency.

4.4 Panel Members are reminded that in May 2016 there will be an election for the Police and Crime Commissioner and that they should be mindful of the requirements of the Code of Conduct during this period. Guidance on the Purdah period is expected to be provided from the Cabinet Office.

4.5 A key part of the Panel's arrangements are those that relate to the expenses paid to Members of the Panel. For elected members of each authority, these are published on their local authority's website, including those which relate to being a Member of the Panel. It is recommended that that the details of the expenses are also published on the Panel's website for transparency.

4.6 Panel Members should note that the term of office for Co-opted Members is until 31 October the same year as the PCC's elections and therefore an appointment process will be undertaken next year.

4.7. For information, Panel Members are reminded that Local Government Enactments also apply to the Panel, for example Part VA of the Local Government Act 1972 which relates to matters such as the meetings being open to the public, papers being published and information being made exempt. Part 11 of the Equality Act 2010 also applies to the Panel and so it is recommended that a paragraph relating to Equalities is added to all of the Panel's reports.

5. FINANCIAL IMPLICATIONS

5.1 This report summarises recommendations, any financial implications will depend on which changes, if any, the Panel wish to implement.

6. CONSULTATION

6.1 There are no consultation responses that have not been reflected in the recommendations of this report.

7. RECOMMENDATION

7.1 It is recommended that;

7.2 The Panel endorses the recommendations of the Committee of Standards in Public Life and that a response is sent to the Committee including this report, the report to 19 June 2015 and the Panel's Improvement Plan.

7.3 The Panel adopt the Host Authority's policy of reading out a statement on declarations of interest at every meeting and publishing any standing declarations on the Panel's website.

7.4 The Panel Members expenses are published on the Panel's website.

7.5 A paragraph relating to equalities implications is added to all reports to the Panel.

8. REASONS FOR THE RECOMMENDATIONS

8.1 To comply further improve the operation of the Gwent Police and Crime Panel.

9. STATUTORY POWERS

10.1 Police Reform and Social Responsibility Act 2011.

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Consultees: Lisa Lane, Corporate Solicitor, Caerphilly County Borough Council
Cath Forbes-Thompson, Scrutiny Manager, Caerphilly County Borough Council

Date: 27 November 2015

Lord Bew
Chair
Committee on Standards in Public Life
(by email)

HAMPSHIRE POLICE & CRIME PANEL

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Dear Lord Bew,

'Tone from the top – leadership, ethics and accountability in policing' report

Following your letter of 27 July, I am writing to you in my capacity as Chairman of the Hampshire Police and Crime Panel in order to provide a response to the selected recommendations from the above report. Please note that the full Panel has not been able to review and approve this submission, and therefore I am pleased to submit a response on behalf of the Hampshire Police and Crime Panel.

Recommendation 9 - Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.

The Hampshire Police and Crime Panel (hereafter referred to as the 'PCP') has taken this approach since its inception, with the PCP publically reviewing and, if appropriate, making recommendations upon the Police and Crime Commissioner's (hereafter referred to as the 'PCC') Annual Report. This item also features on our annual forward work programme (usually taking place at our July AGM meeting), enabling the public to note the item's scheduling and to attend to hear discussions should they wish to. These meetings have historically been attended by the PCC who has been present to hear any views the PCP may have. We therefore support the Committee's recommendation as best practice for all Police and Crime Panels.

Recommendation 10 - As a matter of good practice:

- *PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection*

We set out our view in your consultation that the PCP is made up of representatives from local authorities who are subject to legislation that ensures transparency of decision making on items that will impact on the local population. We noted that

PCCs are not subject to the same requirements, despite taking decisions that may have similar impact in terms of cost and risk.

We outlined our view that by making it an expectation on PCCs to adhere to the same rules around transparency and openness of decision making as local authorities, it would enable the public to better hold PCCs to account, and to allow Panels to be more informed about important decisions that it may wish to scrutinise. Our view has not changed. That is not to say that we could not access information on decision making should we wish to; indeed, the PCC ensures that a quarterly update is provided to the PCP on decisions that he has taken should they be of interest to Members, but, from a national perspective, we do not feel that the current approach is conducive to accountability.

We therefore agree that PCCs should publish a forward plan of 'key' decisions identifying the subject matter of the decision, why it is 'key' and any information as would be nationally required to support it, for the reasons outlined above. We do however think it would be difficult for PCCs to publish details of a meeting at which a decision is due to be taken, given that there is not a duty on PCCs to hold formal decision days. It would perhaps be wiser to give a date by which a decision would be taken, in order to enable interested parties to make comments or submissions to be considered by the PCC when taking their decision before such a deadline.

The Committee may wish to be cognisant of the fact that PCPs are only required to meet four times per year, and therefore may not meet frequently enough in order to be able to review all key decisions due to be considered by the PCC. Should PCPs wish to review items prior to decision (or implementation in the case of decisions already taken), then PCPs may wish to consider local negotiation and compromise as the best way forward to resolve such issues.

