

**Avon and Somerset Police and Crime Panel**

**South West Police and Crime Panel Network**

**5<sup>th</sup> February 2014**

**Recommendations**

- 1. That the Panel decide whether to participate in the new South West Police and Crime Panel Network**
- 2. That the Panel decide whether to support and participate in the proposed joint South West Panels scrutiny review of current and planned procurement practice**

1. South West Councils, with the assistance of Frontline Associates, has set up a South West Network of Police and Crime Panels. The inaugural meeting was held on Dec 3rd 2013. Notes from this meeting are attached as Appendix 1.
2. South West Councils wishes to know if Avon and Somerset Panel would like to join the network. A proposal detailing the rationale for the network and how it would operate is attached as Appendix 2.
3. The network plans to meet 6-monthly, with the next meeting in March/April. The expectation is that the Chair, Vice Chair and an officer would attend meetings. If this is not convenient, the Panel may wish to vary this, or to nominate a deputy should the Chair or Vice Chair be unable to attend. The network will be supported by Frontline Associates, and there will be a membership charge of £550 per Panel to meet support costs.
4. **Joint Scrutiny Proposal**  
At its inaugural meeting, the network discussed undertaking a joint scrutiny investigation by South West Police and Crime Panels of current and planned procurement practice by the five Police and Crime Commissioners and Chief Constables. Frontline have submitted a costed tender for organising and supporting this piece of work. The costs would be shared between the Panels

involved. The proposal for this piece of work is attached as Appendix 3

6. South West Councils is asking the Panel whether they would wish to support and participate in the review and pay a share of the costs.

### **Joint Scrutiny Key Questions**

7. The joint scrutiny proposal includes some key questions which the proposed piece of joint work would address. In order to help the Panel to come to a decision, the Commissioner's Chief Executive has been invited to respond to these questions. His response is given below:

- **What is the current position on procurement by the Forces, individually and jointly across the South West region?**

Avon and Somerset's strategic procurement function has been delivered by South West One – a joint venture with IBM, Somerset County Council and Taunton Deane Borough Council – since 2008. The other 4 forces have been given the opportunity to join this arrangement but instead set up their own 4 force collaboration in the last couple of years

- **How effective is PCC oversight of Force management of their individual and joint procurement programmes?**

Oversight of the Avon and Somerset arrangements takes place through the OPCC scrutiny process with regular finance portfolio meetings and Chief Officer/PCC meetings. The procurement arrangements are also subject to the Joint Audit Committee and Internal Audit regime. Minutes of both the Finance Portfolio Meetings and Joint Audit Committee are published on the OPCC website. Oversight of the 4 force arrangement is considered at the Regional PCCs Commissioning Board meeting.

- **To what extent have Forces achieved the anticipated savings from procurement, as a contribution to the overall savings target required in each PCC's budget?**

The current forecast and achieved SW1 procurement savings position is shown below:

1. Total savings identified ("pipeline") = £23,577k

2. Of which, “signed off” savings = £16,953k (i.e. detailed business case and benefits tracking slip agreed)
3. Of which, implemented savings = £13,200k (i.e. new process or supplier in place – savings delivered thereafter)
4. Of which, £8,943k has been delivered.  
This is in excess of the contractually agreed guarantee level. The savings are tracked and reviewed by an agreed and robust benefits tracking model.

- **What is the potential for greater savings, provided that these do not compromise the efficiency and effectiveness of policing and crime prevention in the region?**

The SW1 partnership continues to look for increased levels of savings over and above the contracted level.

- **What barriers exist to achieving more effective procurement and how might these be overcome, including through Force collaboration?**

The SW1 procurement model has proved very effective. The Regional PCCS are currently agreeing a review of the SW1 procurement model and the 4 force model in order to seek further improvements.

