

CoPaCC - comparing PCCs, sharing best practice

CoPaCC Thematic
“PCCs and Public Engagement”
March 2014

Appendix A: OPCC Submissions

in association with
G4S Policing Support Services



Contents

Appendix

A. OPCC submissions

Avon & Somerset
Cambridgeshire
Cheshire
Cleveland
Devon & Cornwall
Dorset
Dyfed-Powys
Greater Manchester
Humberside
Leicestershire
Merseyside
Staffordshire
Surrey
Sussex
Warwickshire
West Mercia

Submission by Avon & Somerset OPCC [Abridged submission below - full submission: [link](#)]

Introduction

This report summarises the Avon and Somerset Police and Crime Commissioner's (PCC's) approach to public engagement following the invitation from CoPaCC on the 30 January 2014.

The report provides:

- i. An overview of the PCC's activities
- ii. A number of supplementary annexes
- iii. Case studies

PCC's ambition

Sue Mountstevens, the PCC for Avon and Somerset wants to use the role to be the voice of the people; the bridge between residents and the Police to ensure that the service meets their needs. Especially important to the PCC is listening to the 'quiet voices'; those who do not shout the loudest but often have the most to say. This ambition is reflected in the Police and Crime Plan [\[link\]](#). (See Annex A in [\[link\]](#)).

Principles

The OPCC works to the following principles with regard to engagement:

1. Engagement with the public and consulting with them is a core priority for the OPCC
2. The PCC wishes to listen especially to 'the quietest voices'
3. Consultation and engagement runs throughout OPCC business
4. The PCC will undertake real, open consultation with the aim of making tangible changes as a result of feedback
5. The OPCC will work in collaboration with the Constabulary to ensure that feedback is used effectively and that strategies for engaging with the public complement each other.

Approach

As part of this ambition, the PCC has a range of ways through which she engages with the public. As a suite of methods they provide a range of opportunities for members of the community to engage with their PCC. This report specifically details the key engagement activities of the OPCC as per the request, but it should be noted that there are a number of other related activities, as referenced in the OPCC Business Plan (See Annex A). Moreover, there are a number of areas where the OPCC works in partnership with the Constabulary (such as attending Independent Advisory Groups) which are not the direct subject of this report.

Throughout this report, where there is additional information available online references are provided.

Contacts

Description: The PCC welcomes contact by email, letter or phone into the OPCC from residents, stakeholders and partners. (See Case Study 1 in [\[link\]](#)).

Objective: For the PCC to be available to answer or signpost residents' letters and emails. Monthly management information is used to identify trends.

Out and About Days [\[link\]](#)

Description: Weekly day of visits to community groups, services, and other organisations. A full list and an example itinerary is in Annex B at [\[link\]](#).

Objective: To enable the PCC to visit small projects and groups and hear the 'quiet voices' e.g. visits to refuges, community groups, funded services

Public Forums [\[link\]](#)

Description: The PCC and Chief Constable attend public meetings, in each policing district where there is a presentation and then open Q&A. These meetings are typically webcast and feature live tweeting. Attendance has ranged up to 100 people. A transcript of the questions and answers is uploaded to the website after the meeting along with any presentations or video content. A full list is available at Annex C at [\[link\]](#).

Objective: For the PCC, Chief Constable and local officers to present on relevant issues and to hear and answer issues raised by residents.

Surgeries

Description: During Out and About days and at other times, the PCC makes herself available to the public in a public place, for 1:1 discussions.

Objective: To provide opportunity for members of the public to speak to the PCC face-to-face

Consultation on key decisions [\[link\]](#)

Description: The PCC also see consultation as part of her role to engage with the public. The public are consulted on key PCC decisions such as the council tax precept or the setting on the Police and Crime Plan. For example, the OPCC also consulted victims of crime to inform preparatory work for the commissioning of victim services [\[link\]](#). See Case Study 3 at [\[link\]](#).

Objective: To comply with statutory requirements and enable the PCC to make decisions having considered public opinion.

Issues-specific forums

The PCC uses thematic public forums to address issues of local concern, as they arise. Some examples to-date are listed below:

Business Crime [\[link\]](#)

Description: The first meeting of the Business Crime Forum took place at Leigh Court on Wednesday, September 18, 2013.

Objective: To engage with local businesses and listen to their views.

Rural Crime [\[link\]](#)

Description: Visitors to the Dairy Show, Bath and West Showground heard from PCC, Assistant Chief Constable Anthony Bangham and Superintendent Ian Wylie at the first rural crime forum.

Objective: There was a real desire from the rural community to engage more with the police. The rural crime forum enabled farmers, smallholders and rural businesses to express how they could work more closely with the police to reduce rural crime.

Road Safety [\[link\]](#)

Description: text

Objective: Residents had highlighted a variety of road safety issues since the PCC took office and it was felt that hosting a road safety summit would provide an opportunity to discuss these issues and raise awareness among road users.

Young People

Description: The OPCC have a dedicated Youth Champion on leads on the approach to youth engagement.

The OPCC have built up relationships with local youth participation groups and organisations and work with them to undertake consultation activities with local young people. As part of the wider approach (out and about days, diary management) there is an expectation that visits will take place to projects and groups who specifically work with young people, providing opportunity for the PCC to hear from young people directly. Young people are invited to work with the OPCC as part of key events (e.g. Takeover Days) or in relation to specific pieces of work such as designing a focus group to hear from young victims of crime.

Objective: To provide an equal platform to young people as members of the community, allowing them to have their say on issues which matter most to them. Develop meaningful representation of young people's views to inform the work of the PCC and her office.

Diary management

Description: In addition to the formal events detailed throughout this report, the PCC also regularly visits PACT meetings, parish council, community groups and others, by invitation.

Objective: Responding to invitations from groups in the area and listening to their views.

Engagement Events

Description: Throughout the summer the PCC along with OPCC staff and volunteers attends various public events to talk with residents and listen to their views. A full list from the summer of 2013 is provided at Annex D at [\[link\]](#). Engagement is interactive with 'vote' style activities on the council tax precept for example, or submission of policing priorities. General feedback on policing and community safety is also sought.

Objective: Ask residents about specific issues or decisions. Engage with residents who would not ordinarily make contact with the PCC via other mechanisms.

Communications and PR

Description: There is a small communication team of two people supporting the PCC looking after the reactive media issues and the proactive public relations as well as the online activities and the website.

Media enquiries can range from 40 – 80 a month and website visits can range from 5000 – 10,000 depending on timing and what is happening in the organisation.

To date the OPCC has issued over 220 proactive press releases, two hard-copy newsletters to residents (for distribution via local policing teams and partners) a significant number of electronic newsletters, seven Police and Crime Plans and the OPCC has recently introduced a bi-monthly Ministerial briefing

Objective: OPCC communications must at all times be: Outward-facing, focused on the needs of local people, stakeholders and partners, as appropriate; Open, honest and accountable; In plain, simple language; Timely; Accessible to all, including hard to reach groups; Alert to the need to build partnerships to deliver effective and efficient policing, community safety and victim services; Cognisant of the need to reach all communities and to consider diversity and equal opportunities issues; A two-way process of giving and receiving information; Designed to build public confidence in policing, community safety and victim services; Where possible to complete the communications loop of "we asked, you said, we did...."

Social Media

Description: **Twitter** @AandSPCC - 2793 followers @SuMountstevens (PCC's personal account) – 2887 followers **Facebook** AandSPCC (169 likes) Sue Mountstevens (180 likes) **YouTube AudioBoo Flickr Instagram Vine** All of these networks need to be fed by content and the OPCC is making a concentrated effort in 2014 to be content rich to increase and sustain effective engagement.

Objective: The OPCC actively uses social media in order to offer a range of engagement platforms for the people of Avon and Somerset. Twitter is the main source of engagement. The OPCC publishes videos and webstreams on Ustream and YouTube of the public forums as well as using AudioBoo for interviews. Photos of the PCC undertaking her role are very popular and we have a Flickr account and have just joined Instagram and Vine for short videos from community days.

Awards

Neighbourhood Policing Awards [\[link\]](#).

Description: The Awards are a celebration of the success and achievements of Neighbourhood Policing in Avon and Somerset as voted for by the public.

Objective: The Neighbourhood Policing Awards are an annual celebration of the hard work of police officers, staff and volunteers in Avon and Somerset Constabulary. Nominations are sought from the public for the 'best on the beat' and the event is attended by dignitaries, MPs, senior policing figures and a draw is held for 6 event places for the public who nominated an officer, volunteer or staff member. The event is organised by the OPCC.

Pride Awards

Description: The PCC set up the Pride Awards to recognise the silent stars of the community who achieve great things or go above and beyond what is expected.

Objective: The awards aim to give people the chance to highlight those working tirelessly in their communities or organisations. Previous winners have included charity workers, volunteer CCTV teams, PCSOs, family liaison officers, Neighbourhood Watch co-coordinators and Parish Councillors.

Police and Crime Survey

Description: This randomised telephone survey jointly commissioned by the Constabulary and OPCC obtains the views of 3000 people each year. The survey covers issues such as: - Feelings of safety - Confidence and trust in the Police - Preferred methods of contact - Active citizenship - Awareness of PCC - Victimisation.

Objective: To obtain consistent quarterly data on key issues to inform service delivery.

Submission by Cambridgeshire OPCC [Abridged submission below - further submission: [link](#)]

Commissioner's approach to engagement [[link](#) to original document]

The legislation

The Commissioner has a duty to obtain the views of the community under the Police Reform and Social Responsibility Act 2011 stating: "Arrangements shall be made for each police area for obtaining...the views of people in that area about matters concerning the policing of the area, their co-operation with the police in preventing crime in that area and for obtaining the views of victims of crime in that area about matters concerning the policing of the area."

Commissioner's Stance

Sir Graham Bright has said he wants to be the voice of the public, not the police. He has also talked publicly about the diary challenges of trying to replace a committee of 17 people. The Commissioner sees effective engagement with the public as crucial to the success of the role and improving further trust in the police. In order to do this he has articulated his broad aspirations for engaging with the public both individually and collectively as well as identifying some specific tactical initiatives to support those aspirations.

Voluntary organisations

The Commissioner is committed to promoting the increased use of volunteers and improve links between Watch groups, the Constabulary and partners. His aim is to foster a more effective two-way flow of communication which improves the quality of information given to the police and reassures the public that their voice is being heard. The Commissioner supports the introduction of the Neighbourhood Alert system to facilitate the effective response to crime and issues community safety, this improving the quality and quantity of information provided to and received from Neighbourhood Watch.

Young people

Sir Graham is keen to prioritise crime prevention through early intervention initiatives involving young people that aim to prevent young people getting into trouble. The Commissioner has spoken of his aspirations to ensure effective preventative initiatives between the police, other agencies and partners, voluntary youth organisations such as the Scouts and Guides, academies and other educational establishments. Together with the force, he will support and advocate the aspirations of the Safer Schools initiative and other similar schemes throughout Cambridgeshire.

Businesses

The Commissioner believes that building close relationships with business can help to support reductions in crime and offending. Sir Graham is keen to build links with business against crime organisations and to support the Constabulary's Employer Supported Policing scheme which provides a framework for employers to support their employees to be part of the Special Constabulary. He is also keen to build links with businesses that do or may in the future carry out or support activity through their corporate social responsibility strategies that help to reduce crime and offending directly and indirectly.

Parish and town councils

The Commissioner has highlighted improved engagement with parish councils as a priority. An Outlook database of contacts has been established with a view to the Commissioner providing regular e-bulletins to parish councils. The updates provide parish councils with assurance of the existence of effective feedback mechanisms and enable them to see what action has been taken forward as a result of communications. Planning is in the early stages, so suggestions as to the possible content of the updates will be considered in consultation with other parties. The Office of the Police and Crime Commissioner also aims to attend as many parish council meetings as possible to listen to the issues raised. This will also

be done on a 'by invitation', rotational and availability basis.

Surgeries

These are regular (currently monthly) one to one meetings that give members of the public a chance to meet the Commissioner and raise any concerns regarding crime and community safety. The meetings are by appointment and are 15 minutes long. Surgeries have so far taken place in Peterborough, South Cambs and Fenland. Further surgeries are planned for Hunts, Cambridge and East Cambs over the coming months. Details can be found on the Events section of the Commissioner's website www.cambridgeshire-pcc.gov.uk. The format of the surgeries will be evaluated and adapted according to feedback from the public. Anyone seeking to make an appointment with the Commissioner at one of his surgeries is asked to contact the Office of the Police and Crime Commissioner.

Outreach workers

During his election campaign, Sir Graham stated that he would create two new 'outreach worker' posts for Peterborough and southern Cambridgeshire. The key purpose of the posts is to listen to the public as individuals and collectively and to work in partnership with local agencies and voluntary organisations to identify and deliver shared solutions to local crime and anti-social behaviour problems in Cambridgeshire and Peterborough's priority areas. The Peterborough post is a 12 month contract and will be viewed as a pilot. Any lessons learned will be taken forward to develop the southern Cambridgeshire post. Recruitment to the Peterborough is underway.

Neighbourhood panels, committees, forums etc.

The Commissioner has committed to attending neighbourhood meetings in whatever guise they take (forums, area committees and panels) where he is invited to do so. Where invited, he or his Deputy will aim attend one such meeting in each command area per quarter. In this way he hopes that in rotation he will attend every area. The initial round of meetings will be an introduction to the role of Commissioner and an update on Sir Graham's work since his election. The following rounds will focus on Sir Graham's commitment to keep the Police and Crime Plan under continuous review, thus ensuring it is a 'living' document that is both flexible and responsive to our communities needs and concerns. The OPCC maintains a record of which meetings the Commissioner has attended and plans to attend, managed and coordinated by the Commissioner's Head of Engagement & Communications and

Other methods of engagement

Since his election the Commissioner has received and responded to around 700 emails and letters from members of the public and elected representatives. His Twitter feed now has almost 600 followers and his website allows members of the public to comment on news articles in an open but moderated forum.

Force Engagement Board

The Police & Crime Commissioner will continue to be represented on the force Engagement Board by Anna Horne as the Commissioner's broad aspirations for community engagement are in line with the Force's. Sir Graham's aim is to add value to the good work of the Constabulary in this area. It is on this basis that the work of the two 'corporations sole' (Commissioner and Chief Constable), as prescribed by the Police Reform and Social Responsibility Act 2011, will continue to complement one another.

Submission by Cheshire OPCC

The Police & Crime Commissioner for Cheshire, John Dwyer, has spent a significant amount of his time in direct contact with the public of Cheshire explaining his role and gathering their opinions about policing services, their priorities for policing and their experiences as victims of crime.

In his first Police & Crime Plan, John stated "*My success will depend on understanding those issues that are important to you and helping to shape the police service to address those issues. In doing this I am committed to being an accessible Commissioner who will hold regular surgeries and public meetings as well as embracing technology so I can undertake as many on-going conversations with residents as possible*".

This has included (but is not an exhaustive list):-

- Holding 2 surgeries in each policing area each month
- Meeting Parish Council representatives each month
- Roadshows - Going out and about on the streets in a mobile unit to consult directly with the public, twice in each of the three policing areas
- Having a prominent presence at County and local shows and events such as the police force emergency services open day
- Speaking at events and conferences arranged by partners across the county at least twice per month
- Arranging consultation events with representatives of community sectors such as the rural and business communities
- He has gathered the views of diverse communities such as older people, LGBT, people with a disability, race and faith groups.
- 1116 people have completed his on-line survey about policing priorities
- Over 2330 pieces of correspondence have been received by his Office, to the majority of which he has sent a personal reply to answer their query
- He has undertaken bespoke surveys about Stop & Search and Business Crime
- His Youth Ambassador has canvassed the opinion of over 1000 young people about policing, crime and personal safety
- He undertakes regular visits to each policing area where he conducts focus groups with staff and he has regular meetings with the Staff Associations such as UNISON and the Police Federation
- Launching an App which allows people to vote on their local policing priorities
- Gathering the views of victims of crime in order to inform the commissioning of victims services, this includes an on-line survey with 181 people and in-depth discussions with almost 50 victims
- Communicating with just under 7000 people via Cheshire PCC Alert (a two-way communication system using email and text)
- Communicating with over 1500 Twitter Followers
- Issuing over 170 press releases to the local media
- 3 webcasts
- Several Videos
- A presence on Flickr, YouTube, Audio Boo etc etc....