Recommendation 10 - As a matter of good practice:

- *Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.*

As part of our annual report, and through a standing work programme item, the PCP publishes a forward work programme for the year ahead. We also have a published programme of proactive scrutiny which can be found at http://www3.hants.gov.uk/hampshire-pcp/pcc-proactivescrutiny.htm. In line with usual scrutiny processes, the detailed information expected from the PCC is locally agreed between the PCP and the PCC, usually through supporting officers, and would not normally be something the PCP would seek to publish. We have a positive working relationship with our PCC and his office, and to date are content that the mechanisms we have in place enable appropriate and timely information to be shared to facilitate scrutiny and support. However, from a national perspective, we

understand why formalising this arrangement may support PCPs where relationships are weaker, and therefore are content to support this recommendation.

Recommendation 19 - The Committee endorses the Home Affairs Committee's recommendations that:

- *Police and Crime Panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.*

The wording of this recommendation may need further clarification; we assume that this may include circumstances which are not legislated for i.e. voluntary retirement or resignation by the Chief Constable. In all circumstances, it could be argued that scrutiny would have a more beneficial role if it took place proactively (and therefore prior to the Chief Constable's departure), in line with Schedule 8, in order that any recommendations that the PCP makes can be actively considered by the PCC when taking a final decision. It may also be helpful to consider whether in all cases the PCP would be required to publish its recommendations.

Although we have held a Confirmation Hearing under Schedule 8 Part 1 of the Act, we have not to date experienced the removal or suspension of a Chief Constable. We feel that the good working relationship with the current PCC would enable the PCP to be informed should the Chief Constable's future service be in doubt.

Use of the term 'inquire' may also require further clarification – is it proposed that PCPs are given powers of inquiry which will enable them access to what may otherwise be confidential information? Providing PCPs with the power to review why a Chief Constable has left their post without giving them the teeth to access information may result in all parties feeling aggrieved at the process.

I hope our views have been of assistance to the Committee. I would be pleased to discuss any of the detail above with the Committee if it was felt to be helpful to your inquiry.

Yours Sincerely,

Councillor David Stewart
Chair, Hampshire Police and Crime Panel

Contact: Mr M Nundy

Direct Dial: (01724) 296014

Our Ref: PCP/Ctte Standards in Public Life

E-Mail: policeandcrimepanel@northlincs.gov.uk

Date: 24 November 2015

Hull City Council

NORTH LINCOLNSHIRE COUNCIL

EAST RIDING OF YORKSHIRE COUNCIL

NORTH EAST LINCOLNSHIRE COUNCIL
www.nelincs.gov.uk

Dear Lord Bew,

COMMITTEE ON STANDARDS IN PUBLIC LIFE REPORT 'TONE FROM THE TOP - LEADERSHIP, ETHICS AND ACCOUNTABILITY IN POLICING – RESPONSE TO RECOMMENDATIONS FROM HUMBERSIDE POLICE AND CRIME PANEL

I write to you on behalf of the members of the Humberside Police and Crime Panel.

At the Panel meeting on 27 October 2015, members discussed the Committee on Standards in Public Life report titled 'tone from the top - leadership, ethics and accountability in policing'.

The members of the Humberside Police and Crime Panel have the following comments to make on the report recommendations -

Recommendation 9 - Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.

This action is already undertaken by the Humberside Police and Crime Panel. Members had, included on the agenda for the 27 October 2015 meeting, consideration of the PCCs Annual Report for 2014/15.

Recommendation 10 - As a matter of good practice:

- **PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection; and**

- **Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.**

The Panel acknowledges that the PCC for Humberside does publish his decisions on his web site. However, the Panel would welcome a forward plan produced and published by the PCC, which they would review regularly to highlight any pending decisions of interest to Panel members, as well as allowing Members the opportunity to influence decision making.

The PCC was not, however, in favour of producing a forward plan. Instead, the Office of the Police and Crime Commissioner (OPCC) for Humberside has developed a Forecast of Events which is monitored by the Chief Executive regularly – thus allowing the PCC to plan key future decisions. The Panel is to engage in a discussion with the OPCC as to whether they could have access to the Forecast of Events.

The Panel acknowledges that the OPCC do produce a strategic plan, which contains scheduled planned events on an annual cycle. This allows the PCC to ensure that, in accordance with the Police Reform and Social Responsibility Act legislation, he exercises his Police and Crime Panel functions.

The strategic plan is shared with the Secretariat of the PCP, who populate the document with its work programme and bespoke agenda items. This allows the OPCC to respond proactively to requests for information from Panel members. The Panel, subject to the agreement of the OPCC, would quite happily publish the strategic plan and make it available on the PCP web site.

Recommendation 19 - The Committee endorses the Home Affairs Committee's recommendations that:

- **Police and Crime Panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.**

The Panel is happy to endorse the aforementioned recommendation.

