

CoPaCC - monitoring police governance

**CoPaCC Thematic
“PCCs and Partnership”**

May 2015

Appendix A:

A collection of OPCC submissions

in association with

G4S Policing Support Services



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Note: these submissions were typically prepared by OPCCs in December 2014 and submitted to CoPaCC in January 2015.

A.1 Submission by Avon & Somerset OPCC

PART ONE: SUMMARY

This report summarises the Avon and Somerset Police and Crime Commissioner's (PCC's) approach, work to-date and views about working in partnership. As per the invitation this document covers collaborative activity from formal partnerships through to work with individuals. Given the range of OPCC work that is undertaken in partnership, this document seeks to give a number of examples and is by no means exhaustive.

Approach

For the PCC for Avon and Somerset it would be impossible to perform the role without partners for a number of reasons:

- **Resources** – the PCC alone does not have the resources to solely affect the outcomes in the Police and Crime Plan. Community Safety is a complex area and is affected by a wide range of factors and interventions.
- **Austerity** – the challenge posed by the reduction in the police and other public sector budgets means that it is imperative that agencies work together to provide efficient and effective public services
- **Feedback** – working with partners allows for constructive feedback and continuous improvement.
- **Seamless services** - the public rightly expect the public sector to work together efficiently and effectively and should receive a seamless service which is not affected by organisational, geographical or bureaucratic boundaries.

The PCC has recognised the scale, diversity and complexity of Avon and Somerset in her approach to partnership working - there are for example 10 Local Authorities, five Health and Wellbeing Boards and 5 Community Safety Partnerships in the area. The PCC has generally committed to working with local agencies, partnerships and voluntary and community sector partnerships, using their knowledge of what works best in their area rather than imposing generalised solutions or additional central governance across the area.

The Police and Crime Plan

On Working in Partnership, the Plan states [\[link\]](#):

“No single agency alone can deliver the aspirations of this plan. Only by working in partnership can we be truly effective at reducing re-offending, safeguarding vulnerable people, tackling the issues that are important to you and getting a better deal for your money” [p. 10]

This section of the Plan outlines the PCC’s ambitions for working in partnership and the benefits it can bring including specific commitments for partnership working. The PCC is committed in particular to:-

- Supporting the partnership initiatives that can have a significant impact upon community safety and re-offending - including the Integrated Offender Management and the Troubled Families programmes
- Working with the Ministry of Justice and other partners to manage changes to the criminal justice landscape as part of the ‘ Transforming Rehabilitation agenda and ensure restorative approaches are embedded within the criminal justice system
- Continuing to strengthen partnerships with residents, businesses, and the community voluntary sector, Health and Wellbeing Boards and Local Safeguarding Boards to tackle issues of community concern and effectively manage risk

Development of the Police and Crime Needs Assessment

The PCC is keen to ensure that not only the Police and Crime priorities, but the understanding and rationale for those priorities are shared across partner agencies. In 2012, the OPCC introduced the first Avon and Somerset wide partnership Police and Crime Needs Assessment (PCNA). This brought together research, analysis, knowledge and intelligence across the Avon and Somerset in order to present a consolidated picture of the issues, risks and threats shared by respective agencies.

This cyclical assessment process is now conducted on an annual basis and used to inform policy making, priority setting and the refresh of the Commissioner’s Police and Crime Plan and aims to support more integrated planning and closer working relationships with key partners including Community Safety and Criminal Justice agencies, Health and the Voluntary and Community sector.

Audit and Inspection Findings

HMIC’s 2014 PEEL Assessment highlighted the strength of partnership arrangements in Avon and Somerset, noting in particular that:-

‘Partner organisations who work alongside Avon and Somerset Constabulary are committed to the objectives set out within the Police and Crime Plan’. ‘The explicit support of all partners for the priorities in the police and crime plan is a strong message that partnerships are central to reducing

crime and anti-social behaviour’.

OPCC Partnership Self-Assessment

In March 2014, the Commissioner consulted senior representatives from partner organisations on her progress during her first year and a half in office. The perception-based exercise aimed to identify areas for improvement across the strategic themes of leadership and profile, planning and decision making, partnership working, grants and commissioning, performance outcomes and transparency and accountability.

Responses were received from 22 different organisations which included Local Authority, Community Safety and Voluntary and Community sector organisations and representatives from Criminal Justice, Health and Wellbeing, the Safeguarding Children’s Boards, Business Crime Reduction Partnership and Police and Crime Panel.

The assessment found that most organisations felt that the PCC had strong support from partner organisations in delivering her plan, had a clear public profile, is recognised as a local leader, is open and accessible to partner organisations and communities and has been effective in connecting the police with local communities. Comments received from partner organisations as part of the process included:-

“It appears to be a mammoth challenge. PCC has made an impressive start setting objectives & outcomes”

“An impressive first year”

“Where we have had specific issues or concerns, we have communicated these to Sue and have received an excellent response each time. This would never have happened under the old authority and illustrates the importance of the role of PCC to partners and the community”

The process will be repeated in March 2015 in order to monitor progress against the following areas highlighted for improvement:-

- Developing and promoting integrated and co-ordinated partnership working
- Engaging and holding to account wider partners in delivering aspirations of the plan

PART TWO: OPCC EXAMPLES

1. Funding and commissioning of services

a) Community Safety Grant

PCCs received a community safety grant, in addition to the main police grant, for the 2013/14 financial year. Ever since then the Avon and Somerset PCC has retained a ‘community safety grant’ - in essence a ring fenced element from the main budget. The PCC has worked closely with a wide variety of partners (community safety, drug & alcohol, youth offending teams and a variety of health

related partners) to ensure the best possible value is achieved from this funding. A significant proportion of this funding is channeled via the community safety partnerships, where joint decisions are made about which projects and services to fund. Significant added value has also been achieved by utilising the funding in this way by securing match funding contributions from other partners – for example health to fund a hospital independent domestic violence advisor.

b) Victim Services Commissioning

The PCC is working closely with partners to transform services to victims in Avon and Somerset. A Victims Programme Board was established 18 months ago and includes partners from a range of criminal justice partners, voluntary sector representatives, local authorities and health. Led by the PCC, the Board has overseen the set-up of ‘Lighthouse,’ an integrated victim and witness care service which is co-located with partners from a variety of agencies and support providers (e.g. Victim Support). The PCC has commissioned an extensive range of further support services (emotional support service, adult and children advocacy services, independent sexual violence advisor service and a modern slavery support service), working with other commissioners to ensure appropriate linkage to existing services. Future collaborative work is planned to increase co-location and integration and to develop a joint outcomes framework.

c) Commissioner’s Community Action Fund

An important way that the PCC facilitates local partnerships is through the Commissioner’s Community Action Fund (CCAF). CCAF is a small grants fund which held and awarded by the Police Community Trust (PCT). It was established in May 2013 and issues grants quarterly. Decisions are made by the Board of Trustees. In both 2013/14 and 2014/15 the PCC has donated £200,000 into this fund to issue grants of up to £5,000 to projects which meet the priorities set in the Police and Crime Plan. The fund has been overwhelmed by applications at each quarterly meeting and an impressive range of projects have been put forward. An example of how the fund has facilitated productive local partnerships is the success at St Andrews Park where residents, the Police and the Council all came together to design an effective way to reduce Anti-Social Behaviour (ASB)¹. There are numerous other examples – all grants awarded can be found online². Moreover, the partnership between the OPCC and the PCT (which hold various other funds) has proved to be extremely successful in supporting the communities of Avon and Somerset.

d) Sexual Assault Referral Centre (SARC)

The PCC co-funds the SARC with NHS England. This new commissioning relationship has been effective at overseeing the Avon and Somerset SARC (‘The Bridge’) and facilitating partnership working. The SARC is overseen by the SARC Strategic Commissioning Board which is made up of a number of additional partners including the Police, Public Health, OPCC and third sector providers. The Board has worked hard over the last year along with the service provider to improve the service provided. A service review was undertaken in late 2013 and the Board is now working to an action

¹ [\[link\]](#) [accessed 01/12/14]

² [\[link\]](#) [accessed 01/12/14]

plan. The range of services and partners required to fully support victims of sexual violence is such that the Board needs to be at the centre of these discussions.

e) Arrest Intervention Referral Service

In 2013/14 the PCC commissioned a drug and alcohol arrest intervention referral service in custody across Avon and Somerset. This was led by the (O)PCC but was undertaken in partnership with the constabulary and drug & alcohol teams (DATs) across Avon and Somerset, in order to benefit from their considerable experience and knowledge. This culminated in each DAT and the PCC contributing equal amounts of funding to second one of the DAT managers to the PCC's team to lead the commissioning process.

f) In-year Ministry of Justice funding – domestic and sexual abuse

In January 2014 Police and Crime Commissioners (PCCs) were notified by the Association of PCCs (APCCs) that the Ministry of Justice intends to allocate £1.3m to PCCs to support victims of domestic and sexual violence, as part of the 2014/15 victims' services grant. This is a one-off, non-ring fenced grant allocated in line with the victim services formula. In Avon and Somerset this allocation totals £37,000. Given that this relatively small one-off grant has to be spent in-year the PCC allocated it to the Operational Group of the Avon and Somerset Violence against Women and Children (VAWC) Strategy Group which is made up of a range of agencies across Avon and Somerset. It has been agreed that the funding will be used to:

- a) Address the Avon and Somerset Violence against Women and Children priority and the work of the VAWC Strategy Group (in line with the Home Office definition of VAWG)
- b) Facilitate multi-agency working across Local Authority and organisational boundaries in Avon and Somerset
- c) Ensure efficiency and value for money by working collaboratively
- d) Enhance direct service delivery for victims e.g. through training or preventative project work

g) Child Sexual Exploitation

Working with partners to address CSE forms part of one of the PCC's main priorities. Following the publication of the Jay report into the sexual abuse of young people in Rotherham, the PCC and the Constabulary organised a summit with all relevant partners to look at CSE issues across the area in light of the report. This has resulted in an area wide action plan.

In addition, the PCC is currently working with Local Authority, safeguarding and CCG partners to on a bid to the Home Office Innovation Fund for a CSE Victim Identification and Support Service. The bid comprises: a) specialist support deployed in each Local Authority, building on what works and embedded within the local package of support services; b) development of CSE MARAC arrangements to ensure robust identification and management of risk; c) coordination, information sharing and analysis across the area to build an understanding of the issue for the first time and share information to improve our strategic and operational response to CSE as well as planning for future services; d) a

programme of train the trainer training for targeted professionals working in the children and young people's workforce to build skills and capacity for prevention work; e) working with health partners to develop care pathways for victims to access services including mental health, sexual health and sexual violence support. Funding is for a two year period, bringing a total annual investment of £900,000, including match funding from participating partners. Bids are due for submission to the Home Office in the New Year.