Submission by Cleveland OPCC

Legislation

Police Authorities had a clear duty to consult with local communities set out in several pieces of legislation. The Police Act 1996 sets out a statutory duty to 'consult with those in that policing area, about the policing of that area.' The Policing and Crime Act 2009 and Community Engagement and Membership Regulations 2010 adds the requirement to 'have regard to the views of people in the authority's area about policing in that area.'

The Police Reform and Social Responsibility Act passed these duties to the Police and Crime Commissioner, and expanded upon them, stating that the PCC has a duty to make arrangements for obtaining:

- the views of victims of crime in that area about matters concerning the policing of the area
- before a police and crime plan is issued, the views of the people in that police area, and the views of the victims of crime in that area, on that plan
- the views of the people in that police area, and the relevant ratepayers' representatives, on the proposals of the police and crime commissioner for expenditure in that financial year

Cleveland Position

The Police and Crime Commissioner for Cleveland has a joint Consultation and Engagement Strategy with Cleveland Police, which sets out how the PCC and Force will undertake consultation and engagement.

Consultation is undertaken through a variety of methods.

Your Force Your Voice

The PCC is a directly elected post and as such has a clear mandate to engage directly with the public to gain an insight into their views. Your Force Your Voice is a structured programme of engagement which involves the PCC attending public meetings in every one of Cleveland's 82 ward areas on an annual basis. This ensures that local communities have an effective say in how their streets are policed.

A detailed calendar of public meetings involved in the Your Force Your Voice initiative is published on the PCC website, together with a summary of the issues discussed at each meeting.

To ensure that the concerns of Cleveland's diverse communities are not missed through Your Force Your Voice, additional consultations with specific communities are also undertaken:

- **Young People** – The PCC visits secondary schools and colleges across the Cleveland area to speak to pupils regarding their concerns. He has also attended a Primary School Conference to hear the concerns of younger children. Cleveland Police Cadet schemes are established in each Local Policing Area. On a monthly basis the schemes are opened up to the wider youth community to undertake a programme of consultation and engagement activity to input into the PCC.
- **LGB&T** – Specific consultation held with LGB&T communities to discuss community safety concerns and hate crime.
- **BME** – Specific consultation held with BME and specifically asylum seeker communities to address concerns raised regarding stop and search, police complaints process and lack of knowledge around the UK criminal justice process.
- **Disability** – Several sessions held with disability groups, focusing on hate crime. This has included work with a disability group and local public transport providers to tackle issues reported on buses.
- **Older people** – Pensioner drop in event held to allow older people to give their views on the refresh of the Police and Crime Plan. This was supplemented by visits to specific elderly groups who could not travel to the main consultation.

- Businesses – The PCC has visited businesses across the Cleveland area to discuss their community safety concerns and their engagement with local police. This engagement has included a seminar event focused specifically at businesses to enable the identification of key issues and the sharing of best practice.
- Rural Community – The PCC has met with rural communities through specific Farmwatch meetings and through hosting a Rural Crime Conference in conjunction with the PCC for Durham. He has also visited specific rural community members through involvement in a rural policing operation.

Consultation Roadshows

To ensure that the views of the wider community are captured, i.e. those who would not necessarily attend specific consultation events, consultation roadshows are held in each of Cleveland's local policing areas on a variety of themes. These are held in community areas such as shopping centres. Roadshows were held as part of the annual refresh of the Police and Crime Plan. Further roadshows are planned to consult on the menu of reparations for Community Remedy.

Neighbourhood Priority Setting Meetings

Neighbourhood Police Teams hold regular public meetings allowing the local community to influence the policing priorities which their teams will focus on. Quarterly reports are produced by the PCC's support team monitoring the priorities established in each of Cleveland's wards and any emerging trends to ensure that these input into strategic planning.

Surveys

Local Public Confidence Survey

The Local Public Confidence Survey (LPC) is a telephone survey conducted on a monthly basis by a third party independent market research company. The aim of the survey is to measure public confidence and to understand the factors associated with it.

A total of 2400 interviews are conducted each year on a rolling basis, providing a statistically significant and representative baseline sample from each of the four local policing areas. The results of the survey are available on both the Force and PCC websites and are updated on a quarterly basis.

User Satisfaction Surveys

User Satisfaction Surveys are carried out by every Force as part of the Home Office performance requirements. The surveys are conducted via telephone interview, with a mandatory framework of core questions, covering:

- User satisfaction with the whole experience, i.e. the overall service provided
- User satisfaction with:
 - First contact – making contact with the police
 - Action taken by the police
 - Follow-up – being kept informed of progress
 - Treatment by staff

The surveys are conducted by a third party independent market research company, and cover victims of five specific crime types - domestic burglary, vehicle crime, violent crime, racist incidents and road traffic collisions.

Control Room Call Backs

Members of the public are contacted by telephone and surveyed concerning their views on the overall quality of service that they have received either from Control Room call takers, responding officers or both. The scale of 1-5 used within the telephone survey represents a continuum of service from 1 (poor) to 5 (excellent).

Crime Survey for England and Wales

The Crime Survey for England and Wales (previously known as the British Crime Survey) is a national survey which asks people about crimes they have experienced in the last 12 months, their perception of crime, their quality of life and the

services delivered by the Criminal Justice System. Results are available at Force level only.

The survey collects information about:

- the victims of crime
- the circumstances in which incidents occur
- the behaviour of offenders in committing crimes

The survey is also an important source of information about other topics, such as people's perceptions of anti-social behaviour and attitudes towards the criminal justice system, including the police and the courts. It also looks at people's attitudes to crime, such as how much they fear crime and what measures they take to avoid it.

Social Media

The emergence of social media has created an additional mechanism for communicating with local communities. The PCC has Twitter and Facebook pages, which contain information as to the work and planning of the PCC Office.

The PCC has regular online webchats to engage with people who might not participate in more traditional consultation methods.

The PCC website is also used as a means of consulting with local communities, both through online surveys and consultations on specific policies.

Consultation with Partners

Independent Advisory Groups

Independent Advisory Groups (IAGs) were first introduced in 1999 following the Stephen Lawrence enquiry and the recommendations of the Macpherson Report. Cleveland has a Strategic IAG covering the whole of Cleveland, and District IAGs in each of the four Local Policing Areas. The PCC attends the Strategic IAG, which is currently being restructured, and consultation is underway to pass the Chairing of the Group to the PCC. A representative from the PCCs office attends each of the local IAGS, with the PCC attending when requested.

Safer Future Communities Network

A Cleveland wide strategic board of representatives from key voluntary and community organisations has been established through the Safer Future Communities Network to coordinate consultation with the wider voluntary and community sector. The network is included in key consultations such as the annual refresh of the Police and Crime Plan and consultation on the menu of reparations for Community Remedy.

Victims Strategic Planning Group

A Cleveland wide Victims Strategic Planning Group of representatives from key organisations who provide services to victims has been established to ensure that the views of victims are incorporated in the PCCs strategic planning process.

Consultation with individual victims is extremely resource intensive as victims tend to prefer to be consulted on a one to one basis, rather than participating in group sessions such as focus groups. Care must also be taken that appropriate support is provided to victims as discussing their experiences can cause distress. Creating a strategic group involving representatives from agencies who deal with victims enables the PCC and Force to obtain the views of a wider proportion of victims for consideration in strategic planning.

The draft Police and Crime Plan and budget proposals are taken to the Forum for consultation. The group may also be tasked to undertake individual consultations with victims, such as gathering the views of victims on the menu of reparations for Community Remedy.

The Forum are also working on implementing the recommendations made in the Victims Services Advocacy Project

commissioned by the Ministry of Justice which focused on areas of improvement for victims' services. Implementing these recommendations forms part of the PCCs commitments in the Police and Crime Plan.

Young People's Strategic Planning Group

A Cleveland wide Young People's Strategic Planning Group of representatives from key organisations who deal with young people within the criminal justice system has been established to advise on commissioning services that prevent, divert and protect young people from crime and disorder. This includes the identification of needs and solutions, as well as advice on minimum service standards, monitoring and evaluating on a perpetrator and victim basis.

The group meets bi-monthly and has been instrumental in the roll-out of triage services for youth offenders and has also carried out a consultation exercise to better understand the court process for young people who are victims of sexual exploitation.

Partnership Seminars

The PCC arranges regular seminars with partner organisations from within the statutory and voluntary sector to obtain their input into strategic planning. Seminars have included:

- Consultation on the Police and Crime Plan and budget proposals
- Improving Response to Disability Hate Crime
- Impact of the Antisocial Behaviour Bill

Input into Strategic Planning

Issues discussed at each consultation event are logged. Any immediate operational concerns are raised with the Force and appropriate action taken.

Consultation reports are produced on a quarterly basis, covering the results of all consultation undertaken. These reports form part of the PCCs Performance Scrutiny process, to ensure that strategic planning reflects the concerns raised by communities.

An annual consultation report is produced, which also includes the results of any relevant consultation undertaken by partner agencies. This is input into the annual refresh of the Police and Crime Plan and this document is also used as part of the Force's annual strategic planning process.

Any issues raised through consultation which require specific work by the PCC Office are added to the action plans associated with each of the PCCs Police and Crime Plan priorities, and progress against these activities is monitored through regular meetings.

Submission by Devon & Cornwall OPCC

Devon and Cornwall and the Isles of Scilly is home to a population of 1.7 million residents spread across 4,000 square miles of urban, coastal and rural communities bordered by over 700 miles of coastline. An area of this size and particularly the rural isolation of some communities, provide specific challenges for policing.

The following information provides an overview of engagement activity undertaken to support CoPaCC's public engagement thematic. Evidence is provided under the following headings:

1. Broadcast Engagement
2. Governance Engagement
3. Traditional Engagement

1. Broadcast Engagement

Quarterly Radio Broadcasts

Devon and Cornwall OPCC recognises the need to reach a broad spectrum of residents across the peninsula. Equally important is the recognition of the difficulties with engaging communities across such a vast geographic area. An innovative solution to this issue has been adopted through developing strong links with BBC Devon and Cornwall.

Each quarter live broadcasts are held jointly between BBC Radio Devon and Cornwall to ensure maximum coverage is achieved. Meetings are held in a number of locations across the policing area. Each broadcast focuses on a key strategic theme. To introduce the public to this concept a general topic was chosen with subsequent meetings having a specific focus. Below are example topics:

- Plymouth – general views on policing and crime
- Camborne – alcohol misuse and the effects on policing and local communities
- Torquay – the impact of tourism on policing

Prior to meetings OPCC Engagement and Volunteer Team work with communities affected by the issue to be discussed to generate interest, begin to develop questions and to ensure a diverse audience is in attendance. Promotion of meetings is undertaken jointly by Devon and Cornwall OPCC & the BBC.

Members of the public are invited to attend the meetings; audiences of up to 100 are able to attend. Further engagement is encouraged during live broadcast via twitter and telephone call in. The panel consist of compere (BBC radio presenter), Police and Crime Commissioner Tony Hogg, Chief Constable Shaun Sawyer and additional invited panel members.

This activity provides an opportunity for a large contingent of Devon and Cornwall to listen, respond to and engage directly with senior decision makers. Balanced debate is encouraged and uses the format of Question Time / Any Questions. Key themes are identified after broadcast which feed into strategic decision making within the OPCC Devon and Cornwall and the Police.

Tony Hogg also takes part in other phone-in style programmes on independent radio, and the OPCC 'in-house' media production unit also delivers video content for the PCC TV website based service (youtube) and extra audio material for radio station use. This particularly useful for the radio stations with bases many miles from the OPCC, who are unable to visit us to conduct interviews regularly.

We also have an ISDN link for broadcast quality radio interviews, particularly with BBC Radio

2. Governance Engagement

Strategic meetings

A culture of openness and transparency is inherent in the undertakings of Devon and Cornwall OPCC. As such key strategic meetings are open to the public to engage in. Currently a number of meetings are broadcast live via Plymouth City Council website who administer Devon and Cornwall Police and Crime Panel

http://www.plymouth.public-i.tv/core/portal/webcast_interactive/114050

Meetings which hold live online broadcasts are:

- Police and Crime Panel
- Performance and Accountability Board

In addition to the above performance meetings between the Police and Crime Commissioner and Chief Constable are broadcast via Devon and Cornwall OPCC website.

All web broadcasts can be found via Devon and Cornwall OPCC You Tube channel

<http://www.youtube.com/user/PCCTonyHogg>

3. Traditional Engagement

Police and Crime Commissioner Public Surgeries

Public surgeries provide an opportunity for the Police and Crime Commissioner to meet with local members of the community. Surgeries are held on a monthly basis and are held in accessible buildings and locations across Devon and Cornwall. Individuals are able to book appointments of 20 minutes with the Police and Crime Commissioner. The aim of the surgery is to hear which issues are particularly affecting communities in their local area.

Intelligence is collected at these meetings by an Engagement and Volunteer Officer who collates the issues raised within the meetings. Those issues are then collated to inform the development of the Police and Crime Plan. In addition any items which require a referral to Devon and Cornwall Police will be undertaken and tracked by the Engagement and Volunteer Officer.

Public surgeries are good practice as they enable residents of Devon and Cornwall to have a voice and direct impact on the strategic direction of the OPCC and Devon and Cornwall Police. It provides Police and Crime Commissioners to engage with the community and provide clarity, reassurance should the need arise hold the Police to account.

Talks

The Police and Crime Commissioner or representatives from the Office of the Police and Crime Commissioner attend meetings to provide talks to specific groups. The groups fall into three categories:

1. Community groups who want more information on the role of PCC's
2. Requests from and a targeted approach to specific focus groups
3. Partner organisations to disseminate key information and seek assistance in addressing key priorities.

There are multiple benefits to delivering a range of talks. They provide the OPCC with the opportunity to gain local intelligence, increase the awareness of the role of the PCC across Devon and Cornwall, provides a physical presence across the geographic, promotes partnership working and buy-in to strategic priorities.

Summer shows

It is important to maintain a physical presence across the Peninsula. To achieve this engagement is undertaken via a number of shows / events. For example these include; Pride & Respect Festivals, Devon County Show, Royal Cornwall Show and a number of other Blue Light events and rural shows. In total 17 events of this nature will be attended by either the Police and Crime Commissioner or representatives of the OPCC.

In addition the Police and Crime Commissioner engage with partner organisations in these events to understand issues such as rural crime and the effectiveness of policing in those areas. A regular feature is to hold a focus session with attendees of the show on a topic of particular importance.

Activities like these provide an opportunity to engage with diverse communities, understand their issues and disseminate key information to the public. It is usual to conduct consultation activities at these events and to provide individuals with information on how to get involved in volunteering or have their voice heard.

Links to thematic strategic priorities

Consultations and focus groups provide a simple standard approach to understanding and sense checking ONS and crime survey data. The undertaking of consultation in the work of the OPCC allows strategies to be developed with the knowledge that local communities and partners have had the opportunity to help shape policy.

In addition to consultations, engagement and education projects are developed to interact with target audiences. These activities help to provide awareness raising and seek to incorporate early intervention and prevention techniques in to the work of the OPCC.

Newsletter

Tony Hogg issues a quarterly newsletter to an e-mail distribution list of 2,500+. This is also available in a hard copy version if requested. This highlights updates, stories and issues that have been raised in the previous months. This is particularly useful for those who do not access social media, or the OPCC website, on a regular basis.

Take Over Day

The Office of the Police and Crime Commissioner participated in the Children's Commissioner Take Over Day 2013. Events such as these help to improve the relationship between young people and the police. It further develops the understanding of policing, community safety issues and the influence PCC's have in these areas. Take Over Day's provide the organisation with a different perspective to local issues and often generate interesting and innovative approaches to tackling issues which affect not only young people but the wider community.