I hope this response is sufficient. However, if you require further clarification, please do not hesitate to contact Matthew Nundy, Senior Democratic Services Officer responsible for servicing the PCP on 01724 296014.

Yours sincerely

M. Nundy

Simon Driver
Secretary to the Humberside Police and Crime Panel

Michael Hill OBE – **Cabinet Member for Community Services**
Chairman of the Kent and Medway Police and Crime Panel
Member for Tenterden

Kent County Council
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Lord Bew
Chair, Committee on Standards in Public Life
Room GC.05
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Ask For: Mr Michael Hill
Date: 2nd September 2015

Dear Lord Bew

Thank-you for your letter of 27th July asking for comments from Police and Crime Panels on some of the recommendations in your report "Tone from the top - leadership, ethics and accountability in policing". I am responding on behalf of the Kent and Medway Panel.

Recommendation 9 - Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.

We already do this as our PCC presents her Annual Report to the Panel. We consider it and publish our report on it. However, as the Annual Report is a simply a document of historical record we find the reports we consider during the year from the PCC on aspects of her Police and Crime Plan to be a more useful means of reviewing and reporting on her work and her decisions.

Recommendation10 - As a matter of good practice:

- *PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection; and*

- *Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.*

We share your Committee's view that it would be helpful for PCC's to produce a forward plan of decisions as we believe it would enable us to engage more positively with the PCC rather than commenting retrospectively. We have asked our PCC to produce a plan but she has advised that, apart from her statutory decisions, she does not have a forward plan but takes decisions as necessary. We think that greater clarity (which your Committee have recommended) on what constitutes a "decision of significant public interest" would help everyone to understand what should appear in a forward plan

As a Panel we have a forward programme of reports that we expect to see from the Commissioner. This plan is discussed with her and, by and large, forms an agreed programme of work. The overall aim of the programme is to ensure that, over the period the Police and Crime Plan, all themes are reviewed by the Panel.

Recommendation 19 - The Committee endorses the Home Affairs Committee's recommendations that Police and Crime Panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.

In Kent our PCC has not taken any actions in respect of the Chief Constable's service but, as a Panel, we would expect the opportunity to inquire into the circumstances if the Chief Constable's service is ending for a reason other than voluntary resignation or retirement.

You have not asked Panels to comment specifically on the references in the report to the lack of Panel powers or sanctions where a PCC's conduct falls below the standards expected. (paragraphs 3.102 to 3.106 and Recommendation 11). We have had occasion to examine our PCC's conduct and we share your Committee's view that Panels do not have sufficient powers but are disappointed that your Committee have merely recommended that the Home Secretary conducts a review. We think that there is a need to clarify the Panel's powers and for the public to understand more fully the extent (and limitations) on those powers.

Thank-you for the opportunity to comment on your Committee's report and I hope you find this response helpful.

Yours sincerely

Michael Hill OBE
Cabinet Member for Community Services
Chairman of the Kent and Medway Police and Crime Panel

BLACKBURN with DARWEN
BOROUGH COUNCIL

Private & Confidential
For the attention of Paul Croney
Governance and Communications Coordinator
Committee of Standards in Public Life

Date: 23rd November 2015
Your Ref:
My Ref: AB/DF/LP
Please ask for: Cllr Alistair Bradley
Direct Dial: 01257 515105

Dear Paul

I write to confirm that the report 'Tone from the top – Leadership ethics and accountability in policing' (June 2015) was formally received by the Lancashire Police & Crime Panel at their meeting on 12th October 2015.

The Panel welcomes the report and in particular supports the recommendations 9 and 10 and has adopted these recommendations producing a Forward Plan and working with the PCC on the production of their forward Plan this year.

The Panel would concur that any risks related to continuing confusion over roles and responsibilities could lead to insufficient challenge and scrutiny of PCC's decisions and all steps should be taken to engage the public in scrutiny of the PCC decisions.

The Panel also supports recommendation 19 which facilitates their scrutiny where ever our Chief Constable's Service is brought to an end.

Thank you for providing opportunity for the views of the Lancashire Police and Crime Panel to be considered.

Yours sincerely

A.W. Bradley

Cllr Alistair Bradley
Chair, Lancashire Police & Crime Panel

David Fairclough MCIPD – Secretary to Police & Crime Panel / Director of HR, Legal & Corporate Services
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Your Reference:
Our Reference: Lincolnshire PCP
Contact: Emma Baldwin
Ext: 3052
Email: lincolnshirepcp@e-lindsey.gov.uk
Date: Thursday, 01 October 2015

Lord Bew
Committee on Standards in Public Life
Room GC05
1 Horse Guards Road
London
SW1A 2HQ

Email: public@public-standards.gsi.gov.uk

Dear Lord Bew,

Re: Tone from the top – leadership, ethics and accountability in policing

Thank you for your letter of Monday 27th July 2015 asking for a response to the recommendations applicable to Police and Crime Panels contained in the Committee on Standards in Public Life's report 'Tone from the top – leadership, ethics and accountability in policing'.

