

Power Check

Building on the successes for PCPs' second term

Fifth national PCP conference

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Grant Thornton

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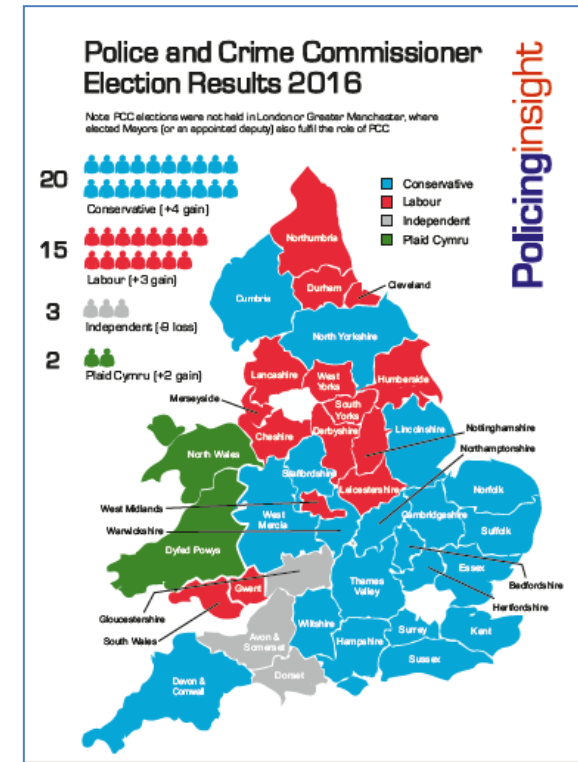
First term: Panel and Commissioner experiences

- Co-operative working relationships, productive discussions & outcomes
- Dysfunctionality:
 - ❑ PCCs/OPCCs deliberately unhelpful, Panels marginalised
 - ❑ Panels adversarial or purposeless and parochial
- Below standard behaviour:
 - ❑ Cronyism, PCCs pressurising CCs, PCC expense scandals, a reluctant resignation, intemperate language, Panel spats



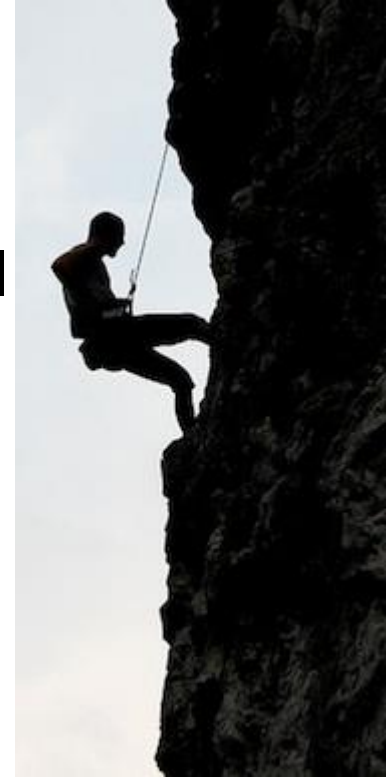
The second term: a 50% turnover in PCCs

- 18 PCCs first elected in 2012 were re-elected (plus 2 PCCs elected in by-elections)
- 6 PCCs retained by the same party but with a new candidate
- 14 PCCs changed hands completely:
 - Cons gained 7 from Ind, 1 from Lab
 - Lab gained 3 from Cons and 1 from Ind
 - Plaid Cymru gained 1 from Cons, 1 from Ind
- Net effect: 20 PCPs have found themselves working with a new PCC



Headlines from Frontline Consulting/Grant Thornton survey of PCPs and PCCs

- On the whole, many PCPs appear to enjoy a positive relationship with the OPCC
- 70% of panels regard their relationship with the OPCC as "very" or "extremely" successful
- 64% of PCPs and 63% of PCCs rate their relationship as 'extremely' or 'very' positive/constructive...
- ...but 45% of PCCs think their PCP is only 'occasionally' or 'rarely' effective at supporting their work...
- ...and 60% of PCCs think their PCP is only 'occasionally' or 'rarely' effective at challenging their work

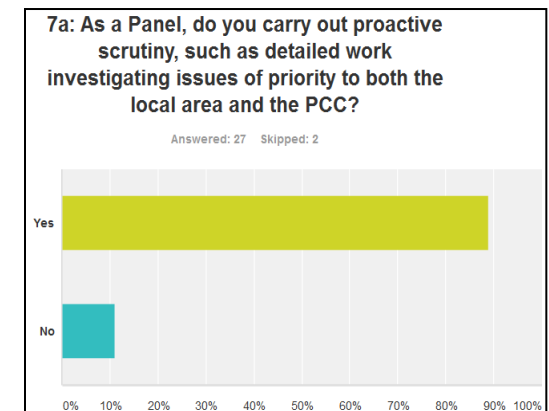


Panel ratings of their statutory functions

	Panel rating (top two ratings)
Most successful function	36%: budget/precept 21%: reviewing Police & Crime Plan
Most difficult function	36%: complaints handling 21%: budget/precept
Most time consuming function	39%; budget/precept 32%: complaints handling
Least successful function	29%: budget/precept 29%: complaints handling
Least difficult function	64% PCC's Annual Report 18% Confirmation hearings
Least time consuming function	57% PCC's Annual Report 25%: complaints handling

