

Meeting Date	25 September 2023
Report of	The Police and Crime Commissioner
Subject	Police and Crime Commissioner's Update (Including decisions made since the last meeting)

EXECUTIVE SUMMARY

The Police and Crime Commissioner (PCC) is supported by the Office of the Police and Crime Commissioner (OPCC) to deliver his Police and Crime Plan and to effectively discharge his wide range of legal responsibilities. The OPCC has a Delivery Plan that outlines how this is done each year.

This report provides members of the Police and Crime Panel (the Panel) with an update on key PCC activities and decisions, and key OPCC activities against the OPCC's Delivery Plan since the Delivery Plan was approved by the PCC at his Public Accountability Board (the Plan was presented to the Panel's meeting on 12 June 2023).

RECOMMENDATION(S)

Members of the Panel are recommended to:

- a) note the contents of this report; and
- b) ask questions on the matters contained within the report, given it explains how the PCC has over this period delivered his Police and Crime Plan and discharged the wide range of his legal responsibilities, and explains the decisions he has taken which are of public interest.

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• Main Report

INTRODUCTION

- 1. The PCC published his latest Police and Crime Plan *Working Together for a Safer South Yorkshire* (2023-25) in April 2023.
- 2. Since he first came into office in November 2014, the PCC has maintained the same overall aim for South Yorkshire: to be a safe place to live, learn and work. The PCC has also retained the same three strategic priorities:
 - Protecting vulnerable people
 - Tackling crime and anti-social behaviour
 - Treating people fairly.

Although there are slightly different areas of focus under each of these priorities each year.

- 3. The OPCC has developed a Delivery Plan to support the PCC in delivering the new Police and Crime Plan and support discharge of the PCC's wide range of legal responsibilities. The Delivery Plan consists of a '*Plan on a Page*' and a supporting narrative. The Delivery Plan narrative describes in high-level terms the activity the OPCC will undertake in the period until just beyond the next PCC elections, nationally (in May 2024).
- 4. Underpinning this Delivery Plan are more detailed work programmes and plans, from which individual staff objectives have been set.
- 5. The OPCC has a Vision and Mission Statement, with three Strategic Pillars which are designed to support their achievement. The three Strategic Pillars are 'Ethical and Transparent Leadership', 'Working with, and Supporting, Partnerships and Communities' and 'Valuing our People' and the OPCC's activity is organised and co-ordinated under each of these three broad headings.
- 6. Under Section 28(6) of the Police Reform and Social Responsibility Act 2011, the Panel is obliged to review or scrutinise decisions made, or other action taken, by the PCC in connection with the discharge of the police and crime functions and, where necessary, make reports or recommendations to the PCC with respect to the discharge of those functions.
- 7. To assist with these Panel responsibilities, this update report provides members of the Panel with an update on key PCC activities and decisions, and key OPCC activities against the OPCC's Delivery Plan during this period.
- 8. This report follows the headings within the OPCC's current Delivery Plan.

Ethical, Transparent Leadership

Effective and timely strategic and financial planning

9. As mentioned in last quarter's report, this year's planning cycle will need to take account of the transfer of PCC functions to the South Yorkshire Mayor in May 2024. Thus, we will prepare planning products and advice to inform a new Mayor's first Police and Crime Plan and Mayoral Combined Authority delivery plan. In February 2024, the PCC will still set a budget and supporting strategies, but with these products in mind.

- 10. The PCC and his Chief Finance Officer (CFO) have continued to participate in regular national finance update meetings with the Home Office in preparation for next year's policing budget settlement.
- 11. Work is progressing as planned in line with the PCC's strategic and financial planning timetable, with key products in relation to the assessment of policing and crime need coming together in September for joint South Yorkshire Police (SYP) and PCC Planning and Efficiency Group (PEG) meeting discussions and PCC decisions.
- 12. Results from the first round of SYP's Priority Based Budgeting programme (part of the Chief Constable's savings and efficiencies programme) will also be feeding into September's PEG meeting.
- 13. The Home Secretary is due to meet with the PCC in October. In preparing for that meeting, the PCC has provided information in relation to three things: SYP's legacy issues and associated costs; proposed transfer of PCC functions to the Mayor due for May 2024; and our approach to tackling Violence Against Women and Girls.