2. Strategic partnership working across Avon and Somerset

a) Community Safety Partnerships

The PCC is represented on each of the five Community Safety Partnerships (CSPs) across Avon and Somerset and regularly secures slots on the agenda to highlight key pieces of joint work (for example Police and Crime Needs Assessment, commissioning activity etc), as well as taking the opportunity to influence key areas of work led by other partners. The PCC has also hosted meetings to bring all the chairs of CSPs together and all managers of CSPs. This has enabled cross boundary sharing of good practice and the opportunity to discuss and problem solve issues that span the whole of Avon and Somerset rather than local authority boundaries.

b) Health and Wellbeing Boards

The PCC attends these boards on an agenda led basis and has attended all but one so far. The OPCC outlines potential areas of joint interest, encouraging responses to the Police and Crime Plan and seeking opportunities for joined up commissioning.

c) Local Criminal Justice Board

The PCC has a duty to cooperate with partners to ensure an efficient and effective criminal justice system. In carrying out this role, the PCC is a member of the Avon and Somerset Criminal Justice Board. Members of the Board have developed joint priorities and action plan to take forward local partnership working and deliver against the criminal justice aspects of the Police and Crime Plan. Putting victims at the heart of the criminal justice service and improving the response for victims of sexual violence and domestic abuse are particular focuses for partnership activity as well as one-to-one meetings with agency leads to discuss matters of concern such as timeliness of getting to trial, file quality and court listings.

d) Police and Crime Panel

The Police and Crime Panel is responsible for scrutinising and supporting the work of the PCC. The PCC has sought to develop an open and transparent relationship with the Panel from the start. A working protocol, media protocol and joint annual work programme have been agreed, structured on delivering the core business of the Panel in relation to scrutiny of the Police and Crime Plan, budget, precept level, annual report as well as responsibilities in relation to confirmation hearings and complaints handling. A lead officer has been identified within the PCC's team to liaise with the Panel and attend agenda briefings. In order to enhance the Panel's role in pre-decision scrutiny and policy

development, a system of ‘Link Members’ is in operation, whereby a Panel Member is linked to a specific area of business and attends relevant meetings, and receives briefings from the relevant officer, reporting back to the Panel on progress. Current link member roles include: development of victim commissioning, relationship between the PCC and the voluntary sector, and business crime.

e) Academia

The PCC continues to support partnership working between community safety and criminal justice organizations and academia. The Constabulary and the University West of England (UWE) were successful in obtaining College of Policing and Home Office funding to help strengthen collaboration between policing and academic establishments in 2014.

Police, academia and local partnerships have been brought together to help identify and prioritise which research will provide the police with the best opportunities for reducing crime and improving public confidence. This led to a series of academic workshops focusing on the Commissioner’s policing priorities.

f) Communications and PR

The Avon and Somerset PCC was one of a number of partners behind a multi-agency campaign called This Is Not An Excuse. The initiative sought to challenge the myths, and victim-blaming, surrounding rape and sexual assault. The campaign involved posters, a microsite and social media (dedicated hashtags and encouraging online discussion). Other agencies involved included Safer Bristol, Bristol City Council and Victim Support.

g) Regional collaboration

The 5 PCCs in the South West of England (namely Avon and Somerset, Devon and Cornwall, Dorset, Gloucestershire and Devon and Cornwall) agreed a joint vision and way of working in the first few weeks after taking office in 2012. Avon and Somerset have played a key role in a number of important collaborations including as lead force for the Zephyr Organised Crime and Special Branch Collaborations, hosting the Tri Force Firearms training facility, combining roads, firearms and dogs policing with Gloucestershire and Wiltshire and having a successful Major Crime Collaboration with Wiltshire. Avon and Somerset have also participated in a number of successful Home Office innovation fund bids with regional partners on important collaborations including:

- Four force regional forensics collaboration
- Tri Force communications ICT collaboration
- Four force regional digital evidence management and body worn video project
- Project to develop a joined up online experience for local residents with North Somerset Council building on the existing joint customer enquiry service at the Weston gateway and
- Project to roll out a successful existing multi-agency joint working model from Halcon into other areas of Somerset.

h) Southwest One

Southwest One (“SW1”) is a public private joint venture formed from Avon and Somerset Police, Somerset County Council, Taunton Deane Borough Council with IBM. The aim of the partnership is to transform the public sector organisations and deliver more efficient and cost-effective corporate services over a 10 years period. Its high level objectives include: improve access to frontline services; improve productivity through investment in technologies; provide an excellent working environment.

Services provided:

- Local call centres / front desks
- HR
- Finance
- Technology services (ICT – including a managed SAP service)
- Procurement
- Resource units and corporate & admin support

i) Violence Against Women and Children Strategy Group

The VAWC Strategy Group is chaired by the Avon and Somerset Constabulary Head of Crime. This group consists of a range of partners including OPCC, Local Authority, Health, CPS and Probation. The group works to the Avon and Somerset Police and Crime Commissioner’s strategic plan for Avon and Somerset and the priority to tackle domestic and sexual abuse, particularly against women and children. The group is outcome-focused and seeks to address force-wide issues (rather than replicate local VAWG or DA etc. governance). As well as providing partners with the opportunity to share best practice, raise issues and keep up to date, the group has looked at a number of key areas. Some examples include:

- Service mapping to inform commissioning
- Force-wide DHR Protocol agreed
- Review of the force-wide IDVA provision and recommendations made
- Review of services and approaches related to so called ‘honour’ based violence and FGM – recommendations made
- Research into third party reporting

It is clear that for these crimes, no single agency alone can reduce victimisation or improve the response to victims, singlehandedly. This group seeks to improve the response by adding value at a force-level.

j) ASB Multi-Agency Delivery Group

Every quarter the ASB Delivery Group meets to discuss how ASB is being tackled across the force area and in particular works to deliver the PCC’s strategic plan for ASB. Currently there are representatives from the Constabulary and the local authorities and the OPCC has been liaising with Housing Associations in order to get them around the table. The meetings focus on the embedding of the new tools and powers as set out in the Anti-Social Behaviour, Crime and Policing Act. The group shares

best practice and agrees on the best way to work collaboratively to economise on time and resources, minimise duplication and most importantly focus on the service provided to the victim.

k) Voluntary and Community Sector

The OPCC recognises that during these austere times where there are diminished resources, the Voluntary, Community and Social Enterprise sector (VCSE) provide invaluable services on the ground to the residents of Avon and Somerset. The OPCC are committed to building and maintaining strong relationships with the sector and have in place a VCSE officer who acts as the key point of contact for both infrastructure/CVS organisations as well as service providers themselves. The VCSE Officer sits on a number of local Compact groups across the force area and ensures that the VCSE sector are sighted on any funding opportunities as well as feeding back to the Commissioning team any thoughts or suggestions from them in order to make sure any potential funding is made as accessible to the VCSE sector as is possible.

The OPCC's 'VCSE Charter' outlines in detail its commitment to the VCSE sector and is regularly referred back to in order to ensure that fair and transparent commissioning and grant giving processes are being adhered to. The charter was put together using feedback from the VCSE sector in conjunction with the OPCC's Commissioning and Grants Strategy.

l) Mental Health Concordat and Section 136

The PCC has been working with partners across Avon and Somerset to embed and deliver the requirements of the National Mental Health Concordat at a local level. In April 2014 the PCC held an event to bring together partners who would then work together to identify any gaps in current service delivery and develop local Declarations and Action Plans. This event was attended by nearly 70 representatives from a range of organisations such as, Local Authorities, Clinical Commissioning Groups, Police, The Ambulance Trust and MIND. The PCC held a follow up event in December to sign off the resulting five declarations.

The OPCC are committed to ensuring that through the development of supporting action plans the requirements of the Mental Health Concordat and the needs of Section 136 detainees are met. Working with partners to ensure that people with mental health problems and people in mental health crisis get the appropriate support and help they need and to reduce the frequency and length of time that patients need to be held in custody.

3. Working with residents to ensure an efficient and effective community safety, policing and criminal justice system

a) Independent Resident's Panel

Transparency is an important principle for the PCC and one way that this has been developed has been by partnering with the public to scrutinise complaints against the Police. In July 2013 the PCC appointed 10 members of the public as independent volunteers to be part of a scrutiny panel looking at completed case files of complaints against the Police and highlighting good practice as well as areas

of concern. The panel meet quarterly to review complaint files on a chosen theme, such as complaints against officer incivility, and meets monthly to review cases where the complainant has submitted an appeal against the local resolution outcome. The Panel submit feedback reports for the Police and Crime Commissioner and Head of the Professional Standards Department (PSD) and the PSD Head provides a written response. Both reports are published on the website. The Panel regularly review their work and the Constabulary's response – in a 'we said you did' analysis, to ensure that there are evidence- based outcomes.

b) Public Forums

The Police & Crime Commissioner is committed to holding public facing meetings to allow for public access and to demonstrate accountability. The meetings are held bi-monthly and the meetings travel around the force district. The format for the meetings is very much public facing. Each meeting includes:

- Introductions from the Police & Crime Commissioner and Chief Constable;
- A briefing by the District Commander (and Partners) on local issues;
- Presentations on other areas of business likely to be of public interest;
- Open Public question and answer session.

The forums give members of the public an opportunity to have their say about local policing.

c) Floods meeting

Around 200 people attended the PCC hosted Somerset flood response meeting in November 2015 to hear about agencies' plans to respond to flooding should it happen again in Somerset. PCC Sue Mountstevens called the meeting after visiting the Somerset Levels flooding earlier this year and hearing about the impact it had on the local communities. The meeting was agreed and hosted jointly by the PCC and Councillor John Osman, leader of Somerset County Council.

