

# **POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE & CRIME PANEL**

Report of	<b>POLICE AND CRIME COMMISSIONER</b>
Date	<b>29<sup>TH</sup> SEPTEMBER 2014</b>
Subject	<b>PARTNERSHIPS UPDATE REPORT</b>
Author	<b>CHIEF EXECUTIVE</b>

## **Purpose of Report**

1. To present to the Police and Crime Panel an update on the work undertaken by the Police and Crime Commissioner and his staff on developing more robust arrangements to support partnerships across Leicester, Leicestershire and Rutland.

## **Recommendation**

2. It is recommended that the Police and Crime Panel note the contents of the report and the progress made.

## **Background**

3. Recent events and discussions that have taken place at Police and Crime Panel meetings have highlighted the need to enhance and strengthen support to partnerships. Indeed, the Panel requested that the Police and Crime Commissioner provide evidence that this work is taking place. At the last Panel meeting, assurance was given by the Commissioner during his introduction that early progress had been made. This report provides an update on these issues across several themes:
  - a. strengthening partnership relationships between the OPCC and local authorities;
  - b. strengthening relationships between the OPCC and Planning Authorities, as a result of the judicial review relating to Lubbesthorpe;
  - c. working closely with the Force as it delivers the Change Programme, ensuring that the partnership landscape is considered and strengthened;
  - d. support to the PCC in the delivery of policy advice and the production of policy, being aware of partner issues and risks;

- e. support to the PCC from a review of the OPCC, in particular creating new roles to enhance partnership working and strengthen partner relationships;
- f. co-leading a review of the Strategic Partnership Board and its sub-groups;
- g. ensuring that partners are engaged and involved in important policy implementation, for example Victims and Witnesses service.

### **Local Authority Relationships**

4. The Police and Crime Commissioner has made a strong commitment to meet on a regular basis with all local authority Leaders, their Chief Executives and with the City Mayor. Meetings have already taken place and there is now a forward plan within the Engagement Strategy to continue with these meetings. These meetings will provide an opportunity for each organisation and the PCC to share issues, discuss future work and to deal with emerging threats and risks. In addition, the PCC has met with Chairs of Community Safety Partnerships, again to have a face to face discussion on emerging issues. These meetings will continue to be undertaken, in addition to the PCC or the CEO attending CSP meetings on a regular basis, subject to invitations being received by the OPCC.

### **Building a Better Relationship on Planning Matters**

5. The recent Lubbethorpe discussions have given rise to a significant number of discussions between the PCC and the Chief Constable. In terms of governance, the PCC has devolved responsibility to the Chief Constable for the effective delivery of partnership matters as they relate to Estates, Planning and Infrastructure. This has meant that matters relating to planning and Section 106 contributions have been delivered by staff employed and directed by the force. This in itself is not a significant issue. However, what has become very clear is the need for the OPCC Chief Finance Officer, who will take on a portfolio responsibility to provide assurance on such matters to the PCC, to have a local resource supporting her in this work. As mentioned previously to the Panel, this is to be covered by a new role of Resources Manager, reporting to the CFO and being responsible for scrutinising the work and outcomes in areas such as infrastructure, planning, capital programme and investments. This will enable assurance reporting through the CFO and will give resilience within the OPCC.
6. In relation to the ongoing work with Blaby DC on the Lubbethorpe development, the PCC and CC have already held meetings with key members and officers in order to gain a better understanding of the issues. This has been complemented by a further meeting between Blaby senior planning staff and the OPCC Chief Executive and Assistant Chief Constable Kay during which both gave a strong personal commitment to work closely with the council as the development continues to be delivered. A plan is now being discussed between the PCC and the CC so that senior colleagues from the OPCC and the Force can become involved in future negotiations, as a result of the judicial review outcomes. The forward plan of other planning developments across the force area is also being reviewed within the OPCC so that appropriate resources can be applied going forward.