## **Appendices**

1. **Notes from the inaugural meeting of the South West Network**
2. **Proposal for a South West Network**
3. **Joint Scrutiny Review proposal**

**SOUTH WEST COUNCILS  
WITH FRONTLINE CONSULTING ASSOCIATES**

**PCP Chairs & Officers Meeting**

**3 December 2013**

Present: Cllr Richard Britton, Wiltshire PCP; Cllr Brian Calway, Gloucestershire PCP; Cllr John Russell, Dorset PCP; Joanne Tellam, Democratic Services, Cornwall Council; Ann Reeder, Frontline Consulting; Tim Young, Frontline Consulting

Also in Attendance: Kelly-Anne Phillips, South West Councils

**1. Apologies**

1.1 Apologies were received from Cllr John Adams, Dorset PCP; Cllr Nigel Ashton, Avon and Somerset PCP; Cllr Roger Croad and Cllr Carolyn Rule, Devon and Cornwall PCP; Stephen Bace, Gloucestershire PCP; Kirsty Butcher, Wiltshire PCP and Jude Williams, Avon and Somerset PCP

**2. Background to the Meeting**

2.1 **Bryony Houlden** gave an introduction to the meeting, welcoming Members and Officers. Bryony explained that South West Councils were working closely with Ann Reeder and Frontline Consulting to set up this initial meeting and although there is no funding available South West Councils will continue to support any future events as much as possible. South West Councils would also be able to offer support on information sharing as well as assisting in getting links with government and other agencies if required.

2.2 **Ann Reeder** then gave further background information. Ann explained how they are interested in how councillor roles are changing. In the last 10 years the role is vastly different with lots of new boards being set up and Frontline Consulting have been thinking about what councillors need to be able to carry out their new roles, as well as thinking about the impact on officers' roles. Ann reported on the induction and development programmes for new Police and Crime Panels that Frontline Consulting have organised. They had organised two national conferences that had been held in Gloucester, at which those who attended had suggested that a network of PCP Chairs and Officers would be useful at a regional level. Ann introduced Tim Young as the

Lead on Police and Crime from Frontline Consulting, then invited the Members and Officers of the meeting to share their thoughts.

- 2.3 **Cllr John Russell, Dorset County Council** – PCPs have been put together very differently from other committees and structures; it is a group of people that had not been known to each other. They all want to do their job but they aren't used to working with 17 people in such a way. We come together only three or four times a year so it can take a while to get to know each other and how the Panel works. Officers may be used to this way of working but councillors are not.
- 2.4 **Cllr Brian Calway, Gloucestershire County Council** – The effectiveness of a Panel's work is important and at the moment the PCP doesn't have the national recognition that it needs. He had written to his MP to say that the PCP needs a bigger role but the reply was merely that it is set out in legislation. By having a regional network you can share knowledge and resources, which would be very helpful.
- 2.3 **Cllr Richard Britton, Wiltshire Council** – We are fortunate in that we only have two local authorities within our PCP. We did suffer initially with the membership due to the timing of elections and subsequent changes in membership, but have to agree the legislation is not prescriptive. The Government just want the Chairs to get on with the job and do it and make the Panel the most appropriate to what your community needs. Richard initially took the initiative to get the Chairs of Panels in the South West together, and held the meeting in Trowbridge. At that meeting there did not seem to be much appetite for a regional network whereas to Richard it was a glaring need so it was disappointing. However, he is pleased that this opportunity has been provided to meet as a regional Network of PCPs.
- 2.4 **Jo Tellam, Cornwall Council** – Our Chair is a Cabinet Member so is very busy but our Vice Chair has more time and is hoping really to become the voice on this. So there is definitely support for this Network from Devon and Cornwall. Devon and Cornwall are currently scrutinising the OPCC - the meeting is happening today. They visited the office when the PCC and Chief Executive were not there and spoke to all the staff directly. There are 32 members of staff; however six of them only work 10 hours per week. Our PCC has not been very supportive of the PCP; however it will be interesting to see if this situation changes as there will be a change of Chief Executive.
- 2.5 **Tim Young** - The test for the new PCC/PCP arrangements will come when an issue arises, which is controversial and/or it will emphasise what PCPs can do. PCPs have to have communication with the Police and Crime Commissioner and when the PCC really wants something achieved they should be looking towards the PCPs, what they are doing and how they can

help. Members need to continue to press central government that they need to be in a position to monitor what people are doing.

One opportunity to influence the development of the PCC/PCP work is the Home Affairs Select Committee enquiry. They are looking at the role of the PCC and the controls and checks on them; the deadline for evidence is 11 December. See:

<http://www.parliament.uk/business/committees/committees-a-z/commons-select/home-affairs-committee/news/131106-new-inquiry-pccs/> There might be something that emerges from this that Members can use to push the work of the PCP to government.