Submission by Cumbria OPCC

Cumbria PCC/OPCC approach to Public Engagement

In order to address public engagement in Cumbria, the Office of Public Engagement was launched in March 2013, by Mr Richard Rhodes, PCC for Cumbria. Upon the launch, he said:

“As Police and Crime Commissioner I am elected to provide a voice for the public in policing and to ensure that local people’s views are considered in deciding on police priorities. The Office of Public Engagement (OPE) has been established to provide a direct route for the public to share their experiences and voice concerns.

The Office will have direct input into the Executive Board, ensuring that public opinion informs the strategic direction of policing and community safety work in the county.

The Office of Public Engagement will have an instrumental role in guiding the focus when working with partner organisations”

A copy of the OPE Strategy for 2013-2016 is attached [below]. The strategy covers the PCC approach to public engagement, and sets out its aims, principles, outcomes and evaluation methods. Please note that the Strategy is due to be reviewed in March 2014 to keep it fresh, relevant and ensure it is meeting the desired aims and objectives.

The Strategy was instrumental in the formulation of the Police and Crime Plan and is helping to build a two-way dialogue with people about their needs and concerns as well as raising understanding of the Police and Crime Commissioner role

In terms of progress against the Strategy, to date Mr Rhodes and the OPCC have achieved the following:

- Carried out over 100 public engagement events, ranging from surgery style events, ‘drop-ins’ at supermarkets, walkabouts with Constabulary Neighbourhood Policing Teams, attendance at neighbourhood forums, community meetings, parish councils, meetings with various groups ie. disability, LGBT, and county shows.
- Attended numerous meetings with local councillors and MPs
- Hosted two conferences, one on victims and one on sexual/domestic violence
- Published online and circulated by email and community messaging, a monthly newsletter, and contributed to other newsletters
- Taken part in a wide range of media activities and interviews
- Conducted surveys on rural crime, and policing priorities, through a mixture of both online and face-to-face methods during themed engagement events
- Promotes events and activity and maintains a presence using social media ie. Twitter and Facebook
- Launched three funds which invite applications from community groups for them to tackle priorities in police and crime plan (Commissioner’s Property Fund, Community Fund, Innovation Fund). See this weblink: <http://www.cumbria-pcc.gov.uk/working-for-you.aspx>
- Dealt with 120 ‘Quality of Service’ complaints from members of the public
- Taken part in web-chats, and will soon launch online meetings, themed around certain topics, ie. Budget, Police and Crime Plan Priorities, etc.

**Cumbria Office of the Police and Crime Commissioner
Office of Public Engagement Strategy 2013 -2016**

Foreword from Cumbria's Police and Crime Commissioner

Welcome to the Office of Public Engagement Strategy for 2013/14 which I have commissioned. The Office of Public Engagement was a key manifesto pledge and I am now pleased my vision is a reality. The Office of Public Engagement is instrumental in giving the people of Cumbria a voice in policing matters and being the public face for the Commissioner's office as well.

As Police and Crime Commissioner, I am elected to provide a voice for the public in policing and to ensure that local people's views are considered in deciding on police priorities. The Office of Public Engagement has been established to provide a direct route for the people to share their experiences, needs and voice concerns.

I really welcome and value people's opinions. I have tailored some specific activities to ensure that all residents including equality and diversity have an opportunity to have their say. I would encourage as many people and organisations public, private and voluntary (paid and unpaid) as possible to become involved in the engagement activities as this is a three year plan.

The Office of Public Engagement will have a wide and varied role including public engagement, media, PR, e-communications, complaints and statutory publications.

The Office of Public Engagement will have direct input into the highest decision making forum, the Executive Board, ensuring that public opinion informs the strategic direction of policing and community safety work in the county. Public engagement can lead to new, more creative and often more cost effective solutions to policy issues.

Already some good public engagement takes place within Cumbria especially at district and county level and it will be key to link with partners to ensure that we connect, develop and bring resources to boost activity so that people feel they are able to make a difference by their contribution.

The challenge is now to implement the strategy so that communities feel informed, involved and empowered in the future policing of Cumbria. A critical benefit of this strategy must be that by the next election that the people of Cumbria have the ability to make a contribution and a better understanding of the role of the Police and Crime Commissioner.

Richard Rhodes
Police and Crime Commissioner for Cumbria

**Part One: The Policy on Community Engagement and Participation
Introduction**

The Office of Public Engagement (OPE) is being established following an election manifesto pledge made by the elected Police and Crime Commissioner, Richard Rhodes. It will guarantee a direct dialogue between the Police and Crime Commissioner (Commissioner) and value the opinions of the people of Cumbria. Information gathered by the OPE will form an integral part of the Commissioner's Police and Crime Plan which sets out the future policing priorities for the next three years.

The OPE will be pro-active as well as reactive and will cover the core business areas of; community engagement, communications including media and complaints.

The Commissioner has a statutory obligation to engage with communities under the Police Reform and Social Responsibility Act 2011 as well as to consider the welfare of victims.

The Office of Public Engagement strategy will run alongside the Constabulary engagement as well as in conjunction with

the existing partners work at district councils and the county council.

2. Our Commitment

The OPE will give due consideration and value to public opinion in policing matters.

3. Objective

To ensure communities are given the opportunity to participate to the fullest possible extent in the decisions that affect their lives and in delivering the police services that make a difference to them. To offer a wide range of engagement activities to give as many people as possible including diverse groups an opportunity

To ensure that through the use of a wide range of approaches the Commissioner actively listens, considers and effectively uses the views of residents as an integral part of his decision making.

We asked You said We did

5. Principles of the Office of Public Engagement

- To ensure that engagement is undertaken to the highest standard and the findings are accurate and can be used to influence strategic decisions at Executive Board.
- The OPE activities should be two-way and where possible people are informed of their influence on decisions and the results.
- A clear strategy linked to key dates is defined so that the OPE is open, transparent, accountable and people's opinions are valued.
- People are confident that their views are being gathered, listened to and used to improve police services and improve knowledge and confidence in the role of the Commissioner.
- To increase awareness of the role and the work of the Commissioner.
- To build and develop relationships between the Commissioner, public, partners, private sector, volunteers and third sector.
- Recognise and respect the various cultures (protected characteristics) and diversity of communities and other factors that influence how different members of the public will engage/ are likely to communicate and engage in all aspects of designing and implementing community engagement approaches
- Provision of a comprehensive and robust communications strategy using all forms of communication.

6. Strategy Outcomes

- Raise the profile and understanding of the Commissioner's role.
- All results are used to improve decision making at the Executive Board and that the decisions are firmly based on the evidence of local needs alongside strategic policing.
- Ensure that the results of the community engagement are communicated and where required linked to improve services and quality of service.
- Communities feel that they have been empowered.
- All partners and the third sector feel that their voices are being included in decision making.
- Actively engage groups that don't normally participate with the Police and diverse communities are afforded the opportunity to as well. Utilising the Strategic Independent Advisory members and their groups.
- The information ascertained from complaints is used to influence decisions and future quality of service.

7. Community Engagement

There are a range of techniques for engaging different audiences. Due to the diversity of techniques and the wider ranging issues that the Commissioner may potential engage upon, it is important to have a set of guiding principles for public engagement.

Best practice suggests that the following five strategic principles are developed for undertaking engagement programmes:

- Strategy and Planning – be clear about the purpose of what the engagement activity seeks to achieve
- Clarity and framing – look at the context of the engagement including wider cultural, social and media context
- Transparency and Responsiveness – consider the people who should be involved, what their needs are, and what support may help them take part
- Integrity of Process – design the process and choose a method that is appropriate to the purpose, context and people
- Outcome – set the goals and overall objectives and engagement principles

The Commissioner will have four strategic areas that will require on-going community engagement:

- Police and Crime Priorities – linking to the Police and Crime Plan
- Budget – value for money and future levels of council tax precept
- Quality of Service – ensuring that the service provided meets expectations
- Victims – consider the welfare of victims

Of course, there may be other community engagement that takes place throughout the year and over the next three years.

Parts 2 and 3 sets out the comprehensive range of techniques and the use of them throughout the next three years.

Evaluation is key for community engagement. The results are will be summarised for the Executive Board on a quarterly basis and used to influence decisions. Results will where possible be shared openly and transparently to increase future participation in engagement opportunities.

8. Communications

Communication is paramount for the Commissioner and the OPE. As a result a separate strategy has been developed to include all types of communication from internal to external and online and offline.

9. Feedback, Compliments and Complaints

Feedback, compliments and complaints will provide the OPE with a good source of information about the quality of service that the Constabulary is providing and the issues that are arising. The Commissioner will have satellite offices in Kendal and Workington so that when required he can engage directly with people. If necessary, alternative arrangements will be made if people want to meet the Commissioner away from police premises.

The Commissioner's Office only deals with complaints directly against the Chief Constable. All complaints below the rank of Chief Constable are dealt with by the Chief Constable or on their behalf by someone in the Constabulary. This is further supported by the Commissioner 'dip sampling' the Constabulary's processes and procedures for monitoring, overall numbers handling complaints and main issues which takes place on a quarterly basis.

There is a policy and process in place to deal with both complaints and quality of service issues.

A full review of complaints and quality of service issues will be reported to the Executive Board on a quarterly basis as well as the statutory obligation to consider the welfare of victims.

10. Equality and Diversity

Cumbria has a diverse population that is constantly changing as well as a large rural area with a scattered population. It is often these individuals plus people that don't engage with the police that feel isolated and are important to engage with to build a level of understanding and involvement. The OPE understands and recognises that there are a number of third

party and voluntary groups (both paid and un-paid) that work with and represent these groups and where possible these will be used to support any engagement especially specific engagement with protected characteristics under the Equality Act 2010.

The Equality Act refers to nine different protected characteristics – age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation. The Act also covers those that do not see themselves as protected characteristics and this will be considered. For Cumbria in addition to the protected characteristics rural isolation will also be considered.

The Commissioner has already started a dialogue with the Strategic Independent Advisory Group (SIAG) and this will be on-going throughout the strategy term. The OPE will develop this with the Independent Advisory Groups (IAG) in each Territorial Policing Area as well as voluntary groups both paid and un-paid. Any engagement will be undertaken with an awareness of the Equalities Act 2010 and our statutory obligations.

The Constabulary already has well developed relationships with protected characteristics voluntary groups and the Office of Public Engagement plans to work together to build on these at a local level.

This strategy has a full Equality Analysis which has helped in the development of the strategy and identified the further work that needs to be undertaken.

Part Two – Action Plan

Detailed below are a range of actions to be considered by the Commissioner. The tactics cover a range of online and offline activities to ensure engagement is as inclusive as possible.

Communications /Media	Please see the separate communication strategy
Surveys	Online and paper surveys Summer survey in conjunction with the Constabulary and using comprehensive and representative database of contacts Crime Survey for England and Wales (previously British Crime Survey) - quarterly
Feedback direct to OPE, quality of service issues and complaints	Pulling all the data together to ascertain trends and any service issues and quarterly reports to Executive Board
Online Commissioner Question Time	Quarterly Online Question Time for the Commissioner trying to focus on a specific area: e.g. budget, plan, rural crime.
Surgeries (MP Style) Or Community drop-in sessions	Quarterly rotating around each TPAs (North/South/West)
Public speaking arrangements	Speaking directly to community groups - at least one in each TPA per quarter
Public meetings	OPE to organise or participate in public meetings about key issues
Public Places	Commissioner and OPCC staff visit supermarkets / agricultural shows / events/town centres
Virtual meetings	Web discussion and questions or could consider webcams and questions

Meetings, forums, seminars, exhibitions and conferences	e.g. youth or vulnerable people, re-offenders to ascertain views and perceptions
Email, letters, newsletters, leaflets	Signing up to an email circulation list or Public Engagement panel
Annual policing report	To be delivered to every household and used to aid engagement
Partners	Using partner publications and working together on joint consultation e.g. Safer Cumbria, Safer Communities Network
Community Messaging	Use Community Messaging to get messages out to 6,500 neighbourhood watch and farm watch members Use the Constabulary Community database to link with established community groups and diverse groups
Social Media and internet	On-going activity to promote the work and the role of the Commissioner and activities and engage with people directly
Staff consultation/ Question time	Consult with the staff within the Office of the Police and Crime Commissioner
Community events	Visiting NPT youth engagement e.g. youth café, use of property fund / grants for young people
Territorial Policing Areas/HQ Walkabout sessions	Commissioner to advertise to staff, officers and PCSOs time each quarter when he will be visiting a TPA/HQ to speak to people or take telephone calls

Submission by Dorset OPCC

Community Engagement Annual Report 2013-14 (excludes Appendices) [[link](#) contains Appendices]

Introduction

1.1 At the core of the Police and Crime Priorities is the manifesto which was drawn up in response to the issues that the people of Dorset described during the election campaign. The priorities have been further informed by a number of other sources - consultation with over 3,500 local residents, surveying over 2,700 victims, identifying which threats cause the greatest harm in Dorset and reviewing current performance. In addition, the priorities of Dorset's Community Safety Partnerships have been taken into account to allow for consistency in focus across the whole of Dorset.

1.2 The Office of the Police and Crime Commissioner has made direct contact with thousands of people through PCC Forums, Surgeries and correspondence. On average, the OPCC receives 100 enquires from the public per week. 25 PCC Forums are held across Dorset each year, to enable people to raise their concerns about crime or policing directly with the Police and Crime Commissioner, who hosts every forum. Many issues have been resolved through these channels, for example performance around 101 and officers attending incidents of vehicle crime.

1.3 In addition, The Police and Crime Commissioner has personally attended approximately 55 community engagement meetings during the first year of office, including:

- High Sheriffs Association (PCC guest speaker)
- Police and Crime Panel visit to the OPCC offices
- DAPTC Annual General Meeting (PCC guest speaker)
- Bournemouth Compact and BCVS Annual General Meeting
- Verwood Local Action Group (PCC guest speaker)
- North Bournemouth Area Forum (PCC guest speaker)
- West Howe Regeneration Partnership Board
- Bourne Academy in Bournemouth
- Lychett Minster and Upton PACT
- Boscombe Forum

1.4 The OPCC Community Engagement Strategy provides a framework to deliver an effective and coordinated approach to community engagement for the benefit of all citizens and communities of Dorset. By listening to people's views Dorset's PCC can make well informed decisions to help meet community expectations and the community will be able to contribute to shaping and delivering a shared vision for Dorset.

1.5 The OPCC Community Engagement Strategy details the five levels of community engagement that the PCC expects to achieve during his term of office. This report gives an update on the activities undertaken between February 2013-March 2014 to meet these expectations.

Overview of Activities Undertaken

2.1 Level One: Information Giving

2.1.2 During the first year of the Police and Crime Commissioners term of office, it was vital that information about this new role was disseminated widely, in order that the constituents of Dorset understood the role, knew how to contact the Office of the Police and Crime Commissioner, and were given the opportunity to engage further if they wished to do so.

2.1.3 A PowerPoint package, and printed materials were developed to support the Community Engagement Officer in disseminating the information as widely as possible. This was achieved by way of visits to a wide number of community groups and forums across the three top tier authorities served, and through meeting with a variety of statutory partners and stakeholders. The printed brochures give details of the six priorities in the Dorset Police and Crime Plan, and are also

available in Easy Read Format. In addition regular newsletters were sent out, highlighting the work of the Police and Crime Commissioner, supplemented by a report marking the first anniversary of the elections, detailing the achievements over the first year.