### **Working with the Force to improve Partnerships**

7. The Commissioner and the senior staff of the OPCC have worked closely with the Force as the Change Programme has taken shape and ultimately the PCC received a full and detailed briefing on the formal proposals. What these discussions have highlighted is the urgent need to create opportunities to review, challenge and develop partnerships across the force area. The redesign of policing across neighbourhoods and communities means that partnerships will have a significant role to play in building strong and productive working arrangements within and across agencies.
  
8. A Chief Superintendent role has been identified to lead on this important work. To ensure that this work aligns with developments within the OPCC, the Chief Executive has agreed to work closely with the Chief Superintendent and joint plans will be developed. Examples of the type of work to be undertaken are as follows:
  - To understand and map out current partnership activity within the current operating model at strategic and operational levels across the 6 key partnership areas namely: Local authority, criminal justice, health, education, emergency services, business;
  - To utilise known demand analysis and identify the interdependencies with other agencies;
  - To consider the public voice and their expectations of policing;
  - To develop a partnership strategy which enables the force to articulate the levels of commitment and ambition towards different partnerships, both formal and informal;
  - To work with key partners and senior teams to enhance the partnership activity in line with the priorities and parameters set. This will focus on the formal partnerships and opportunities for collaboration and service transformation.

The above list is not exhaustive but provides an indication of the types of work being planned to enhance partnerships across the force area as the new policing model is implemented.

### **Direct Support to the Commissioner**

9. The Commissioner discussed with the Panel at the last meeting his instruction to his Chief Executive to review the resources within the OPCC in order to “take stock” of the first 18 months in office and to ensure that key work areas were fully supported. This review, which is currently being consulted on with existing OPCC staff members, has given rise to a new role of Partnerships Co-ordinator. This role, reporting to an enhanced role of Head of Partnerships and Commissioning, will be pivotal in supporting and enhancing the partnership landscape as it relates to policing and community safety issues. There has been careful design in the development of the role, being mindful of the need to balance strategic direction within the Police and Crime Plan with the reality of existing partnerships and the need to review attendance and membership if needed. The Commissioner sees this new role as crucial in building strong foundations for the enhancement of partner relationships and joint working.

10. The second area highlighted at the last Panel meeting was policy support to the Commissioner, ensuring that he is cognisant of partner and stakeholder issues in the development of policy decisions and actions. A Policy Advisor Protocol has now been agreed with the Commissioner and this has enabled him to consider what direct support he requires. Policy Advisors will be personally appointed by the Commissioner and will report directly to him. They will be appointed for a fixed term and will advise and support in areas identified by the Commissioner. The first appointed Policy Advisor is the former Acting Deputy Chief Constable, Steph Morgan, who will be supporting the Commissioner on policy areas within the criminal justice environment, linking to key partnerships and forthcoming reforms, including victims and witnesses. Discussions are taking place with other individuals who can provide support to the Commissioner on other policy domains, including the significant changes emerging from the Transforming Rehabilitation programme. It is hoped that by having Advisors undertaking work on behalf of the Commissioner, there will be further opportunities to link with partners and agencies.

### **Other Significant Developments**

11. A review is currently under way to look at the partnership structures at a strategic level. This involves reviewing the current Strategic Partnership Board (SPB) and its sub-structures. The Chief Executive is co-leading this work alongside a senior officer from the County Council and it is hoped that an initial report will be forthcoming at the end of September 2014. The OPCC continues to fully engage with partners at all levels and ensures that consultation on key products and reports is undertaken taking partner's views into account. This has been demonstrated by the review of the Police and Crime Plan, updated Commissioning Framework and the Victims and Witnesses Partnership Assurance Group. Relationships are strong and robust in all of these areas and this has enabled full and proper engagement in all key priority areas.
12. A Stakeholder Summit is currently being planned, to take place at the end of October 2014, bringing all partner agencies together in order to develop a joint Crime Reduction Strategy. This will be a significant development and provide an opportunity for every partner to share their respective strategic assessments so that a combined strategy can be created and agreed as the focus for crime reduction over the medium term.

### **Implications**

Financial :	No new financial implications.
Legal :	None.
Equality Impact Assessment :	Developed as part of partnership work plans.
Risks and Impact :	None identified.
Link to Police and Crime Plan :	Discussed within report.

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