2.6 In the open discussion, other issues raised and comments made by the meeting included:

- Community Safety Partnerships – local Overview & Scrutiny committees continue to have a role in relation to crime and disorder and CSPs, but there should be a complementary role for the PCP in taking up Force-wide issues.
- It is unclear what the role is that has been given to the CSP by the PCC
- CSPs have made plans and the PCP should work with the CSP
- CSPs - in Cornwall Overview and Scrutiny will scrutinise Partnership plans, working with the local authority's crime and disorder scrutiny functions, and these should also be linking up with the PCP.
- Panel members could do with an away day to get to know each other.
- There is a need either to beef up the PCPs or abort them and let the PCC get on with it.

### **3. PCP Round Up**

#### **3.1 Devon & Cornwall**

- PCP - Recommendations on how to deal with complaints
- Budget
- PCC annual report
- One piece of proactive scrutiny
- Reactive Scrutiny Topic – PCC staff, looking at the office
- Officers have developed a D&C witness charter to use to call in witnesses when conducting scrutiny work
- Process to improve monitoring of domestic and sexual violence

#### **3.2 Gloucestershire**

- Gloucestershire is fairly compact so has the ability to be entirely flexible
- Wanting to add value through scrutiny reviews and consultations
- Communication is developing with the PCC

- A focus is on the PCC's delivery plans - in general terms the five strategic objectives can be evaluated
- At the end of the year we will look in depth at PCC objectives and address the trends

### 3.3 **Dorset**

- Annual report was satisfactory
- Have visited the PCC headquarters and met most of the staff which was useful
- Have a training session on 12 December
- Been useful having some people on the Panel that have been involved with policing
- Budget wise – as a committee I believe at Dorset we are not spent up  
Concerns that when the Commissioner organises meetings the PCP are not invited and also are concerned that the public don't know what we are doing

### 3.4 **Wiltshire**

- We didn't get off to a flying start; this was not helped by elections being held in both Wiltshire and Swindon; also the exercise of appointing staff was long
- So far not a lot has been achieved, but we have written a protocol on how to work together
- Have looked at the OPCC – adopted most objectives
- Have set up a template for the PCC to use to conduct quarterly reporting back to us at our meetings
- Held an informal meeting with the PCC to try to establish a better working relationship between him and the PCP
- To date we have not undertaken any scrutiny projects, but are looking to start one very soon
- It feels like we are starting to get somewhere.

## **HOT TOPICS**

### **4. Regional Collaboration**

- 4.1 The meeting was referred to a table of the comparison of HMIC "Response to the funding challenge" reports on South West Forces, focused on Savings and Collaboration. A discussion was then held.
- 4.2 It was felt that there was a need for all the authorities to get together a list of all the collaborations, which should include procurement.
- 4.3 Although procurement had been discussed previously and it was felt there could be some difficulty in getting the procurement of certain items to fit

across the different areas (such as cars as some areas have lots of motorways and others are more rural), there were still some items that could be looked into.

- 4.4 The possibility of procuring uniforms was discussed and it was felt that this was an area where everyone across the region could benefit from some real savings. It was felt that there could be objections from some Forces as their uniform is sometimes slightly different and gives them an „identity,, so this would be something that needs to be addressed.
- 4.5 Members agreed that they would like to pursue this as a regional project. They therefore will take the matter back to their own Panels to discuss further and gain support for moving this forward. Ann and Tim agreed that they would put together a proposal.

## **5. PCPs, CSPs and Overview and Scrutiny**

- 5.1 Although legislation had not really changed for CSPs, the key is fully to understand their responsibilities and what their brief is from the PCC and the outcomes of that. Good PCCs were looking at CSPs and taking them into consideration when writing their own Plans.
- 5.2 Devon and Cornwall informed the meeting how they have already undertaken a scrutiny review of their CSP. It started to indicate that savings were needed. CSPs need to be kept under a watchful eye – what are they doing and how are they doing it?
- 5.3 It is felt that sometimes there is an issue of conflict between what the PCC has commissioned the CSP to do and what the LA has commissioned; overview and scrutiny needs to oversee that split and to identify roles.
- 5.4 Concerns were raised that the Home Office may pull out of funding the PCPs, which would be likely endanger their future. However Tim suggested that there currently is no indication that the Home Office will not continue funding. Members felt that it might be worth writing to the Home Office as a group to explain the importance of sustaining the funding for the PCPs.
- 5.5 The overall conclusion of the discussion was that the relationship of the CSP and PCP is very important and that there could be a potential conflict between the PCC Plan and overview and scrutiny, which needs to be taken into consideration.