2.1.4 Voluntary and Community Groups visited during the year by OPCC Officers include

- Dorchester Community Lunch
- Chickerell Community Lunch
- Oakdale Pensioners Club
- East Dorset Community Lunch
- Puncknowle Lunch Club
- Bridport Older Peoples Forum
- Bournemouth VCS Community Justice Group
- Verwood Older Peoples Forum
- Dorset Age Partnership : West Dorset, East Dorset, North Dorset, Purbeck and Weymouth
- Dorset Volunteer Bureau
- Dorset 50 + Forums Steering Group
- Kushti Bok (Traveller and Gypsy Community Group)
- Dorset Dementia Alliance
- Action for Children
- Victim Support Volunteers Forum
- West Dorset Partnership

Meetings with Statutory Agencies and Internal Departments

- Dorset, Bournemouth and Poole Young Peoples Participation Group
- Bournemouth Borough Council Communities Team
- Poole Borough Council Community Safety Teams
- West Dorset and Weymouth Community Development Team
- County Wide Gypsy and Traveller Working Group
- East Dorset Community Development Worker
- East Dorset and Christchurch Community Safety Team

2.1.5 Information was also disseminated via articles specifically drafted for inclusion in third party newsletters, including:

- Salisbury Diocese Parish Newsletters
- Dorset Association of Town and Parish Councils
- South West Dorset Multi Cultural Network
- Dorset Race Equality Council
- Intercom Trust (regional LGBT network)
- Dorset Fifty Plus Forums
- Dorset Partnership of Older Peoples Projects

2.2 Level Two – Consultation

2.2.1 Over the last year the Community Engagement Officer has attended a variety of community events across the county, in order to gather information from community groups and individuals regarding local issues and priorities. This was accomplished by way of a short questionnaire, asking three simple questions:

- What do you regard as the top priority for Dorset Police?
- What makes you feel safe in your community?
- What makes you feel unsafe in your community?

2.2.2 The partnership events attended were :

- No Excuse for Abuse Seminar (Domestic Abuse) - February 2013
- International Women's Day – March 2013
- Rural Crime Information Day – April 2013
- Bournemouth University Community Safety Day – June 2014
- Bournemouth Family Fun Festival – July 2013
- Gillingham and Shaftesbury Agricultural Show – August 2013
- Melplash Agricultural Show – August 2013
- Dorset Learning Disability Partnership Seminar – October 2013
- Poole Young People's Conference – November 2013

2.2.3 A differentiated approach was taken when attending the Learning Disability Partnership Event in October, where photographs were used to depict scenarios that had been highlighted during the summer's consultation, and attendees were invited to place the photographs under a 'smiley face ' or a 'sad face' according to how they felt.

2.2.4 The results of the consultation undertaken can be found at appendix A, and will be used to inform the community engagement action plan for the year 2014-15.

2.2.5 In November 2013 the OPCC purchased an interactive system which allows members of the public to take part in consultation during community forums, conferences and public Meetings. The results from the summer consultation were used to assist in the designing of the interactive consultation which has been introduced to community engagement forums from November 2013 onwards.

2.2.6 In addition to the above, the OPCC undertook a Business Crime Consultation during October 2014, and consultation on the proposed precept rise from December 2013 – 2014

2.2.7 The PCC has a section within the Community Crime Survey , and uses these, and the results of the Victim Satisfaction Survey to inform decision making,

2.3 Level Three: Joint Decision Making.

2.3.1 This level is used to encourage local people to get involved by raising issues of concern with the Police and Crime Commissioner, and influencing solutions , but where the Police and Crime Commissioner has the responsibility to implement the decision, for example the Police and Crime Plan

Community Engagement Forums

2.3.2. The PCC has 25 Community Engagement Forums across Dorset Bournemouth and Poole, in variety of community venues. Due to pre existing diary commitments, the majority the forums during the first year have been held during the day, however for year two the forums will be split equally to morning, afternoon and evening sessions, with one evening forum in each area of Dorset, and will also be held in some of the more remote rural areas of the county.

2.3.3 The forums are divided between the six districts and borough local authority areas in Shire Dorset and the two unitary authorities of Bournemouth and Poole. The forums are publicised via direct email, and letter invitations from the OPCC and third parties including Homewatch and Dorset Association of Town and Parish Councils, posters distributed in the local area, Ringmaster Community Messaging, and press releases to local media outlets.

2.3.4 Forums are open to all members of the community, elected officials, and representatives of statutory and community organisations. The email database was originally compiled by researching local VCS databases, The Source Directory, and local area websites. At each forum, delegates are invited to complete a contact form, and are then added to the forum

database – they can also opt in to be invited to take part in consultation, and take part in focus groups. Detailed information regarding the forums can be found at Appendix B

2.3.5 Accompanying each forum, the PCC has held surgery sessions, available to members of the public who have issues or concerns that wish to raise in private. Due to the confidential nature of these sessions, only limited information can be shared at appendix B.

Victim Focus Groups and Surgeries

2.3.6 The PCC has established a Victim Engagement Working Group to ensure that victim's needs are taken into account when planning services, and to improve victim experiences across the justice system.

2.3.7 The PCC has held two victim focus groups, in Poole and Dorchester, each accompanied by a surgery session for individuals wishing to discuss crimes of a more serious nature. Four Victim Focus Groups will be held annually.

2.3.8 The OPCC held a specific victim focus group in November 2013, to seek victims input to the service specification for the Victim Service Tender.

2.4 Level 4: Joint Action

2.4.1 This level describes the process of decision making in partnership between local people or agencies and the PCC and the people involved in making the decisions also committed to taking part in their implementation.

2.4.2 This level has been achieved several times over the first year, full details can be found in the section headed outcomes, but include;

- An agreed protocol is in place for raising community concerns over speeding with the top tier authorities.
- Promotion of watch schemes across the county.
- Scoping of a community CCTV scheme in an area of Poole.
- Highlighting of Human Trafficking in Dorset in partnership with Purple Teardrop.

2.5 Level 5: Community Empowerment.

2.5.1 This level will be used when the PCC supports independent groups to develop and carry out their own initiatives which complement PCC priorities and plans. It may involve an element of capacity building to enable the groups to manage their projects efficiently.

2.5.2 This level has been achieved at forums during the first year for example concerns at lack of youth provision was raised at a forum in Poole, and was resolved at the forum by local councillors and churches agreeing to work together,

Reaching the Hard to Engage With

3. The OPCC Community Engagement Strategy makes explicit that 'no-one is hard to reach, just 'more expensive to reach.' emphasising the importance of exerting more effort and creativity in reaching these groups.

3.1 The OPCC will have access to the three Force Consultation Groups. Dorset Race Equality Council, Intercom Trist (LGBT) and Access Dorset (disabled people) for one focus group per annum.

Older People

3.2.1 Dorset has one of the highest demographic of older people across the UK. In order to ensure the needs and concerns of the older population are taken into account the OPCC has met with a number of organisations representing older people across Dorset, and as a result has appointed four PCC Older People Advocates in shire – Dorset, covering North Dorset,

Purbeck, Christchurch and Weymouth and Portland, with two posts currently vacant in West and East Dorset.

3.2.2 The job description for the Older Peoples Advocate was drafted in partnership with Dorset Partnership of Older Peoples Projects. Older people were also involved in the recruitment and selection process.

3.2.3 The advocates will act as the 'eyes and ears' of the PCC, attending relevant forums and meetings on the PCC's behalf, dissemination information from the OPCC, and feeding back any relevant issues.

Young People

3.3.1 OPCC Consultation responses indicate that young people are often viewed as a source of fear or threat in the communities they live, despite the evidence that they are far more likely to be victims of crime, than offenders.

3.3.2 In order to address this misconception, the OPCC has been actively engaging with young people to ensure their views are included, and that they are offered appropriate opportunities to engage with the OPCC.

3.3.3 In order to achieve this aim, a Children and Young People Community Engagement Strategy has been drafted – see Appendix C

3.3.4 The PCC and Community Engagement Officer have met with a variety of young people over the last year, and have also invited young people to meet with the Commissioner at Police Headquarters.

These include;

- Meeting of PCC and UKMYPs
- Young Peoples Take Over Day in November 2011
- Dorset Youth Council (DYCE) – Police and Crime Plan Consultation
- Poole Youth Conference - Police and Crime Plan Consultation
- Muscliffe Youth Centre(Bournemouth) - Police and Crime Plan Consultation
- Young people conference and strategy planning day .

3.3.5 OPCC engagement with young people has resulted in a number of initiatives being implemented, which will commence in 2014-15:

- Young people's conference – October 2014
- Youth Shadow Board being established to scrutinise and influence decisions taken.
- Reviews of three areas of Dorset Police by teams of young inspectors.
- Appointment of Youth Champions across the county
- Production of Young People's Police and Crime Plan.

Black and Minority Ethnic Groups

3.4.1 The PCC has appointed two Polish Advocates to cover Bournemouth and Poole, to ensure that the OPCC is aware of issues affecting our largest non – British community. The job description was drafted in partnership with Dorset Race Equality Council.

3.4.2 The recruitment and selection process for the Polish Advocates was undertaken in partnership with Dorset Race Equality Council, and Bournemouth CVS.

3.4.3 Information is disseminated to, and distributed by organisations that represent many of the diverse communities that live in Dorset.

3.4.4 Dorset has traditionally been home to a larger number of ethnic Roma Gypsies, and also has a larger number of new Travellers living in the area. To ensure that we have active engagement with these communities the Community Engagement Officer is a member of the Dorset Gypsy and Traveller Working Group, and we ensure that invitations to

community engagement events are disseminated via this group, and other groups representing the gypsy and traveller community.

3.4.5 Provision has been made for the translation of OPCC materials if requested.

Disabled People

3.4.6 The OPCC has made provision to enable access to engagement opportunities by disabled people. During the first year this has funded specialist transport to a community engagement forum.

3.4.7 The OPCC has a community engagement volunteer who is a trained deaf- blind interpreter, and can translate into BSL if required.

3.4.8 The Police and Crime Plan has been translated into Easy Read .

3.4.9 Adults with learning disabilities have been recruited as OPCC Community Engagement Volunteers in South and West Dorset through the Community Credits volunteering scheme.

3.4.10 The Community Engagement Officer is working with the Dementia Alliances across Dorset to ensure that there are a number of dementia friendly communities established, which will also include an appropriate place of safety for people living with dementia .

Additional Work Undertaken to Enhance Community Engagement.

4. In order to maintain networking relationships across the county, the Community Engagement Officer is a member of a number of working groups in the County; and is a member of the Force People , Confidence and Equality Board, which is co-chaired by the PCC

External groups attended include:

- 0-19 VCS Forum Dorset
- Poole Young Peoples Participation group
- Dorset Young Peoples Strategic Participation Group
- Dorset Gypsy and Traveller Working Group
- Weymouth & Portland Dementia Action Alliance

4.1 The OPCC has engaged with the business community through a business crime survey conducted in Autumn 2013. In November 2013 the OPCC hosted a business conference entitled 'Putting Crime out of Business ' which was organised and funded held in partnership with Wessex Federation of Small Businesses and Dorset Local Enterprise Partnership.

4.2 The PCC has appointed an Advocate to work in Boscombe, which is one of Dorset 's most disadvantaged communities, to ensure that he is kept abreast of community concerns and issues in the area in a timely fashion.

4.3 The OPCC has an agreement with Dorset Association of Town and Parish Councils that the Community Engagement Officer will represent the OPCC at area parish meetings on request .

4.4 The OPCC has recruited 15 community engagement volunteers to assist with delivery of the Community Engagement Forums and Events.

Outcomes 2013 -14

The OPCC Community Engagement Strategy made explicit the measurable outcome that we would use to ensure that this strategy was effective.

Individual Outcomes Year One (benchmarking)

Increase in numbers of individuals making first contact with OPCC	2975
Increase in numbers attending forums and events	859
Subscriptions to newsletters	746
Sign Up to Consultation	118

Community Outcomes

Feedback from victim focus groups	The PCC has met with 20 victims through the victim focus groups. Victims reported that the experience was very positive. The issues raised will be fed back through the Victim First Working Group, and has influenced the service specification for the new Dorset Victim Service.
Community feedback at PCC Forums and Consultations	Qualitative Feedback following forums and surgeries has been very positive, and emails are regularly received following forums praising the format.

Strategic outcomes supporting the delivery of the Police and Crime Plan

Community feedback at PCC Forums and Consultations (Forum feedback included at Appendix B)	Business Survey : 146 Precept Consultation: 487
Any changes made to service delivery	<ul style="list-style-type: none"> • Marine section retained • PCSOs administering dog fouling notices • Web site updated with information on event marshalling • Community Engagement Forums taking Place in the evening and in rural locations
Decrease in reported crime	Crime down by 7.2%
Increase in number of special constables	98 recruited between January 2013- January 2014
Increase in number of Dorset Watches	43 new Community Speedwatches established

Strategic outcomes for OPCC and multi agency partners and stakeholders.

Recruitment of PCC Advocates	The PCC has recruited <ul style="list-style-type: none"> • 1 Advocate for Boscombe • 2 Advocates for the Polish Community • 4 Older Peoples Advocates
Services commissioned by the PCC	The commissioning strategy has been drafted. Commissioning to commence April 2014.
OPCC involvement in strategic partnerships pan Dorset	<ul style="list-style-type: none"> • OPCC Staff involved in : • Community Safety Partnerships • Dementia Alliances • Young Peoples Participation Groups • Dorset Age Partnership • Gypsy and Traveller Working Group

Submission by Dyfed-Powys OPCC

In brief

The Dyfed-Powys OPCC represents the largest geographical police force area in England and Wales, with a thinly spread population.

Our challenge in public engagement is that geography. Our strategy is to meet the public on their terms wherever possible and to communicate with them regularly, effectively and efficiently to match their needs and our resources.

Background

The Dyfed-Powys OPCC engages with the public bilingually (English and Welsh) in print, by phone, digitally and face to face. It tries to do so in a manner accepted by all sections of the community.

We are committed to Participation Cymru's [National Principles for Public Engagement in Wales](#), endorsed by the Welsh Government. We understand that we must engage with local communities to help ascertain and deliver policing priorities.

We are eager to have our work analysed, to consider resultant learning points and to study the good practice of others.

How we engage with the public

The first PCC for Dyfed-Powys was elected in November 2012. There was quickly a significant increase in public contact on that undertaken by the predecessor body.

The OPCC acknowledged the need to revise a previous engagement framework with new responsibilities and accountability. It committed to engaging with the public and partner organisations - and this is reflected in the ongoing [Public First](#) programme.

Engagement is a key theme that is considered by the Policing Board – chaired by Commissioner and including the Chief Constable and Deputy PCC - on a regular basis.

The OPCC make use of the following effective ways for engaging with the public:

- extensive use of our [website](#) and [social media](#), providing useful information to citizens and promoting engagement opportunities;
- the encouragement of regular media coverage, ranging from [hyperlocal websites](#) to [national TV](#);
- harnessing public opinion and skill on some key decisions – eg [consultation](#) on precept setting; a [vote](#) on the naming of public engagement days, a [competition](#) to design the OPCC logo, a schools [challenge](#) to design the OPCC Christmas card;
- hosting [public meetings](#) and media briefings, providing feedback to the OPCC personnel, the police force and individuals;
- accepting speaking engagements for the PCC and Deputy, ranging from [schools](#) to influential [conferences](#);
- internal engagement, listening to views of police officers and staff, and using the information to implement change when needed;
- feedback from citizen's panels and producing regular newsletters;
- Conducting an evaluation of engagement and consultation initiatives;
- Being open to learning and considering other approaches and models to engagement.

Regarding the final two points, 2014 brought a new series of engagement events – [Your Voice days](#) - around the region. These see the Commissioner spend a day in a [local community](#), meeting groups and individuals to further understand local needs, concerns and ideas in crime and policing. The process includes an assessment of existing local issues, a detailed schedule, note taking on the day, follow-up notes to those seen by the PCC and a [log of action points](#) on the

website. Each Your Voice day is supported by media releases, [photography](#), [website stories](#) and social media activity.

Other plans for 2014 include:

- start webcasting PCC meetings that are open to the public. These include the [Policing Performance Board](#);
- relaunch the website, with the accent on two-way communication with the Dyfed-Powys population and ease of use for a public increasingly using mobile devices to access the web;
- create a public volunteer panel to scrutinise police complaints files and to make recommendations for process improvements;
- partner local media outlets in hosting multi-platform PCC Q&A sessions with their readers.

Summary

A 2013 Wales Audit Office report into public engagement by the Dyfed-Powys OPCC and police force concluded: “There is a strong commitment to community engagement and for developing ways to enable citizens help shape the police service it receives.”

