

DEVON & CORNWALL POLICE AND CRIME PANEL – 19 DECEMBER 2014
COMBINED STAKEHOLDER FEEDBACK FOR SCRUTINY OF “*How is the Police and Crime Commissioner Strengthening Relationships and Showing Leadership in Partnership Working?*”

ORG/AGENCY	AREA	FEEDBACK
Chair, on behalf of the Peninsula Sexual Assault Referral Centre (SARC) Board.	Devon and Cornwall	<p>How is the Police and Crime Commissioner strengthening relationships with you? The work I am involved with is the commissioning of Sexual Assault Referral Centres (SARCs) of which we have three across the Devon and Cornwall geography. Commissioning of the SARCs and their follow-on pathways requires a strong joint commissioning partnership as different commissioners are responsible for different parts of the pathway. The Police and Crime Commissioner (PCC) is responsible for commissioning the Forensic Medical examinations and some of the victim support services. NHS England is responsible for commissioning the SARC itself, the immediate health needs of the victim, paediatric support for the children etc which can all form part of a joint examination. Close working with our fellow commissioners is essential and the PCC office has been very accessible and pro-active in our joint working. We have regular performance meetings with our providers, quarterly Peninsula Strategic Commissioning Board and numerous ad hoc meetings to focus on service development. This willingness to work together has led to a strong and pro-active relationship with the PCC Office.</p> <p>How is the Police and Crime Commissioner showing leadership in partnership working? The PCC has been at the forefront of commissioning strategy in this area. They contribute a significant amount of money into this agenda, providing key elements of provision and pro-actively lead on a number of developments to better support victims of sexual abuse. Close co-operation has been a strength of working with the PCC office. Leadership can be demonstrated by a number of pilot initiatives aimed at working differently to improve victim care and make best use of resources.</p>
Plymouth Safeguarding Adults Board.	Plymouth	“As yet, we do not have a direct relationship with the Police & Crime Commissioner, but we are certain that our incoming Chair and Board members will welcome the opportunity to develop this as we work towards a statutory footing for the SAB under the Care Act.”
East & Mid-Devon CSP	East & Mid Devon	I refer to your letter of 19 November regarding the scrutiny review of certain aspects of the work of the Police and Crime Commissioner. This was discussed at a recent meeting of the East and Mid Devon Community Safety Partnership (CSP) Steering Group and the following comments were made:

		<p>In relation to the question about the PCC strengthening relationships, members felt that compared to the old Police Authority, Mr Hogg is certainly a lot more visible and approachable. Members have seen and spoken to him at various meetings as well as being aware of his enhanced profile through the local TV and radio.</p> <p>Regarding his leadership in terms of partnership working, members have noticed that this goes hand in hand with his enhanced public profile. Mr Hogg seems to be well engaged with various aspects of such working and in respect of Community Safety Partnerships he attends the CSP Chairs meetings and also provides funding for the CSPs across Devon.</p>
<p>Cllr Sue McDonald Chair of the Health and Wellbeing Board (Plymouth)</p>	<p>Plymouth</p>	<p>Thank you for the opportunity to comment on the role of the Police and Crime Commissioner within our partnership arrangements. I write as the Chair of the Health and Wellbeing Board but it must be noted that given the timescales within which we have been asked to respond, my comments have not been formally approved by a business meeting of the Health and Wellbeing Board.</p> <p>How is the Police and Crime Commissioner strengthening relationships with you? The commissioner took part in the early meetings of the Board before it was established as a formal committee of the council. These sessions explored the dynamics created by working together to generate fresh perspectives on causes and solutions to shared issues, whilst building trust and confidence within the membership to encourage innovation and openness. Whilst we understand the constraints on the Commissioner’s time, particularly across a large geographical area, the commissioner has not yet attended any meeting of the Board this municipal year. A consistent representative of the Office of the Police and Crime Commissioner has been present at all meetings in place of the Commissioner, but this representative, whilst a valuable resource, does not carry the democratic mandate of the Police and Crime Commissioner.</p> <p>How is the Police and Crime Commissioner showing leadership in partnership working? The Commissioner holds strong views on the impact of alcohol misuse and alcohol related crime and has shown leadership across Devon, Cornwall and nationally with regard to this issue. However the detail or benefit of the work the commissioner undertakes regionally and nationally has not been reflected / communicated at our Health and Wellbeing Board. Eg the board in Plymouth approved a ‘Reduce the Strength Campaign’ but have not explored the links to programmes such as ‘#RU2Drunk’ scheme in Torbay and North Devon. To make progress against our shared problem of alcohol misuse we believe that whole system</p>