There needs to be a sharing of the work programmes between overview and scrutiny and the PCP. It was also felt important that PCPs have a relationship

with the Health and Wellbeing Boards as there is often a crossover of health and crime.

## **6. OPCC Scrutiny**

6.1 Devon and Cornwall are the only authority currently doing this and felt that their visit to the OPCC really helped, especially as the staff were receptive and happy to talk.

## **7. Next Steps**

- There are definitely four PCPs that are interested in meeting as this group and getting activity underway. Ann and Tim will draw up a proposal document for distribution to the PCPs.
- Ann talked through Frontline Consulting's offers to support this and other regional Networks and Panels. She demonstrated the PCPs-direct website <http://www.pcps-direct.net/>, which everyone was invited to use.
- The meeting agreed that every PCP would send someone to the next regional meeting and that if the Chair was not available then they would send a sub. It was agreed that the next meeting would be held after March, once the precept is set. It also was agreed that a conference for all PCP members would be held in June, to be organised by South West Councils and Frontline Consulting, and to be hosted at the invitation of Plymouth.

# PROPOSAL FOR A POLICE AND CRIME PANEL NETWORK FOR THE SOUTH WEST

## Benefits of a regional network

A network would enable the Panels to share their perspectives and ways of working, their experiences of engaging with their PCCs, exchange views about good practice and discuss potential solutions to difficult problems.

As cross-border and regional collaboration among Forces and PCCs increases, the Panels would also be better positioned to look at common issues that might arise from regional collaboration. Networking also lays the basis for potential joint working on items that affect a Police and Crime Plan's strategic objective of more than one or perhaps all of the PCCs in the South West region. The inaugural meeting suggested that we should scope a joint PCP scrutiny of procurement policy across the five Force areas, and Frontline Consulting is working up a proposal for this.

## Support from Frontline Consulting Associates

Frontline Consulting Associates has been supporting Police and Crime Panels across England since the early days of shadow Panels. Following a national conference in Gloucester in June 2012, we ran a number of induction sessions for Members joining the new Panels, then learning and development events for Panels so they could take stock of their experiences and reflect on how they might improve their working practices.

A second national conference held by Frontline Consulting in July 2013 looked at Panels' experiences of their first eight months' work and lessons to help Panels prepare for their second year of work. It was at this conference that some participants raised the possibility of regional networks being set up to assist Panels and provide mutual support.

## How a network might operate and what is on offer

Our proposal for a South West network would be customised to meet the precise requirements of the participating PCPs. We are able to offer the following:

- Two meetings a year for the Chairman, Vice-Chairman and support officer (substitutes allowable) of each Panel to share information and experience, to problem-solve and to collaborate as appropriate; agendas would be devised by the participants and would include a regional update based upon information provided in a common template and 'hot topics' of challenges to address across the five Force areas as identified by participants
- A 'helpline' facility (by telephone, e-mail and online) supported by Tim Young, Frontline Consulting's Lead on Policing and Crime, to answer queries and provide advice
- A website [www.pcps-direct.net](http://www.pcps-direct.net), which all PCP members and support officers can sign up for, for free, to share their experiences and good practice, including:
  - an Information section: open-access pages that include a digest of news covering issues around Police and Crime Panels that will interest councillors, Independent Members and support officers, plus occasional features. There will be provision for Panels to post films, articles and more in-depth pieces about latest PCP developments; and
  - an Exchange section, offering scope for you to network with each other across PCPs by setting up personal circles or engaging in broader networks by theme, role, activity or Force area. One of the Networks is Ask Tim, where you can post your queries

In addition, we would offer:

- Three places for the price of two for Network members who want to attend our annual PCP conference
- a 10% discount on any learning and development sessions that PCPs might want to engage Frontline Consulting to deliver (see separate document of offers).

With South West Councils and hosted by a PCP host authority ideally in rotation, we would organise an annual or occasional conference for all members of the Police and Crime Panels in the region on the basis of delegate fees.

### **Costs**

We are very aware of the limited budget available for Police and Crime Panels. We are therefore proposing a modest annual subscription of £500 per Panel. As with any subscription, this does not presuppose automatic annual renewal.

### **Next steps**

Frontline Consulting will support a continuing network on the above basis with administrative support and the hosting of the biannual meeting by South West Councils.