The OPCC puts much effort into public engagement but is eager to continue looking at improvements to reflect evolving public needs.

Submission by Greater Manchester OPCC

First Submission: Engaging with the people of Greater Manchester – Tony Lloyd’s approach

Tony’s clear view that he can only be effective as Police and Crime Commissioner if he listens to the views and concerns of the people he represents, and responds effectively when shaping his strategies and policies.

Tony delivers a comprehensive programme of engagement, using various mechanisms, including:

- Organising events, focus groups, conferences and other activities
- Visiting groups, agencies, charities, organisations
- Attending events organised by other groups
- Social media engagement
- Traditional public meetings
- Online question and answer sessions
- Consultation events and surveys
- Responding to correspondence

Since being elected Tony has organised a wide range of these activities. Highlights include a conference for victims of crime where they shared their experiences of their “journey” through the criminal justice system which facilitated work on developing a local code of practice for victims of crime to underpin the national document; a hate crime conference for young people in Greater Manchester attended by hundreds of pupils; and a major study into young people’s attitudes of crime which will be published at the end of this month.

Tony has also attended major events, including Manchester Pride, Manchester Irish Festival and Manchester International Festival. He’s spoken at these events, but also spent time meeting with attendees, listening to their views. His staff also surveyed attendees on crime and community safety.

He also regularly attends much smaller groups, such as local HomeWatch (which is what Neighbourhood Watch is called in Greater Manchester) groups, disabled groups, hate crime reporting centres, trans groups etc. This allows for much more intimate engagement on a smaller level so that he can listen and respond to grassroots community concerns.

He also regularly sits on community panels, Question Time-style events and other events where member of the public can grill him on issues that are of concern to them.

His staff also regularly consult on policy, proposals and initiatives that he is delivering.

And finally he has also set up a number of innovative projects to ensure that voices that might otherwise be drowned out in the normal run of traditional engagement are heard. For example, he has commissioned a major independent inquiry into child sexual exploitation which is being led by Ann Coffey MP; he has set up an independent panel on protests and demonstrations which will inform police practice on this tricky area; and he is about to set up an independent Ethics Committee for policing in Greater Manchester.

All of this engagement activity is very much outcome-focussed – it is about ensuring that as many voices as possible are heard and informs the development of Tony’s policies and practices.

Second Submission: Case study – engaging with victims of domestic violence

Throughout November 2013, Tony conducted a campaign to highlight the issues faced by victims of domestic violence and address the concerns of both victims and agencies in dealing with these cases.

Tony held a number of evidence-gathering sessions took place across Greater Manchester where victims, survivors and representatives of domestic abuse agencies were invited to give their views and share their experiences of not only the

police service but also other criminal justice partner agencies including the Crown Prosecution Service, HM Courts Service, Probation and council support services. Victims were also encouraged to identify ways in which the services could be improved.

Attendees were asked to add their comments to a 'Victim's Journey Map' which allowed them to share experiences of the various services from first reporting domestic abuse through to prosecution and beyond.

Participants were also asked to consider what services were currently not available to victims of domestic abuse which they thought should be provided.

Tony or his deputy, Jim Battle, was present at each event to hear the views discussed. Trained volunteers from Victim Support Services were present at all sessions to provide support to any of the participants.

The evidence gathered was subsequently presented to a public forum on domestic violence which took place at the end of November. Key points from the evidence-gathering sessions were presented.

The public forum consisted of:

- Presentation of how services are delivered by Greater Manchester Police and other criminal justice agencies to victims of domestic violence
- Presentation of evidence gathered during the consultation period
- Video footage of victims' experiences
- Questions posed by Tony, Jim and Debbie Abrahams MP to a panel of experts including Greater Manchester Police, magistrates, HM Courts Service and the CPS.

The public forum resulted in actions to address the concerns made by victims which included:

- Witnesses providing evidence by video link in a location outside of the court.
- Establishing a more joined-up approach to providing support for victims, regardless of where/how they seek help initially, ensuring the help is tailored to the victim's needs.
- Looking to encourage increased third party reporting where applicable.
- Exploring how victims who fall below the threshold for more intensive intervention (this is called the Marac process. Marac stands for Multi-Agency Risk Assessment Conference) can best be supported and protected.

This process of engagement from evidence-gathering through to public scrutiny of service provision provided an innovative, accountable and transparent method of public engagement. Agencies were presented with powerful and current feedback from victims and asked to provide responses in a public forum as to how the issues will be addressed.

The actions identified through the forum have been picked up with the agencies concerned. Updates on progress will be sought at regular intervals and published on Tony's website.

Submission by Humberside OPCC

Matthew Grove - Connecting with the Public

Overview

Since his election, Matthew has endeavoured to communicate and engage with the general public in a variety of ways which will be outlined below. He has also responded to enquiries from the public who correspond with his office on a daily basis. There has also been considerable interest from the media since Matthew took office.

Overall, the level of public and media engagement has vastly exceeded that of the former Police Authority, and members of Matthew's team have had to significantly adapt their workload to deal with the capacity involved. Matthew's Public team consists of two members of staff, the Force Liaison Officer and the Communications and Engagement Officer. Members of the administration team are also tasked with handling correspondence, general enquiries and complaints. Public Engagement is the fundamental way in which Matthew carries out his business.

Correspondence

The level of correspondence received by Matthew has been very high. By the end of February 2014, Matthew had received around 2000 emails and more than 800 letters. A good percentage of these are from members of the public asking Matthew for help in regards to their individual issues with Policing and Crime. Every piece of correspondence is investigated and answered. Often these have resulted in a personal visit or call from Matthew to the person concerned.

A system has been put in place with the force to deal with enquiries of an operational nature. Matthew has no powers to interfere in operational policing, but as the public's representative will direct operational correspondence through the Force Liaison officer, a serving Chief Inspector seconded to the OPCC, who will make the necessary enquiries within the force and feed the results back to Matthew to enable him to monitor performance. To understand how Police and Crime Commissioners are able to make a difference to members of the public, here are some examples arising from pieces of correspondence to Matthew, which he relates in his own words:

"I was approached by a woman who had bladder cancer. She was picking up her grandchildren from school when she was caught short, a symptom of the disease. What was she to do? Abandon the children? Not an option. Wet herself? Not an option for such a respectable woman. The only option was to find somewhere to discretely relieve herself, which she did behind her car door. However, someone in a nearby house saw this happen, took her registration number and called the police. Two male officers came to see her at home and she was given a fixed penalty notice for urinating in a public place, the kind you would give to a drunk on a Friday night. She was distraught and asked me if I could intervene. A lot of people do not like to approach the police but see me as just Matthew, someone who can help. I am not an alternative appeals process but on this occasion I went to see the chief constable and the notice was quashed.

The point of the story is that I see my role as changing the culture of the police. We lost accountability somewhere along the way.

In another example, I was approached by a family whose son went to university and ended up becoming mentally ill and being sectioned. One day, in his room at the hospital, he smashed a mirror and the police were called. He received a caution for something he did while ill. Now, in addition to battling mental illness, he has to go through life with a record. How does that benefit anyone?

We had another case, a family whose father committed suicide. His eleven-year-old daughter was picked on at school by a child who said he killed himself because his daughter was fat and ugly. Her abuser was of mixed race and the daughter retaliated using the abuser's ethnicity in what she said, the police were called and she found herself being investigated for hate crime. Now, I have come out publicly against hate crime but was this really the way to deal with this? Do children at that age really fully understand the full impact of words? Is a

police investigation really the way to deal with it? Do we not need to use more commonsense? I think a lot of police officers were relieved when I started talking like this."

In YOUR Neighbourhood

Since his first week in office, Matthew has held fortnightly Street Surgeries across the force area. These have enabled the public to meet Matthew in person to discuss their concerns, which are then followed through as with correspondence above. The Street Surgeries have also been the source of very **positive** feedback from the public on the level of service received from the force.

During the drafting of his Police and Crime Plan, Matthew held public meetings across the force area and invited feedback from the public, strategic partners and the force on his draft plan through these meetings and via his website.

In January 2013, Matthew began his 'Neighbourhood Tour', aiming to visit every ward in the force area during his first year in office. This involves a full day meeting with Neighbourhood Policing Teams, ward, town and parish councillors and community groups to identify local issues and look at successful crime reduction initiatives. Matthew has also attended, by invitation, evening parish council meetings and various community events.

Matthew has also been invited to local secondary schools, further education colleges and the University of Hull to address students. One recent event at Hull College attracted 200 students and the college have asked Matthew to return on a regular basis.

In Spring 2014 Matthew will embark on a joint bus tour of neighbourhoods across the force area, accompanied by ward councillors of all political parties, to meet residents and discuss local issues, especially in more remote areas.

Matthew adds: *"For me to hear the views of the public, it's vital I go to them, not sit in my office and expect them to come to me. At one of my Street Surgeries in a busy town centre, I observed a young man walk by twice; both times he looked at what was going on, as though he was plucking up courage to come over. On the third time of passing he came over and told me a story of something horrific which had happened to him. He needed help and I helped him find it. If I had held 'appointment only' surgeries in a building, that young man would never have come to see me. Very few meetings with members of the public take place in my office. I go to them, in their homes or businesses, with their family and friends where they are at ease."*

A record of Matthew's public engagements can be found on his website at <http://www.humberside-pcc.gov.uk/Document-Library/Working-for-You/Transparency/How-we-make-decisions/Record-of-PCC-Public-Engagements.pdf>

Digital & Social Media

Matthew's website www.humberside-pcc.gov.uk has had over 32,000 'hits' from over 18,000 unique visitors since launch. It contains a vast amount of information about Matthew's work, latest news, photos, a monthly blog, and all the statutory information Matthew is required to publish.

Through the website, Matthew has held a series of monthly 'Web Chats' with the public, which have been extremely successful. He has also held three with local newspapers The Grimsby Telegraph and The Hull Daily Mail, where over 500 people logged on to the debate, and over 1000 more visited the newspapers' website to read the questions and answers in the 48 hours after the event. Matthew said: *"Crime and Policing are subjects which generate a huge amount of interest and opinion. As Commissioner, my job is to listen to the public's views and use them to hold the police to account. Events such as this are an invaluable way to engage with residents."*

Matthew is very active on social media. His Twitter account @humbersidepcc has almost 2,500 followers and he Tweets most days on his activity. Matthew recently spent two late shifts working with 999 Incident Response teams in Hull and Grimsby and Tweeted live throughout on his observations. Both events attracted a huge following, not just locally, but

across the country with extremely positive feedback from both the public and serving officers that Matthew was seeing life at the 'sharp end.' Hundreds of Twitter users followed the night's events, as Matthew tweeted live updates from the incidents they attended. Matthew also has a popular Facebook page.

Victims Surgeries

Each month, Matthew meets the victims of serious crime. These Victims Surgeries are coordinated by Victim Support at their offices. Matthew hears first hand, the stories of victims and how they have been supported since the event.

Matthew says: *"These surgeries are my rocket fuel. If there is one thing that motivates me to get up every morning and come to work, it is the often harrowing testimony of victims of crime, and my desire that when I leave office, there will be fewer victims than when I came in. I have often been moved to the point of tears, and I am determined to improve victims' services"*

Public Contact through the Media

Matthew has a healthy relationship with local and national media outlets (TV, Radio and Press), and has made himself available to all requests for comment and appearance on a variety of subjects relating to his role, so the public can judge his performance through the mass media.

He is a regular guest on BBC Radio Humberside phone-in shows, and the regional BBC news programme 'Look North'.

Matthew contributes a monthly column to five local newspapers across the force area updating residents on his work and ambitions to reduce crime and improve safety. He has also contributed to professional journals such as Police Professional and Police Oracle, and was recently featured in the Big Issue North. This prompted contact from

The Sunday Times' nationally renowned columnist AA Gill, who visited the area and spent a whole night on the streets of Cleethorpes with Matthew and local MP Martin Vickers in the run up to Christmas meeting revellers, business owners, local voluntary groups and police to look crime and ASB issues in the Night Time economy.

Consulting the public

When making important decisions, Matthew has consulted with the public to get their views. When it came to setting the policing precept for 2014/15, Matthew proposed a rise of 1.99%, but not before he had asked the taxpayer. Matthew commissioned social research company SMSR to conduct a sample survey of 1000 residents, and took printed questionnaires to weekly Street Surgeries, which were completed by approx further 300 residents. Matthew said: "If I need the help of the taxpaying resident to fund policing, I need to meet them face to face to explain my reasons and listen to their views. It can't be purely a tick-box exercise. Hearing their answers in person puts their words into context."

Conclusion

From the first day he took office, Matthew has worked tirelessly, not just to listen to the views of the public, but to make them count, to drive the development of the Police and Crime Plan, to work towards a better service for victims of crime, and to inspire the public to get involved. As Matthew says himself... *"This isn't my police service, it's not the Chief Constable's either, it belongs to the public as Robert Peel envisaged almost 200 years ago. Somewhere along the way the two began to drift apart, now they are pulling back together to become closer together than they have ever been. I am the public's servant and their voice on policing and crime, my style is to get out there and listen to them, and as I have discovered, they have plenty to say and much to contribute. I want to inject common sense back into policing; I will only get that by discussing policing with the public."*

Is there a more public Police and Crime Commissioner in the country than Matthew Grove?

Submission by Leicestershire OPCC

First submission

The Police and Crime Commissioner for Leicester, Leicestershire and Rutland Sir Clive Loader utilises effective and proactive communications and community engagement techniques to execute his wide variety of responsibilities.

Positive proactive communications activity will underpin and help the Police and Crime Commissioner to deliver his statutory duties to consult, to scrutinise, to set meaningful priorities and to work in partnership to drive down crime.

Effective communications activity will furthermore help the Commissioner to demonstrate publicly his role in reducing local crime alongside addressing national threats to safety.

The Commissioner will require a consistent and proactive communications approach to illustrate how he has not just listened to local people, but actually done something with that knowledge. In particular, communications will need to take into account the needs of the most vulnerable in society and victims of crime.

The purpose of this communications strategy is to establish a framework that enables the Office of the Police and Crime Commissioner to communicate more effectively with all its target audiences.

Aims

- To raise awareness with external and internal audiences of the PCC's role, responsibilities and achievements
- To ensure the public is informed of the PCC's decisions and achievements
- To increase public confidence and satisfaction in policing
- To encourage the different audiences to become engaged in policing, helping to shape the delivery of services
- To demonstrate that the PCC has listened and responded to public opinion when setting the strategic direction for the Force
- To meet the PCC's statutory responsibilities while delivering value for money communications
- To increase work with partners to provide value for money in terms of communications
- To deliver appropriate and widely accessible information to each sector of the target audience.
- To be seen as an open, honest and transparent organisation working on behalf of local people to improve policing.
- To protect the reputation of the Office of the Police and Crime Commissioner
- To enhance relationships with local, national and trade media

Objectives

To provide clear, consistent and coordinated communication

To facilitate a two way dialogue with the public and internal audiences

To provide appropriate and effective mechanisms for internal and external communication

To increase understanding of the role of the PCC for the public, partners and stakeholders

To involve, inform and reassure local communities

To promote diversity and equality

Engagement opportunities

External

- General taxpayers of the Force area
- The business community
- Rural communities
- Urban communities
- Victims and witnesses
- Elderly people

- Young people
- Minority groups
- People with disabilities
- Vulnerable people
- Those whose first language is not English
- Those who live in fear of crime
- Those who are disengaged
- Local and national media (published, broadcast and multimedia)

Internal

- Officers and staff of Leicestershire Police
- Contracted suppliers to OPCC and Force
- Staff groups and networking groups
- Strategic Independent Advisory Groups
- Volunteers

Partners and Stakeholders

- Association of Chief Police Officers
- Association of PCCs
- Audit Commission
- Chambers of Commerce
- Community and pressure groups
- Community Safety Partnerships and other partners
- Councils – City, County, District and Parish
- Her Majesty’s Inspectorate of Constabulary
- Home Office
- Local Criminal Justice Board
- National Associations (Victim Support, NHW etc)
- National Police Improvement Agency
- Politicians, City, County, District, Parish and MPs

How we will communicate

Media Relations	Press information, proactive and reactive.
Meetings	Meeting papers and/or agendas will be distributed widely
Website	Contains information about all aspects of the OPCC’s business, plus Police performance information and a direct link to both Force and Partners. It is a key component to meeting the requirements of the Freedom of Information Act.
Community Engagement	Support the Community Engagement plan
Social media	The OPCC will make good use of Twitter and Facebook where appropriate
Statutory Information	Council Tax leaflet, Police and Crime Plan and Annual Report, produced in hard copy or electronically as appropriate, available in alternative formats on request.
Partner Networks, Newsletters and Websites	The OPCC will contribute to the newsletters and proactive publicity of its partners wherever possible. It will carry links to its partners on its own website and vice versa.