At the meeting there were presentations by the Environment Agency, Somerset County Council, Devon and Somerset Fire and Rescue Service and Avon and Somerset Police. Afterwards there was an opportunity for members of the public to speak to the representatives from these and other agencies present – including district councils and about their plans. The PCC considered it important to facilitate this meeting so that residents could find out more about partner agencies' flood response, be reassured that lessons had been learnt and be clear as to how agencies and the public would work together in the event of a future flooding event.

d) Out of Court Disposal Panel

The PCC has established an independent Out of Court Disposal Scrutiny Panel to scrutinise case files and make recommendations on the appropriate use of out of court disposals with a view to increasing transparency and public confidence in their use. Further information and reports can be found at the following link: [\[link\]](#)

e) Domestic Abuse Scrutiny Panel

Making domestic abuse everyone's business was the fundamental message of a domestic abuse scrutiny meeting hosted by the PCC in November 2014³. The PCC, supported by a panel of experts including professionals, academics and survivors came together to scrutinise the police response to domestic abuse following a report by the HMIC earlier this year. The PCC was clear that by opening the doors to these experts the Constabulary will find answers that were never in sight before. The meeting was chaired by the PCC who then invited questions from the Panel to be put to the Constabulary. These were based around five key issues. The meeting ended with a roundtable discussion about partnership working. On concluding the event, Sue Mountstevens said: "Victims don't care which uniform solves their problem, they just want some help. It is clear that partnership working is crucial and only by adopting a truly multi-agency approach, sharing intelligence and training at all levels can we be there for all victims when they need us." Notes from the event will be available online shortly and a report along with recommendations will be published in the new year. It is hoped that the findings of this event will help improve the response to domestic abuse across Avon and Somerset for a range of partners.

f) Children's Takeover Day

The Commissioner hosted three young people representing South Gloucestershire Youth Board, Young Carers Forum and Looked After Children's Group as part of Children's Commissioner Takeover Day on 21 November. This is an annual event to give young people the opportunity to experience the world of work and get involved in decision-making, as well as giving participating organisations a fresh perspective on what they do. The day is intended to promote the United Nations Convention on the Rights of the Child – especially Article 12 (that children should have a say in matters affecting them, and their views must be taken seriously). The programme for the day was designed in consultation with the young people participating and included:

- Meet the PCC and Chief Constable: opportunity to attend the weekly briefing and ask questions to the Commissioner and Chief Constable about their roles and work.
- Pride Awards: participating in the awards ceremony, including a tour of the Force Command Centre and Force Service Centre

Restorative Justice: session to explore the idea of restorative justice (as part of Restorative Justice Week) and discuss *The Wolf Within*, a film telling the story of a victim and offender who have participated in RJ and the impact it had on them both

³ For more information see: [\[link\]](#) [Accessed 01/12/14]
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A.2 Submission by Devon & Cornwall OPCC

How is the P&CC strengthening relationships and showing leadership in Partnership Working?

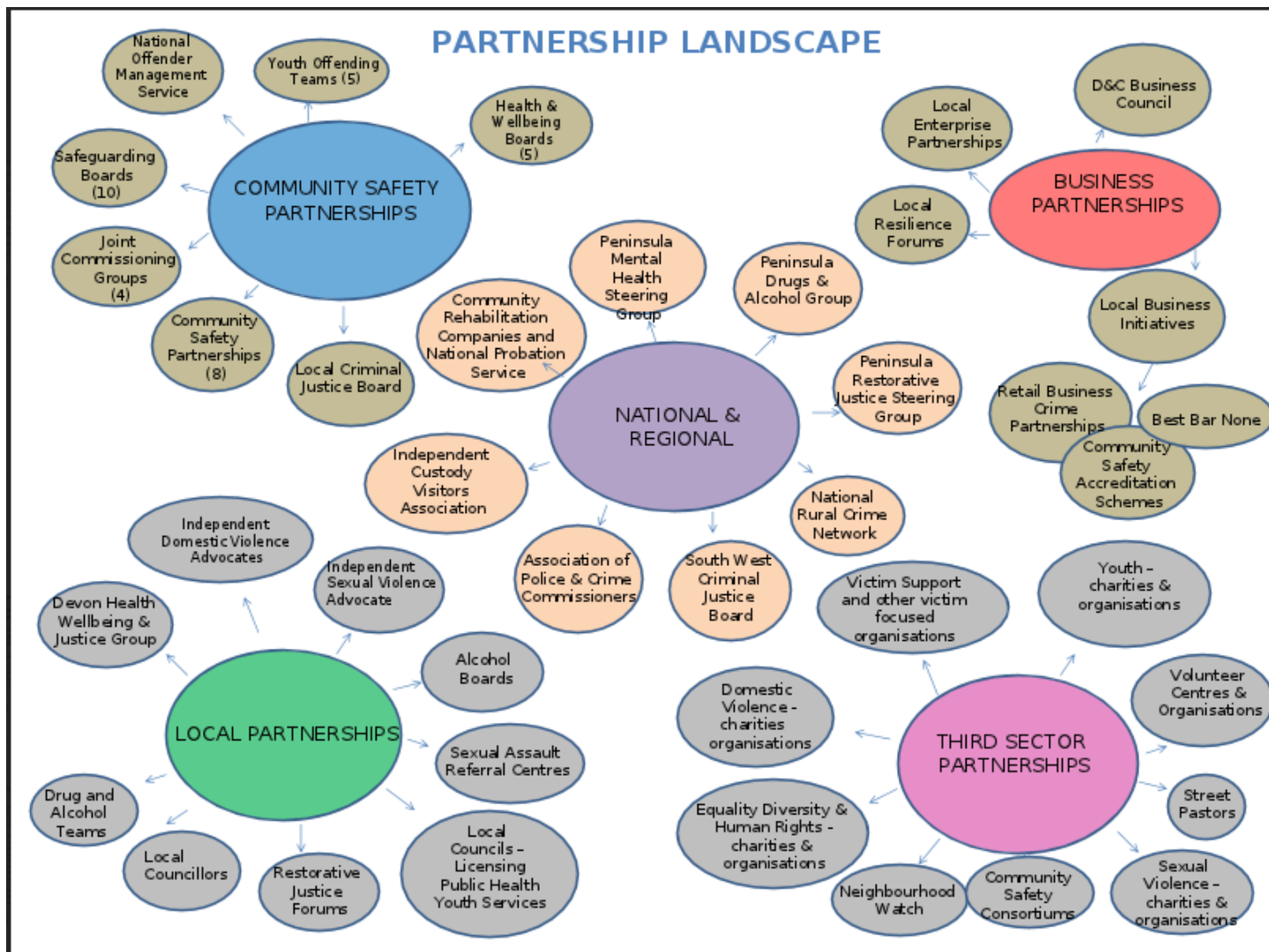
This provides an overview of the partnership landscape within the region, highlighting the breadth and depth of partnership activity and identifying some particular activities that may be of interest.

Scope and scale of partnership work

The PCC and the team at the OPCC are actively working in partnership with a wide range of organisations in furtherance of the Police and Crime Plan objectives and on crime and policing issues more generally. The OPCC is engaged in active partnership delivery, as described below but also holds a governance role in holding partners to account and in some cases issues funding.

One of the earliest and clearest indications of the PCC's desire to work in partnership was the Commissioning Intentions strategy published last year. Whilst many Commissioner's have chosen to significantly reduce funding to other statutory bodies such as Community Safety Partnerships, Tony Hogg has decided that bodies such as CSPs are best placed to fund and manage grants locally within the goal of contributing to the overall objectives contained within the PCC's Police and Crime and Plan.

Attached below is a diagram setting out the key partnerships that the PCC and his office are working with. There are numerous meetings, delivery boards etc held between the OPCC and the police. To avoid making the diagram too complex, these internal arrangements have been omitted from the landscape paper.



These partnerships vary from statutory partnerships such as the five Health and Wellbeing Boards to local partnership initiatives with local authorities on issues such as mental health/alcohol to national and regional partnerships such as the SW Criminal Justice Board. We are actively working with the third sector in a range of partnerships, including our work with over 40 local partners to deliver a comprehensive and innovative approach to victim care through the new Victim Care Unit and website directory.

Nature of partnership working

The nature of partnership by the PCC can be broadly characterised into four areas.

Driving service improvement and working with partners to protect key services

The PCC and his team at the OPCC are working actively with partners to enhance and protect key services on issues such as safeguarding, substance misuse and Restorative Justice. For example we are working closely with safeguarding partners to deliver funding to support the enhancement of MASH services across the peninsula and on a number of alcohol related crime projects and pilots.

One notable example of the partnership approach adopted by the PCC is the development of new victim care arrangements across Devon and Cornwall and the Isles of Scilly which will come into effect from 1 April 2015. These new arrangements have partnership at their core. The OPCC Team has been working actively with over 40 third sector partners in the area to develop a comprehensive package of care that will be available to the estimated 85,000 victims of crime in our policing area each year. This new approach moves away from a single provider and was based upon the findings of a significant victims needs analysis carried out in 2013 by the PCC's Office which was prepared in consultation with local partners. .

Acting on a pan-peninsula basis to join up thinking and activity and to challenge established practice and inaction (locally and nationally) The PCC and his team sit on a wide range of groups and boards across the peninsula. This provides the PCC with a unique perspective within Devon and Cornwall – looking across the local authority structures to identify opportunities and gaps and to work with the partners to help address these issues. The PCC sits on all five Health and Wellbeing Boards across the peninsula and is able – from this perspective – to apply his wider perspective and is pushing hard for these Boards to take a greater interest in community safety and to prioritise action on issues such as alcohol and mental health. The PCC has an important role to play in supporting local partners but also in challenging delivery and identifying gaps in service, such as the PCC's continued push for an enhanced SARC service in Plymouth to cover paediatrics.

Providing financial support for projects and partnership activities The Commissioner continues to spend significant sums of money on commissioning key services to support community safety and crime reduction. This includes providing funding directly to Community Safety Partnerships, Youth Offending Teams and Sexual Assault Referral Centres. Additional funding is also provided through the PCC's Small Grants Scheme of £100,000 per year and the PCC's support for bids to the Ministry of Justice's Competed Fund which delivered over £600,000 of funding into local projects for victims of crime in areas including domestic violence, equality and female genital mutilation.

Supporting the work of partners on key portfolio issues under the Police and Crime Plan. The PCC is able to leverage his local role nationally and to work with the other PCCs across the country to champion issues and push for change in Westminster. The PCC is also working closely with the 18 South West MPs to ensure that decisions made in Westminster reflect local needs within Devon and Cornwall. The PCC's chairmanship of the national PCC Alcohol Group is a key example of this role where he is working with senior police officers nationally to make the case for legislative reform in a number of key areas.

Areas for improvement

Partnership working within the peninsula continues to grow and develop. The continued constraints

within the financial landscape for all parts of the public sector bring significant challenges for all parties but the answer lies in more (not less) partnership working. One area where we intend to develop our partnership approach in the future is in our work with business, building on the excellent work that has been taken forward as part of the development of the new victim care arrangements where we are actively working with the Devon and Cornwall Business Council to understand the needs of business and to design solutions.