### **Any queries?**

Please feel free to contact Tim Young to discuss any aspects of this proposal.

Tim Young  
Lead on Police and Crime  
Frontline Consulting Associates  
Tel: 020 8904 2815  
Mobile: 07985 072979  
E-mail: [timy@frontlineconsulting.co.uk](mailto:timy@frontlineconsulting.co.uk)  
Web: [www.frontlineconsulting.co.uk](http://www.frontlineconsulting.co.uk) and [www.pcps-direct.net](http://www.pcps-direct.net)

Frontline Consulting Associates in association with South West Councils  
**SOUTH WEST POLICE AND CRIME PANELS' NETWORK**

**Proposal for a joint PCPs scrutiny of police procurement in the South West**

This proposal is for a joint scrutiny investigation by South West Police and Crime Panels of current and planned procurement practice by the five Police and Crime Commissioners and Chief Constables. It arose from a discussion at the recent meeting of South West Police and Crime Panel representatives at Taunton on 3 December 2013.

Those attending examined the extent of collaborative activity by the five Forces, as documented in the HMIC reports 'Response to the funding challenge' that were produced in summer 2013. The participants also looked at the planned contribution from collaboration activity towards meeting their Forces' savings targets. It was not sufficiently clear from those reports that all of the five Forces in the South West were fully exploiting potential savings from collaboration, and in particular from more effective procurement.

Frontline Consulting was therefore asked to draft a proposal to support a joint scrutiny investigation of this matter by the five PCPs for their consideration.

*Context*

Effective procurement can save money for the public purse or increase the interoperability of Force provision or both. Scrutinising procurement practice to check how well it is being carried out is therefore both a valid task and a valuable one if it can assist in achieving value for money and help find efficiency savings.

Reports by the Public Accounts Select Committee and the National Audit Office have identified a number of weaknesses in procurement practice in this field nationally, which if addressed could increase the level of savings to be achieved.

In the South West region, before the creation of Police and Crime Commissioners, the five police authorities and their Chief Constables drew up a 'South West Policing Collaboration Strategy' for the period 2012-2022. One of its outcomes was greater value for money: "economies of scale and greater resilience can be achieved through standardisation and interoperability."

It is understood that the five PCCs and Chief Constables have recently agreed principles for collaboration and are exploring the appetite for further collaboration, as well as capturing planned procurement activity and outsourcing proposals. The SW police procurement department is still operating and presented an annual review of 2012/13 activity. The regional police procurement department will be responding to the Home Office's call for information on police procurement. A SW regional collaboration 'heads of terms' has been agreed. Principles for SW regional collaboration have been agreed. All Forces have agreed to plot planned procurement and outsourcing activity. Forces are calculating budget savings if they can all move to average cost or lowest cost. So there clearly is activity and progress around an individual and joint Force procurement strategy.

## Frontline Consulting Associates in association with South West Councils SOUTH WEST POLICE AND CRIME PANELS' NETWORK

However, it is unclear whether this work has been consolidated into a new or updated regional collaboration strategy to supersede the 2012-2022 strategy. Nor is it entirely clear to what extent the five Forces are currently collaborating on procurement as well as buying from standard frameworks as individual Forces. Significantly, it does not seem to have been an area that has been explored with the PCPs that were set up to provide challenge and support to the PCCs, but it is an important area for PCPs to consider.

### *The remit of the scrutiny investigation*

The proposed scrutiny investigation would be an Invest to Save exercise. It would focus on Force procurement strategies (individually and jointly) and outcomes to date, seeking answers to the following questions:

- What is the current position on procurement by the Forces, individually and jointly across the South West region?
- How effective is PCC oversight of Force management of their individual and joint procurement programmes?
- To what extent have Forces achieved the anticipated savings from procurement, as a contribution to the overall savings target required in each PCC's budget?
- What is the potential for greater savings, provided that these do not compromise the efficiency and effectiveness of policing and crime prevention in the region?
- What barriers exist to achieving more effective procurement and how might these be overcome, including through Force collaboration?

### *Desired outcomes from the scrutiny investigation*

The desired outcomes are to assist PCCs and their Chief Constables individually and across the region to improve procurement practice and to achieve greater value for money from their budget expenditure. In turn, this could impact positively on police precepts, as an Invest to Save exercise.