The Panel has carefully considered the recommendations made and our responses to the recommendations are given below.

Recommendation 9 – Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.

The responsibilities of Police and Crime Panels regarding the PCC's Annual Report are set out in section 28 (4) of the Police Reform and Social Responsibility Act 2011. The Panel must;

(a) arrange for a public meeting of the Panel to be held as soon as practicable after the Panel is sent an annual report under section 12

(b) ask the Police and Crime Commissioner, at that meeting, such questions about the annual report as the members of the Panel think appropriate

(c) review the annual report, and

(d) make a report or recommendations on the annual report to the Commissioner

Under section 12 (3) of the Act the elected local policing body must attend before the Panel at the public meeting arranged by the Panel in accordance with section 28 (4), to—

(a) present the report to the Panel, and

(b) answer the Panel's questions on the report.

Section 12 (4) adds that the elected local policing body must—

(a) give the Panel a response to any report or recommendations on the annual report (see section 28(4)), and

(b) publish any such response.

The Lincolnshire Police and Crime Panel complies fully with the legislation by reviewing the PCC's Annual Report and asking the PCC questions about his Annual Report at a public meeting. The Panel then publishes its report and recommendations on the PCC's Annual Report within twenty working days of the meeting. In accordance with the Memorandum of Understanding between the Panel and the PCC he then has twenty working days to publish his response to the Panel's report and recommendations.

Recommendation 10 - As a matter of good practice:
• PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection; and
• Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.

In relation to part two of recommendation 10 which is applicable to Police and Crime Panels the Lincolnshire Panel produces a forward plan of its work for the year ahead specifying which areas of scrutiny it will be undertaking at each of its meetings. The forward plan is prepared after undertaking research to identify key areas of public interest or concern and with reference to the decisions of significant public interest the PCC will be making in the months ahead and the PCC's Police and Crime Plan. The PCC's Office is asked to provide reports relating to the areas of scrutiny to be undertaken in advance of each meeting.

Recommendation 19 - The Committee endorses the Home Affairs Committee's recommendations that:
• Police and Crime Panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.

The Lincolnshire Panel agrees in principle with the recommendation, however, it believes a better way forward would be to amend the legislation to give Panels the authority to do so. The powers provided to Panels under the Schedule 8 scrutiny process which require the PCC, the Chief Constable and HMIC to co-operate with the Panel would also need to apply in any circumstances where the chief constable's service is brought to an end.

Norfolk County Council

Democratic Services
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NR1 2DW

Please ask for Jo Martin
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23 October 2015

Lord Bew,
Chair, Committee on Standards in Public Life
Room GC.05
1 Horse Guards Road
London
SW1A 2HQ

Dear Lord Bew,

Tone from the Top

Thank you for your letter dated 27 July 2015, advising me that the Committee on Standards in Public Life has published the report 'Tone from the top – leadership, ethics and accountability in policing'.

I welcome the opportunity to respond to the recommendations that you have highlighted for my attention. I have discussed them with the Panel's Vice-Chairman, and we have set out our responses below on behalf of the Norfolk Police and Crime Panel.

Recommendation 9: Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.

The Norfolk Police and Crime Panel already meets the requirement, as set out in the Police Reform and Social Responsibility Act 2011, to review the PCC's annual report during a public meeting and make a report or recommendations to the PCC. We support the Committee's recommendation; it is a fundamental means by which a Panel should hold a PCC to account for delivery of his police and crime plan.

Recommendation 10: As a matter of good practice:

- *PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision*

is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection; and

- *Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.*

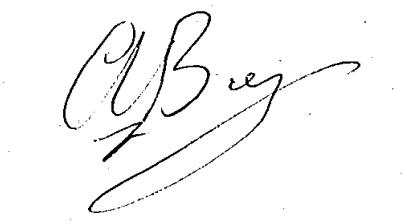
Norfolk's Police and Crime Panel holds the PCC to account for all decisions taken, as part of a regular agenda item at ordinary meetings. We support the first part of this recommendation that PCC's should be required to publish a forward plan of decisions so far as is reasonably practicable. Many decisions (such as contract renewal, commissioning of services and grant awards) will be scheduled. However, we recognise that PCCs will be required to take decisions on areas of business that cannot be forward planned.

Norfolk's Police and Crime Panel also considers its own forward work programme at every ordinary meeting. We support the second part of this recommendation because we believe that clear communication between Panels and PCCs is essential for them to effectively carry out their role. In Norfolk, the Commissioner and his office are kept informed of programmed items that the Panel will consider, and are given the opportunity to raise any issues or comment on the programme either as part of the Panel's discussion at ordinary meetings or during regular informal briefings that myself and the Vice-Chairman hold with the Deputy PCC and members of the PCC's staff. This enables us to discuss future business, the detail of the information required by the Panel and agree any new items that either party may suggest should be included.

Recommendation 19: The Committee endorses the Home Affairs Committee's recommendations that Police and Crime Panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.

