

MEETING: Police and Crime Board	Date: 10.11.16	Agenda No
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NAME OF PAPER: External Governance		COG / OPCC Sponsor: Sarah Crew / Marc Hole

1. PURPOSE OF REPORT AND BACKGROUND

Purpose

The (O)PCC and Constabulary currently lead, chair and attend a range of external meetings (both formal and informal) to progress working with partners. Following the PCC election and during discussions at COG Planning in May 2016 it was agreed that it would be sensible to review the current external governance arrangements in order to ensure clarity of role, a complimentary approach and to reduce duplication. This report sets out the context for that review, principles and a proposed way forward and has been updated following discussions at the September Police and Crime Board.

Context

The Constabulary has had an aspiration for some time to rationalise the number of meetings it attends with partner organisations to make best use of resources. Moreover, the OPCC and Avon and Somerset Constabulary (ASC) lead, chair, and attend a range of internal and external partnership meetings. Based upon evidence of previous experience this can result in duplication of workstreams.

It is important to note that working effectively with partners is a key strategic priority for the PCC in the new Police and Crime Plan so this review is an important step in delivering the PCC's aspirations.

Alongside this, the OPCC is considering combining existing Community Safety Grant and Youth Offending Team grants into a single Police and Crime Grant for each local authority area. By awarding this to the Leader of the Local Authority, it is hoped that this will foster greater collaborative working between local partners and partnerships. It also provides a clearer rationale for the PCC to engage directly with other elected Leaders.

Review

A review of external governance structures has provided the opportunity to benchmark the 'as is' and identify areas for refinement, interdependencies and/ or opportunities for more targeted joined up working. Through alignment of the respective roles of the Constabulary and OPCC we can ensure that the right influence is in the right place to drive and influence partnership working.

Whilst OPCC and ASC are different organisations and have different roles, both are trying to achieve an effective, efficient and legitimate police service for our communities, and it makes sense to have a consistent and complimentary message. This shared purpose has shaped the thinking that sits behind these recommendations.

2. Key Principles

The revised approach is based on the following principles:

- 1. The Constabulary works operationally, tactically and strategically with partners and will continue to do so in an increasingly efficient way across Avon and Somerset**

Work to understand, better align and make more efficient the range of the Constabulary's partnership meetings is already underway coordinated by Sarah Omell, the Constabulary's partnership manager. Sarah has

contributed to this specific piece of work to ensure that the emerging Constabulary approach is understood and complimentary.

The review of interactions has reflected specifically upon which of these partnership meetings offer the best chance of influence and whether ASC and/ or the OPCC are the best influencers in these key interactions. It is recognised that Constabulary officers play a crucial role in the day-to-day working between the constabulary and its partners / formal partnerships at operational, tactical and strategic levels.

At a strategic level the Constabulary is already playing a catalyst role in future facing collaborations through the Chief Executives meeting (e.g. commissioning of the Collab work programme) and the Safeguarding Consortium.

2. The (O)PCC has a powerful and influential role in working strategically with partners, namely elected leaders and on issues that require escalation

The PCC will prioritise working directly with elected Council Leaders on strategic issues and as part of this would like to call a new six monthly meeting of Leaders. This will then offer a clear definition of roles compared to the Constabulary's equivalent work with Local Authority Chief Executives. Similarly, the PCC will maintain a direct relationship with Independent Chairs of Safeguarding Boards.

The (O)PCC also has an important role in working with fellow commissioners on service provision and the delivery of the Police and Crime Plan in each local authority area. To ensure effective local working, the PCC and Constabulary will arrange joint local meetings with the (O)PCC, Constabulary senior leaders and local authorities.

The PCC and OPCC will continue to attend Community Safety Partnerships but take an agenda-led view in consultation with the Constabulary about attending sub groups and other strategic meetings e.g. Health and Wellbeing Boards.

In addition the PCC can take on a problem solving catalyst role within partnership working in line with the Police and Crime Plan when issues require escalation e.g. Mental Health Crisis Care Concordat implementation, Reducing Reoffending Board (chairing for first year).

3. Both organisations recognise their respective roles and the importance of ongoing communication to optimise partnership working

Underpinning these principles is a mutual awareness of what meetings there are, their purpose and focus and which organisation leads.

It is also important that there is effective communication between OPCC and Constabulary, with officers for each area of business having a shared understanding of the respective roles.

Through the adoption of networking tools such as *pocketbook*, the Constabulary and OPCC can provide a shared platform for partners to encourage and facilitate agile working and efficient communication, based upon a clear understanding of the purpose and focus of each meeting and each other's role and responsibilities within them.

3. Revised Approach

Appendix A sets out the key strategic meetings that have been reviewed and are proposed to continue.