A.3 Submission by Gwent OPCC

How Gwent PCC is developing and supporting effective partnerships with the Police and other partner agencies in Gwent

The Police & Crime Commissioner for Gwent developed his Police and Crime Plan which identified the strategic priorities for policing in Gwent. This work recognized the need to build stronger partnership links with key public services (including the Police) and private and third sector service deliverers in order to maintain and improve service delivery.

Working with partners to support Strategic Community Safety initiatives

A Partnership Development Day was held in February 2014 by the Office of the Police and Crime Commissioner for Gwent (OPCC) that sought organisational buy in for a strategic approach to community safety across the 5 Local Authority areas of Gwent. This approach was further developed by a task and finish group that was established with existing partners.

The task and finish group identified a number of barriers that contributed to the disparate community safety landscape and which often prevented more joined up working between partners. The main issues identified were the governance structures which pulled organisations in different directions and dictated many of the current performance indicators. The other issue was capacity and the perceived erosion of community safety as a priority within some partner agencies which undermined opportunities for joined up planning and partnership delivery.

The consensus was that a strategic approach to community safety would be beneficial to partners and inform real outcomes for local communities.

This resulted in the PCC agreeing to the establishment of Safer Gwent community safety partnerships in support of local delivery which will be fully operational by 2015. Safer Gwent will provide the required resources to progress effective partnership working to deliver impactful community safety outcomes for the communities of Gwent.

Safer Gwent is placed to identify other areas of interdependencies and have an oversight role for other areas of community safety delivery and commissioning. This would benefit all partners by providing an independent governance body providing resilience and accountability for partnership working across the Gwent area.

It was agreed that Safer Gwent's aim should be to provide a cohesive partnership agenda that will inform future commissioning of services. The identified priorities to deliver for partnership working across Gwent were:

- Safe & inclusive communities in Gwent
- Reduction of demand across services

- Agreed partner actions, governance & performance framework

Safer Gwent (made up from statutory partners such as the Police) will take a strategic approach towards community safety and have oversight of all partnership working initiatives in future.

Working with partners to commission services for Gwent

The PCC also has commissioning powers and funding to help support his remit to reduce crime. In order to facilitate the delivery of commissioned services, the PCC established a Strategic Commissioning Board (the 'Board') once elected into office which includes key local partners as members.

The PCC's Commissioning Vision is to provide better outcomes for individuals and communities through reducing crime, supporting victims and making Gwent a safer place.

The purpose of the Board is to provide strategic direction to the Police and Crime Commissioner's (PCC) Commissioning Programme in relation to strategic planning, service quality, contracting performance and management and stakeholder engagement.

The Board is chaired by the Deputy PCC and has representation from

- The Office of the PCC;
- Local Authorities;
- Gwent Police;
- South Wales Fire & Rescue Service;
- Wales Probation Trust;
- Aneurin Bevan Health Board;
- Gwent Registered Social Landlords, and
- The Gwent Voluntary Sector.

The Partnership Fund

The Commissioner's Partnership Fund awards cash seized from criminals and from the sale of unclaimed found property to support projects that meet his priorities. Some of the money has been awarded to projects which enhance work with prison inmates and offenders to help reduce crime.

Groups who applied for a share of the funding had to demonstrate the positive impact their project would have on their community whilst contributing to delivering the Commissioner's priorities for Gwent which include reducing and preventing crime; taking more effective action to reduce anti-social behaviour and protecting people from serious harm. Each group was able to apply for funding up to the region of £10,000.

Through positive media exposure and networking events, 500 applications were submitted in the latest round (June 2014) from charities, voluntary organisations and community groups in Gwent involved in activities that have a positive impact on their communities – which highlights the need for

such a fund in Gwent.

Young people from the five local youth forums, which the Commissioner established, were chosen to sit on the Partnership Fund decision making panel. Since the Commissioner has been in office, 109 projects in Gwent have shared in nearly £333,000 awarded from his Partnership Fund.

Some of the projects funded include . . .

- An award of **£5,000** for the **Tillery Combat Mixed Martial Arts Academy in Blaina** to kit out the gym with new equipment and to cover the travels costs to and from local competitions for those who can't afford it.
- **£12,000** for **South Wales Fire & Rescue Service (SWFRS)** and partners to roll out project Bernie throughout the whole of Gwent which raises awareness about the dangers and the consequences of deliberate grass fires.
- **£9,600** for the **Specialist Treatment Organisation for the Prevention of Sexual Offending (StopSO)** who are spending part of their award on providing 60 hours of subsidised psychotherapy for sex offenders and their families;
- **£4,835** for the **Voice Hub** - a volunteer – run community space for people in recovery from drug and alcohol issues in the city of Newport;
- And **£8,400** to **Victory Outreach UK** to provide woodwork, employment and IT skills, Book keeping, CV Writing and Healthcare and fitness sessions to help in the rehabilitation of men and women from a life of addiction, crime and prison.

Partnership Fund media exposure

- BBC Wales Today Coverage for the Partnership Fund [[link](#)].
- Feature and video produced by the PCC office to highlight one of the success stories [[link](#)].
- Seized cash keeping youngsters from crime [[link](#)].
- Pupils audition for DVD parts [[link](#)].
- Young People Help Decide How Cash Seized from Criminals is Spent [[link](#)].

Working with partners on 'restorative' approaches

The Commissioner is also a big supporter of using innovative and more restorative approaches to divert offenders away from the criminal justice system to prevent future offending. There's a strong and growing evidence base that restorative justice meets the needs of victims and reduces the frequency of reoffending.

The Commissioner has provided **£50,000** over two years towards the Making Connections project run by Monmouth Comprehensive School which aims to bring together those harmed by conflict and those responsible into communication. This enables everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward. Since its inception, the project has seen exclusions for inappropriate behaviours at the school reduced by 93% and the school is currently looking at ways of rolling the project out through Gwent and beyond.

And through his Community Safety Fund grant, the PCC also awarded the Positive Futures project in Newport with **£280,000** two years ago. The project uses sport and physical activity to help inspire young people in Newport at risk of crime and substance abuse and acts as an alternative to anti-social behaviour.

Working with and supporting partners to reduce re-offending

The Commissioner is a key stakeholder of the Gwent Integrated Offender Management (IOM) programme which takes a multi-agency approach to managing high risk offenders. The agencies involved include the probation service, the police, local authorities, drug and alcohol services and local health providers. The approach recognises that repeat offenders have multiple problems which contribute to their offending which cannot be addressed by a single agency. The Gwent IOM programme has been singled out as one of the best in Wales after securing a 9.1% reduction in the rate of re-offending amongst the most prolific offenders.

Substance abuse is one of the many factors that can make it hard for people to break away from offending and that's why I fund and support the Gwent Drugs Interventions Programme (DIP) - a key partner within the local Integrated Offender Management (IOM) and Priority and Prolific Offenders (PPO) arrangements. The programme has supported nearly 2,000 clients since 2006 and 70% of the IOM cohorts have come through DIP.

The DIP programme has developed both effective and strengthened partnership working with all the agencies involved by ensuring a single point of contact for service providers. It delivers recovery and rehabilitation services that are absolutely key to his aim of reducing crime in Gwent by tackling the underlying causes of offending.

It's important to note that every £1 invested in interventions saves £33 in tackling crime overall and these partnerships and initiatives which the PCC funds and supports assist him in developing approaches which ensure people in Gwent are less affected by crime.

A.4 Submission by Humberside OPCC

Introduction

As Police and Crime Commissioner, a key part of my role is to work with our strategic partners to build on existing relationships and explore new ways of working together, so we can reduce crime in our communities and save money for the taxpayer which can be put back into frontline services.

Local authorities, fellow blue light services, community safety partnerships and voluntary organisations are just some of the groups who I have been actively talking to since my election on such subjects as examining how we can share buildings and facilities to save money and improve accessibility to the public, or how I may help community groups engaged in crime prevention and safety projects.

On the surface it all sounds straightforward, in a time of austerity all public sector organisations should be seeking opportunities to collaborate, making more effective use of taxpayers' money to better serve their residents. It makes perfect sense.

Well you'd be forgiven for thinking so.

In writing this submission it is easy for me to highlight the really positive work that has happened in the last two years, the open doors I've pushed on, the breaking down of party politics for the benefit of the people, and I will cover some of them. It would also be easy NOT to mention the frustrations of cutting through oceans of red tape, the petty local politics and squabbling between authorities, my fight to change the 'we've always done it this way' mentality and my attempts to stop public organisations from locking themselves into their traditional silos, but that is half my job, so let's not hide from it.

To appreciate the scale of the challenge, it helps to understand a little about the history and geopolitics of the Humber region.

To begin with, I am the Police and Crime Commissioner of a place that doesn't exist.

The county of Humberside was abolished over 18 years ago; in fact it only existed for 22 years in total. Created by the 1972 Local Government Act, the ancient East Riding of Yorkshire, together with bits of northern Lincolnshire and West Yorkshire were dragged kicking and screaming together to form one new county divided by a vast stretch of water, which at the time didn't even have a bridge across it. For anyone who can't see the relevance of asking Yorkshire and Lincolnshire folk to be as one in harmony, imagine asking Arsenal and Tottenham supporters to join together to form one big new happy football club. You get the picture.

So unpopular was Humberside that it was abolished in 1996, dividing into four separate unitary

authorities, two on each bank of the Humber, but not only was the North-South divide a struggle to manage, on each bank the political divisions ensured the four corners of the old Humberside pulled even further apart. In the North, the predominantly rural and true-blue Conservative East Riding of Yorkshire looked down their noses at their urban, working class neighbours in the Labour stronghold of the City of Hull. On the South Bank, the two Lincolnshire authorities painted a similar picture. In the midst of these newly drawn lines of battle, two organisations that were created at the same time as Humberside now had not one, but four partners to get along with. The year 1974 had also seen the birth of Humberside Police and Humberside Fire Service, and they were both caught in the middle.

It was a cold November day in 2012 when I walked into this circus with an ambition to become its new Ringmaster. As a serving ward councillor in the East Riding, I knew what to expect, and I recall a remark someone made: “Getting this lot to work together is like trying to herd cats”.

From day one, I made the pledge that despite being elected as a Conservative PCC, the rosette was coming off and my mantra was ‘people first, party second’. I appointed my deputy Paul Robinson, another experienced councillor whom I knew had a good track record in partnership work, to lead on this area. In the two years since I have been in office, some progress has been made, but in other areas we have found the door closed firmly in our face, and more frustratingly, sometimes lulled into a false sense of security that we were on the verge of something positive, only to have to rug pulled from under us at the last minute.

Humberside Fire and Rescue

On the first day I took office, I was presented with a decision record to sign off the development of an £8m building for the force, prepared by the outgoing Police Authority. A major part of the facility was a vehicle maintenance depot. I knew that just 5 miles away from the proposed site, the Fire Service was planning a similar project of its own.