Public Events	Opportunities to engage with the public at public events, where large numbers of people are expected, including police and partner specific events will be explored.
Public and Partner Consultation	The OPCC will consult with the public and its partners and feedback the findings, explaining how these have been taken into account. It will consult with representative samples, general public and specific groups.
Partner Meetings	Members and/or officers will attend meetings of appropriate organisations
Advertising	The OPCC will use paid for space in appropriate publications when necessary.
Printed collateral	Posters, letters, panels etc will be produced as appropriate

Contact and Communication with partners and public

- Maintenance of contacts database for all the partners and voluntary agencies in the local police area.
- Provision of appropriate response to communications and queries from members of the public, officers, staff and partners, either in hard copy (letter) or electronic.
- Research and preparation of response to council/partner questions.

Second submission from Leicestershire OPCC

Youth Commission Case Study

Sir Clive Loader, Police and Crime Commissioner (PCC) for Leicestershire, is leading the way on a new initiative to involve young people in finding solutions to crime.

In 2013 Leicestershire was the first area to sign up to a ‘Youth Commission’ pilot project in which the Commissioner worked in partnership with young people in a ‘Big Conversation’ to develop strategies to address urgent issues in their areas, including anti-social behaviour, offending and re-offending, hate crime, drug and alcohol abuse, knife crime and the relationships with the police.

Sir Clive believes that listening to young people and then involving them in forming a solution is vital to repair the often difficult relationship between young people and the police.

Between July and October 2013, the ‘Big Conversation’ asked 2,000 young people across Leicester, Leicestershire and Rutland for their views on what needs to be done to tackle crime and improve policing.

Under the guidance of a voluntary youth advisory group the project formed an on-going dialogue with Sir Clive aimed at supporting, challenging and informing his work. The final results will be published at the end February 2014.

Sir Clive is working with a charity, the SHM Foundation, to deliver the project.

With training and support from the SHM Foundation, the Youth Commission were made up of a diverse cross-section of 14-25 year olds from Leicester, Leicestershire and Rutland. Although they worked within necessary guidelines designed to protect young people, each group helped to decide the shape of their own ‘Big Conversation’ and what issues they examined.

On 17th December 2013 members of the Youth Commission presented their findings from their 'Big Conversation' to the Police and Crime Commissioner, senior police officers and a diverse audience of 90 invited guests. Post the presentation, the Youth Commission, the Police and Crime Commissioner and Leicestershire Police are now working in partnership with the Police Advisory Group for Race and Equality (PAGRE) to establish a Youth Police Advisory Group (YPAG) to advise on policing matters with new members of the 2014 Youth Commission cohort.

The youth police advisory group will review elements of operational policing delivery including people and culture to build a strong working environment that includes everyone and that encourages all staff to develop and make progress. This will be supplemented with their assistance to develop organisational processes which build equality and how the police service manages its performance.

In carrying out this role YPAG will constructively challenge and provide independent advice on the systems and processes developed to progress the Equality Improvement Model for the Police Service. This is not a scrutiny role but offers development by using community insight.

In addition a Youth Commission Observer scheme will be introduced and provide access to police training development and key service delivery areas and provide the opportunity to report their observations and findings to the Youth Police Advisory Group (YPAG).

Submission by Merseyside OPCC

First submission: Draft Community Engagement Strategy 2014-17

1. What is community engagement?

Community engagement provides people with opportunities to have a greater say in how services are provided to them. It allows individuals an opportunity to become actively involved in decision making relating to local service provision.

For the Office of the Police and Crime Commissioner for Merseyside (OPCC) and Merseyside Police, community engagement is about involving the community in the decisions that are made in relation to crime reduction, community safety and the police services that we provide for them.

In order to ensure effective community engagement the OPCC has a Community Engagement Manager and a team of five Community Engagement Officers who embed themselves into a police Basic Command Unit, Local Authority area and Community Safety Partnership to engage with people, partner agencies and police to ascertain the local position for crime reduction and community safety.

The OPCC responds to its duty to ensure effective communication and engagement, and showing a strong commitment to adhering to current equalities legislation. Specialist measures are used when setting meetings and events to ensure cultural, physical and sensory accessibility, to widen the number of people we speak to and ensure a positive impact for minority groups. The OPCC is committed to provide specialised community engagement for minority groups to ensure their opinions are taken into consideration.

All community engagement plans are shared with partner agencies in an attempt to work in partnership to reduce resources and cut down on duplication.

This work is to ensure the community's views are fully considered during the planning process, to inform the Commissioner's strategic priorities, and to ensure the OPCC is meeting its statutory requirements.

2. Why we want to engage with the community?

We recognise that we must continually strive to improve the ways in which we engage and consult with our communities.

The Police Reform and Social Responsibility Act 2011 requires the Police and Crime Commissioners to obtain the views of the community, particularly the views of victims of crime, about their policing issues. In addition, the Commissioner is also required to obtain the views of local people and victims of crime before issuing the Police and Crime Plan and the police precept (the police part of local Council Tax).

While effective community engagement has always been a priority for us we will not become complacent. Our communities are diverse and we need to understand them and their police service requirements and expectations. We will continue to consult with our communities and take their views into account when we are deciding on the policing priorities for Merseyside.

By working together, the OPCC, Merseyside Police and local Community Safety Partnerships will continue to provide equality of service across Merseyside, to achieve value for money outcomes with and for all our communities.

Our Community Engagement Strategy is based on the following key principles:

1. The views of local people are obtained and understood
2. The Commissioner and Merseyside Police's decisions regarding long term policing priorities and the Police and Crime Plan are shaped by good quality information obtained through consultation and engagement.
3. Feedback is given on how issues raised through engagement via community consultation have been considered

and acted upon.

4. The way in which consultation is used to inform our decisions will lead to an improvement in public confidence. All the Police and Crime Commissioner's public community engagement activity aims to ensure the community's views are fully considered during the planning process, to inform the Commissioner's strategic priorities, and to ensure compliance with statutory requirements.
5. The OPCC works in partnership with partner agencies to ensure a reduction in resources and duplication, for example using agencies who have the appropriate contacts and expertise when engaging with victims.

It is important that we obtain the views of people from all sectors of our community on the priorities for policing and the service they expect from policing.

The main reasons the OPCC and Merseyside Police looks to have effective engagement with the public in place is:

- **To increase participation, knowledge and co-operation** – between the Commissioner, the Police and the community in relation to the prevention of crime and community safety.
- **To inform** – local people of things that are relevant to them. Community engagement can increase the openness and transparency of the OPCC and Police thereby increasing accountability to the public.
- **To consult and engage** – through consultation and engagement activity we aim to involve people in the decisions that affect them so that services can be provided which are more responsive to local people and therefore satisfactory and efficient.
- **To work together** – continually, on a priorities, policy and service provision.

3. How we will use and monitor engagement

The policing priorities for Merseyside are set out in the Commissioner's Police and Crime Plan. This plan is informed by a variety of information sources, which includes community engagement findings.

The Commissioner holds the Chief Constable to account in relation to the policing priorities set out in the Police and Crime Plan to ensure the delivery of an efficient and effective service. Whilst the Commissioner has a duty to obtain the views of local people and victims of crime (as previously outlined in section 2), she is also required to hold the Chief Constable to account for the efficiency and effectiveness of their own arrangements for engaging with local people around crime and disorder.

The OPCC Community Engagement Team will monitor all new community engagement initiatives. Recognised 'Good Practice' will be recorded and reported back to the Commissioner and OPCC management team for consideration to be used when appropriate in an internal Engagement 'Toolkit'. This will ensure a corporate approach, quality assurance and value for money for all engagement activity carried out jointly by the Police and OPCC.

4. How we will engage with the community?

The current approaches the OPCC and the Police use to engage with the public are outlined in Appendix B. However, we are continuously striving for innovative ways of communicating with members of our communities.

Four key approaches of community engagement:

The OPCC and Merseyside Police will work towards achieving the following four levels of community engagement, and will work closely with partner agencies, to achieve this

Individual – We will seek engagement on an individual level in order to develop networks essential to understanding and meeting the expectations of our communities, especially victims.

Neighbourhood - We will further enhance engagement with our communities via Neighbourhood Policing Teams, by the Have Your Say meetings, local Problem Solving Groups and and Key Individual Networks, to identify and action plan

Local Policing Area –We will participate in engagement activity with local communities in partnership with

Community Safety Partnerships and other partnerships or organisations.

Strategic – We will continue to engage with Home Office, Police and Criminal Justice Board at a regional and national level via the centrally based joint functions and the development of a collaborative programme of activity.

5. Engagement Programme

There are a number of statutory responsibilities that require consultation to be undertaken during a specified timeframe, namely:

- a. Setting police and crime priorities through the publication of the Police and
- b. Setting the police precept and budget.

The OPCC runs an engagement programme (Appendix B) that will culminate in an end of year report which is used in the strategic planning process for the Police and

6. Methods of engagement

The OPCC and Merseyside Police use a wide range of methods to engage with local communities. To ensure that engagement is meaningful and effective, an Engagement Toolkit has been created. This provides a range of options for officers and other staff involved in community engagement activity and takes into consideration the diverse engagement requirements of Merseyside's communities. Further information on the engagement methods used is available at Appendix B. In order to ensure the best use of diminishing resources and avoid unnecessary duplication, the PCC completes the vast majority of public engagement alongside partner agencies, piggy backing where possible on existing engagement provision. This ensures the widest possible section of the Merseyside community is reached including minority groups who may be the most vulnerable members of our society. This also can ensure the correct agencies are present when necessary, for example when the issue isn't just a matter for the Commissioner or Police but includes Registered Social Landlords and Local Authority services.

The OPCC Community Engagement Strategy shows a willingness to ensure engagement is appropriate to the locality and demographics of each neighbourhood and BCU. Different engagement activities are being used to ensure information is being collected using both qualitative and quantitative methods. By working in partnership with the relevant agencies the OPCC is trying to reach as wide an audience as possible and by doing that, reaching people whose voice would not normally be heard and whose opinions are not taken into consideration. The Commissioner is complying with the duty to engage and consult with the community of Merseyside and at the same time discharging a number of functions in relation to equality and diversity.

Appendix A: Community Engagement Standards

These are the minimum standards you can expect from us when we are engaging with you to improve services for you or when we are finding out your views.

INFORMATION - We will:

- Give you enough information, and enough time to get involved if you want to.
- Let you know what difference you can make.
- Give you information that is easy to understand
- Take care to keep your details confidential.

RESPECT - We will:

- Challenge all forms of discrimination.
- Listen to your ideas, views and experience.
- Take you seriously and treat you fairly.
- Respect your opinions.

WHERE THERE IS AN OPPORTUNITY FOR YOU TO INFLUENCE - We will:

- Make the most of what you tell us.
- Work to let everyone have a chance to get their voice heard.
- Work with you and our partners to recognize and consider the things you tell us are important or the things you feel we are doing well.
- Provide a range of opportunities and a welcome environment to get involved.
- Make opportunities for you to talk about issues you feel are important on a continuous basis.

FEEDBACK – We will:

- Let you know what difference you have made and how your ideas have been
- Keep you up to date with what is happening.
- Give feedback as soon as possible and in ways that are easy to understand

CONSIDERING YOUR VIEWS - We will:

- Ask you what we can do better and use your views to inform our work.
- Work with you to help change things for the better.
- Make sure your views are considered in decision-making.
- Be honest with you about what can and cannot be changed
- Try to learn and improve the way we work with you.

Second Merseyside OPCC Submission: Methods of Engagement

When?	How?	Who?
Daily	Twitter and Facebook	Anyone with Internet access.
Daily	You Tube and Sound Boo Channels, have video and speech recordings from PCC and Police	Anyone with internet access. Radio and wider media providers can access sound and video recordings via this medium
Daily	Traditional media such as newspaper articles, press releases, TV and radio programmes.	Anyone with access to the Internet or who buys newspapers, watches TV or listens to the radio
Daily	Website communication	Anyone with access to the internet.
On-going	Partnership engagement via attendance at voluntary sector provision and victims support services such as domestic abuse drop ins, tenants and residents groups and community events	Local residents
On-going	Partnership engagement with minority groups such as, LGB&T fora, Disability Support Groups and racial minority, faith and religious groups	People from minority groups.
On-going	Attendance at partnership meetings such as Multi-agency risk assessment conferences (MARAC), Hate Crime and Domestic Abuse Fora,	Partner agencies and Merseyside residents

	Community Safety Partnerships (CSP), Disarm, Crime threat briefings.	
Weekly	Regular contact with Independent Advisory Group Chairperson and Members	The 40 volunteers who act on behalf of the Merseyside public checking on the welfare of police detainees.
Quarterly	Have your say meetings in partnership with Merseyside Police	Residents of local areas
Quarterly	Performance and Scrutiny data published on PCC website	Anyone with internet access
Minimum of quarterly and on-going	Focus groups, meetings, surveys. Often using victim/survivor support groups who have the necessary contacts and expertise, particularly with victims of such crime as hate crimes, domestic abuse and sexual crimes.	Victims of crimes
Minimum of quarterly and on-going	Meetings and task and finish, sub groups	30+ members of the Commissioners Youth Advisory Group
Annually Precept consultation	Roadshows, focus groups, online and paper surveys. Media coverage and press releases	Merseyside residents and partner agencies
Annually and on-going Police and Crime Plan consultation	Roadshows, focus groups, online and paper surveys. Media coverage and press releases	Merseyside residents and partner agencies
Regular meetings with police	Attendance at Police Community Engagement meetings, Support Networks and Quarterly Reviews Attendance at OPCC Performance Scrutiny Groups	Partners in Merseyside Police Service to feedback the public's policing issues.
On-going Complaints and compliments information	Anyone who contacts the OPCC directly via letter, telephone or email.	Merseyside residents
Minimum of annually	Meetings, messaging and surveys via Police networks	Neighbourhood Watch And Merseyside residents

Submission by Staffordshire OPCC

Safer, Fairer, United Communities for Staffordshire 2013-2018 Public Engagement and Consultation Case Study

Background

In two months the aim was to engage with as many people as possible. It became the biggest opportunity yet to shape the future of policing and criminal justice services in Staffordshire. We wanted people to realise that they could have a say in making sure taxpayers' money is spent better on visible policing and a criminal justice system that meets their needs.

The aim was to consult with **3,050** people, achieving an understanding of the plan by 75% of all respondents.

In total, **6,384** people gave their views through a variety of means including face to face surveys, public meetings and on-line channels.

A total of 98 per cent of people agreed that the overall vision was important while 89 per cent agreed with the strategy itself.

The 'Safer, Fairer, United Communities' is a high level strategy that sits as an overarching plan that sets out the vision for Community Safety in Stoke-on-Trent and Staffordshire over the next five years.

The draft strategy's four priorities – early intervention, supporting victims and witnesses, managing offenders and public confidence – were viewed as important by almost everyone (97 per cent to 99 per cent of respondents).

Strategy and tactics

The engagement campaign not only aimed to meet the statutory responsibility for consultation, but to also engage with members of the public regarding community safety, as well as to raise the profile and awareness of the role of the Police and Crime Commissioner.

In addition to formal consultation, a creative communications approach was developed to engage with the general public where the people across Staffordshire and Stoke-on-Trent were encouraged to see how the plan would have implications for them and their quality of life.

