



Durham Police Authority Stakeholder Newsletter

Transition Stakeholder Workshop

Durham Town Hall, 30th Aug 2011

On the 30th August, we held a Police and Crime Commissioner Stakeholder Workshop at Durham Town Hall to kick-start the second phase of the transition work on the introduction of Police and Crime Commissioners. The Workshop brought partners and the public together to learn more about the significant changes to local policing should the Police Reform and Social Responsibility Bill go through Parliament and receive royal assent in the early autumn. Since the workshop it has been announced that the first elections of PCCs will take place in November 2012 and not May 2012 as previously proposed.

The Workshop opened with introductions and presentations from the Police Authority which outlined the planned changes and our approach to managing the transition from Police Authority to Police and Crime Commissioner (PCC). Presentations were also given by the Deputy Chief Constable, the Safe Durham Partnership and the Chair of Darlington Community Safety Partnership all of which reflected on the broader role of the Police and Crime Commissioner and the impact of the changes upon partners and communities in County Durham and Darlington.

Following the presentations, delegates broke into four groups, each of which discussed and prepared a SWOT Analysis on one of the following topic areas:

- Police and Crime Commissioners and Community Safety Partnerships (CSPs)
- Police and Crime Commissioners and Police and Crime Plans (PCP)
- Powers of Police and Crime Commissioners
- Police and Crime Panels

The information gathered in the workshop breakout sessions, which highlights implications, risks and opportunities will be used to inform the information and induction processes for Police and Crime Commissioners.

Full feedback from the workshops is available on pages 2 and 3 of this newsletter.

Copies of the presentations given on the day are available to download from our website on www.durham-pa.gov.uk/Pages/Publications.aspx



Welcome to the Transition Workshop by Police Authority Chair, Peter Thompson

Future dates for your diary:

- 16th October 2011 - Deadline for nominations for Durham Police Authority Awards.
- 14th November to 1st December 2011 - Policing Priority Consultation at various locations across Co Durham and Darlington and online at www.durham-pa.gov.uk
- 25th November 2011- Stakeholder Workshop for Priority Setting at Durham Leadership Centre, at 9am.
- 28th November 2011- Police Authority Forum at County Hall, Durham at 6pm.
- 1st December 2011- Durham Police Authority Community Awards, Ramside Hall Hotel, Durham

Transition Phase 1

The first phase of Transition saw the establishment of the Transition Board with senior representatives from the Police Authority, Constabulary, Darlington Borough Council and Durham County Council. The Board is addressing:

- **Governance & Administration**
 - Police and Crime Panel composition (PCP), hosting and support needs
 - Training and Induction Programmes for both the Police and Crime Commissioner and Police and Crime Panel
- **Asset Transfer**
- **Communications & Marketing**
 - Including how local information is fed into the national campaign material
- **Financial Management**



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Feedback from the workshop breakout sessions

Group 1 PCCs & Community Safety Partnerships (CSPs)

Strengths

- Strong existing CSP structures
- Continuity - only one partner in the CSP will be changing
- Potential for improved accountability
- PCC could bring new skills to partnership arena
- CSPs already have existing plans in place
- Appointment to the PCP is with local authorities

Weaknesses

- Voter apathy
- Where is the funding for PCP?
- All dependant on the personality of the PCC
- Rushed legislation
- Non CSP Responsible Authority
- Term of Commissioner
- Who "polices" the PCC?
- PCC could just be the 'face'
- Politics
- No Vetting for PCC
- Scrutiny/ Accountability of PCP

Opportunities

- Efficiencies of scale
- Merging of partnerships/ services
- Fresh pair of eyes
- Improved public confidence by having a face for policing
- PCC Back Office - ensuring the right people for the job
- Existing strong partnership platform
- Evidence based decisions
- Aligning to other legislation - Localism Bill, Big Society etc

Threats

- Will have a new agenda - may not value partnerships
- Losing equal balance
- Continuity of existing plans and priorities
- Marginalised communities
- Commissioning - funding
- Merging of services
- Cuts to police budget
- Voter apathy
- Loss of analytical capacity
- May have no knowledge of area or issues
- May invent problems and issues to 'fix'
- Media and communications
- Single issue party
- No experience of commissioning or budgets
- Support staff - may have increased costs
- Wider partners and partnerships and the impact upon their priorities and plans
- ACPO and career progression - officers may not want to progress to Chief Constable rank
- May only follow the official 'party' line