Supporting the PCC as National Finance lead in the funding formula review

- 14. The PCC's CFO and other officers within the OPCC have continued to support the PCC as Vice-Chair of the national Association of Police and Crime Commissioners (APCC) / National Police Chiefs' Council (NPCC) Finance Committee.
- 15. The Committee is concerned with future Government funding for policing, including the review of the government's Funding Formula. Recent meetings have been focusing on the methodology to be used in assessing and allocating funding. Home Office timetables for consultation with forces and PCCs are being determined, and we await further details.

Responding to the PCC Review, Fire Reform and the Levelling Up Agenda

- 16. OPCC officers have maintained a watching brief over Government announcements, consultations, new legislation and guidance and implementation in these areas. Our updates under the three headings are as follows:
 - o PCC Review Part 2: Offender Management

Community Payback: The Probation Service has progressed a number of projects in South Yorkshire in recent months, including work at allotments in Greasborough and Kirk Sandall, and graffiti removal in Sheffield City Centre. In the period April to June 2023, 18,756 hours have been completed in Group Placements supervised by Community Payback Supervisors, 5,398 Hours of Education, Training and Employment have been delivered, and 1,761 Hours have been completed in Individual Placements (such as working in Charity Shops).

In response to the submission made by the PCC to the new annual statutory consultation on Community Payback, a meeting took place with Probation colleagues who responded positively to the suggestions made.

o Fire Reform

We still await the government's response to the Fire Reform White Paper.

o Levelling Up

OPCC staff have continued to participate in the South Yorkshire Mayor's Homelessness Round Table discussions, and the PCC has agreed in principle to provide some funding to support research into homelessness being co-ordinated by the South Yorkshire Mayoral Combined Authority.

The OPCC has influenced development of the research brief, will be represented on the research selection panel, and will participate on the Research Steering group.

The research project is expected to conclude late Spring 2024. The second session of the Mayor's Homelessness discussion exercise is expected to take place on 28 September.

Ensuring robust systems of governance, risk management and control

- 17. Work continues on the Information Governance project and is on target to meet the agreed deadline of 30 April 2024.
- 18. PCCs are required to publish certain information to provide transparency to the public on how much is spent on policing and crime generally. The information that must be published is detailed in legislation: *The Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021* (the Specified Information Order).
- 19. During this quarter, the OPCC has carried out an audit of compliance with the Specified Information Order and identified a small number of areas that require updating in order to continue to meet the requirements. This information is now being reviewed for updating as soon as possible.
- 20. The PCC has been fully briefed regarding the recent discovery that SYP suffered a data loss within police systems of police body worn video between July 2020 and May 2023. The OPCC continues to be part of the incident management meetings through a Gold Group led by one of SYP's chief officers.
- 21. SYP's work so far has concentrated on identifying and recovering the data that has been lost, understanding the impact of this lost data on victims and witnesses, and ensuring reliable data backup arrangements are now in place and working. An investigation into the reasons why the data has been lost is underway. Following the loss, SYP reported itself immediately to the Information Commissioner's Office and acknowledged the data loss publicly.

Embedding the use of our assurance arrangements to identify the right areas for questions and further assurance activity, including evaluation and scrutiny.

- 22. Work programmes have been set and are being progressed for the PCC's and joint assurance panels as part of the PCC's wider assurance arrangements.
- 23. Work to further develop the PCC's Assurance Framework continues.
- 24. The Police and Partners Performance Framework has been refreshed to reflect the setting of the PCC's new Police and Crime Plan. The framework now has a more high-level intrusive holding to account focus on the handling of police complaints and misconduct, with work still being progressed on a more detailed framework in this area. The framework also incorporates national measures including measures reflected in the Home Office Digital Crime Performance Pack (DCPP).
- 25. Work has continued to refresh the South Yorkshire Local Criminal Justice Board subgroup performance frameworks.
- 26. Assurance arrangements to inform exception reporting are well embedded and continue to inform future governance meeting agendas and reports to this Panel, so that the PCC can spotlight any areas of concern, or which need further discussion.
- 27. The OPCC's Evaluation and Scrutiny Officers have continued to support the PCC's Independent Ethics Panel (IEP). This has complemented their own work within the OPCC and, together, activities have included:
 - A focus group with student officers has now taken place to gain assurance around knowledge and embeddedness of SYP's Values and Behaviours Framework. Findings were positive. Further focus groups are planned over the next quarter.
 - Support has been provided to the IEP's stop and search lead with data analysis focusing on age and ethnicity of those subject to stop and search. We need to gain better data on stop and search locations and this is something the IEP has raised with the OPCC and SYP. Solutions are being sought which will include training as well as potential IT enhancements.
 - Increased IEP member activity has occurred in the random dip sampling of vetting applications and decisions.
- 28. Evaluation and Scrutiny Officer work has also taken place to support two of the four fundamental principles within the new Police and Crime Plan, namely 'Put Victims First' and 'Improve Trust and Confidence in Policing'. This has included the following:
 - a. Rape and Serious Sexual Offences (RASSO) phase 2 of the rape victim criminal justice journey tracker has continued. The last update report provided some detail around the aims of this piece of work. This is a medium to longer term project with regular feedback of findings to relevant partners during the process.
 - b. Preparing for a partnership event focusing on a victim's journey through the criminal justice (CJ) system. This will bring CJ partners and relevant victim service providers together to better understand each other's roles and responsibilities in supporting victims and how partners can work better together so that victims feel more supported.

