



Cambridgeshire  
Police & Crime  
Commissioner

**To:** Joint Audit Committee

**From:** Chief Finance Officer, OPCC

**Date:** 29 September 2016

### Developing a Police and Crime Plan for Cambridgeshire

#### 1. Purpose

- 1.1 The purpose of this report is to update the Joint Audit Committee (the “Committee”) on the progress for the creation of the Police and Crime Commissioner’s (the “Commissioner’s”) Police and Crime Plan (the “Plan”).

#### Recommendation

- 2.1 The Committee is recommended to note this report and provide input into the Plan.

#### 3. Background

- 3.1 A Police and Crime Commissioner is required to issue a Police and Crime Plan as soon as practicable after taking office – specifically before the end of the financial year which they are elected (31 March 2017). The plan must determine, direct and communicate the Commissioner’s priorities during their period in office and set out for the period of issue:

- the Commissioner’s **police and crime objectives** for the area
- the policing of the area which the Chief Constable is to provide
- the financial and other resources which the Commissioner is to provide to the Chief Constable
- the means by which the Chief Constable will report to the Commissioner on the provision of policing
- the means by which the Chief Constable’s performance in providing policing will be measured

- the services which the Commissioner is to provide or arrange to support crime and disorder reduction or help victims of witness of crime and anti-social behaviour (**crime and disorder reduction and victims' service grants**).
  - any grants which the Commissioner is to make and the conditions if any of those grants.
- 3.3 In preparing the plan the Commissioner must 'have regard to the relevant priorities of each responsible authority' – the authorities have a duty to co-operate with the Commissioner for the purpose of formulating the plan. The Commissioner must also make arrangements to obtain the views of the community (including victims of crime) on policing and ensure an efficient and effective criminal justice system.
- 3.4 The plan must achieve value for money, ensure the Chief Constable fulfils their duties relating to equality and diversity and have regard: to the need to safeguard and promote the welfare of children, the Strategic Policing Requirement and guidance or codes of practice issued by the Secretary of State.

#### **4. Planning process of the Cambridgeshire Plan**

- 4.1 The statutory requirements for the plan's development can be grouped into three areas of work: a police led, partner-led and public-led evidence base.
- **Police-led evidence base** - This will be led by the Constabulary's strategic planning process. This looks at current and future demands, using a risk based approach, to inform prioritisation and resourcing decisions. In particular this highlights domestic abuse as one third of police business.
  - **Partner-led evidence base** - This includes the relevant priorities of responsible authorities and the criminal justice bodies and the local proposals submitted to government for a devolution deal. This area of work also includes the strategic direction set by partnerships managing key agendas – such as domestic abuse and sexual violence.
  - **Public-led evidence base** - This includes the making arrangements to obtain the views of the community (including victims of crime) on policing. The response to domestic abuse and sexual violence can only be delivered in partnership making this area pertinent to the work of this Board.

#### **5. Approach to Cambridgeshire Plan**

- 5.1 The Commissioner has committed to produce a strategic four-year plan which highlights, through the **vision**, that all agencies must work together to keep the county safe.
- 5.2 The plan sets four overarching themes – essentially the 'Police and Crime Objectives':
- Victims – safeguarding the vulnerable
  - Offenders – attacking criminality
  - Communities – preventing crime and reassuring the public
  - Transformation – achieving the best use of resources

- 5.3 Each theme has its own **aim** and suggests a framework through a series of **shared outcomes to** enable all agencies with a part to play in community safety and criminal justice to strategically direct the future delivery of services through these common goals.
- 5.4 This headline information is presented in a 'Plan on a Page' executive summary format on the first page of Appendix 1; the proposed **priorities** for each overarching Police and Crime Objective are set out on the subsequent pages of Appendix 1.
- 5.5 The Commissioner has stated that the Plan would not be developed in isolation but would be shaped by the views of the Police and Crime Panel (the "Panel"), partners and the public. Initial consultation has focused on asking partners:
- Is the framework right for you? Do you agree this is the right focus? If not how could we frame it differently?
  - If yes how would this framework allow you direct your work/resources? Or to tackle the key issues for your partnership/organisation?
  - This is a plan to address Community Safety and Criminal Justice. What organisations are key to delivering this plan?
  - We cannot all work in isolation - what part could your organisation/partnership play in working towards the shared outcomes?
  - What are the biggest risks that might prevent us achieving our desired outcomes?
- 5.6 At their meeting on 7 September 2016, the Panel made a series of comments and suggestions on the Plan, which the Commissioner noted. These ranged from how information was presented, to specific comments on the proposed priorities, and how the performance would be monitored. Overall, in delivering the Plan and ensuring best value for Cambridgeshire, it was recognised that it was critical to get the balance right between the demands and challenges of policing and the finite resource available.
- 5.7 Both the Commissioner and the Panel acknowledged that a strategic partnership approach was required to deliver the Plan in both the short and long term. There was a recognition that all partners needed to be clear of the collective responsibility for certain actions, yet also their responsibility for leading on direct action or dealing with the underlying causes that can lead to offending or becoming a victim. This includes for example the health service effectively supporting people in mental health crisis, or local authorities dealing with deprivation.