Implementation

A range of different communications channels were used tailored to different audiences. Critically, social media was useful to create an additional narrative around the completed responses.

The first phase of the campaign was to produce (in-house) three videoscribe videos to show how the plan would be relevant to the key audiences of the general public, business owners and young people. The call to action was for people to 'have their say for a safer Staffordshire'. A short film from the PCC was also hosted on youtube and promoted on social media.

<http://www.youtube.com/watch?v=yWvoKeVtnc0>

<http://www.youtube.com/watch?v=iEATqfE3eJc>

<https://www.youtube.com/watch?v=LXEoc8BdvWo>
www.youtube.com/watch?v=gaTSGd3c3j4

A programme of public and stakeholder engagement was undertaken during July and August 2013 to seek views on the strategy. This included a gruelling schedule of public/ residents meetings, a programme of partnership/ stakeholder meetings and a series of surgeries across various venues such as supermarkets on Saturday mornings.

A broad range of community groups and stakeholders were included in the engagement. These groups and the number of responses received from each were as follows:

Group	No. of responses
Staffordshire Police Citizens' Panel	1,143
Neighbourhood Watch networks	2,355
Victims and witnesses of crime	318
Lesbian, gay, bisexual community	102
Young people (10-16)	102
Young people (16-20)	400
Members of black and minority ethnic (BME) communities	400
People living in high crime/high fear of crime areas	424
Business networks	68
Members of Staffordshire Police staff	872
OPCC website/miscellaneous	200
Total	6,384

Digital engagement

Twitter reach 48,000

18 Facebook posts during consultation

Posts reached up to 15,872, 157 Likes, 7 Shares, 29 Comments

Three creative videos with a total of 4,296 video views

Email

3,803 documents opened and read, from 11 emails

98% agree that the vision is important or very important

89% agreed or strongly agreed with the strategy

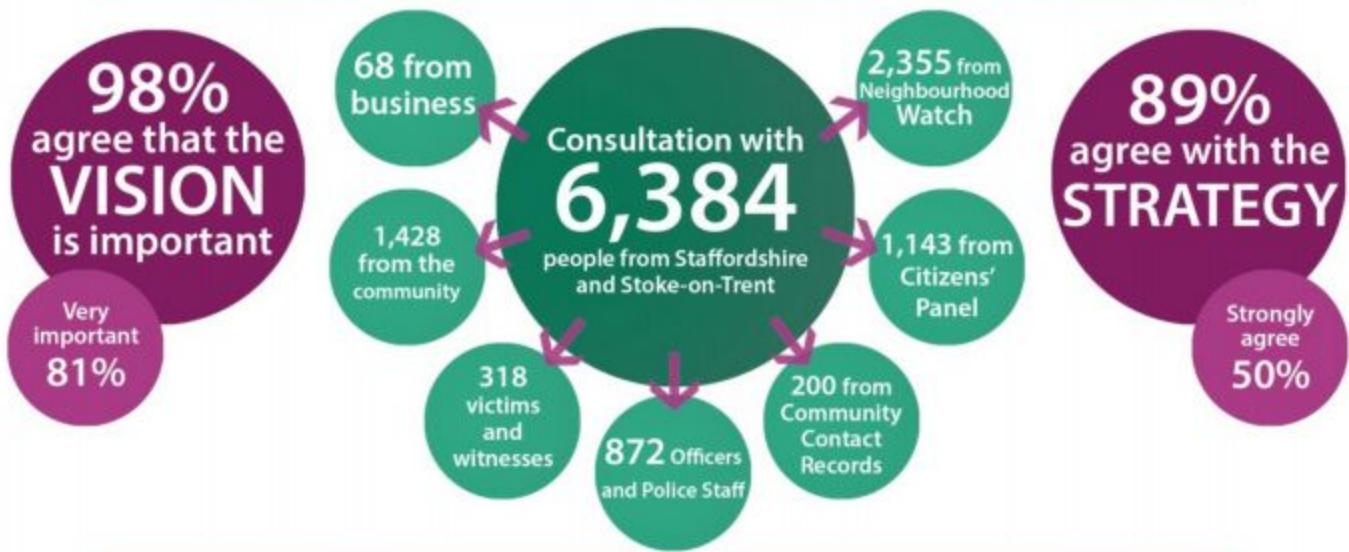
A range of methods were used including face-to-face and telephone interviews, postal and electronic questionnaires. Questionnaires were adapted for different groups with questions selected from the same question set focusing on principles, priorities and/or selected commitments within the draft strategy. Both options and free text questions were used to help quantify and explain opinion.

The generally consistent results across all groups provide a strong indication of likely opinion for the whole of Staffordshire and can usefully inform development of the strategy.

This campaign plan was seen as a first step in public consultation and engagement throughout the life of the strategy. Ongoing public engagement continues to ensure the plan genuinely represent the needs and expectations of the communities it is designed to serve.

The following is a summary of results obtained.

Who we spoke to and what they said



Submission by Surrey OPCC

CoPaCC – Community Engagement Study - Office of the Police and Crime Commissioner for Surrey

The arrival of PCCs was a radical departure from anything that had come before them. The first year since their election has been a steep learning curve for everyone involved.

The work of community engagement for OPCCs has only just begun. We have only scratched the surface of what is possible within the new arrangements.

The Commissioner here in Surrey has set a clear and simple vision for his term in office. There is a culture of ambition and positivity within the Office to engage with the community which we hope is reflected in this submission.

This is a subject we could spend hours discussing, but we will limit it to a brief summary of some of what we're doing. There's plenty of supporting info on our website and of course, if you have any questions feel free to get in touch.

Philosophy

The article in the BBC today mentions a part of the PCC's view on public engagement:

<http://www.bbc.co.uk/news/uk-england-25960131>. The full quote he provided, from which excerpts were taken, should give you a fuller view of his perspective on public engagement:

"I am first and foremost accountable to the public. They decide, at the ballot box, who their PCC should be.

"The first PCC elections could have been done a lot better. People were not given enough information about the role and the candidates. The debate about policing and crime did not develop as fully as it could have. That said, 131,000 people turned out to vote in Surrey. In effect, the election was – by a very long way - the biggest ever survey into policing and crime in the county.

"I want everyone in Surrey to have an opinion, to take a view on anti-social behaviour, crime and the safety of their community. It matters. Policing and criminal justice is about liberty and rights. It is sometimes about life and death. These are fundamentally important things for our society. Without order, business cannot prosper, teachers cannot teach, doctors cannot treat.

"So I have made it my business to foster that debate as far as I can and make sure that the police service in Surrey is open to scrutiny and challenge. It is not about looking for everyone to agree – it is in the plurality of opinion and open debate that the public interest is best served.

"I have followed the example of the Police and Crime Panel and thrown open the doors of my management meetings with the Chief Constable to public scrutiny by webcasting them live. I have argued strongly in favour of press freedom and in defence of the rights of whistleblowers. I spend little of my time behind a desk – I spend my days getting out into the community meeting people and organisations, listening to them and talking frankly about community safety. I get out into the force and amongst partner agencies to understand what's happening for them on the ground.

"Public appetite to engage in political issues is there. Think of the popular movements against the sell-off of national forests or the mooted military intervention in Syria. The challenge for PCCs and PCPs is to harness that appetite. To do that, we need to present the issues facing policing in a clear and engaging way, and we need to give the public faith that their views are taken seriously – that it is worth their time to get involved and to speak up."

Public engagement and our priorities

Two of the current PCC's six priorities bear direct relevance to public engagement:

- Giving people a greater say on how their streets are policed

It is what it says, and it places public engagement at the heart of our strategic intent.

- A zero tolerance policing approach

An important element of the zero tolerance approach to policing and community safety, as espoused by Bill Bratton et al, is the idea of seeking to work with anybody, anywhere who can help make the community safer.

As Bratton put it: “better, smarter, and more assertive policing in partnership with the criminal justice system and the community we serve – community policing”.

We are willing to talk to – and work with – anyone who can contribute to the safety of our county.

The Priorities are reflected in all of our community engagement work. The media feed from our Twitter account gives a nice reflection of that: <https://twitter.com/SurreyPCC/media>

Our structure and public engagement

The Commissioner has established an office which puts a strong emphasis on public engagement and communication.

In addition to the PCC and the DPCC, we have:

- Jane Anderson, Assistant Commissioner for Victims – Jane is actively reaching out to victims of crime and working with the Criminal Justice system to improve their treatment.
- Shiraz Mirza, Assistant Commissioner for Equality and Human Rights – Shiraz is working to reach out to Surrey’s minority communities, hear their concerns and involve them in the work of the OPCC.

The PCC inherited one Communications Manager from the Police Authority, responsible for all communications activity on behalf of the office – press, publicity, marketing, website management, projects, social media and so on. It became quickly apparent that the comms workload would be significantly higher than that generated by the Authority and that more support would be needed given the high profile of the office and the opportunities presenting themselves for greater public engagement.

A Communications Advisor – with a brief to improve our links with different media – has been brought in, working one day a week.

A recruitment process will be starting shortly to bring in a Communications Officer, with a primary focus on direct community engagement via a range of channels. We have some exciting plans for this role which we’ll be in a position to say more about in the next few months.

The Commissioner also employs a full time Policy Support Officer responsible for handling complaints and concerns reported to us by the public. This is a role similar to that of an MP’s caseworker.

Crime Summits and public meetings

We are hosting a Crime Summit in every Borough and District in Surrey.

We are not especially prescriptive about how they should be – we take the lead from the local community and partner

agencies on how it should work.

Generally speaking, the Summits begin with a panel session with speakers including the PCC, the local police commander, a political leader and an officer leader from the council. Other participants in Crime Summits have included county council representatives, Chief Superintendents, housing association staff, Probation, Fire and Rescue.

Then they might break into group discussions sessions (topics chosen in advance by attendees), or into a panel Q&A. This varies.

The Summits take place on evenings and weekends. Attendances have varied from 50-120 people.

Whatever the Summits look like, the guiding principle is always the same – breaking down barriers between senior public service leaders and the public. Discussions focus on the community – and that includes those who police it and those who provide other public services - working together to solve problems.

The Commissioner, Deputy Commissioner and Assistant Commissioners maintain a busy schedule of meeting other community groups and organisations of all kinds.

In the first full year of the OPCC, the PCC held 7 public meetings (including the first 3 Crime Summits) with attendance ranging from 60 – 120. He presented at 39 other public meetings including Neighbourhood Watch, Residents' Associations and other community groups and attended a further 29 public meetings as a guest.

Deputy PCC Jeff Harris presented (separately to the PCC) at 8 public meetings and attended 33 as a guest.

Assistant Commissioners Shiraz Mirza and Jane Anderson also attended a number of public meetings.

In addition, the Commissioner has encouraged more localised meetings between the police and communities and welcomes feedback from those.

Webcasting

The PCC decided to webcast his regular management meetings with the Chief Constable, the first Commissioner to do so. This gives transparency to the scrutiny process and gives the public a window in to the PCC's role in supporting and holding to account the Chief Constable on their behalf. These webcasts have generated significant interest from the public and the media.

Media

We do a tremendous amount of work with the local and national media to build awareness of the role of the PCC and of the People's Priorities. The level of media interest is significantly higher for PCCs and we are busy cultivating that. The Commissioner, DPCC or his office feature in the local media every week and we continue to engage with the national media on high profile issues. To establish the OPCC in the political discourse and the public consciousness, we will continue to push this aspect of our work.

Media activity has a strong impact on public engagement with us. If the Commissioner has a high profile in the media on a given day or week, we see a corresponding spike in contact and engagement.

Social Media

The OPCC's Twitter account is developing well, with 2,238 followers. We have endeavoured to fill the timeline with useful content that reflects the role of the PCC and his office, as well as activity within the county which reflects the agenda set out in the Police and Crime Plan. The PCC and Deputy PCC also maintain busy, personal Twitter accounts.

Live tweeting of our Crime Summits has been one of the most successful uses of Twitter in our case. The comments raised by the public and made by panellists at the Summit serve to bring in those following the debate on Twitter.

Our intent for the coming year is to develop our work on social media beyond Twitter.

Partnership

Again, in keeping with the zero tolerance ethos described above, we work closely with the other elected representatives of the public in the county. The Commissioner meets regularly with Council Leaders and full councils – County, Borough & Parish. He also maintains regular contact with local Members of Parliament on issues of community concern.

As an example of public feedback translating into action – in keeping with the People’s Priorities, the amount of comment and concern raised to us through all our channels about issues such as littering, illegal parking and fly-tipping – has led to the development of our pilot project with Reigate & Banstead Borough Council to launch a Surrey Law Enforcement team. This will bring together uniformed council enforcement officers and police officers, allowing them to bring to bear all of the legal powers entrusted to councils and the police to tackle the issues which are of great concern to the community more quickly, effectively and visibly. We intend to roll this out in other Boroughs and Districts in the near future.

Contact and Correspondence

Today we received our 1,500th recordable piece of correspondence (letters, calls or emails which require some sort of action from the Office – queries, praise, complaints, comments etc).

Submission by Sussex OPCC

Introduction

A report on police accountability published recently by the National Audit Office (NAO) found that elected Commissioners have observed a significant increase in engagement with the public compared to police authorities.

In Sussex, the Office of the Police & Crime Commissioner (OPCC) is driving an innovative and interactive programme of public engagement programme to encourage greater participation in determining local policing priorities and support the successful delivery of the Commissioner's Police & Crime Plan.

This proactive, multi-channel approach goes beyond the usual formalities of statutory engagement in order to reach out to a diverse and representative audience across Sussex.

Online Engagement

Website and social media: The OPCC's [website](#) is the primary online portal for information about the work of the PCC and her office.

A [monthly update](#) is published on the website highlighting the outcomes of the meetings that the PCC and representatives from her Office attend. Where relevant, associated web links, press articles and meeting papers are included in the meeting summaries so that members of the public can follow progress.

Latest news from the OPCC is published regularly online and shared across the OPCC's social media accounts on [Twitter](#) and [Facebook](#). The PCC has a [personal Twitter account](#) and both the OPCC and the Commissioner actively engage with members of the public through these channels.

Visitors can also subscribe to receive a weekly [email newsletter](#) from the Commissioner to keep up to date with PCC's recent and upcoming meetings and events, campaign launches and key initiatives.

Online Consultation: Members of the public are encouraged to share their views and experiences of policing and crime through a number of online feedback mechanisms. This includes [Your Voice Counts](#), online [polls and surveys](#) (and their published [results](#)), and [Public Consultations](#).

The Commissioner is currently taking part in a pilot project, set up in partnership with the [SHM Foundation](#), to form a [Sussex Youth Commission](#) on Police & Crime. It is one of three pilot schemes in the country, the others being in Leicestershire and Hampshire.

The Youth Commission is charged with talking to and gathering the views of other young people from across the county. It will present its findings and conclusions to the Commissioner with the aim of informing, supporting and challenging the priorities she has set within the [Police & Crime Plan](#).

Online broadcasting: The Commissioner's monthly performance and accountability meeting with the Chief Constable is [webcast live](#). This effective form of scrutiny has been recognised nationally by the Policing Minister, Damian Green.

The OPCC and Sussex Police broadcast live updates on social media during each meeting ([#SusPolScrutiny](#)) to extend the reach to a wider audience and encourage further discussion and debate, both during and after the event. All meetings are publicised in advance and [recordings](#) are available to view online shortly afterwards.

A public Q&A to mark the Commissioner's first year in office was webcast on 15 November 2013 and saw questions from the public put live to the PCC. A recording is available in the [webcast archive](#). The Commissioner has also taken part in a [live web chat](#) with followers on Facebook.

The Commissioner has joined a number of live broadcasts with Sussex Police, as part of the [Sussex Police People](#) programme, which aims to open the doors on modern policing and show members of the public what goes on behind the scenes. Shortly after being elected, the Commissioner launched the Force's domestic abuse campaign, which included its first ever 24-hour domestic abuse Tweetathon and live web-chats. Earlier this month (February 2014) the PCC joined a [live debate](#) to mark Safer Internet Day.

