

Police and Crime Commissioner Transition (PCC) Programme

The 'Deep Dive' Methodology

This methodology provides local areas with a set of materials to use to run local events, based on the Home Office 'Deep Dive' events held in four force areas in October and November 2011.

Background

Project 12 of the Transition Sponsorship Board programme is focused on **Developing Relationships with Partners**.

The Community Safety Unit in the Home Office organised a series of stakeholder events or "Deep Dives"¹ with four volunteer areas to map out the issues, the landscape and preparation required for the establishment of PCCs. The events were designed to be mutually beneficial, allowing key representatives from local partners across the police force area to discuss implementation and transition to PCCs with their partners, and for the Home Office to take away issues to further develop the PCC policy and to inform a series of local events in early 2012.

The Deep Dive approach focused partners and partnerships on visualising how the introduction of PCCs will change the landscape, how partners will interact and work collectively, and how current working practices will have to be refined, altered or created with the introduction of PCCs.

The key areas the Home Office explored within the Deep Dives were:

- The impact that the introduction of PCCs means to organisations and/or partnership working
- The changes to the landscape that the introduction of PCCs will bring
- The opportunities and challenges that the introduction of PCCs will bring
- The experience of partners and partnerships preparing for the introduction of PCCs
- The barriers that need to be addressed to enable the smooth introduction of PCCs

¹ The term Deep Dive emanates from a management technique which utilises a combination of approaches to help develop solutions for specific business challenges.

Using the Deep Dive Methodology

Local areas asked for material to support their own 'Deep Dive' events.

This material has been synthesised from the presentations and questions used by the Home Office team during the four local events. Each event was tailored to meet local requirements, through specific area information. The material presented here is generic, every question may not apply in every area and users are free to tailor this material for their own use. Where there are differences between England and Wales, these have been highlighted in the presentations and discussion questions.

Each Deep Dive event contained four sessions, with each session containing different groups of partners relevant to the subject under discussion. The following breakdown of each session provides the slide show presentation, details of attendees and discussion questions.

Facilitators

All facilitators must be well briefed on PCCs and prepared to answer questions, especially relating to force level activity.

Facilitators should have adequate knowledge of the local transition programme and stages.

Feedback & Response

After each session, feedback from any outcomes and points to consider should be circulated to participants and to the local transition board.

Questions relating to the legislation and central policy can be addressed to PCCpartnersenquiries@homeoffice.gsi.gov.uk. Questions relating to the use of the Deep Dive material will also be answered at this address.

Session 1 - Policing and Local Authorities

Purpose

The purpose is to:

- Assess the preparations being made at a strategic level across key organisations for the introduction of PCCs;
- Identify how collaborative the transition/implementation approach is and whether changes to the approach might be beneficial;
- Highlight key opportunities and challenges, and how they are being /can be addressed; and
- Elicit views on any current issues for partnership working.

Attendees

Chief Executives and Leaders from local authorities, Chairs and Chief Executives from police authorities and Police Chief Officers.

The level of knowledge and understanding about PCCs may vary greatly across attendees. To help overcome this it is recommended that an overview briefing of the most frequently asked questions and general briefing of the role of the PCC and the PCP is circulated in advance of the meeting.

Format

The structure of the session:

- General presentation on Police Reform and Social Responsibility Act (PowerPoint) including:
 - Reform and the changing landscape;
 - The PRSR Act 2011 and PCCs; and
 - Role and composition of PCPs.
- Short question and answer session.
- Discussion.
- Wrap up, including summary of key issues raised and any agreed actions.

Discussion

These questions provide prompts for discussion by facilitators.

1. Current position and expectations

- How are local changes influencing the level of investment/resources dedicated to partnership working locally?
- Have some partners been more affected than others by resource levels?
- What will you want your PCC to do for you? What expectations do you have of your PCC? What do you think they will expect from you?
- What experience do you have on collaborating across partnerships up to and including at force level?
- How do you anticipate the PCC working across different strategic relationships in your area?
- What opportunities exist for change/ doing things differently/ better?