## **6. Transformation**

- 6.1 Transformation is crucial to allow the police and partners to deliver the objectives in the Police and Crime Plan. A continual process is in place to look forward to find suitable projects and initiatives to help meet future savings requirements. This is coupled with a need to have a comprehensive understanding of demand and impact on capacity in order to drive out inefficiency.

- 6.2 While savings of £16.1 million have been made in the last four years, budgetary pressures are set to continue, with further savings of over £6 million to be found by the end of the financial year 2019/20. Short-term measures are never taken at the expense of long-term financial stability and long-term borrowing is not used for short-term needs.
- 6.3 The Policing and Crime Bill requires the police, fire and rescue, and ambulance services to collaborate with one another, where it would be in the interests of their efficiency or effectiveness to do so. This Bill has prompted an early dialogue between the Commissioner and Cambridgeshire Fire Authority to explore the best way to progress the opportunities it presents. These are locally enabling and recognise local leaders are most informed to determine the collaboration which best meet the needs of their communities.
- 6.4 Significant local and regional transformation work is also already in train including:
- Local partnership working through joint enforcement teams, releasing front-line officer and PCSO time through investment in mobile technologies and strategic use of estates, including where appropriate the disposal of sites that are surplus to operational requirements to minimise operating costs.
  - A strategic alliance with Bedfordshire Police and Hertfordshire Constabulary collaborating on operational and organisational support functions, armed policing, procurement, the professional standards department and roads policing.
  - Eastern Region collaboration (being Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent) – this is in relatively early stages and already significant opportunities have been identified in areas such as procurement
  - Joint working across the six forces in the Eastern Region to tackle the threat of organised crime.
- 6.5 Cambridgeshire and Peterborough Councils and Local Enterprise Partnership leaders are proposing a devolution deal for Cambridgeshire and Peterborough to form a Combined Authority. If progress is as predicted, this would be established in February 2017 and a Mayor for Cambridgeshire and Peterborough would be elected in May 2017. The potential benefits for community safety are significant and the Commissioner is working with local public sector bodies to ensure that these benefits are fully realised. The devolution governance proposals for Cambridgeshire and Peterborough enable the Mayor and Cabinet to agree to establish and participate in a Memorandum of Understanding with key partners to drive public service reform. This mechanism could be used to establish arrangements for the Combined Authority to work with the Police and Crime Commissioner on community safety issues. An updated Countywide Community Safety Agreement and a reinvigorated Countywide Community Safety Strategic Board could provide the necessary partnership governance structures to drive forward these changes.

## **7. Next Steps**

- 7.1 Engagement on the Plan has been ongoing throughout its development, in particular with Cambridgeshire Constabulary, and this will continue as the Plan is finalised. Over the coming months the focus will shift towards public engagement, but will also include further work with stakeholders.
- 7.2 The final sections of the Plan will be worked up throughout October and November 2016. This will include narrative around each theme and the resources set to be allocated to the Plan.
- 7.3 The Commissioner has invited the Panel to support the development of the performance framework through ongoing discussions and to provide a briefing session on the use of Crime and Disorder Reduction and Victims' Services Grants.
- 7.4 It is intended that a final version of the Plan will be shared with the Committee at the 15 December 2016 meeting. It will then be taken to the Panel for final comments on 2 February 2017.

## **8. Recommendation**

- 8.1 The Committee is recommended to note this report and provide input into the Plan.

## **BIBLIOGRAPHY**

<b>Source Document(s)</b>	<b>Police Reform and Social Responsibility Act 2011</b>
<b>Contact Officer(s)</b>	Josie Gowler, Chief Finance Officer, OPCC