Communication between the Commissioner's Office in Norfolk and the Panel is excellent. The Vice-Chairman and I are confident that we would be briefed should this circumstance arise. However, we support this recommendation because it will prompt Panels to take this step and will support Panels in those places where relationships with their PCCs are not so effective.

Yours sincerely,



Councillor Alec Byrne
Chairman of the Norfolk Police and Crime Panel

NORTH WALES POLICE AND CRIME PANEL

RESPONSE TO THE COMMITTEE ON STANDARDS IN PUBLIC LIFE

This response is made in accordance with the request from Lord Bew, Chair of the Committee on Standards in Public Life, in relation to the Committee's report 'Tone from the top – leadership, ethics and accountability in policing'.

The North Wales Police and Crime Panel (PCP) considered the report at its meeting on 21 September 2015, together with the letter from Lord Bew dated 27 July 2015.

The key recommendations for the Home Office, Police and Crime Commissioners, Police and Crime Panels and for the Associations were highlighted at the meeting.

In relation to the following recommendations, the PCP responded as follows:

- Recommendation 9 – PCPs should review the Police and Crime Commissioner's (PCC) Annual Report in public session attended by the PCC as part of their annual scrutiny programmes and make any recommendations as appropriate.

    - The North Wales PCP already reviews the PCC's Annual Report on an annual basis in public session and this is scheduled on the Forward Work Programme, in consultation with the Office to the Police and Crime Commissioner (OPCC).

- Recommendation 10 – As a matter of good practice, PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what report/papers will be available for inspection

    - This matter is currently being progressed by the Chief Executive of the OPCC.

- Recommendation 10 – PCPs should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.

  - The North Wales PCP already has an established forward plan of work, which is developed in consultation with the OPCC and presented to every PCP meeting.

- Recommendation 19 – The Committee endorses the Home Affairs Committee's recommendations that:

  PCPs inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.

  - The North Wales PCP acknowledges the above recommendation.

The PCP and the OPCC acknowledged that many of the recommendations were already in place, or had been identified and were being progressed.

Recommendations from the meeting:

That the North Wales Police and Crime Panel accepts the report from the Committee on Standards in Public Life and supports the recommendations for PCPs.

NORTHAMPTONSHIRE POLICE & CRIME PANEL

The Lord Bew
Chair, Committee on Standards in Public Life
Room GC.05
1 Horse Guards Road
London
SW1A 2HQ

Please ask for: James Edmunds
Tel: 01604 366053
Our ref:
Your ref:
Date: 22nd October 2015

Dear Lord Bew,

Tone from the Top – Leadership, Ethics and Accountability in Policing

I write in response to your letter of 27th July 2015 inviting the Northamptonshire Police & Crime Panel to consider providing a formal response to the recommendations in the 'Tone from the Top' report concerning Police & Crime panels.

The Police & Crime Panel considered these recommendations at its next available meeting on 22nd September 2015. I can confirm that the Panel's response is as follows:

Recommendation 9: Police and Crime panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.

The Panel endorsed this recommendation. In doing so it noted that it is a statutory requirement for Police & Crime panels to review the annual report produced by the PCC at a public panel meeting held for this purpose.

Recommendation 10: As a matter of good practice:

- **PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports / papers will be available for inspection; and**
- **Police and Crime panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.**

The Panel endorsed both elements of this recommendation. It noted the case made in the 'Tone from the Top' report for PCC's publishing more information about planned decisions.

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The Panel already produces a work programme, setting out the matters that it plans to scrutinise, which is reported to each of its regular meetings.

Recommendation 19: The Committee endorses the Home Affairs Committee's recommendations that:

- **Police and Crime panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.**

The Panel endorsed this recommendation. It noted the case for it made by the Home Affairs Committee and supported by the Committee on Standards in Public Life. The Panel noted that a PCC seeking to end the service of a Chief Constable was likely to be a situation that would generate considerable public interest and concern and therefore relevant to the Police & Crime panel role of supporting the effective exercise of the PCC's functions.

The Panel also commented on the following recommendations in 'The Tone from the Top' report that are less directly concerned with the role of Police & Crime panels.

Recommendation 1: The Association of Police & Crime Commissioners, working with the Association of Policing & Crime Chief Executives should develop a nationally agreed minimum code of conduct by the end of 2015, which all current PCCs should publicly sign up to by then, and all future PCCs on taking up office.

The Panel endorsed this recommendation.

Recommendation 11: The Home Secretary should conduct an urgent review of whether there are sufficient powers available to take action against a PCC whose conduct falls below the standards expected of public office holders.

The Panel endorsed this recommendation but also urged that consideration of the introduction of additional powers should focus on the powers available to Police & Crime panels to deal with complaints against PCCs.