2. Collaborative leadership and the delivery landscape

- How well integrated are you into your local PCC transition programme?
- What are the strategic issues for the force area? How will partners come together to address them? How might this differ from current arrangements?
- How will this sit and fit with wider changes in the local delivery landscape (e.g. in England - health reform / Localism, in Wales – all Wales Community Safety forum / all Wales leaders' group)
- Are there any specific landscape challenges that these reforms will bring? How could these be resolved?
- As leaders, what steer are you/will you be giving to prepare your organisations for new ways of working?
- How does the role of the PCC fit with emergency planning arrangements?

3. Managing Conflict

- How do we maximise collaboration and minimise the potential for conflict as we move to implement the changes?
 - Is there any part of our strategy that could create tension?

Session 2 - Police and Crime Panels

Purpose

The purpose is to:

- Provide a summary of the relevant legislation, including the purpose and structure of a Police and Crime Panel;
- Consider the key responsibilities of the PCP, including vetoes, relationship with the public, scrutiny of the police and crime plan;
- Consider the fit of the PCP with other scrutiny functions across the force area (e.g. Crime and Disorder Overview and Scrutiny committees); and
- Begin discussions around membership, skills and the process to implement the panel.

Attendees

Chairs of scrutiny committees and policy officials responsible for scrutiny, local authority complaints officers, local authority democratic services officials, police authority representative.

The level of knowledge and understanding about PCCs may vary greatly across attendees. To help overcome this it is recommended that an overview briefing of the most frequently asked questions and general briefing of the role of the PCC and the PCP is circulated in advance of the meeting.

Format

- General presentation on Police Reform and Social Responsibility Act (PowerPoint) including:
 - Introduction to PCCs in the changing landscape
 - The role of the PCC
 - Police and Crime Panels in detail
 - Implications for Partners
- Short question and answer session.
- Discussion
- Wrap up, including summary of key issues and agreed actions

Discussion

This session focuses on the practicalities of establishing a panel. Conversation can concentrate on trying to solve specific issues, for example local political or geographic balance. It may be more appropriate to acknowledge the issues and then try to establish the mechanism by which they will be resolved.

1. Practicalities - How will you make a PCP work in your area?
 - Where could it be based?
 - Who could provide support?
 - How will areas accommodate this within their current arrangements?
 - *In Wales* – Panels will not be Local Authority Committees, but freestanding bodies. How will local authorities be involved in arranging/accommodating panels?

2. Links to local structures
 - What will the relationship be between your PCP and individual Crime and Disorder Overview and Scrutiny Committees?
 - Where are the overlaps/risks of duplication?
 - Where are the opportunities?
 - What about aligning information/outputs?
 - What are the links to and between other local partnership structures? (e.g. to set policing objectives)

3. How will the PCP support the PCC?
 - How will the PCP support the PCC?
 - Will there be conflict between PCP and PCC?
 - How can this be overcome?

4. How will the PCP relate to the public?
 - What is the PCP's role in relating to the public? Will this vary with different powers?
 - The PCP must make arrangements for the promotion of the role of PCP. What information could the PCP provide the public?
 - What info from C&D O&S go to the public? Should PCP information be similar?
 - How will you publicise the PCP? Who do you think needs to know about it? What mechanisms do you have for sending out information?

5. Panel arrangements
 - How will you select members locally?

- The PCP must make arrangements for support and guidance in relation to the PCP functions for: elected members; members of executives of Local Authorities (LAs); and officers of LAs.
 - What support/guidance could you offer?
 - What has been effective in other scrutiny committees?

- *In England* - Term of office of appointed members
 - How long would members stay in post? What local precedents are there?
 - If a local Mayor is introduced, how will this be managed?
 - Resignation & removal of members - Under what conditions are O&S C&D members removed? Could it be the same for the PCP?

NB: In Wales panel arrangements are the responsibility of the Home Secretary. However, Local Authorities will be invited to make Panel Arrangements that suit their local circumstances. Therefore, you may wish to consider this question.

