

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 6
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Report of Cambridgeshire Police and Crime Commissioner

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DEVELOPING A POLICE AND CRIME PLAN (COMMUNITY SAFETY & CRIMINAL JUSTICE) FOR CAMBRIDGESHIRE

1. PURPOSE

- 1.1 The purpose of this report is to update the Police and Crime Panel (the “Panel”) on the development of the Police and Crime Commissioner’s (the “Commissioner”) first Police and Crime Plan (the “Plan”) and to share key elements of the draft Plan with members of the Panel.

2. RECOMMENDATIONS

- 2.1 The Panel are asked to note the direction of travel and progress made on the Plan and share their views on its content as part of the formal consultation process. As previously discussed Panel members have been invited to create a working group to support the development of the Performance Framework to monitor the Plan’s progress.

3. TERMS OF REFERENCE

- 3.1 Item 1 - To review and make a report or recommendation on the draft Plan, or draft variation, given to the Panel by the Commissioner.

4. BACKGROUND

- 4.1 The Commissioner is required to issue a Plan as soon as practicable after taking office - specifically before the end of the financial year which they are elected (31st 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 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.

4.2 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.

4.3 The Plan must achieve value for money, ensure the Chief Constable fulfils his 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.

5. PROPOSED APPROACH TO CAMBRIDGESHIRE PLAN

5.1 The Commissioner has committed to produce a strategic four-year Plan in which the **vision** is of all agencies ‘Working together to keep Cambridgeshire safe’.

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

5.2 The Plan also includes Forewords by the Commissioner, the Deputy Commissioner, and the Chief Constable. The Chief Constable’s Foreword includes a graphic showing the current demand on Cambridgeshire Constabulary (the “Constabulary”). These are given at Appendix 1.

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. This headline information is presented in a ‘Plan on a Page’ executive summary format at Appendix 2.

5.4 The proposed **priorities** for each overarching Police and Crime Objective are set out in a series of second pages at Appendix 2. They will enable the delivery of the following **shared outcomes and aims**:

	Shared outcome	Aim
Victims	Victims and witnesses are placed at the heart of the criminal justice system and have access to clear pathways of support	Deliver a victim first approach
Offenders	Offenders are brought to justice and are less likely to re-offend	Reduce re-offending
Communities	Communities have confidence in how we respond to their needs	Support safer and stronger communities
Transformation	We deliver improved outcomes and savings through innovation and collaboration	Ensure value for money for tax-payers now and in the future

6. CRIME AND DISORDER REDUCTION GRANTS AND VICTIMS' SERVICES GRANTS

- 6.1 The 2016/17 crime and disorder reduction grants and victims' services grants (referred to in 4.1) have previously been presented to the Panel at their meeting in March 2016¹ and remain relevant until the end of this financial year. The grants for 2017/18 will be integrated into the Plan once confirmed.

7. KEY ISSUES

- 7.1 The Commissioner has made clear his commitment to protecting frontline police services – using innovation and collaboration to create savings and to seek new efficiencies to put more money into frontline policing. The Commissioner will be making important leadership decisions on the transformation agenda which are crucial to create the financial environment to support the delivery of the objectives set within the Plan. A continual process is in place to look forward to find suitable projects and initiatives to help meet future savings requirements.

- 7.2 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.

- 7.3 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.

7.4 Victims

- 7.4.1 A policing service must be provided which responds to an individual's immediate needs and safeguards them from future potential victimisation. This is a key measure in Her Majesty's Inspectorate of Constabulary inspections measuring the effectiveness of the Constabulary in keeping people safe. The Commissioner is responsible for commissioning emotional and practical support services for victims of crime which can be accessed by victims and witnesses at all stages of the Criminal Justice Service (CJS) process. The Code of Practice for Victims of Crime (the Victims' Code) sets out the minimum level of service victims should receive from the CJS. The Commissioner wants to work with partners to ensure this standard is met as part of an 'efficient and effective criminal justice system' which treats victims and witnesses with respect and acknowledges their needs.

- 7.4.2 The demand on policing services from victims, offenders and/or vulnerable people with mental health issues is significant. The local Mental Health Crisis Care Concordat declaration sets out the partnership response to deliver the right care, at the right time from the right service to people in mental health crisis.

7.5 Offenders

- 7.5.1 Tackling criminality is a core policing role, but one which needs to take place in partnership with a range of stakeholders. Police enforcement should focus on disrupting offenders and would-be offenders. Offenders must be brought to justice in a way which delivers the best outcomes for victims. Locally all agencies coming into contact with offenders must play their role in ensuring the causes of criminality are addressed. This partnership approach will protect communities from crime in particular through the effective management of the most complex offenders. The Constabulary's strategic assessment identifies local priorities, themes which cut across all

¹ 'Police and Crime Plan Variation – Appendix 1 Finances', Agenda Item 7.0, 16th March 2016
<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3476&Ver=4>

crime types (such as mental health) and intelligence requirements which are considered emerging threats.

7.5.2 A partnership approach to reducing re-offending is being driven through an innovative virtual offender hub. This uses a range of tactics, including restorative justice approaches, to tackle the underlying causes of low-level offending.

7.6 **Communities**

7.6.1 There is a statutory requirement for the Commissioner, Chief Officers and statutory agencies to consult with the public, listen and respond in a co-ordinated way to day to day community safety issues and other concerns. Local people need to know which service to contact to get the help and information they need and should be able to do this easily. Where possible agencies should work in partnership with other service providers (through co-location and information sharing) so members of the public receive co-ordinated responses. Communities should be encouraged to get involved with tackling community issues to improve their understanding of them – for example through volunteering.

7.6.2 All public servants must be inspired to maintain the highest levels of ethical behaviour. This will ensure the public retain trust and confidence in them, and the service they represent, when they respond to their needs.

7.7 **Transformation**

7.7.1 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.
- Joint working across the six forces in the Eastern Region to tackle the threat of organised crime.

7.7.2 Cambridgeshire and Peterborough Councils and Local Enterprise Partnership leaders are proposing a devolution deal for Cambridgeshire and Peterborough to form a Combined Authority. 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.

8. **CONSULTATION**

8.1 A programme of public and further more detailed partner engagement will run in tandem with this formal consultation. This will be led by the Commissioner, his Deputy and staff from the Office of the Police and Crime Commissioner (OPCC). A range of engagement techniques will be used.

8.2 Consultation to date has focused on asking partners:

- Is the framework right for you? Do you agree this is the right focus? If not, what how could we frame it differently?
- If yes, how would this framework allow you to 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?

8.3 The OPCC is in contact with the Panel to identify the most appropriate means for the Panel to engage with the development of the Plan.

9. NEXT STEPS

9.1 Work will continue to develop the additional elements of the Plan, including a robust performance framework, and make refinements where appropriate, following feedback from both the Panel and the public.

10. BACKGROUND DOCUMENTS

10.1 Police Reform and Social Responsibility Act 2011

<http://www.legislation.gov.uk/ukpga/2011/13/contents>

11. APPENDICES

11.1 Appendix 1 – Forewords and Demand Infographic

Appendix 2 - 'Plan on a Page' executive summary format and 'Priorities for each overarching Police and Crime Objective'

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