- c. Continued work to address Violence Against Women and Girls (VAWG) across the county, with information being gathered to track progress against the recommendations contained within the OPCC's VAWG scoping report. This report focused on understanding local activity taking place to address VAWG and help identify innovation and good practice as well as any gaps, challenges, and opportunities. This in turn will help inform funding and future work in this area. Further VAWG knowledge sharing events are planned for later this year.
- 29. Themes from correspondence to the PCC this period have included:
 - the use of e-Bikes and e-Scooters, particularly in Sheffield and Doncaster
 - rural crime (foxhunting)
 - o retail crime, in particular aggressive shoplifting.

Pursuing appropriate external funding

- 30. The OPCC's Partnerships and Commissioning team and Violence Reduction Unit (VRU) have carried out horizon scanning and research activity to identify external funding opportunities. Successful bids submitted so far in 2023/24, excluding core funding, amount to £1.7m (£1.3m for 2023/24, and £342k for 2024/25). This amount includes £1.050m for the testing of the new Anti-Social Behaviour (ASB) hotspot response pilots, rolled out by the government. The funding will pay for additional high visibility patrols or other presence in a specific area, at times when ASB is most prevalent.
- 31. Further bids are being pursued, in line with the PCC's strategic objectives.

Commissioning value for money, needs based services to deliver the PCC's priorities, including victims' services and early intervention and prevention activity

- 32. The Head of Partnerships and Commissioning attended the Yorkshire & the Humber Child Sexual Assault Assessment Service stakeholder event and facilitated a stakeholder discussion session.
- 33. The OPCC has continued to attend the APCC's Sexual Assault Referral Centre (SARC) Accreditation meeting, with updates disseminated to OPCC colleagues.
- 34. A final version of the funding model for the regional Adult SARC contract has been provided and the SARC service contract has now been signed by the PCC. Revised building improvement works to Hackenthorpe Lodge, the base of the South Yorkshire SARC, have been agreed and a preferred contractor identified.
- 35. Government funded 'Safer Streets 4' projects continue to progress in Barnsley and Rotherham, and 'Safer Streets 5' proposals have been submitted to the Home Office following close work between Local Authorities, Police and the OPCC.
- 36. The Anti-Social Behaviour (ASB) hotspot patrol delivery plan has been agreed by the Home Office and police patrols commenced in July.
- 37. Further supporting documentation for the PCC's community grant applications has been developed and a targeted grants awareness raising session is being planned for Barnsley, where submission of grant applications is generally lower than other areas. Numerous grant management meetings and grant visits with community grant recipients have taken place during this quarter.

Meaningful reporting to the public on whether Police and Crime Plan outcomes and National measures are being achieved and how much policing and crime services are costing

- 38. Quarterly performance reports continue to be published on the PCC's website for the public and partners to view.
- 39. The website has recently been updated with links to more detailed performance data for the public to access including:
 - Office for National Statistics (ONS) police recorded crime and outcomes.
 - The Criminal Justice Delivery Data Dashboards (Data relating to Police, Crown Prosecution Service and Courts)
 - The DCPP allowing the public to view police force performance against the National Measures for Policing
 - His Majesty's Inspectorate of Constabulary Fire and Rescue Services' (HMICFRS) value for money profiles, allowing comparisons of costs and performance to be made between police force areas.
- 40. Relevant Public Accountability Board (PAB) agendas and meeting papers continue to be published on the PCC's website. These include SYP's reports against the Police and Crime Plan priorities. Video streams of PAB meetings are also uploaded onto the website.