Session 3 – Partnership Engagement and Collaboration

Purpose

The purpose is to:

- Explore how co-operative working will be developed within the changing landscape and, in particular, a strong reciprocal relationship underpinned by the two collaboration “duties” set out on the face of the Act:
 - a) The duty to co-operate between the Police and Crime Commissioner and the Community Safety Partnership, including the requirement for the PCC to have due regard to the CSP Plan and for the CSP to have due regard to the Police and Crime Plan.
 - b) The requirement for the PCC and criminal justice bodies to make arrangements (locally and so far as it is appropriate to do so) to ensure an efficient and effective criminal justice system.

In order for local agencies to make these arrangements, PCCs and the full range of criminal justice partners locally will need to collaborate, to decide the matters in respect of which they will co-operate and the means by which they will do so.

- Identify work already under way to prepare for this requirement and provide an opportunity for local agencies to highlight issues.

Attendees

A wide-ranging group of local partners, including Chairs of Community Safety Partnerships (CSP), Local Criminal Justice Boards (LCJB) representatives (one representative from each of the LCJB agencies, i.e. prison, probation, courts, CPS, police and youth offending team), Chairs of shadow Health and Wellbeing Boards where they exist, Directors of Public Health/Primary Care Trusts(PCT)/local Health board representatives, National Treatment Agency (NTA), Local authorities, Voluntary & Community Sector representatives, Drugs Intervention Programme (DIP) police lead, Integration Offender Management (IOM)/Prolific and other Priority Offending (PPO) representative, Wales Government, Wales Office.

There was, additionally, a significant health representation at this roundtable and the session could provide an opportunity (subject to time constraints) to explore current thinking/plans locally for how the PCC will relate (in England) to Health and Wellbeing Boards and to the NHS Commissioning Board in respect of offender health provision in custodial settings (police, prison and immigration detention centres). PCCs will need to influence health spend locally (e.g. for drug misusing offenders), but there is no current legislative provision for CJS bodies or Community Safety to be represented on Health and Wellbeing Boards. The session might draw out any work already underway by the Shadow Boards for involvement of PCCs and CJS partners more generally.

The level of knowledge and understanding about PCCs may vary greatly across attendees. To help overcome this it is recommended that an overview briefing of the most frequently

asked questions and general briefing of the role of the PCC and the PCP is circulated in advance of the meeting.

Format of the session

The structure of the session:

- General presentation on Police Reform and Social Responsibility Act (PowerPoint) including:
 - Reform and the changing landscape;
 - The PRSR Act 2011 and PCCs;
 - Implications for partnerships; and
 - Local preparation.
- Short question and answer session.
- Discussion.
- Wrap up, including summary of key issues raised and any agreed actions.

Discussions

The focus of the discussion is to explore action already taking place to prepare for the implementation of the reciprocal duty, including consideration of those “cross boundary” issues and will identify any specific issues or topics relating to national frameworks, templates or guidance.

The following questions were used as prompts for consideration during general discussion:

1. General questions

What will the introduction of PCCs mean for your organisation / partnership? For example in terms of:

- Changes to partnership structures and arrangements and rationalisation of partnerships/groups?
- Changes to commissioning arrangements?
- Changes to bilateral and group working relationships?
- In relationship to other reforms?
- How is CSP being funded / resourced? Has there been a change in your community safety budget at a local level?
- Have new structures / delivery methods been adopted?
- Have local priorities / service delivery been affected?
- Have budgets been pooled / streamlined? *In England* - Have there been any CSP mergers?
- Have efficiencies been achieved? If so how?
- How engaged is the Voluntary Sector in the partnership?
- Is CSP activity being undertaken by other organisations?
- *In Wales* - How will the PCC relate to partners with devolved responsibilities?

2. What are you already doing locally to prepare for the introduction of the PCCs, for example:

- What action are you taking to plan for your PCC?
- How are you proposing to engage with the PCC in the early days of his/her appointment?
- What will you need to know about the PCC in the first few days? What should they know about you in that timeframe?
- What are you doing to develop the evidence base for your programme/area of work? Have you identified and articulated what works? What are the outcomes that support your programme and spend? What is your business case?

The following questions could be considered by looking at joint working to resolve a particular “local issue” (e.g. antisocial behaviour on a local estate, or a shared outcome e.g. Alcohol Services for women offenders).

