



**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 08 May 2014

## **POLICING PRIORITIES**

### **1. Purpose**

1.1 The purpose of this paper is to explain the background to and development of Cambridgeshire Constabulary's operational Policing Priorities and their link to the Police and Crime Commissioner's Police and Crime Plan.

### **2. Recommendation**

2.1 It is recommended the Business Co-ordination Board (the "Board") note the contents of this paper.

### **3. Background**

3.1 The police service has, over recent times sought to strengthen its focus on outcomes and not merely numerical targets such as the level of detections and crime reductions achieved.

3.2 The previous drive towards targets and statistical performance measures has, in part, been cited as a contributory factor in the recent and on-going debate surrounding crime recording as well as wider integrity issues within the police service as a whole.

3.3 The Chief Constable has defined a clear vision to all staff that the priority for everyone is to keep people safe and to protect the vulnerable. This is achieved by ensuring that everyone does "the right thing".

3.4 To ensure that all staff understand their role and responsibilities in achieving this vision and delivering against the Police and Crime Plan, it was considered necessary to ensure that there was a clear link between the Policing Priorities and the operational message of keeping people safe and protecting the vulnerable.

#### **4. Police and Crime Plan**

4.1 The five Police and Crime Plan objectives are to:

- Maintain local police performance
- Deliver policing within the available budget
- Continue to tackle crime and disorder
- Keep people safe
- Maintain the resilience of protective services

4.2 The Constabulary's Strategic Assessment process identifies current and emerging crime trends to which the Constabulary must respond which in turns can inform any required variation to the Police and Crime Plan objectives. As part of the Constabulary's January Strategic Assessment it was clear that the five objectives set within the Commissioner's Police and Crime Plan remain relevant and continue to reflect the strategic priorities of the Police and Crime Commissioner and the Constabulary.

#### **5. Policing Priorities**

5.1 The purpose of the Constabulary's Policing Priorities is to provide clarity and guidance to all staff as to the key activities that need to be undertaken in their respective roles, to safeguard the vulnerable and deliver against the Police and Crime Plan objectives.

5.2 A total of four Policing Priorities were developed in order to focus this activity and to support staff in 'doing the right thing'. There are three public facing priorities and an enabling priority (professionalism).

5.3 The Policing Priorities were formally adopted and launched on 1<sup>st</sup> April 2014 as:

- **Respond to Local Concerns.** Understanding our communities and managing risk within them.
- **Investigate Crime and Protect the Most Vulnerable.** Protecting those who will be hurt, or hurt again, if we don't take action.
- **Staff Professionalism.** Supporting, developing and rewarding "Our People" to deliver our Policing Priorities.
- **Keep People Safe in their Communities.**

5.4 Each of the above four priorities reinforces that the management of risk is the responsibility of everyone throughout the organisation and are supported by a number of statements that further define the activities that need to be to be undertaken in order to achieve the priority.

5.5 A full breakdown of the priorities and supporting statements is included at Appendix A.

## 6. Governance

- 6.1 The Chief Constable has identified that while there remains a need for statistical performance information, these numbers should inform, rather than direct activity.
- 6.2 In support of this position, the Constabulary has moved away from a monthly assessment of performance via statistical analysis, to a new process of monthly Priority Review Meetings.
- 6.3 Within these meetings, the priorities are complemented by a fifth area of “Organisational Health”. Organisational health acts as an alarm/trigger mechanism by using sources of performance data to inform activity and to ensure we remain flexible and responsive to emerging circumstances and threats.
- 6.4 The organisational health trigger also provides the means by which performance against the Police and Crime Plan objectives can be monitored and assessed, ensuring that the Constabulary continues to effectively deliver against the strategic objectives.

## 7. Current Position

- 7.1 The new policing priorities were launched across the Constabulary on 2<sup>nd</sup> April 2014 initially via the force intranet and supported through management meetings.
- 7.2 A full marketing strategy has been developed which includes a series of leadership seminars at which the Head of Territorial Policing will present the priorities to staff in greater detail.
- 7.3 The priorities will be the focus over the coming year and in doing so, the Constabulary will work to respond to local concerns, protect the vulnerable and keep people safe.
- 7.4 The adoption of the priority in relation to staff professionalism supports the recently launched People Strategy. This recognises that the ability of the Constabulary to perform is dependent upon the people working within it.
- 7.5 Through a commitment to investing in the support and development of officers and staff, an environment of shared ownership will be created in which individuals know and understand what they need to deliver and have confidence that they are supported in doing the right thing.

## 8. Appendices

Policing Priorities	 <b>Policing Priorities.docx</b>
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## BIBLIOGRAPHY

<b>Source Document (s)</b>	<b>Contact Officer</b>	<b>Location</b>
Police and Crime Plan  Policing Priorities	T Chief Inspector Mike Hills	Cambridgeshire Police & Crime Commissioner, South Cambridgeshire Hall, Cambourne Business Park, Cambourne, Cambridge, CB23 6EA