I asked them to go away and talk to the Fire Service, saying I would not sign the decision unless they explored all possibilities to collaborate. In October 2013, after months of negotiations, a joint plan was developed to support the maintenance of police and fire service vehicles across the Humber and Yorkshire region.

The new site which has now opened will also enable Humberside Police to consolidate a number of other departments at seven different sites into one location, moving out of some premises that are leased and disposing completely of others. This will raise capital receipts to offset the cost of the new building, and in addition it is estimated these changes will generate further savings of approximately £200k per year for the two organisations. The energy efficient building will also result in reduced energy and running costs compared to existing accommodation of around £69k per year.

Further cost savings will be achieved through a number of collaborations with neighbouring police forces, with the building housing the Yorkshire and Humber regional underwater rescue unit.

In addition to this development, we are already collaborating on fuel bunkering with two local

authorities and with the Fire Service on Community Safety Volunteers and driver training. Together, we are demonstrating that in the face of funding challenges, we CAN join forces to meet them and improve the protection we deliver for our communities’

Local Authorities

We are actively negotiating with local unitary authorities, town and parish councils to provide police contact points in public buildings, increasing accessibility and visibility of Neighbourhood Policing Teams. The first of these opened in Crowle, North Lincolnshire in March 2014, where residents now have improved access to their local police following an agreement with North Lincolnshire Council to have a permanent police contact point at the town’s Community Hub.

Every Monday, a PCSO is based at the Hub to speak to residents, deal with any issues and give advice on crime prevention. If the service proves popular, it may be extended to cover other days of the week.

We are constantly seeking opportunities for more such points across the Humberside force area. There are some fantastic opportunities to improve our residents’ access to their local police teams by locating them in shared buildings with our public sector partners, and in doing so, allow both sides to review our large estate portfolios to identify where savings can be made.

I’m delighted that North Lincolnshire Council share our vision on this, they are already funding five PCSO’s across the council area and see the mutual benefits of working closely with us to improve neighbourhood policing.

Sadly their foresight has not been matched in other areas. On two occasions we have negotiated with another authority for months to create similar public facilities, only to have them back out at the eleventh hour for the most trivial of reasons. I even had one elected member state publically ‘We do not want to do business with Humberside Police’. Do we not share the same customers? Do we not spend THEIR money? Pulling up the drawbridge serves no purpose to the wider public, and they will have to answer to their taxpaying residents at the next election for the decisions they have made.

Protecting the Public

For some months before the Rotherham child sex abuse scandal hit the headlines I had been working with national charity Crimestoppers and the High Sheriff of East Yorkshire to launch a campaign to raise awareness of Child Sexual Exploitation. The protection of our children has always been one of my key objectives, in my first week in office I wrote to the chairs of all four safeguarding children boards in my area to gauge their level of involvement and service received from Humberside Police.

The awareness campaign involves posters and literature through Crimestoppers and a local website www.notinourcommunity.org to help young people and adults spot the signs of grooming and exploitation. I invested £25,000 into developing the campaign and a series of roadshows were held across all corners of the force area to engage people working with children and young adults.

Conclusion

As PCC, moving forward I will be responsible for commissioning victim's services, drug and alcohol initiatives, using government grants to fund local third sector organisations, and helping neighbourhood groups through my Crime Reduction Fund. All these strands of work involve partnerships. The vast majority will be all too eager to work with me, but there will always be that island mentality among some partners who are not willing to stick their head above the parapet and do something different for once. An easy perception to make would be that this is because of political differences, but that is far from being the case. In my two years in office I have worked closely with representatives of all political groups, they have come to learn that when I said 'people first, party second' it wasn't just spin, I meant it. Often the biggest stumbling blocks have come from those in my own party, but I've come to learn that's just how it is, and I will continue on my path working with those who want to work with me.

The protection of the public is too valuable to play political games with; it is too precious to build walls on geographical boundaries to hide behind. All of us in public service must welcome new partners for the benefit of our residents, and despite having a few doors slammed in my face, mine is firmly open for business.

Matthew Grove
Police and Crime Commissioner for Humberside

A.5 Submission by North Yorkshire OPCC

CoPaCC Thematic on “PCCs and Partnership”

by **Julia Mulligan – Police and Crime Commissioner for North Yorkshire**

North Yorkshire Police (NYP) has embraced a partnership and collaboration ethos for a number of years, working closely with other regional police forces and local services. Since her election, the Commissioner has developed these, as well as encouraged new partnerships, creating a structured four-point plan.

The plan is based on securing and improving service quality, whilst achieving the necessary financial savings through economies of scale and new, more efficient ways of working.

These partnerships can be separated into 4 distinct areas, as follows:

1. Strategic Collaboration (Scarborough and ‘Durham and Cleveland’)
2. Regional Collaboration (Yorkshire and the Humber - YaTH)
3. Local Collaboration and Partnerships (e.g. North Yorkshire Fire and Rescue)
4. Operational Collaboration (e.g. Safety Service (Police and Fire), River Safety (York City Council, NYP, OPCC and other partners), Together York (NYP, NHS, City of York Council))

The following are some, but by no means an exhaustive list, of current examples of effective collaboration and partnerships being undertaken by the Commissioner and North Yorkshire

1. Strategic Collaboration

Cleveland and Durham Police: Following high level discussions between Police and Crime Commissioners and Chief Officers, NYP are now in a position to make further progress towards a partnership with Cleveland and Durham Police on operational policing matters (back office services are not included, partly because Cleveland have outsourced these). This will create opportunities for joint specialist services to enhance value-for-money and

Following these discussions, there is now an agreement to:

- Instead of building a new HQ for NYP, co-locate some accommodation and facilities (for example, IT infrastructure) at Cleveland Police’s future Community Safety Hub facility on the North Yorkshire/Cleveland border. Given the geographical proximity and close timings of both organisations’ requirements, co-location for North Yorkshire and Cleveland is a common-sense option which offers cost and operational benefits to both organisations. This has meant plans to build a new standalone HQ for NYP are no longer necessary with an estimated capital saving of c£10m
- Develop collaborative opportunities across all areas of operational activity with Cleveland and Durham except the posts of CC and DCC and local policing

Scarborough Borough Council: Although in the very early stages, senior leaders have begun looking at possibilities of sharing back office support with fellow public sector partners. Primarily these are local authorities, with talks progressing most quickly with Scarborough Borough Council. Work is ongoing in this respect and the Commissioner is looking forward to progressing these proposals.

2. Regional Collaboration – Yorkshire and the Humber (YatH)

The four forces (West Yorks, South Yorks, North Yorks and Humberside) within the Yorkshire and the Humber region have been working collaboratively since 2007. Since the election of Commissioners in 2012, collaboration has progressed to a ‘lead force model’ where one force heads the co-ordination of specialist policing e.g. Humberside are the lead force for underwater search, providing services across the region as and when needed. This lead-force model replaces the expensive ‘fifth force’ that had been established under the Police Authority regime. Other services under this agreement include (not exhaustively), Firearms Training, Public Order, procurement, Scientific Support (forensics) and organised crime, with North Yorkshire Police specifically leading on CBRN, Civil Contingencies and Disaster Victim identification.

The Commissioner and the police are both committed to continuing the YatH collaboration more broadly on the specialist functions outlined above and also feel that greater collaboration between YatH and Cleveland and Durham, working together as an ACPO Region 2 is possible.

Aside from police operations, the relevant Heads of Transport/Fleet functions across YatH have been working together since 2010 on joint initiatives to bring about significant savings in this high cost area of business, this work is overseen by a Regional Fleet Board and to date they have achieved joint savings of approximately £14m.

3. Local Collaboration and Partnerships

North Yorkshire Fire and Rescue Service: The Commissioner and Chair of the Fire Authority, alongside Chief Officers, have been exploring a closer partnership between local police and the fire and rescue service.

Sharing facilities wherever possible is a key plank of this partnership. Planning approval has been obtained for a further scheme to extend the current North Yorkshire Fire and Rescue service premises at Boroughbridge to provide accommodation for North Yorkshire Police teams to co-locate, saving at least £167,000 over the next 10 years. Both Services are also utilising shared premises at Bedale, and other locations are also being considered.

Most importantly, positive work is ongoing looking at the possibility of co-locating a shared Transport & Logistics functions at a single location.

Estates co-location: In addition to sharing premises with the fire service, we have a strategy to co-locate wherever it makes operational and financial sense. This includes co-locations with Local

Authorities such as Scarborough Borough Council in Filey and teams based at the City of York's HQ. A range of new local collaborations are being planned and will come on stream later this year / next year. This is part of a strategy to secure the long term presence of policing teams in local communities, whilst at the same time reducing overheads and releasing capital through the sale of assets.

4. Operational Collaboration

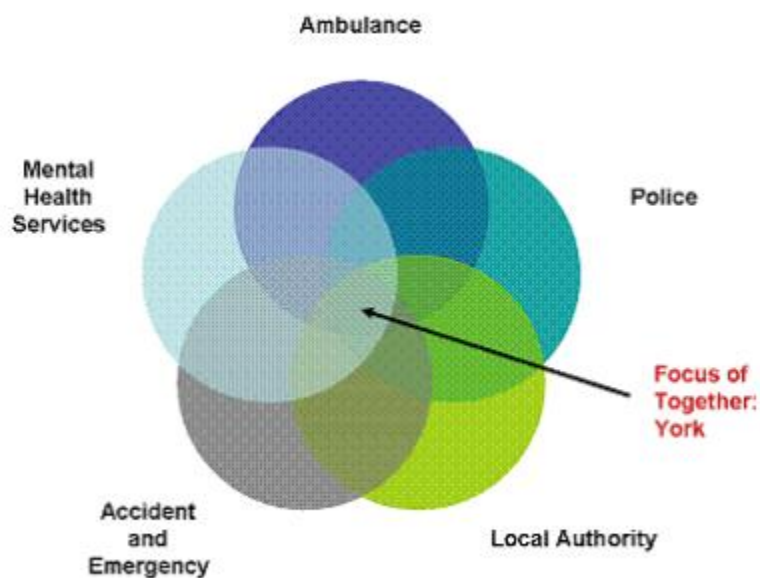
York River Safety Programme: Following the devastating deaths of three young people in York's rivers last winter the PCC initiated a review of river safety beginning with a River Safety Summit. Working collaboratively with a range of partners and following extensive research, a plan has now been developed that includes 7 clear recommendations to tackle not only river safety but wider (alcohol-related) safety issues in the night time economy.