Working with, and supporting, Partnerships and Communities

Working in partnership to deliver and sustain South Yorkshire's approach to reducing serious violence.

- 41. The VRU is mid-way through a 3-year funding agreement with the Home Office, with indicative figures as follows:
 - April 22 to March 23 £2,891,384
 - April 23 to March 24 £2,163,720
 - April 24 to March 25 £2,140,937
- 42. The requirement to spend each year's grant 'in year' remains, but the indicative figures have meant we can contract some services with extension clauses. These include the Custody Navigators and the Northern General Hospital Navigators.
- 43. The one area of delay is in the new contracts for the Sheffield Children's Hospital and Rotherham Hospital. Regional Procurement have experienced some reduced capacity. However, once these are completed, the budget for financial year 2024/25 will be already largely committed.
- 44. This year's VRU delivery plan is progressing well. As previously reported, the PCC has awarded grants to the value of £323,433 to 20 organisations in South Yorkshire working to reduce violence and offer diversionary activities. Delivery is underway in all the projects, and the VRU's Project Manager is in regular contact with them. The VRU promotes the work through press releases, via their Newsletter and on the website.

- 45. The VRU has continued its work with Learn Sheffield to produce high quality, consistent and free resources for schools across South Yorkshire, designed to support learning about positive and healthy relationships. The work has generated a lot of interest and will be showcased at a virtual event on the 27 September, with invitations being sent out to schools and to organisations involved in work to reduce violence towards women and girls.
- 46. As previously reported, the Head of the VRU leads on the implementation of the government's Serious Violence Duty in South Yorkshire. The leads have all now been identified and meet regularly. The VRU is undertaking surveys and is planning street interviews to ask people in South Yorkshire what they think we need to prioritise to reduce serious violence. The findings of these will inform the strategic approach.
- 47. Work is also progressing on the needs analysis. The Duty comes with some relatively small amounts of funding, but the VRU has been able to appoint a lead Project Manager on a temporary contract on behalf of the partnership.
- 48. There is an ongoing evaluation of implementation of the Duty being undertaken by the Home Office and our progress to date is viewed positively.

Working with Community Safety Partnerships (CSPs) to reduce crime and disorder

- 49. OPCC officers continue to represent the PCC at key partnership meetings across the county including Community Safety Partnerships, Youth Offending Board, Combatting Drugs Partnership, and local strategic commissioning meetings for domestic and/or sexual violence meetings. A single briefing document is being developed to ensure consistent message delivered to all partners.
- 50. Signed grant agreements have been returned from all areas (community safety fund and criminal justice fund) far earlier than in previous years.
- 51. Needs assessment meetings have taken place with SYP's District Commanders and needs assessment questionnaires have been sent to current grant recipients to feed into the PCC strategic and financial planning process.

Working with partners to tackle drugs in our communities.

- 52. The PCC convened the first Countywide Combatting Drugs Forum on 26 July 2023, which was well attended with representation from each of the four Combatting Drugs Partnerships across the county. Partners agreed that there was value to be had be from coming together to share each partnership's progress, challenges and experiences and the Forum is expected to reconvene in early 2024.
- 53. A second report on the evaluation of Community Sentence Treatment Requirements is due to be published in Autumn.

Leading and supporting the Local Criminal Justice Board (LCJB) in securing an efficient and effective criminal justice system (CJS) for South Yorkshire.

- 54. The PCC has responded to a national consultation regarding mandatory reporting of child sexual abuse.
- 55. The OPCC has been approached by colleagues working in other areas across the country to share what is regarded as South Yorkshire's good practice in relation to:
 - analysis and use of the data that features in the criminal justice delivery data dashboards to inform local activity
 - the approach in conducting Victim's Code compliance and assurance work
 - development and use of simulation modelling to try and predict the impact of changing circumstances on workload demand.
- 56. Work to progress the South Yorkshire Criminal Justice Board Delivery Plan has continued throughout this period.

Working in partnership with Yorkshire and the Humber (YaTH) to support successful rehabilitation.