The context for this view is that the Panel has previously written to the Minister of State for Policing, Crime and Criminal Justice and Victims to raise concerns about the effectiveness of the Informal Resolution process that panels are required to follow when considering non-criminal complaints against PCCs. This process specifically prohibits panels from investigating a complaint and specifies the types of actions that panels can take in response to one. Panel members have felt that the inability to investigate a complaint puts them in the position of needing to try to resolve sensitive or emotive matters based solely on the very different views of them that may be given by the parties involved, with no opportunity to corroborate these. Panel members have also felt that the limited actions that panels are able to take in response to a complaint risks undermining their credibility with members of the public.

Yours sincerely,

Councillor Paul Bell
Chairman, Northamptonshire Police & Crime Panel

Northumbria Police and Crime Panel

Lord Bew
Chair, Committee on Standards in Public Life
Room GC.05
1 Horse Guards Road
London
SW1A 2HQ

My Ref. CE/KB
Your Ref:

Date: 4 November 2015

Dear Lord Bew,

Tone from the top – leadership, ethics and accountability in policing

As requested, the Northumbria Police and Crime Panel's response to your letter of 27 July 2015 is outlined below:-

Recommendation 9 - The Panel has for the last three years considered the PCC's draft annual reports in the open part of its meetings in accordance with Part 1, Chapter 4, Section 28 of the Police Reform and Social Responsibility Act 2011. The PCC has attended all of the meetings, answered the Members' questions and took into consideration the suggested amendments.

Recommendation 10 – The Panel has considered and published its annual work programme on an annual basis since 2013. The programme is agreed with the PCC and presented in the open part of the meeting.

The recommendation that the PCC should publish a forward plan would be supported by the Panel as it was considered that this would be of great assistance in helping the Panel to operate more effectively.

Recommendation 19 – The Panel would also support the Committee's endorsement of the Home Affairs Committee's recommendation as part of its legal duty to review or scrutinise decisions made or actions taken by the PCC in connection with the discharge of their functions and also because the Panel has an integral part to play in the appointment process to replace the Chief Constable whose service has been brought to an end.

Yours Sincerely

Northumbria Police and Crime Panel Civic Centre Regent Street
Gateshead NE8 1HH
Tel 0191 433 3000

Clerk to Panel • Jane Robinson

Lord Bew
Chair
Committee for Standards in Public Life

Councillor Frank Chapman
Chairman of Staffordshire
Police and Crime Panel
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Website: www.staffordshire.gov.uk

Date: 3 September 2015

Dear Lord Bew

'Tone from the Top – Leadership, Ethics and Accountability in Policing' – Recommendations for Police and Crime Panels

As requested in your letter of 27 July 2015 I am writing to give feedback on the Staffordshire Police and Crime Panel's consideration of those recommendations included in your Committee's recent report which relate to the work of Panels and information they require from Commissioners to enable them to carry out their duties.

Your report was considered by the Staffordshire Panel at its meeting on 20 July 2015. The Police and Crime Commissioner for Staffordshire attended that meeting and a full debate took place on the report from the perspective of both the Panel and the Commissioner.

Referring firstly to recommendation 9 about the Commissioner's Annual Report: In accordance with the requirements of the Police Reform and Social Responsibility Act, the Staffordshire PCP receives the Commissioners Annual Report at a public meeting, the arrangements and agenda for which are publicised in advance. The Annual Report is listed in the Panel's Work Programme which I refer to later in this letter. Subsequent to the meeting the Panel submits a formal report on its views to the Commissioner. Again that report is published. Consequently I am satisfied that the recommendation 9 of your report is already fully met in Staffordshire.

Recommendation 10 calling for Forward Plans from both the Commissioner and the Panel is, in part, met in Staffordshire. The Panel has a Work Programme (Forward Plan) which is reviewed at each of its meetings. It provides an outline agenda for meetings 12 months in advance and serves as the basis of discussions with the OPCC on specific reports to be submitted to each meeting.

Your call for Commissioners to publish Forward Plans of decisions to be taken is noted. It is my understanding that the absence of a formal Forward Plan from the Commissioner is not a situation unique to Staffordshire. None the less, we are pursuing this with the Staffordshire Commissioner and in the meantime are monitoring his website and social media to ensure that Panel members are aware of initiatives being pursued by him.

Finally, I refer to recommendation 19 calling on Panels to enquire and report on the circumstances where a Chief Constable's service is brought to an end. In Staffordshire we pride ourselves in the good working relationships between the Panel and Office of the Police and Crime Commissioner, achieved through trust and information sharing. I am confident that if a situation occurred whereby the Chief Constable was likely to be leaving the service, I would be given advance notice. In turn I would have no hesitation in sharing any information with the Panel as was appropriate in the circumstances at the time.

I hope that the above is helpful to you. If you require anything further from me, please do not hesitate to contact me again.

Regards

Frank Chapman
Chairman – Staffordshire Police and Crime Panel

Brad Watson OBE
Chairman
Sussex Police and Crime Panel
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SW1A 2HQ

27 November 2015

Tone From The Top - Leadership, Ethics and Accountability in policing

Lord Bew,

Thank you for your letter of 27 July 2015. I should make it clear that I am responding on behalf of the Panel, as its Chairman.