A multi-agency City Safety Strategic Group has been formed to co-ordinate and drive forward the recommendations via partners, each of whom have specific responsibilities for different elements of the plan. This includes implementing new safety measures along the river itself. Another recommendation is to encourage behaviour change on the part of individuals through highlighting the dangers of the rivers and providing advice on how to stay safe. This includes the friends and families of victims telling their harrowing stories. See here for more, and the short films: [\[link\]](#).

Safety Service: Police and fire have many operational partnerships, including a new Safety Service, comprising Police Community Support Officers and Community Safety Officers from North Yorkshire Fire and Rescue Service. Over the past 18 months, this has been implemented in a number of areas including Bedale, Richmond, Colburn and Scarborough. The Safety Service has built on established community safety work and is focused on prevention – it delivers targeted community safety advice, practical help and reassurance to those in most need, such as the elderly and vulnerable.

Together York: NYP and the Commissioner have been developing an innovative pilot scheme with the charity *Together: for Mental Wellbeing*, Vale of York Clinical Commissioning Group (VoY CCG), Leeds and York Partnership NHS Foundation Trust.

First and foremost, the partnership is there to identify and support the most mentally-vulnerable users of services in the York area, working with them using a range of interventions to help them cope and recover. Ultimately this partnership should reduce demand on all of the services taking part by dealing more effectively, with a multi-agency approach, with those individuals with the highest needs. Early intervention is also key, and as the partnership develops, identifying individuals before their needs escalate should become easier, and therefore reducing future demand.



Summary

A new work-stream headed up by the Deputy Chief Constable has been established to lead the implementation of the plans, working in close co-operation with the Chief Executive and the OPCC. This has resulted in a renewed impetus on collaboration and partnership working, leading to a range of innovative solutions to service delivery with a mixed-economy of partners. Given the complexity of modern policing, developing the right opportunities, relationships and organisational “fit” takes time to achieve and new opportunities are continually emerging as relationships develop.

A.6 Submission by South Wales OPCC

An approach to partnership working

by Rt Hon Alun Michael, Police and Crime Commissioner for South Wales

The fundamental Peelian principles, of reducing and preventing crime are the two key pillars on which the role of Police and Crime Commissioner is built. In order for the role to be effective in delivering for our communities, we need to expand our horizons beyond the 20th Century policing landscape to develop an effective partnership approach with other agencies, especially local authorities and health. In fact there is a statutory duty on Commissioners to ensure effective partnership working within their area, but to be successful we would have to do that anyway. So promoting a partnership approach is not just a “nice to have” - **it is a must**.

Sir Robert Peel, echoed by successive Home Secretaries down the years, stated clearly that “the purpose of the police is to prevent crime”. Even more to the point it is true that “effective policing is measured by the absence of crime and not by the presence of activity”.

Since becoming Police and Crime Commissioner, it has become even more apparent to me that there is a clear link between the priorities of policing and those of other agencies and an overwhelming need to work together in order to address the needs of the public and make our communities safer. In this age of (excessive) austerity it’s crucial to understand that the police cannot prevent or reduce crime alone. Local authorities cannot deal with anti-social behaviour alone. Health Professionals alone can be overwhelmed when the “night-time economy” gets out of hand. We all deal with and provide services to the same client group and the same communities, so why has it taken so long to understand that we have to work together to provide these services more effectively.

In 2010 the Justice Select Committee published the report of a major inquiry into “Justice Reinvestment”, looking at the way we use resources in the UK and examining success and failure elsewhere, including the USA. A key finding was that all the levers that determine whether crime goes up or down are not just outside the hands of the police but wholly outside the Criminal Justice System. Internationally there is growing acceptance of the basic fact that we are reliant on each other as partner agencies to enable us to do what we need to do more effectively. And – to echo another of Peel’s principles - we can only reduce crime by working with the communities we serve. When an incident happens, police officers have to take control and that is the basis of the powers we entrust to them. But to prevent and reduce crime the community have to be fully engaged as partners – or “the police are the community and the community are the police” in Peel’s words. That’s as true now as it was in Victorian times and it’s one of the reasons that Force amalgamations as a top-down policy won’t work. To quote Tom Winsor – with approval on this occasion – “there is nothing that can be achieved by amalgamations that can’t be achieved by collaboration”. I would go further and say that the creation of regional forces would be the simplistic answer to the wrong question. Collaborative and co-operative working is hard work, but it works and it protects the vital element of local leadership.

This is even more important as the spectre of financial cuts become more of a reality leading to difficult decisions for all public services. It is within this environment that we need to face the financial challenges as partners and “shrink together, not shrink apart”. In the last period of austerity in the 1980s many authorities and bodies retreated into their “core activities” and a silo mentality developed. The philosophy was that “with all these cuts we can’t afford the luxury of working together” whereas the truth is that when the going gets tough the need for collaboration is all the greater. It’s crazy to take decisions in isolation that will lead to greater demand for others who are also struggling with reduced resources. And that is why it is encouraging that the 2011 Police Reform Act actually strengthens the partnership requirements of the 1998 Crime & Disorder Act for which I had responsibility. If everyone takes note of what Parliament has set in statute, it does indeed show consistency across two quite different administrations.

However, it’s important to understand that an effective partnership model isn’t just about having friendly meetings where managers and professionals are nice to each other. It must be based on evidence and that evidence has to be searched out with vigour and originality. We have to ask the right questions of ourselves as well as of others. We must first understand our common issues and challenges in order to develop effective common solutions.

Since the first version of my Police and Crime Reduction Plan, I have sought to promote a robust evidenced-based approach to partnership working to not only provide an understanding of need, but also where resources need to be focussed and to evaluate “what works” in delivering safe communities, and effective services.

Our aim is to use the evidence to challenge our processes, to promote innovation and creativity, and by being more effective to create headroom for the police and for our partners. Together we achieve more than we achieve alone and while that was common sense in times of plenty, it’s imperative in times of “austerity”.

That is why, with the Chief Constable Peter Vaughan, I have established our own Academic Board and developed the relationships with a number of universities across the South Wales area in order to provide academic rigour as well as being a mechanism to act as a critical friend and challenge our processes. We are developing our own model of “Action Research”, seeking mutual challenge and feedback “on the go” rather than merely commissioning research and waiting for the results a long way down the road.

This evidenced-based partnership approach, which was at the heart of the 1998 Act remains a legal requirement but while it was reinforced by the Police Reform Act 2011 which established the role of the Police & Crime Commissioner, the partnerships need to be renewed and given fresh focus in the present decade. The Crime and Disorder Reduction Partnerships were relatively successful but nothing like as successful as they should be. Youth Offending Services have been much more successful, partly because of the independent analysis of performance and focus on informing best practice that was provided by the Youth Justice Board. That too needs to be strengthened, renewed and refreshed – and as we are doing in South Wales we need to move that inter-professional and

collaborative approach beyond the youth cohort under 18 and apply the approach to the 18 to 25 age group that has taken on the mantle as the age-group of prolific offending.

So what does partnership working look like in South Wales?

It is often claimed that “it is different in Wales”, and this is certainly the case when it comes to understanding the complexity of partnership working, where devolution plays a big part in the approach of key partners including local government, health and fire, as well as roles where Welsh Government itself is a direct player. Leaders in non-devolved bodies like prisons and probation have found benefits in having Ministers and administrators that are closer and more accessible than those who inhabit the corridors of Whitehall.

However the greatest encouragement since being elected as Commissioner has been the willingness of partners to engage and the enormous commitment that there is to working together to build and maintain better and safer communities. Joint working depends on strong evidence but it also depends on joint effort and strong relationships, so I have sought to develop this commitment through regular engagement with partners and opportunities to accelerate partnership working by focussing on the things that bind us together and developing innovative and creative approaches for the benefit of agencies in all sectors.

I have been keen to build on the ground-breaking work in Cardiff of Professor Jonathan Shepherd. He set out to understanding violent crime, and then in a methodical evidence-based way to drive it down. His success has been recognised nationally and internationally, but in general people in other hospitals and police forces have learned from the outcomes of his work rather than applying the same rigorous analytic approach. That’s why we are working with our local health boards within the force area to challenge preconceptions, to get a better understanding of the real level of violent crime, and to identify causes and aggravating factors. This has seen the introduction of a “Help Point” in Swansea city centre to assist the public, a joint approach between the police, local authorities, health, ambulance and voluntary sector as well as carrying out vulnerability training with local door staff. On the first night alone 16 ambulance journeys were saved, with almost 200 journeys saved since it opened in September 2014. We also have clear evidence that serious sexual assaults have been prevented through the joint working of police, council staff, health workers, St John, street pastors and door staff. And that’s just in one city. It didn’t happen overnight – in fact it has been hard work for those involved – but the results speak for themselves.

We have also developed a “Violence Against Woman and Girls Action Plan” – resulting from work commissioned jointly by Peter Vaughan and myself, involving members of both our leadership teams. It has provided a clear focus for partnership working in reducing domestic abuse.

In the criminal justice area, we have given a focus to reducing offending and reoffending within the 18-25 age group building on the reduction in offending rates seen through the work of Youth Offending Teams. This project looks at the causes or aggravating factors that result in our offending and re-offending rates across South Wales. I have recently provided funding for a local “Wheels to Work” pilot loaning scooters to young people to enable them to travel to employment opportunities in

collaboration with the local authority and Jobcentre Plus along with the voluntary sector. As with the helpline in Swansea it would be easy to say “that’s not our job” but if the police are to benefit from better working with partners and shared benefits after the severe cut in resources of recent years it seems to me to be at the heart of the Commissioner’s role to make it happen. Too often the police end up as the “last service standing,” picking up the pieces when other services have closed their doors. Criticising others – except in extreme circumstances - doesn’t help because it doesn’t win friends or create mutual understanding leading to mutual support and joint action. The starting point has to be an offer – for example the potential to reduce demands on A & E – and the convergence-building work of jointly questioning the evidence. That’s why we have worked with partners to make our strategic decision-making more effective – for example by merging the South Wales Criminal Justice Board with the South Wales Integrated Offender Management Board, and using that merger as an opportunity to merge the plans and objectives of each to align priorities and provide a better mechanism for monitoring progress and delivery.