3. How will you manage the duty to co-operate with PCC and, in the case of CSPs, duty to have a regard to each others’ plans:

- How will the duty impact on you locally?
- How will you handle a situation where your key priority/priorities conflict with those of the PCC?
- What barriers and opportunities does the duty provide?
- What action are you taking (individually or collectively) to prepare for the duty?
- What can “the centre” do to help you to make the duty work?
- What will you need from your PCC to enable positive community safety outcomes?
- Where are there opportunities for working closely together?
- How can the duty to have regard to each others’ plans underpin this?
- What are the barriers to effective partnership working in your local area?
- How could the PCC help to overcome these barriers?

NB: In Wales the duties do not apply to those functions that are devolved. In this case, consideration could be given to how these relationships could work to deliver complementary outcomes.

Below are possible questions on requirement for CJS/PCC to make arrangements to ensure an effective/efficient criminal justice system

4. How will you manage the requirement:

- How will this requirement impact on you locally?
- How will you handle a situation where your key priority/priorities conflict with those of the PCC?
- What barriers and opportunities does the requirement provide?
- What actions are you taking (individually or collectively) to prepare for this?
- What do we mean by effective / efficient criminal justice system?
- What are the barriers to this already?
- Where can a PCC fit in?
- How can they help?

5. Health/PCC links (in England)

- How will Health and Wellbeing Boards relate to the PCC?
- What current thinking/plans are there for linking the PCC with Health and Well Being Boards (HWBBs)?
- What work is already underway in Shadow Boards for involving CJS and community safety partners generally (and PCCs specifically) in the work of HWBBs? (PCCs will want to influence health spend locally, e.g. for drug misusing offenders)
- Health has a statutory duty to be a CSP partner. How do you see this duty playing out?

Session 4 Workshop - Developing the Solutions

Purpose of workshop

PCCs will have a highly visible leadership and influencing role for policing, criminal justice and community safety. They will need to work closely with a range of local partners to tackle issues of concern to the public.

The focus of this workshop is the operational/delivery aspects of partnership working in the light of the introduction of PCCs and identifying solutions to the challenges.

The workshop was designed to be as participative as possible and offer opportunities for syndicate groups as well as large group working.

The aims were to:

- Increase participants knowledge about PCCs
- Consider what the introduction of the PCC in force areas might mean for future planning and delivery of services
- Facilitate the inclusion of an operational perspective into future local and national planning for the implementation of PCCs.

Attendees

Community Safety Managers; DIP, PPO, IOM leads; Youth Offending Team (YOT) leads; Domestic Violence (DV) leads; Drugs and Alcohol Action Teams (DAAT)/ Substance Misuse Action Teams (SMAT) Co-ordinators; representatives from Voluntary, Community and Social Enterprise (VCSE) sector.

The level of knowledge and understanding about PCCs may vary greatly across attendees. To help overcome this it is recommended that an overview briefing of the most frequently asked questions and general briefing of the role of the PCC and the PCP is circulated in advance of the meeting.

Structure

The structure of the session:

- General presentation on Police Reform and Social Responsibility Act (PowerPoint) including:
 - Reform and the changing landscape;
 - The PRSR Act 2011 and PCCs;
 - Implications for partnerships; and
 - Local preparation.
- Short question and answer session.
- Group session.

- The Home Office uses a technique called Pinpoint. The sessions can run equally well, using general workshop facilitation. Pinpoint terms are used, as well as an explanation for those using standard facilitation.
- Wrap up, including summary of key issues raised and any agreed actions.

The format and themes raised in the session were brought about by the following structure:

Temperature Gauge exercise

Participants were asked on an individual basis to illustrate 'how much did they think a PCC would affect them?' on a scale of 1 to 10.

Open Card Call

This exercise (depending on numbers) asked each group to write a list of challenges and opportunities that they foresaw with the arrival of a PCC. The group was then asked to provide their top five challenges and opportunities.

Problem Solving and making recommendations

This session involved each group discussing one or more of the themes produced from the previous session. Participants were asked to think of who is responsible to make these changes happen. Participants were encouraged to think about making recommendations across the range of personal/agency/local partnership options as appropriate.

At the end of the task they should come up with at least one recommendation for each of the following:

- Their force area's strategic leads
- Their local operational leads (i.e. themselves)