### *Conduct of the scrutiny investigation*

The scrutiny investigation would be carried out as 'an Inquiry Day', a single day session, in a geographically convenient venue, by a representative task group with a minimum membership of five (one from each Panel) and a maximum membership of ten (two from each Panel). There would be no limit on PCP members attending the session as observers.

One-day scrutiny investigations are often used by county and unitary Overview and Scrutiny Committees. They have the benefit of bringing together the key stakeholders in one place at one time, so that councillors can obtain a clear picture of the issues, ask searching questions, weigh up the evidence heard and make recommendations for change.

Frontline Consulting Associates in association with South West Councils  
**SOUTH WEST POLICE AND CRIME PANELS' NETWORK**

The key to success for this type of scrutiny is preparation before the day and the maximising of the attendance of those who are required to provide evidence on the topic concerned. For the latter, early notice and clarity of purpose is essential. Given the limited capacity for additional work beyond the statutory requirements for the PCP, but the value that might be secured from such a scrutiny investigation, Frontline Consulting Associates would be able to support the Inquiry Day through research, facilitation and drafting, working alongside the PCPs and their officers.

A draft scoping plan for the scrutiny investigation is attached as Appendix 1.

*Resourcing of the scrutiny investigation*

Staff time for the investigation would be provided by Ann Reeder and Tim Young of Frontline Consulting, as follows:

Research to assist PCP participants' preparation	2 days
Organisation of witnesses and the event	1.5 days
Facilitation of the event	2 days (2 people x 1 day)
Drafting, checking and finalising a report	2.5 days
<b>Total</b>	<b>8 days</b>

Costs:	£
8 days @ £600 per day	4800
Travel expenses	200
Sub-total	5000
VAT	1000
<b>Total</b>	<b>£6000 (or 5 x £1,200 per Panel)</b>

This would be an Invest to Save exercise; the activity is likely to lead to significant savings by the PCC, their Forces, and thus the tax payer.

Frontline Consulting Associates in association with South West Councils  
**SOUTH WEST POLICE AND CRIME PANELS' NETWORK**

**Appendix 1: Draft scoping document**

Title	<b>Joint South West PCPs' scrutiny of police procurement</b>
Summary of enquiry	A one day investigation of current and planned procurement practice by the five Police and Crime Commissioners and their Chief Constables, the extent to which savings are being achieved and whether there is scope for more effective and efficient procurement, both individually and jointly by the Forces.
Reason for enquiry	It is not clear from recent HMIC inspection reports of the five Forces and other research that all Forces are fully exploiting the potential for savings from collaboration, and in particular from more effective procurement. An Invest to Save exercise could help secure more Value for Money from policing
Potential outcome/s	Improved procurement practice, leading to increased value for money in Force expenditure, which could in turn impact positively on police precepts.
Enquiry members	A minimum membership of five (one from each Panel) and a maximum membership of ten (two from each Panel)
Sources of background information	<ul style="list-style-type: none"> <li>• Budget plans, budget monitoring and Medium Term Financial Plan documents from each PCC/OPCC and Force</li> <li>• HMIC inspection reports</li> <li>• National Police Procurement Hub</li> <li>• Research by the Public Accounts Select Committee and the National Audit Office (NAO)</li> </ul>
Evidence: written	<ul style="list-style-type: none"> <li>• Each OPCC and senior Force finance officers</li> <li>• South West Police Procurement Department</li> <li>• HMIC</li> <li>• National Audit Office</li> <li>• Home Office, regarding the Police Procurement Hub</li> </ul>
Evidence: oral	<ul style="list-style-type: none"> <li>• Five PCCs and lead OPCC senior officer(s)</li> <li>• Chief Constables/Chief Finance Officers</li> <li>• Police Procurement Hub lead officer</li> <li>• SW Police Procurement Department lead officer</li> <li>• HMIC inspectors, Dru Sharpling (SW regional responsibility) and Zoe Billingham (Value for money responsibility)</li> </ul>
Support arrangements	Ann Reeder and Tim Young, Frontline Consulting, with 'as and when' assistance from PCP support officers
Expert witnesses	To be determined, including possible input from other Forces/regions
Timing	Late February – early March
Reporting arrangements	A joint report, for each PCP to discuss with their PCC, and joint work by the SW PCP network
Evaluation	Potential for evaluation of the joint scrutiny review at a SW PCPs Network meeting