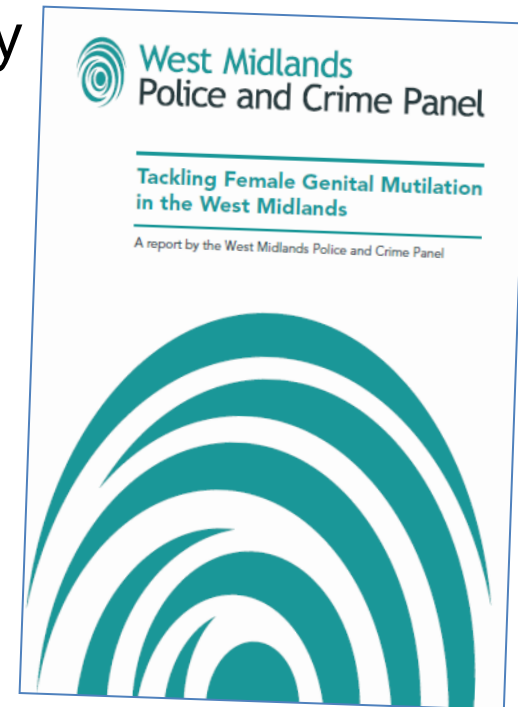
Growth of PCPs' proactive scrutiny work

- 2014 - “Just over half of Panels are now actively planning to engage in what some call ‘proactive’ scrutiny work.... Of the remainder, only a handful have been categoric in saying that they do not plan to undertake such work.” (*Police and Crime Panels; the first year*, CfPS/LGA, p.17)
- 2016 - Frontline Consulting/Grant Thornton survey (to which $\frac{2}{3}$ of PCPs responded): 90% of Panels answering now carry out proactive scrutiny



Difference of opinion about proactive scrutiny

- 42% of PCPs view their proactive scrutiny work as being "very" or "extremely" successful (moderately successful 38%, slightly successful 21%)
- *Have recommendations or observations from the PCP influenced your [PCC] decision-making or changed what you do?*
 - Always 9%
 - Mostly 9%
 - Sometimes 61%
 - Rarely 21%
 - Never 0%



Key barriers to effectiveness: differing views



PCPs	PCCs
1. Limited powers: 93% (37%)	1. Staffing support for the panel: 40% (15%)
2. Panel's budget: 41% (26%)	2. Limited powers: 37% (93%)
3. Timeliness & availability of information supplied to panel: 26% (11%)	3. Political allegiances: 34% (22%)

(brackets show the corresponding PCP/PCC rating)

Overcoming barriers: a wealth of positive panel examples

- Survey respondents supplied a range of good practice examples, built up over the past four years
- Plus examples from working with panels, PCP networks and PCCs
- ‘Power Check’ report has turned these into a checklist of suggestions for panels to consider

BEST PRACTICE

Co-planning with the OPCC

“The agreed performance framework provides a known list of reports and information, which the panel receives, based on the OPCC business plan. This allows for good relationships based on mutual respect and trust of no surprises. However, it still allows for challenging questions when appropriate.”



BEST PRACTICE

Inductions for all members

“We provide induction packs of information, and have arranged two police HQ visits and a development session to help bring members up to speed and take forward ideas about how to improve the panel’s work.”



Checklist for action: stakeholder engagement

- **Self- assessment of effectiveness** over the term, using (*inter alia*) PCC perceptions of PCP's challenge and support
- **Enhancing public profile** through a communications strategy and clear focus
- **Networking with other panels and scrutiny bodies**, to inform panel work and enhance effectiveness
- **A short skills audit**, to check for gaps and ensure a range of skills, knowledge and experience in the panel



Checklist for action: member development

- **Induction training:** ensuring all new members receive this when starting
- **Regular consideration of panel training needs,** making time for specific sessions (complaints handling, budget scrutiny etc) and more evaluative learning and development events
- **Having champions for different issues:** identifying members to focus and lead on different themes, to:
 - ✓ improve overall effectiveness
 - ✓ increase the panel's capacity to cover key areas in the Police and Crime Plan



Checklist for action: workstream planning

- **A structured programme of proactive scrutiny**, communicated to PCC/OPCC, stakeholders and the public, with space for new and emerging issues
- **Briefings by the OPCC and PCC on their work**, to inform planning and preparation for scrutiny sessions
- **Co-planning with the OPCC**, to ensure co-operation on the work programme and timely supply of information
- **A liaison officer in the OPCC**: a dedicated link to engage with the panel



Panels' response and use of the report

- *“I thought that subject report was excellent. It set the scene for the national view and provided valuable lessons for [our] PCP”*
- *“I’ve had a quick look at the summary of your report and it matches our experience in many respects”*
- Panels putting the report on their agenda for discussion or using it in learning & development sessions, or thinking of doing so, to date: Cambs, Derbyshire, Dorset, Hampshire, Humberside, Northants, Notts, Thames Valley

Panel training since 2012



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Tweeting as: [@PCPsdirect](https://twitter.com/PCPsdirect)



The screenshot shows the top navigation bar of the PCPs-Direct website with links for HOME, DIGEST, HELP, and CONTACT US. Below the navigation is a dark teal banner with the text "PCPs-Direct.net" and a "Register" button that says "It's free to join Register here". The main content area features a large image of hands holding a smartphone displaying a cityscape. To the right of the image are three stacked text boxes: a red one for "5th Nat Police & Crime Panels Conference", a teal one for "Unlocking potential being effective Panels", and a dark teal one for "New briefing for PCPs on domestic abuse". A dark teal box at the bottom left of the image contains the text "5th National Police & Crime Panels Conference" and "Speakers, workshops & booking" with a "READ MORE" button.