Offline Engagement

Correspondence: Feedback from the public is encouraged in writing, on the telephone and by email and the OPCC has recorded a marked increase in correspondence to the Commissioner, compared to the previous Police Authority.

Media Relations: A proactive media relations programme is managed by the OPCCs Communications & Engagement Team. This includes a regular flow of news releases to the local and national media and these are also published in the online [media centre](#).

The Commissioner writes a monthly column for a local newspaper and films a video blog with a local newspaper group that is syndicated across its county-wide network of online news sites. The PCC also regularly contributes to editorial features (profiles, reader Q&As, interviews and commentary) in print and on broadcast media, both on a local and national stage.

Face to Face Engagement

Public Events: face to face engagement with members of the public is essential to ensure that the Police & Crime Plan continues to accurately represent local priorities.

The aims of the Commissioner's ongoing programme of public events are:

- To strengthen and build effective relationships with local communities;
- Provide an opportunity to consult with members of the public on policing matters;
- Capture community concerns to inform the Commissioner's Police & Crime Plan and;
- Promote the role and work of the Commissioner and the OPCC.

The following event programme is independently managed and staffed by the Commissioner and OPCC officers:

1. 'Meet Your PCC'

These informal 'meet and greet' events see the Commissioner attending high footfall locations (from town centres and busy high streets to supermarkets and seasonal public events) throughout Sussex to meet local residents. They provide members of the public with an opportunity to raise any local concerns with the Commissioner, as well as increasing public understanding about the Commissioner's roles and responsibilities.

2. 'TalkSussex'

Incorporating a series of engaging 'hands-on' activities organised by the OPCC in consultation with Revolutionary Arts (<http://revolutionaryarts.wordpress.com/>) the TalkSussex (#TalkSussex) programme of events will provide a platform to consult with residents in an interactive environment, in order to inform the Commissioner's Police & Crime Plan.

3. 'Meet the Chiefs'

A chance for members of the public to meet the PCC and Chief Constable of Sussex Police, discuss local and topical policing and crime matters and pose questions. Meetings will be held at county level throughout the year.

Once a week the Commissioner attends either an early or a late turn briefing with Sussex Police officers and where it is relevant or appropriate will join officers out on police operations.

The Commissioner regularly accepts invitations to attend and speak at meetings of local community groups, volunteer organisations, and Parish Councils as part of her ongoing engagement and consultation with stakeholders and members of the public. A full diary of events is published [online](#).

Submission by Warwickshire OPCC

ENGAGEMENT STRATEGY: AUGUST 2013 - presented to the Police and Crime Panel [[link](#)].

1. Introduction

The Police Reform and Social Responsibility Act 2011 places a statutory duty on Police and Crime Commissioners to listen and have regard to the views of local people about policing in their area.

In the Police and Crime Plan 2013 – 2017 I set out five priorities:-

- To reduce crime and disorder
- To protect the public from harm
- To empower local communities to prevent crime and disorder
- To deliver an effective and efficient police service to respond to the Strategic Policing Requirement

This draft Engagement Strategy underpins the delivery of these key priorities in particular the focus on empowering local communities.

The Plan reiterates the part everyone can play in reducing crime and disorder. I emphasise the importance of volunteers in this work, whether as Special Constables, police staff volunteers, independent custody visitors or as members of Neighbourhood Watch. I refer to the importance of listening to the views of local people and local communities and of particular groups such as young people, members of black and minority communities, vulnerable people, the business community and victims of crime. The Plan sets out the importance of the police working in partnership with a range of statutory and voluntary agencies and organisations, in particular the County Council and Borough and District Councils, Community Safety Partnerships, the NHS, the Probation Trust, Neighbourhood Watch and Crimestoppers.

In a policing area the size of Warwickshire with more than half a million people and a range of diverse communities, engagement with the public represents a major challenge. The purpose of this Strategy is to set out how I intend to:-

- Inform;
- Consult; and
- Involve

Warwickshire is a safe place to live and that in itself is an important message to send but there is much more we can do together to reduce crime and anti-social behaviour in the county so that people are safe and feel safe in their communities.

2. Ways to Engage

This strategy recognises that people access information and communicate with official bodies in a range of different ways, in person, by telephone, through the internet and social media, at public meetings and public authorities must respond accordingly.

2.1 Providing Information

The internet provides a valuable tool to inform and involve local people. The websites of the Office of the Police and Crime Commissioner and of Warwickshire Police provides much useful information. The OPCC website includes a range of statutory information the Commissioner is required to publish.

The website has been augmented by the production of a regular blog and by the use of social media, Twitter and Facebook. Social media by its very nature prompts a more interactive approach and the Commissioner receives comments and questions through these sites.

I have recognised that the OPCC website inherited from the Police Authority and designed for a different purpose is not fit for purpose. It is static, difficult to update and not interactive. I have commissioned a complete redesign of the website to support this engagement strategy.

I have commissioned the Communications Team within Warwickshire County Council to develop a media strategy including the use of social media, the updating of the website as well as to manage relationships with local press, radio and television. I have taken every opportunity to meet the press and to give interviews to inform people of my work and key issues effecting policing.

2.2 Local Community Forums

Local Community Forums are an important way for Safer Neighbourhood Teams to work with their local communities, to provide information and to establish local priorities. They are also a means by which I can keep in touch with local people and local priorities in relation to policing.

I have made a commitment that I or my Deputy will attend over time each Community Forum . However, I cannot commit to attending every meeting of every forum. I have therefore appointed Community Safety Ambassadors to attend each of the Community Forums and to be my 'eyes and ears' and report back to me on local concerns or indeed good practice. CSAs have been asked to make contact with local councillors and local groups who know their communities well. Details of the CSA Scheme are available on my website.

2.3 Young People

The County Council has already in place a strategy for engaging young people and ensuring the voice of young people is heard through the election of Members of the Youth Parliament, members of the county youth council, VOX, and local area youth councils. I have, therefore, commissioned the youth support service of the County Council to develop an engagement strategy, which is likely to include, subject to the views of the young people themselves, regular meetings with the county and local youth councils and the appointment of Young Community Safety Ambassadors to work with my office to develop key priorities for policing and community safety for young people. An initial meeting with representatives of young people has already identified that bullying and in particular cyberbullying is a major concern of young

2.4 Partnership Working

There is already very effective partnership working in Warwickshire which has contributed to the reduction in crime in the county. I am committed to encouraging and fostering collaboration through a range of regular meetings with key people and organisations. The table appended to this strategy sets out a schedule of meetings and how it is proposed my Office will manage those meetings.

2.5 National and Regional Meetings

Police and Crime Commissioners have been asked by Government to be represented on a range of boards, and advisory groups. Commissioners have also agreed that it is important they should meet on a regular basis to share good practice and to be a strong voice on behalf of policing with Government. I have been asked to play the role of Chair of the Independent Group of Commissioners and to be a member of the board of the Association of Police and Crime Commissioners. I am also on the board of the National Police Air Service. My Deputy represents me on the Police National Negotiating Board and the Local Government Association / APCC Strategy Group.

While these roles represent a very significant investment of time (one that is being asked of all Commissioners), they give the opportunity to share ideas and good practice, to promote the good work within Warwickshire police and the Alliance and to influence decision making on behalf of the people in Warwickshire. I similarly meet on a regular basis with my counterparts in the West Midlands region to discuss areas of mutual concern, such as cross border crime, and including work on counter terrorism and serious and organised crime which is delivered regionally.

In addition I hold regular meetings with the Police and Crime Commissioner for West Mercia and will chair the new Governance Group for the Alliance. I have not included these meetings in the attached schedule.

3. Consultation

The strategy represents the work I and my Office are already doing to engage people and communities. It is not a static process and we are developing practice in the light of experience. I would welcome comments on the strategy if possible by 30 November 2013, after which I will publish a revised strategy.

Comments should be addressed to:-

Mr Ron Ball
Police and Crime Commissioner
3 Northgate Street

Or via email to:-
opcc@warwickshire.gov.uk

Submission by West Mercia OPCC

From Barrie Sheldon, West Mercia Deputy PCC

From the outset Bill said that *'He would not be a faceless man sat in an office'*, and certainly this has been the case. Since November 2012 both Bill and I have attended hundreds of meetings across all areas of West Mercia where we have engaged with a whole range of people e.g. County, Unitary, and Parish Council meetings where quite often the public are present to ask us questions, along with local Councillors; rotary, civic society, and business club meetings; a range of voluntary organisations, including many who provide victim services; Police PACT meetings; etc. We have kept a diary of all of our engagements that can be found on the website: www.westmercia-pcc.gov.uk select 'New and events/Bill's Diary'.

Further we have now developed a Community Engagement Strategy (below), and have introduced an Ambassadors scheme, which provides a Community Ambassador for each policing area who act as the eyes and ears of the Commissioner. They actively engage with a range of organisations, partners, and groups within the Community on behalf of the PCC. This afternoon for example I am going with one of the Community Ambassador's to address the congregation at a Mosque in Telford to talk about the role of the PCC and policing. The strategy is supported by a comprehensive delivery plan which is already underway.

We also have a plan in place to deliver 15 public events each year (3 within each Operational Policing area). A few weeks ago I was at the Hive in Worcester (see link into 'PCC and Public Engagement meetings on homepage of website). Next week I am spending an afternoon, early evening at 3 locations in Bewdley, and Kidderminster, Worcester to engage directly with members of the public.

Every two months we send a newsletter to all Parish Council (800+ in West Mercia), and a whole array of other stakeholders to keep people informed of PCC activity.

In addition Bill has had a recent conversation with the Chief Constable about providing more visibility at some of the major shows this year, where both the PCC and the local police will make themselves available to discuss policing issues, but also to publicise what the police are doing and provide crime prevention information / support.

West Mercia Police and Crime Commissioner's Community Engagement Strategy 2014 - 2016 Forward Together

Foreword by Bill Longmore, Police and Crime Commissioner for West Mercia

It is important that I engage with communities and interest groups such as victims, adult and children safeguarding boards, watch schemes, unitary, county, district, city, town and parish councils, Police Independent Advisory Groups, voluntary and community sector and speak with people to find out their true views about how we can together effectively prevent crime and disorder. However, I wish to go further. My vision is for a new community spirit with people working together in partnership to improve society and to reduce crime and disorder with West Mercia Police and their safer neighbourhood teams, statutory community safety partnerships, other agencies and groups within the public and private sector.

Bringing communities together to tackle crime and improve community safety is important. The current economic climate and the wide scale reductions in resources available to the public sector means involving the community in helping to make their community safer is even more important. Local communities can help in the fight against crime and disorder and work together to protect themselves and their property, which in turn helps reduce the fear of crime. Engagement with communities and interest groups such as victims, watch schemes, all councils and the voluntary and community sector can contribute significantly to creating safer neighbourhoods.

I aim be a strong and powerful voice for the people and victims of crime and inspire others to be leaders in their communities to prevent crime and disorder, and build a better and safer society. I appreciate that this will not be an easy task. Since my election my deputy, Barrie Sheldon, and I have travelled widely through the force area, which covers an

extensive geographic area of over 2,860 square miles and has a population of over 1.2 million. We have made contact with a wide variety of partner organisations, communities and interest groups. Implementing this strategy, which will be underpinned by an action plan, will develop those links and help fulfil my ambition. It will also assist me in holding the Chief Constable to account with regard to the arrangements West Mercia Police make for engagement with local people

Thank you very much for taking the time to read this document.

Bill Longmore
Police and Crime Commissioner
West Mercia

Context

This strategy and accompanying delivery plan set out how I, as the Police and Crime Commissioner for West Mercia, intend to engage with communities across West Mercia. It is separate from the Community Engagement Strategy for West Mercia Police. This strategy supports delivery of the following strategic aims, set out in the West Mercia Police and Crime Plan 2013-2017*, and in particular the fourth aim:

- Aim 1. To ensure an efficient and effective police service is delivered.
- Aim 2. To reduce crime and disorder.
- Aim 3. To protect communities from harm.
- Aim 4. To provide a strong and powerful voice for the people and victims of crime.

This strategy has been developed taking into account:

- the Commissioner's statutory responsibilities as set out in the Police and Social Responsibility Act 2011 and future responsibilities with regard to commissioning local victims services;
- the commitments the commissioner made to young people as set out in the national Youth Advisory Group's Youth Charter (February 2013) and to victims the five promises to victims and witnesses produced by Victim Support (2012);
- a workshop with officers from local authorities across West Mercia (February 2013), which included representatives of youth services, community safety partnerships and youth offending services;
- West Mercia Police Cadet Scheme;
- comments from the Chief Constable of West Mercia Police;
- consultation on the draft strategy during September and October 2013;
- West Mercia Police and Warwickshire Police draft hate crime strategy

Community Engagement Charter

As the Police and Crime Commissioner for West Mercia I aim to provide a strong and powerful voice for local people and victims. This Charter sets out how I intend to do that, guided by these principles:

- 1. I will be clear about why I am engaging** I will endeavour to make sure that everyone involved in any of my community engagement activities knows what the aims and hopes of the engagement exercise are. I will be open and honest about what can and cannot be influenced, with reasons for this.
- 2. I will engage cost effectively** Consultation can take different forms. In order to ensure the best value for money and reach as many people as possible in a timely manner I will be using electronic methods of communication by default e.g. website and email. I will also use existing networks such as town and parish council associations. This approach will be varied for vulnerable or other groups whose access to information technology is limited.
- 3. I will use clear language** I will use clear language, without jargon, and explain any technical terms so people can understand what they are being engaged about and they can make informed contributions.

4. I will work with partners to avoid duplication People do not like being asked about the same thing over and over again. In order to be more efficient and increase the likelihood of people taking part I will seek to work with partners on consultations and other activities in a joined-up approach, building on existing relationships that organisations have.

5. I will aim to enable all groups within our communities to take part I will aim to make sure that groups of people who could be affected by the topics under discussion are well represented. I and my team will be inclusive and reach out across Herefordshire, North and South Worcestershire, Telford & Wrekin and Shropshire to involve people from all communities and settings.

6. I will provide people with regular feedback when engaging with them People will be informed of what happens as a result of my engagement with them, what decisions are made and why. The table 1 below outlines the methods I will use, which includes publishing feedback on my website.

Methods of Engagement

In implementing this Strategy, I will be supported by my Deputy, Barrie Sheldon, Community Ambassador Co-ordinator, Paul Deneen, a team of six Community Ambassadors, one for each of the Territorial Policing Areas of Herefordshire, Shropshire, Telford and Wrekin, North Worcestershire and South Worcestershire and a sixth to focus on communications and members of my support team.

Table 1 below summarises the methods I will use to engage, which include:

The Community Ambassador Scheme The Community Ambassadors will develop local networks of groups, organisations and volunteers so that I can reach out and connect to all areas of West Mercia. They will link with the West Mercia Police patrol bases and Safer Neighbourhood Teams.

Community Contact Volunteer Scheme I will be supporting and developing volunteering within our communities of West Mercia. I will be developing a Community Contact Volunteer Scheme whereby selected local individuals can act as my eyes and ears and engage directly with their local Ambassador.

Commissioner's Grant Scheme I will encourage people to find their own solutions to local crime or anti-social behaviour issues. Where appropriate I will provide time limited support through the Commissioner's Grant Scheme. Full details of the scheme and how to apply can be found on my website (<http://www.westmercia-pcc.gov.uk/Transparency/Grants/Grants.aspx>).

Bill's Private Fund I will acknowledge and encourage those organisations in West Mercia that help fight crime and support victims of crime. I will continue to invite charities and other groups to bid for a share of £20,000 of my own money. The money can be used for anything from setting up diversionary schemes for young people to helping established organisations to expand their activities to improve community life. Details of how to apply and donations made can be found on my website (<http://www.westmercia-pcc.gov.uk/Transparency/Grants/Grants.aspx>).

Existing Networks I will work with partners to make best use of existing networks such as: Police Independent Advisory Groups, Independent Custody Visitors, Town and Parish Council Associations, Business Groups, Voluntary and Community Sector networks and the Local Criminal Justice Board.