Stakeholder Engagement

Once agreed, it is imperative that there is meaningful engagement on this strategy with relevant partners, particularly where changes have been made. Methodology for pursuing this is outlined below:

Police and Crime Panel, Local Authorities, Criminal Justice and Safeguarding partners

- Letter from PCC and CC to Leaders/ Chief Executives cc'd to Chairs and Managers of LSCBs, LSABs, YOTs,

CSPs, HWBs

- Agenda item at forthcoming partnership meetings as appropriate

Constabulary

- Chief Officers, departmental heads
- Agenda item at Force Executive
- Intranet Blog

OPCC

- Share briefing by email

4. Recommendations

It is recommended that:

- a) The Police and Crime Board discuss the proposal contained in this document and agree an approach to stakeholder engagement and implementation to be progressed alongside the publication of the new Police and Crime Plan.
- b) The Community Safety and Commissioning Meetings are removed as their purpose is consumed within the revised governance arrangements.
- c) Subject to this paper's approval it is recommended that the Constabulary (and OPCC as appropriate) consider opportunities to review and rationalise tactical level meetings which will support or be supported by the strategic products of these new arrangements.

Appendix A – Recommended Meetings

Avon and Somerset Local Criminal Justice Board	
Lead (OPCC, Constabulary or Joint)	Joint attendance (Chair agreed by vote of participants – currently Constabulary)
Purpose	To discuss emerging issues in relation to Criminal Justice and new initiatives and escalations
Key participants	Heads of Criminal Justice partner agencies including CPS, HMCTS, South West CRC, National Probation, Legal Aid for ASC, Defence community, ACC Watson, YOT, Horfield Prison, PCC, OPCC, CJB Business manager.
Frequency	Bi monthly
Current focus	Transforming summary justice, efficiency and effectiveness of Criminal Justice System

Avon and Somerset Chief Executives Meeting	
Lead (OPCC, Constabulary or Joint)	Avon and Somerset Constabulary led
Purpose	Horizon scanning, networking and information sharing to support collaborative and integrated working to the benefit of our shared communities/ constituencies.
Key participants	Chief Executive Officers: Local Authority, Criminal Justice, Law Enforcement, Emergency Services and Health
Frequency	Six monthly
Current focus	To oversee and support the Collab integrated work programme; to share Local Serious and Organised Crime, Counter Terrorism and other Strategic Threat profiles.

Safeguarding chairs meeting	
Lead (OPCC, Constabulary or Joint)	OPCC
Purpose	For Independent Chairs of LASBs and LSCBs to informally discuss issues with the PCC
Key participants	PCC, OPCC Lead, Safeguarding Chairs (Adults and Children)
Frequency	Six monthly
Current focus	OPCC led agenda – Police and Crime Plan

Safeguarding Consortium	
Lead (OPCC, Constabulary or Joint)	Avon and Somerset Constabulary
Purpose	To enable effective and efficient collaborative working across agencies in order to protect and safeguard children within Bristol, B&NES, North Somerset, Somerset and South Gloucestershire which make up the Avon and Somerset police force area.
Key participants	C/Supt Geoff Wessell, safeguarding chairs, safeguarding managers and Directors of Children and Adult Services
Frequency	Sixth monthly
Current focus	Agenda items set by members prior to meeting

Local Meetings

Lead (OPCC, Constabulary or Joint)	PCC
Purpose	Locality based meetings x 5: Bristol, South Glos, BANES, North Somerset, Somerset County
Key participants	PCC, OPCC, ACCs, Local authority senior councillor and officer, Local Police Commander
Frequency	TBC after stakeholder engagement
Current focus	Local focus on Police and Crime Plan and underpinning partnership working including local safeguarding, community safety, commissioning.

Senior Contact Meetings	
Lead (OPCC, Constabulary or Joint)	Avon and Somerset Constabulary
Purpose	To discuss key tactical 'wicked issues', organisational updates, inspection updates – currently Safeguarding focus however recommendation that this is widened to include community safety
Key participants	Snr Leaders Protective Services & Local Policing / Local Authority Senior Leaders
Frequency	Three monthly
Current focus	Additional agenda items are set by participants

Community Safety Partnerships	
Lead (OPCC, Constabulary or Joint)	Constabulary and OPCC attendance
Purpose	A statutory multi-agency board to tackle crime, disorder and antisocial behaviour and reduce reoffending.
Key participants	Statutory partners are Police, LAs, District Councils, CCG, Probation, Fire & Rescue Service – also includes variety of other non-statutory partners including OPCC
Frequency	Varies in each LA area - Quarterly (except South Glos – three times a year)
Current focus	Priorities are determined by Strategic Assessment in each LA area - to be the Local Police and Crime Plans from April 2017

Problem Solving – Short Term Leadership

Mental Health Concordat	
Lead (OPCC, Constabulary or Joint)	OPCC with Constabulary support
Purpose	Deliver high quality response to community members suffering with mental health issues
Key participants	NHS, Constabulary, Ambulance, PCC, OPCC
Frequency	Sixth monthly
Current focus	Transportation and 136 issues.

Reducing Reoffending Board NEW	
Lead (OPCC, Constabulary or Joint)	PCC with Constabulary support
Purpose	To develop and implement a force-wide reducing reoffending strategy (and thus meet requirements of CSPs to do this)
Key participants	PCC, OPCC, COG lead, Head of Manage, CRC, NPS, CSP Chairs/Managers, YOT rep(s), prison rep(s), VCS rep(s), private sector rep(s)
Frequency	Quarterly
Current focus	Development of TOR and Strategy