57. The YatH Rehabilitation Partnership Board met in August, when it reviewed its terms of reference and agreed to re-examine its priorities and areas of focus in anticipation of the next strategic planning period.

Proactive and reactive external communications aimed at improving public trust and confidence in policing and crime services across all our communities.

- 58. The Communications and Engagement Team has continued to work closely with colleagues in Partnerships and Commissioning to promote the PCC's grants scheme '*Giving Back'*. This has involved proactive work to promote the launch of the latest round of grants, as well as visits to grant recipients to highlight the work that organisations are undertaking with the money they have received. This has led to local and regional press coverage, partnership media releases with grant recipients, social media promotional activity, and ongoing contact with local community groups to promote the scheme more widely.
- 59. The Team has produced 23 press releases and communications on a range of topics including:
 - support for ASB Awareness Week
 - Hot Spot Patrols funding
 - the PCC's response to the HMICFRS Police Performance report
 - quarterly ONS figures
 - the 'Right Care, Right Person' announcement
 - o funding for rape and sexual abuse support services
 - HMICFRS's homicide prevention report
 - Prisoner's Education Trust distance learning, and
 - the PCC's response to the loss of SYP body worn video data.
- 60. The Team has also responded to over 20 media enquiries relating to the issues above, resulting in some extensive media coverage and interviews undertaken by the PCC.

- 60. Between June and August, the Team has attended 39 engagement events where they have had the opportunity to speak with members of the public and partners about policing and crime services and priorities. These have included a range of public meetings, 'pop-up' engagement stalls (some jointly with SYP's neighbourhood policing teams) and events.
- 61. Some of these events have been smaller scale, but others have involved over 1,000 people, such as the Lifewise Open Day. They provide an excellent opportunity to interact with members of the public and share information about the work of the PCC and his office.
- 62. The team has also worked with SYP colleagues around improving joint promotion where possible, including the Baton of Hope, planned closure of Carver Street, Sheffield to support safety in the night-time economy, and ASB Hot Spots funding.
- 63. The Team is planning for the launch of the annual consultation around policing priorities and the setting of the council tax precept, which will launch later this year.
- 64. Work has continued around understanding how SYP considers and reacts to factors that affect public trust and confidence, and how this is reported at the PCC's Public Accountability Board.
- 65. The team has continued to work closely with SYP's neighbourhood policing teams and the strategic Neighbourhood Policing Board to understand the issues that they face and to input the views of the public and seek resolutions to problems and concerns where possible.
- 66. Further mosque visits have been undertaken during this period to build upon relationships and improve trust and confidence and understanding with communities.

Targeted campaigns to raise awareness of issues aligned to the priorities within the Police and Crime Plan

- 67. The Community Engagement & Communications team has continued to work with SYP's Rural Crime Team to evaluate the series of rural engagement events the PCC held earlier this year and to develop and support a Rural Crime Survey which has been distributed and promoted across South Yorkshire.
- 68. The Team has developed a rural crime leaflet and banners, and will be attending Penistone Show in early September to raise awareness of rural crime issues and promote the work of the Rural Crime Team.
- 69. The Team also attended the National Rural Crime Conference and brought back learning around the links between rural crime and organised crime, with links to the international community.
- 70. The PCC has supported road safety events this quarter, including the Kind's Walk organised by road safety charity 'Brake', which promotes the benefits of walking both for health and the environment.
- 71. The OPCC has supported several partner campaigns with supporting press releases, photo calls and media interviews as well as posting across the PCC's social media accounts. These have recently included:
 - ASB Awareness Week

- Op Sceptre
- Crimestoppers' campaigns to spot the signs of cyber-crime, handling stolen bikes and domestic abuse
- Phone scams
- SYP's #NoMore campaign and the next phase which has recently launched, entitled #DoMore, which aims to educate people on what they can do if they see a woman or girl being harassed or looking uncomfortable. Members can find out more at: <u>https://www.nomore-standwithus.com/</u>
- Road safety messages including drink driving and bike safety.
- 72. The Team is in the process of planning the campaign to support the delivery of the statutory consultation around the setting of the council tax precept and the annual priorities survey.