You can’t have effective partnership working without sharing information. That sounds simple common sense, but refer to information as “data” and all sorts of knee-jerk defence mechanisms kick in. I tried to overcome this in 1997 when I inserted a clause in what became the 1998 Crime and Disorder Act making it clear that preventing crime was a good reason for sharing data. Lawyers resisted the idea on the grounds “that is already the law” but few practitioners believed it and time and time again preventable offences and anti-social behaviour went unchecked through misinterpretation of the law. Of course the sharing of data has to be subject to clear protocols and the protection of sensitive or personal information. But that’s not rocket science, and sixteen years on it is worrying that there are victims and families and communities who are suffering today from anti-social behaviour and crime that could have been prevented if we shared the data, analysed it intelligently and acted on the evidence. As part of this approach, I have appointed a “Partnership Analyst” precisely because looking at our data in our silo will never bring about the significant change that is demanded by the public and by victims of crime.

That is why the Chief Constable and I have agreed to promote a “dare to share” approach with partners which will not only give public bodies a clearer picture of the true experience of crime - by capturing incidents that are not reported to the police - but will also provide the evidence of the realities and the context and the causes of crime to enable practitioners to deliver services to communities more effectively based on more effective analysis. We all come into contact with the same people – both the victims and the offenders - whether it be through criminal activity, mental health issues or vulnerability and we need to improve the appropriate sharing of data to provide effective interventions and help victims, as well as understanding whether our interventions are making a difference.

There are still those who believe the myth that “if in doubt it’s safest not to share”. That should be “if in doubt worry at it until you’re sure where the public interest lies”.

Partnership and co-operative working are often regarded as “motherhood and apple pie” but they should never be promoted as the easy option. They involve hard, professional work and they often challenge the “received wisdom” within the professions involved. There is no simple model to refer

to. It needs commitment and leadership from all partners to make it effective, especially in the face of severe financial cuts and particularly when, in some cases, it may feel counter intuitive for people who “just want to get on with it”. However, for the long-term benefit of our communities, partnership working needs to be embedded within each of our processes, practices and approaches and an intrinsic part of each organisations values, underpinned by an evidence-based approach and a robust evaluation methodology. Collective impatience and a joint wish to serve the public has to be the name of the game.

A.7 Submission by Surrey OPCC

Surrey submission to the CoPaCC Partnership Thematic

Our submissions to the latest CoPaCC thematic focus on our partnership activities in support of victims of crime locally, regionally and nationally.

May I also refer you to our previous submission for the Innovation thematic which described our partnership work with the police and councils to form joint law enforcement teams.

Referral framework

The majority of PCCs take responsibility for commissioning victim referral, assessment and non-specialist services from April 2015. This duty requires PCCs to ensure that victims have their needs assessed and provide a service to those who do not require specialist treatment. It represents a change from national commissioning by the Ministry of Justice to devolved responsibility and responsiveness to local need. However, it also risks increased expense and out-of-area victims 'slipping through the net' when transferring across Force boundaries.

The PCC for Surrey quickly established the importance of a national infrastructure of some kind to ensure that people who fell victim in one Force area, but lived in another, saw their data transferred and received a service in their local area. He also understood the importance of efficient commissioning, which would leave funds available for specialist services e.g. outreach services for domestic abuse. He led regional discussions that resulted in the OPCCs for Surrey, Sussex and Thames Valley collaborating on the service.

Surrey co-ordinated the project: the southeast region collaborated on joint research and the consortium jointly developed a specification. The OPCCs for Surrey, Sussex and Thames Valley worked together to engage the market and held a well-attended market engagement event. This partnership working made effective use out of a small staff group, which had a large workload and short deadlines. It ensured that the consortium went to tender in good time, with an effective specification for services and a market that had opportunity to comment on the specification. This would not have been possible if any one OPCC worked alone.

The consortium further galvanised the benefits of partnership working by opening the specification up as a framework for other PCCs to call down on. This, in turn, brought further expertise as the Eastern region volunteered the expertise of their consultants, including the former Head of Commissioning for the Bank of England, to develop the specification. This additional investment helped the original consortium to develop a specification, which built in high quality services with local flexibility for each PCC to respond to local need. Furthermore, the framework allowed OPCCs who had not completed the required work to develop a specification to benefit from the work of the consortium. At the time of writing, it appears that 13 OPCCs are likely to call off from the framework.

Surrey OPCC has secured many benefits by its partnership approach – Surrey’s residents have enjoyed the expertise of a range of OPCCs when commissioning the service, ensuring a solid specification. Furthermore, the OPCC has ensured a good value for money service by collaborating with Sussex and Thames Valley and enjoying economies of scale with a joint contact centre, used to make the initial contact and some support to victims.

The framework helps to provide a national infrastructure where PCCs calling off on the framework can see victims’ receive a seamless service for all victims within the areas it covers and data can be easily and legally shared with the appropriate contact centre.

In addition to providing economies of scale, the OPCCs who opened up the framework allowed other PCCs to use the service without the expense of a full procurement process. It is estimated that the cost of procurement for the three founding members exceeded £100,000. This therefore represents an important and significant saving for other PCCs.

Surrey continues to build on the benefits of partnership working. The OPCC is leading an officer level partnership group of all OPCCs calling off on the contract or using the same supplier for a similar service. The group will seek to jointly develop outcome measurement and performance monitoring tools. It will be able to consider different performance levels across different areas and scrutinise the supplier, building in continuous improvement and benchmarking.

In leading and co-ordinating this partnership work, Surrey has ensured the best use of resources, a resilient service for victims and ongoing governance which will ensure continuous improvement of the service.

Specialist services

Surrey has used its partnership approach to commission specialist support services for victims of crime in the county.

The PCC recruited an Assistant PCC for Victims who, alongside the Policy Officer for Victims, has prioritised authentic engagement with local service providers and public sector partners.

The APCC and Policy Officer visited all of the local services, ensuring a full understanding of the challenges that they were under. In these visits they discovered, for example, a fully stocked family room in a local refuge, which was locked as there were no staff funded to run it. Furthermore, the OPCC conducted a significant consultation programme – running focus groups with and interviewing victims as well as support service staff. This engagement revealed a great wealth of rich data which helped the OPCC to understand the specialist needs of victims in the county.

The outcome of this partnership approach has been that, when the Ministry of Justice opened a competed fund for specialist services, the OPCC had relationships in place which enabled it to bid for the full amount for Surrey along with local partners. All of Surrey’s bids were successful. This has, in turn, led to projects that have provided Saturday clubs and family workers for the refuge; reduced counselling waiting times for victims of sexual violence and enabled Surrey County Council to pilot

schemes to engage with young victims of domestic abuse. It also funded a transition fund for refuge users, providing them with basics such as school uniforms and duvets to help establish a new life. Refuge staff noted that this starter pack can be the difference between a woman staying or returning to the abuse.

The OPCC has enjoyed a productive partnership with other public sector agencies. The OPCC sits on a countywide commissioning group for domestic abuse services. The group jointly commissions outreach services and holds service providers to account. The OPCC's research with service users and the identified need for further services for young people has prompted both the OPCC and the county council to commission services for children and young people. The OPCC's research directly contributed to the council's decision to invest an extra £200,000 to the service. The OPCC has jointly developed a specification with Surrey County Council and will evaluate bids. This has ensured that services are not duplicated and tight resources are not wasted. Furthermore, the work that the OPCC completed and shared has galvanised other partners to further invest for local victims.

The OPCC's excellent relationships enable partners to respond to other spontaneous opportunities. Partners have recently met to respond to an opportunity to bid for a new fund to provide additional refuge provision. The OPCC's knowledge, trust and proven track record of writing bids places it in an ideal position to work on this project. The OPCC will write the bid on behalf of partners and service providers.

The OPCC is leading initiatives to develop similar partnership structures for sexual violence services and services for victims of child sexual exploitation. It is hoped that, like DA, they will simplify the commissioning landscape and ensure that partners work together to be as efficient as possible and encourage good partnership projects / pathways for local victims.

Surrey has shared its experiences and learning. Bridget Phillipson MP invited us to provide evidence to the APPG and sexual and domestic violence services and the OPCC presented evidence in a committee. The OPCC speaks at a range of national events and hopes to develop future partnerships to continue to provide the best support for victims in Surrey.

A.8 Submission by Warwickshire OPCC

Combining Warwickshire PCC's 'Police and Crime Plan' with the Community Safety Partnership's 'Community Safety Agreement'

Foreword by Ron Ball, Warwickshire Police and Crime Commissioner:

Partnership working is an everyday necessity of the Police and Crime Commissioner's role. This is true for a number of reasons; the vast multitude of agencies operating in the criminal justice sphere; the lack of formal levers for PCCs to exercise control over most organisations outside of the police (i.e. prisons, courts, health, councils etc.); the complex nature of funding arrangements for services; and the imperative of central government's austerity measures on demanding closer collaboration. Getting to grips with the world of policing is one thing, but traversing and attempting to influence the entire galaxy of criminal justice is another thing entirely. Without effective partnership working this task would be impossible.

At the Warwickshire OPCC, we pride ourselves on our capacity to work effectively with partners. This is evidenced through official policy in our ground-breaking 'Strategic Alliance' with West Mercia Police, as well as through individual relationships. An excellent working relationship has been established between the Chief Constable and me. Separately, the Police and Crime Panel have commended the fact that my relationship with its members is founded on trust and openness. Both of these partners would attest to this. Further to this work within the formal hierarchy of accountability, I have endeavoured to directly align the agendas and vision of the police's more informal partners. This paper will outline a single case study which, to our knowledge, represents the first example of its kind in England and Wales. We have combined our *Police and Crime Plan 2013-17* and the local *Community Safety Agreement 2014-15* into a single document.

Case Study

Why it came about, how it was progressed, what challenges were faced and outcomes were achieved.

Why: The objectives of this aligned document can be summarised in the following points:

- To align the vision and priorities of criminal justice and community safety partners in Warwickshire.
- To combine the production of separate statutory documents with the opportunity for closer partnership working.
- To ensure the 'bigger picture' of criminal justice and community safety can be found in a single document which will be referenced against success, thus breaking down 'silo' thinking.
- To maximise the publicity and accessibility of both the Police and Crime Plan and the Community Safety Agreement by reaching both office's sets of contacts and partners.

How: On 18th March 2014 at a Safer Warwickshire Partnership Board it was proposed that

agreement is reached on an approach to aligning the 2014/15 Community Safety Agreement and the refreshed Police and Crime Plan. It was agreed at this meeting that an integrated document with a shared introduction but two distinct sections should be produced. As an action from this meeting, it was agreed that the Warwickshire OPCC's Chief Executive and Warwickshire County Council's Corporate Community Safety Manager would prepare this integrated document to present to the Board for approval.