In respect of the specific recommendations you highlight:

Recommendation 9:

The Sussex Panel reviews the Commissioner's Annual Report at its Annual Meeting, which is held every July. As with all the Panel's formal meetings, it is held in public, and is webcast live. The Committee agrees recommendations in respect to the Annual Report, and these are included in a report to the Commissioner.

At the Annual Meeting members of the public have the opportunity to attend and ask questions of the Commissioner, on the Annual Report or on any other aspect of the Commissioner's role. Written questions from the public can be submitted in advance of any of the Panel's quarterly formal meetings, with Panel members having the opportunity to ask supplementary questions of the Commissioner.

Recommendation 10:

While the Panel did not explicitly publish its work programme, items to be scrutinised at the next meeting are listed at the end of the agenda for the preceding meeting. The Panel agrees it would be helpful and more transparent if more detail was published on the website, and now does as such. Thank you for highlighting this issue.

The Panel recognises inconsistency in practice among Commissioners in the handling of decisions. This is likely because there appears to no formal criteria for determining:

- which decisions are key decisions
- the timing around when decisions considered "key" need to be publicised on Commissioners' websites, and
- the level of background information that needs to be provided.

There is no requirement for a forward plan of key decisions. The majority of the Panel Members are local authority councillors and the situation is at odds with the statutory arrangements around decision-making they are accustomed to, which includes opportunities for the public to challenge proposed decisions. The Panel therefore welcomes the first part of your Committee's Recommendation 10, as a helpful step in the right direction.

The Office of Sussex Police and Crime Commissioner (OSPCC) has been advised of the Panel's concerns in respect of decisions, and plan to coordinate a response to the CSPL's recommendations through the Association of Police and Crime Commissioners.

I do hope you will contact me in case of any questions.

Thank you once again for the opportunity to respond to your Committee's recommendations.

Yours sincerely,

Brad Watson OBE
Chairman
Sussex Police and Crime Panel

Thames Valley Police & Crime Panel

Chairman: Cllr. Trevor Egleton

Chairman
Committee on Standards in Public Life
Room GC.05
1 Horse Guards Road
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SW1A 2HQ

Thames Valley Police & Crime Panel Secretariat
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27 November 2015

Dear Lord Bew

Thank you for your letter dated 27 July 2015 asking for a response to the recommendations on your report 'Tone form the top - leadership, ethics and accountability in policing'.

Our response is as follows:-

Recommendation 9

Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their Annual Scrutiny Programme and make any recommendations as appropriate.

Thames Valley Police and Crime Panel have been reviewing the Annual Report in public session from the beginning, with the PCC (or the Deputy PCC) present to answer questions. See attached link to the last review (item 5).

http://sbdc-spider2.southbucks.gov.uk/democracy/documents/s21216/20151112_PCP%20mins%20September.pdf

Recommendation 10

As a matter of good practice:

- PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection;

The PCC has responded that he feels that this recommendation is not practical and that it is based on a local government model of decision making which does not reflect the model and actuality of PCC decision making practices, as promoted by the Home Office, or the statutory requirements per legislation applicable to PCCs.

Whilst we acknowledge the sentiments of our PCC's response the Panel would welcome more information on what decisions are in the pipeline so that they can undertake more of an influencing role rather than just a supportive/scrutiny role.

National guidance on the meaning of a decision of 'significant public interest' would be welcomed to improve transparency of decision making.

- Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.

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Submission from Warwickshire Police and Crime Panel

Committee on Standards in Public Life:
'Tone from the top: leadership, ethics and accountability'

This submission is the collective view of the Warwickshire Police and Crime Panel in response to recommendations 9, 10 and 19 in the report CSPL report: 'Tone from the top: leadership, ethics and accountability' (https://www.gov.uk/government/publications/tone-from-the-top-leadership-ethics-and-accountability-in-policing)

Recommendation 9:

Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.

The Warwickshire Police and Crime Panel undertakes a formal review of the PCC's Annual Report each year, in open public session. The Panel gives a formal response to the Annual Report, together with recommendations, during the public meeting and also produces a report which is submitted to the PCC for consideration. The report is also published on the Panel's web page. In light of this, the Panel do not consider that any further action is required in Warwickshire.

Recommendation 10:

As a matter of good practice:

- ***PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection; and***
- ***Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.***

The Warwickshire Police and Crime Panel welcomes this recommendation, particularly the first point which focuses on the decision-making undertaken by the PCC. As outlined in the Panel's submission to the inquiry (dated 25th November 2015), PCCs are not subject to the same legislation which local government authorities are (i.e. the requirement to publish a Forward Plan of key decisions and provide five working days public notice of proposed decisions). The Warwickshire PCC lists his decisions on the OPCC website, but this is after the decision has been made rather than during the process of consideration. The Panel considered this to be an oversight when there is such a rigid approach to local authorities in respect of decision-making, but none of the obligations for the PCC. As both Councils and PCCs are elected by the public and are in control of public budgets, the Panel agrees that PCC decision-making should be more transparent.