Promoting and embedding sustainability in all we do

- 73. The OPCC's Office Manager attends SYP's quarterly Sustainability Advisory Board to align the OPCC's approach with SYP's, in support of the PCC's and Chief Constable's joint Sustainability Strategy.
- 74. The Sustainability Improvement Lead (SIL) updated the action plan in July 2023. The current SIL is due to go on Maternity Leave in early December, so support is being provided to the Office Manager for action plan updates to ensure the OPCC maintains momentum on activity.

Valuing our People

Understanding how the OPCC can be a "great place to work", and what makes a difference

- 75. The Office Manager is the OPCC well-being lead and five members of OPCC/VRU staff have volunteered to be well-being champions. They link in with SYP's well-being network and meet regularly to discuss any issues reported and plan wellbeing activities and resources. There is a virtual wellbeing noticeboard and a monthly newsletter is sent to all staff. Four of the wellbeing champions are attending a Mental Health First Aid course in October to broaden skills and knowledge. A second all staff well-being away day is being planned for November.
- 76. The Office Manager attends appropriate health and safety training to ensure the PCC's health and safety obligations are properly discharged including the required knowledge to undertake premises' inspections.
- 77. There has been separate staff engagement and communications about the transfer of PCC functions to the Mayor.
- 78. The OPCC's Senior Leadership Team has undertaken Change Management Training to expand their existing knowledge and skills to support staff through the transition. Aspects of this training will be rolled out to staff at the appropriate time. It is anticipated that progress with the transition programme will be reported to the Panel separately.

Implementation of Microsoft 365 (M365)

- 79. The OPCC awaits a proposal from its implementation partner to outline costs, a project plan, and timelines.
- 80. A follow up discussion with the Mayoral Combined Mayoral Authority Head of Digital Transformation has reassured the OPCC on how the transfer of IT, including data migration, will be facilitated and supported during the transition process.

PCC DECISIONS MADE SINCE THE LAST MEETING

- 81. The PCC is under a statutory obligation under the terms of the Specified Information Order to publish details of decisions of significant public interest. In more general terms, under Section 13 of the 2011 Act, the PCC is obliged to ensure that he provides the Panel with any information that it might reasonably require to allow it to carry out its functions. This would include the provision of information regarding decisions and actions, irrespective of whether they were to be considered to be of "significant public interest".
- 82. The PCC has made 21 decisions between 1 April 2023 and 11 September 2023.
- 83. Between 7 July 2023 (the date of the last report) and 11 September 2023, the PCC has made the following decisions:

Ministry of Justice (MoJ) Core Uplift Funding	Agreed an uplift to the MoJ Core grant to support Domestic Abuse and Serious Violence services that the PCC had been unable to support from the core victims grant.	21/07/23
Police Pensions Software Administration System	Approved funding totalling £43,637 from the Pensions Remedy Grant to fund the McCloud Remedy Capital licence costs and agreed that the additional shortfall in revenue of £6,226 be added to the Medium-Term Resource Strategy	28/07/23
Proceeds of Crime Act Funding 2023/24	Agreed that the 2023/24 Proceeds to Crime Act (POCA) contribution be capped at £175,000. The arrangements for 2024/25 will be looked at separately	31/07/23
Personal Computer Replacement	Authorised the expenditure totalling £1,135,300 for personal computer hardware for asset refresh and funding for 2 staff posts for 12 months	04/08/23
Disposal of Nunnery Square and Brinsworth Police Station	Approved the disposal of both Nunnery Square and Brinsworth Police Station. This is part of the Smarter Ways of Working Project	04/08/23

Collaborated wide-area network (WAN) Equipment Refresh	Authorised expenditure totalling £873,225 from the £715,698 initially approved, an increase of £157,527. The SYP share of £115,305 to be funded from existing capital budgets	04/08/23
Violence Reduction Fund 2023/24	Agreed to approve grants totalling £323,433 to organisations in South Yorkshire who support young people and preventing violence	07/08/23
Research into homelessness in South Yorkshire	Agreed in principle to contribute funding towards undertaking a research project examining homelessness across South Yorkshire	07/08/23
Integrated Multi-Channel Customer Contact and Resource Management Solution Contract with Sopra Steria	Signed the variation to the Integrated Multi- Channel Customer Contact and Resource Management Solution Contract with Sopra Steria	18/08/23

List of background documents					
 Police and Crime Plan 2023-25 OPCC Delivery Plan 2023-24 (Plan on a Page and Supporting Narrative Documents) 					
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