Group 2 Police and Crime Plan

Strengths

- Public Accountability (What, How, When)
- Plan can benefit the scrutiny role of the panel
- Election by results

Weaknesses

- Conflicting priorities with manifesto
- Public perception doesn't reflect bigger issues (intelligence)
- Lightweight plan
- Election by results
- Plan likely to remain out of public view - internal scrutiny

Opportunities

- Use plan as a feedback document via regular updates to the public
- Use plan to demonstrate improvement
- PCC role good mechanism to use plan to promote priorities (personality of PCC could be a threat)

Threats

- Publicly allocating resources in the plan
- Aligning partnership plans (e.g. CSPs) - if there are lots of local authorities
- What if one CSP doesn't agree what then happens with the plan?
- PCC role good mechanism to use plan to promote priorities (personality of PCC could be a threat)
- Loss of public confidence if the PCC doesn't deliver
- Differences between larger/smaller forces with what is in the plan

Group Feedback Continues over the page.



" I found the group discussions most useful and leave with more awareness"

" I thought the event created a good opportunity to reflect on the future role of the PCC and consider our own plans for the transition. "



We're hosting our next Stakeholder Workshop on **15th November 2011** to consult on the Policing Priorities for 2012-13 and to provide further updates on the Transition Programme. If you wish to attend please contact us.



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Feedback from the workshop breakout sessions continued

Group 3 - Powers of Police and Crime Commissioners

Strengths

- Senior reference point
- Speedy response
- Reduced bureaucracy
- Streamline decision making

Weaknesses

- Powers of commissioner - 1 person
- Councillor not passing it on
- Higher costs than existing PA
- Forced adversarial position
- Danger of decisions being made behind closed doors

Opportunities

- Chief Constable can appoint own team
- Different characters and backgrounds
- Better in communication and engagement
- Potential business persons bringing in resources
- Potential better collaboration

Threats

- Potential confusion on dealing with complaints
- Broad powers for just 1 person to deal with
- Mutual aid - potential threat
- Challenge command and control?
- Constant change of CC
- Different characters and backgrounds
- Conflict of CC and PCC
- Threat of political appointment
- Media highlight - risk to confidence
- Reduced CSP funding - who makes up shortfall? Police?
- Weak PCC
- Rushed legislation causes problems
- Risk to collaboration

Group 4 - Police and Crime Panels

Strengths

- Co-optees onto PCP good idea
- PCPs - 'critical friend' constructive not destructive
- Panel could act/ be seen as the conscience of the PCC?

Weaknesses

- Potential gaps in geographical representation
- Responsibilities/ special responsibilities allowance?
- What type of person will we attract if no (or little) allowance?
- Non executive powers

Opportunities

- Panel reflective of political geographical balance and geographical - LED how to decide geographical reps and numbers?
- Should be scrutiny led, open, evidence led, totally transparent. In scrutiny role of authority and NOT excluding Executive Officer resources already in place. Totally independent.
- Shadow board could thrash out decisions re how to have balance between political/ geographical representation, how to involve Area Action Partnerships and remuneration.

Threats

- No pre-vetting of candidates for PCC
- Don't want to lose what is already there
- Need to ensure panel truly representative for public buy-in
- Wide variance between what PCPs recommend and what PCCs adopt (risk of populist policies) MUST be evidence led and outcome driven
- American model of PCCs failing
- Relationships between PCC and Chief Constable could be too confrontational or too cosy
- Who are the staff employed by? Staff to become pawns between Chief Constable and PCC?
- Officers will only want to progress to Deputy Rank

Next Steps - Transition Phase 2

In the second phase of transition we plan to:

- Use the information gathered in the workshop breakout sessions on the 30th August 2011, which highlight implications, risks and opportunities, to inform the Police and Crime Commissioner information and induction processes.
- Broaden the membership of Project Board to include appropriate stakeholders
- Develop work streams on:
 - Police and Crime Commissioner Induction and Capability Building
 - Staff Transfer Phase 2
 - Partnership Strategy and Joint Commissioning Framework
 - Community Engagement
 - Police & Crime Panel Scrutiny Framework

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