		<p>collaboration is required at every level to reflect that public agents work within a complex system with a mix of local, regional and national agencies. The Police and Crime Commissioner could provide a focal point for collective accountability and advocacy across the Devon and Cornwall geography for alcohol and its wider societal impact, not just crime and disorder.</p>
<p>Tracey Lee Chief Executive (Plymouth) and on behalf of 'One Plymouth'</p>		<p>In Plymouth we have facilitated the opportunity for the Commissioner to meet with other key leaders from the public and private sectors, to share and understand issues of mutual interest and benefit ("One Plymouth"). This has led to successful collaboration and offered opportunities for the Commissioner to influence city initiatives, including the Plymouth Plan.</p> <p>The Commissioner also meets on a regular basis with the Leader, Cabinet member and myself.</p> <p>Some concern has been expressed about the Commissioner's engagement with wider aspects of our democratic processes and exposure beyond those in leadership roles. For example we have been disappointed about his lack of involvement (despite invitations) in our budget scrutiny sessions, which other key public sector leaders attend. We would like to see the Commissioner broaden his engagement in this respect.</p>
<p>Chair of the Safeguarding Boards in Devon and Torbay.</p>	<p>Torbay and Devon</p>	<p>From the Boards' point of view, we have had good engagement from the Police and Crime Commissioner. I have met with the Commissioner and his Senior Managers on a number of occasions and have been able to raise specific issues with them. A member of the Police and Crime Commissioner Senior Management Team attends both Board and Executive meetings in Torbay and Devon.</p> <p>The Police and Crime Commissioner has been able to assist the Board in terms of partnership working and help tackle some of the key issues that the Board is trying to address. This has covered areas such as child sexual exploitation, missing children, closer working with Police colleagues, and the development of a MASH in Torbay.</p>
<p>Chair Safer Communities Torbay</p>	<p>Torbay</p>	<p>How is the Police and Crime Commissioner (PCC) strengthening relationships with you?</p> <p>I am unsure as to whether this question relates to the strength of the relationship between our Community Safety Partnership (CSP) and the PCC himself, or how the PCC has helped strengthen/develop relationships between our CSP and other areas/stakeholders. As such my response will cover both interpretations.</p> <p>The relationship between the Office of the Police and Crime Commissioner (OPCC), PCC and our CSP has to date been predominantly positive. As a CSP we have the confidence to approach the OPCC with questions, queries and new ideas, and staff from the OPCC have been effective in their engagement with our area.</p>

Our CSP has infrequent contact with the PCC himself however appreciate that this is due to the breadth and diversity of his remit, as well as the size of the geographical area for which he is responsible. An area for further development perhaps would be communication by the PCC/OPCC with the CSP relating to planned visits/activity in our area. There have been occasions where we have learnt, indirectly, that the PCC has visited or intends to visit our area.

Whilst it is not our intention to interfere with any planned engagements, as the statutory partnership group responsible for reducing crime and disorder in Torbay with a wealth of knowledge, we would appreciate the opportunity to inform, support and assist the PCC in activities relevant to our area.

One of the positive developments has been the inclusion of the PCC on Torbay's Health and Wellbeing Board and in particular the opportunity to link the crime and disorder agenda to health and wellbeing. This has enabled for example, the 'alcohol' agenda to be addressed by a wider audience.