The Panel considers that this recommendation goes some way to improving transparency around the PCCs decision-making, although lacks the legislative power which local authorities are obliged to meet[1]. PCCs should be subject to similar obligations.

With regard to the work of the Warwickshire Police and Crime Panel, at present it sets an annual Work Programme for each municipal year, which is further developed by the Panel's Planning and Performance Working Group. The Work Programme outlines future agenda items and information required, which is shared with the OPCC. The Work Programme is

[1] The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

also published online and updated following each Panel meeting. The Panel acknowledges that the focus of the Work Programme could be enhanced by having advanced knowledge of the Commissioner's decisions, in order to undertake pre-decision scrutiny, where appropriate (for example, the positive input of the Panel into the commissioning of victims' services).

Recommendation 19:

The Committee endorses the Home Affairs Committee's recommendations that…Police and Crime Panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.

The PCC may suspend the Chief Constable or call upon the Chief Constable to retire or resign; however, the Act does not set out the grounds on which the power can be exercised. In accordance with Schedule 8, the PCC is required to notify the Police and Crime Panel of the suspension and if the PCC is seeking the Chief Constable's removal must provide the Chief Constable with a written explanation and notify the Panel. The Panel must hold a Scrutiny Hearing, is required to consult HMIC and must make a recommendation to the PCC as to whether or not the PCC should call for the retirement or resignation. The decision however, remains with the PCC.

The Warwickshire Police and Crime Panel has not been required to undertake a Scrutiny Hearing to consider the removal of a Chief Constable. The Panel acknowledges that the procedure ensures a degree of accountability as the PCC must report his/her reasons to the PCP for consideration; however, the Panel can only recommend approval or recommend refusal of the PCC's decision. Whether this is a correct designation of power is beside the point; it is merely symbolic as the PCC can ignore the PCP's recommendation and process with his/her decision. If the PCP disagrees, it has no powers of sanction other than to voice disapproval or call for resignation.

Other comments:

The Panel considers that an independent body, such as the HMIC, should be appointed to provide external review of Police and Crime Commissioners. This would help to improve standards and increase accountability.

Warwickshire Police and Crime Panel
XXX

Georgina Atkinson
Democratic Services Team Leader (lead support officer to the Panel)
XXXXX

West Midlands
Police and Crime Panel

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Birmingham

Lord Bew
Chair Committee on Standards in Public Life
Room GC.05
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SW1A 2HQ

10 December 2015

Dear Lord Bew

Apologies for the delay in responding to your timely review into ethics in Policing.

Recommendation 9
Police and Crime Panels should review the PCC's Annual Report in public session attended by the PCC as part of their annual scrutiny programme and make any recommendations as appropriate.

West Midlands PCP Response:
This is one of the statutory duties of the Panel. Each year the report is presented by the PCC to the Panel and discussed in public. The Panel produces a report on this and publishes it on its website.

Recommendation 10
As a matter of good practice:
● PCCs should publish a forward plan of decisions identifying the subject matter of the decision, why it is key, the meeting at which the decision is due to be taken, who will be consulted before the decision is taken and what reports/papers will be available for inspection; and
● Police and Crime Panels should produce a forward plan of work specifying, as appropriate, the information required from PCCs in order for them to carry out that work.

West Midlands PCP Response:
It would be helpful if the PCC would publish a forward plan of decisions which is can be found easily on the website.

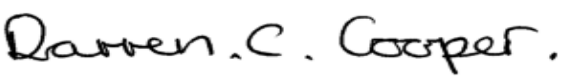
The West Midlands PCP updates its work programme throughout the municipal year and shares this with the PCC's office. The work programme is also included on each Panel agenda.

Recommendation 19
The Committee endorses the Home Affairs Committee's recommendations that:
Police and Crime Panels inquire and report into the circumstances whenever a chief constable's service is brought to an end irrespective of whether the Schedule 8 scrutiny process is formally engaged.

West Midlands PCP Response:
Schedule 8 requires the PCP to be engaged if the Chief Constable is suspended and is being asked to resign or retire. I can envisage circumstances when it would be useful for a Panel to have the right to investigate if Members believe that undue influence has been placed on a Chief Constable. However, it would be inappropriate for a Panel to have to act in all circumstances of resignation or retirement. In the West Midlands, for example, the Chief Constable is about to retire. We have been aware that this would come about at some point and there is no need to scrutinise this process. So I would suggest this should be set out as a right for Panels to investigate if they believe it to be appropriate to do so in order to hold the PCC to account, and for the PCC to be required to respond to any such PCP inquiry, but that this not a statutory obligation for PCPs to conduct in every instance a chief constable's service ends.

The work you carried out was timely and thorough. I hope this response is helpful.

Yours sincerely



Councillor Darren Cooper
Chair, West Midlands Police & Crime Panel
Leader Sandwell MBC