At the following Safer Warwickshire Partnership Board meeting on 20th June 2014, PCC Ron Ball and the County Council's Corporate Community Safety Manager presented the aligned document. It is believed that this was the first attempt in the country to align these documents, whilst retaining their separate identities and purposes. After discussion, the aligned Police and Crime Plan and Community Safety Agreement was approved by the Board. It was then agreed that PCC Ron Ball would liaise with County Councillor Les Caborn, Cabinet Portfolio Holder for Community Safety, regarding a launch event for the document. The launch took place at the following Safer Warwickshire Partnership Board meeting, which the public were invited to attend.

What: Fortunately, and due largely to the nurturing of individual relationships and networks, this collaboration saw no significant challenges. At the Safer Warwickshire Partnership Board meeting where the alignment of documents was first decided, it was very clear that all parties were convinced of its value and achievability. Ensuring all partners bought into the concept from the outset meant that its practical implementation was supported by a firm basis of understanding. The statutory demands of the both the Police and Crime Plan and the Community Safety Agreement were met, while the agreed vision of "Protecting our Communities Together" was tangibly demonstrated through the alignment.

This case study reveals most clearly how the principles of partnership working, as well as a shared vision and shared responsibility, can be demonstrated tangibly. Beyond this principle, the aligned document can now be viewed on the 'Safe in Warwickshire' website as well as the PCC's website, maximising the accessibility of both the Police and Crime Plan and the Community Safety Agreement. This document will need refreshing again in the spring of 2015 to be live for 2015/16. The alignment ensures that any refreshing is a joint venture, thus further entrenching the partnership.

It is worth noting that any potential challenges that could arise from a lack of trust or mutual understanding were overcome by the effective working relationship between the OPCC, the County Council and all Community Safety partners. The PCC or DPCC attend all Community Safety Partnership meetings across the county each year, while the Community Safety Officers' Group (CSOG) is chaired by the OPCC to ensure engagement at the operational level. Furthermore, each of the OPCC's Policy and Research Officers are embedded into a geographic area of the county, building key individual networks in that region on the PCC's behalf. The obvious challenge for the future to both policing and community safety is that both budgets continue to be squeezed. Within councils, 'community safety' may be among the first to suffer as the cuts bite, and there could be an expectation for the PCC to fill any gaps left in their funding. For either policing or community safety budgets to be stretched too thin is of great concern, but as deep cuts begin to impact both concurrently then the consequences could be severe.

A.9 Submission by West Mercia OPCC

Working in Partnership: The Strategic Alliance Between West Mercia and Warwickshire Police

Author: Gareth Boulton, Office of the Police & Crime Commissioner for West Mercia

More than two years on from the creation of the first ‘strategic alliance’ between police forces in England & Wales, the model pioneered by Warwickshire and West Mercia has become “a beacon of collaboration that others can learn from”⁴.

Finance was a major catalyst for its inception, with the two forces needing to save a combined total of more than £30m⁵ in the coming years, but streamlining and removing duplication was also seen as a way to provide better value for money to the public, along with “greater resilience and flexibility in the use of skilled specialist staff”⁶.

The decision to form the alliance was ratified by the respective police authorities in June 2011, with a costs and savings ratio of 69:31 (West Mercia : Warwickshire), and that support has been maintained and built upon by the two Police and Crime Commissioners since their election in November 2012.

Since that time, some notable achievements have been made by working in partnership, particularly around restructuring, savings and the retention of services & standards, during what has been described as “the most significant re-structure of policing within the two forces for over 40 years”⁷.

By October 2014, plans were in place for the alliance to save a projected £34.2m for the spending review period⁸ - the necessity to save another £4m above the original blueprint having been identified in West Mercia in 2013/14. A subsequent HMIC report looking at how West Mercia Police was dealing with austerity, found that partnership working had been invaluable in saving money. It stated that in 2014/15 “collaboration is expected to contribute to 47 percent of the [West Mercia] force’s savings requirement, which is higher than the 10 percent figure for England and Wales”⁹.

Restructuring within both forces to move to a single operational model has been a key factor in achieving savings. All functions and services have been managed within four directorates, with an Assistant Chief Constable or Director responsible for each area and nearly all frontline and back-office functions now serve both force areas. Each individual force though has retained its own PCC, Chief Constable and Deputy Chief Constable. Warwickshire Chief Constable Andy Parker said that “by

⁴ Flannery K, & Graham, J for The Police Foundation. “Police Force Collaboration. An independent review of the Warwickshire/West Mercia Strategic Alliance”, P.4, November 2014.

⁵ Champness, A. Report of the Chief Executive Officer, West Mercia Police & Crime Commissioner’s Office to West Mercia Police & Crime Panel “Implementation of a Single Operating Model – One Year On”, 21st October 2014 [\[link\]](#)

⁶ Warwickshire and West Mercia Force and Police Authority Collaboration Agreements, via West Mercia PCC [\[link\]](#).

⁷ West Mercia OPCC CEO report to West Mercia PCP, 21st October 2014

⁸ West Mercia OPCC CEO report to West Mercia PCP, 21st October 2014

⁹ Her Majesty’s Inspectorate of Constabulary, “Responding To Austerity – West Mercia Police”, July 2014 [\[link\]](#).

retaining the governance structure we retain that local focus which is one of the biggest concerns when people talk about mergers - losing local identity”¹⁰, but accepted that “the downside is that our police staff have had a tough time – this model inevitably results in redundancies”¹¹. It was reported that 650 posts would be lost as a result of the alliance¹², but West Mercia’s Chief Constable David Shaw pointed out that “we think there’s probably 280 posts we can keep out there protecting the public that we couldn’t do if we weren’t doing this with Warwickshire”¹³. No precise figure has been put on the number of posts saved by the alliance model, but the Deputy Police and Crime Commissioner for West Mercia, Barrie Sheldon was also quoted some months later as saying “if we hadn’t gone down the alliance route, we would have lost about 400 more staff”¹⁴.

As part of the restructuring process, each directorate has produced a blueprint detailing the number and type of posts required to deliver their specific services. As of September 2014, 83% of the final posts had been created¹⁵. An independent review of the alliance by the Police Foundation stated “the People Movement Plan deserves particular mention, as it was a large-scale redistribution of human assets that could have failed spectacularly but in fact worked well”¹⁶.

It has been widely accepted that despite the financial savings made and organisational re-structuring levels of service to the public have been maintained in this partnership approach, with both forces receiving ‘good’ ratings in the recent HMIC PEEL reports¹⁷, with inspectors finding “a strong response to preventing and reducing crime”¹⁸, across both forces. Crime has also continued to fall across both force areas – with West Mercia recording a 17% drop between 2010 and 2014, and a 15% fall in Warwickshire¹⁹. Levels of victim satisfaction remain broadly similar to the level for England and Wales at 83.8% for Warwickshire and 84.7% in West Mercia²⁰, while the percentage of people who feel their force does an ‘excellent’ or ‘good’ job stands at 63% in West Mercia, and 54% in Warwickshire, according to the most recent official figures²¹.

Given the nature of the alliance, the two Police and Crime Commissioners have endeavoured to work in partnership where possible, whilst retaining their own independence, and commitment & focus on their individual force areas. Both PCCs backed the alliance model for their individual forces following

¹⁰ Quote taken from Police Oracle article – “Strategic Alliance is ‘alternative to mergers’”. 8th December 2014 [\[link\]](#).

¹¹ Police Oracle article – “Strategic Alliance is ‘alternative to mergers’”. 8th December 2014.

¹² BBC News article “Police Forces to cut 650 jobs as part of ‘alliance’”, 20th June 2012 [\[link\]](#).

¹³ BBC News article “Police Forces to cut 650 jobs as part of ‘alliance’”, 20th June 2012.

¹⁴ Shropshire Star article, “West Mercia and Warwickshire Police force link-up saves up to 400 jobs”, January 10th 2013 [\[link\]](#).

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¹⁵ West Mercia OPCC CEO report to West Mercia PCP, 21st October 2014

¹⁶ Police Foundation report, “Police Force Collaboration. An independent review of the Warwickshire/West Mercia Strategic Alliance”, P.5, November 2014.

¹⁷ Sharpling, D, HMIC PEEL assessments, published 27th November 2014 [\[link\]](#) [\[link\]](#).

¹⁸ HMIC, West Mercia Police “Crime Inspection 2014”, November 2014. P.4 [\[link\]](#).

¹⁹ HMIC, West Mercia Police “Crime Inspection 2014”, November 2014, P.8, HMIC, Warwickshire Police, “Crime Inspection 2014”, November 2014, P.8 [\[link\]](#).

²⁰ HMIC, West Mercia Police PEEL report 2014, November 2014, HMIC Warwickshire Police PEEL report 2014, November 2014

²¹ Office for National Statistics, “Crime Statistics, Focus on Victimisation and Public Perceptions, 2012/13”, Released 30th May 2014 [\[link\]](#).

their election, and have since made efforts to extend the principle into their own offices where appropriate. Staff across the two PCC offices share work and best practice where possible on things like communications, financial management and commissioning services on a regular basis, all the while representing the individual interests and integrity of their Commissioner. The two politicians have retained their own distinct ideas and priorities though, including around the development of the alliance. Warwickshire PCC Ron Ball recently stated that “I do not believe that a full merger is necessary or desirable and one will not take place under my leadership”²², whereas his West Mercia counterpart Bill Longmore has said “I’ve got an open mind about it”²³.

Precisely how the partnership will be further developed remains somewhat unclear due to various economic and political factors. As much as the alliance has achieved thus far in financial savings, current projections suggest a similar amount will need to be saved again in the coming years. Both forces have received ‘outstanding’ ratings from HMIC in taking necessary steps to ensure a secure financial position for the short and long term, with inspectors saying both Warwickshire and West Mercia are “extremely well placed for future financial challenges”²⁴. A centrally managed programme to strengthen and deepen the alliance (StraDA) is ongoing, and is described by Warwickshire PCC Ron Ball as a process to “focus on aligning resources to demand, streamlining processes and reducing bureaucracy, collaborating with others in the public sector, improving the use of information technology and improving call management”²⁵. Recommendations from the Police Foundation’s report in November 2014, has brought about numerous changes and improvements to how the alliance operates, but the foundation’s recommendation of moving towards a model of single leadership and a full merger of the two forces would seem to be off the table for the foreseeable future, as long as the position of the government is not to enforce police mergers, and there is at least one PCC in post who feels that “at the core of the Alliance’s success lies the dual authority of two Chief Constables and their relationships with the respective Police and Crime Commissioner, ensuring that they are responding to the needs of local people and are accountable to them”²⁶. In the meantime, despite the achievements of the alliance in a comparatively short space of time, West Mercia PCC Bill Longmore notes, “it’s only natural that the alliance is still evolving, and we are committed to making it even better.”²⁷

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