The CSP and the PCC are inextricably linked through the commissioning funding which is allocated by the PCC to the Torbay CSP. This funding is critical in enabling the partnership to address the priorities identified in the Strategic Assessment. The way in which this funding is managed by the OPCC has to date been positive without too much bureaucracy and this has strengthened the working relationships on the ground.

How is the PCC showing leadership in partnership working?

The responses to this question are likely to vary depending on the subjective interpretation of the word 'leadership'.

The PCC has undoubtedly led in a number of partnership areas across the Peninsula, one being the development of victim care services, another being the high strength alcohol and so called 'legal highs' agendas. We recognise the PCC's strength in leadership to act as a central and visible 'voice for change' in these areas, enabling joint partnership concerns to be lobbied at a national level.

The development, delivery, management and accountability of the PCC's Police and Crime Plan also demonstrates a commitment to partnership working, as does the PCC Small Grants Programme which enables communities to contribute to the crime and disorder agenda.

		<p>Whilst the role of the PCC is pivotal to partnership working, it is helpful to consider the context of PCC's in amongst the wider delivery landscape of working to reduce crime and disorder and improve community safety.</p> <p>Partnership working can be both highly rewarding and incredibly challenging. Whilst effective inter-agency/organisation process and practice are vitally important, often 'partnership' success is dependent on specific individuals, their knowledge, skills, experience and the professional relationships they have developed.</p> <p>CSPs have been established for a number of years and as such their members (officers and elected representatives) have significant experience of bringing partners together. Whilst CSPs are not always as publicly visible as perhaps they could/should be (primarily due to the need to prioritise funding and other resources to delivering tangible objectives rather than 'marketing' themselves) they work on a daily basis 'behind the scenes' to problem solve, challenge existing practice, improve and develop new ways of working.</p> <p>Whilst the PCC is a welcome addition and publicly visible part of this process the role provides one leadership and commissioning function to a number of other existing and established commissioning frameworks for local authorities and other partner (including third sector) organisations.</p> <p>In terms of this question it would be useful to differentiate between the role of the PCC as a partnership leadership function in relation to creating consistency of approach where appropriate across the Peninsula and a central 'voice' for change, compared with the local leadership and practical delivery of crime and disorder outcomes by CSPs which are unique and responsive to their own geographical areas.</p>
<p>Lee Howell, QFSM FIFireE, Chief Fire Officer. Devon & Somerset Fire & Rescue Service</p>	<p>Devon</p>	<p>Devon and Somerset Fire and Rescue Service has a good relationship with the Police and Crime Commissioner and values the ability to raise any concerns directly with him. To date there have been no issues, but having that ability is welcome.</p>
<p>Cllr Jeremy Rowe Chair of the Health and Wellbeing Board Cornwall</p>		<p>I hope the following responses to the questions will be helpful. Regrettably I am unable to attend the PCP meeting on 19 December but I would like to reiterate my appreciation of Tony Hogg's engagement with our Health and Wellbeing Board and wider partnership activity in Cornwall.</p>

<p>(Councillor for the St Issey and St Tudy Division Cabinet Member for Devolution and Localism Deputy Leader of the Council Cornwall Council)</p>	<p>How is the Police and Crime Commissioner strengthening relationships with you? The Police and Crime Commissioner is an active and committed member of the Cornwall Health and Wellbeing Board. He is a regular attendee at meetings and contributes positively to debate bringing the knowledge he has gathered from other areas where appropriate.</p> <p>How is the Police and Crime Commissioner showing leadership in partnership working? The Police and Crime Commissioner is a regular visitor to Cornwall and engages with senior leaders to highlight opportunities for collaborative working and how he can use his influence in some of the regional/national agendas, such as alcohol to inform our approach in Cornwall and in turn provide input and knowledge based on local circumstances to influence other discussions out of county.</p>
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