

## Strategic Board Programme 2020/2021

Report to: the Office of the Police, Fire and Crime Commissioner for Essex

<b>Title of Report:</b>	<b>Police and Crime Plan Development</b>
<b>Agenda Number:</b>	<b>10</b>
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<b>Report from:</b>	<b>Office of the Police, Fire and Crime Commissioner for Essex</b>
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<b>Date of Approval:</b>	<b>1 June 2021</b>

### 1.0 Purpose of Report

The purpose of this report is to agree the process through which the Police and Crime Plan 2021 – 2024 will be developed.

### 2.0 Recommendations

That the Strategic Board endorses, or amends as necessary, the proposed approach to developing and consulting on the Police and Crime Plan 2021 – 2024, including the proposed approach to stakeholder engagement described at Appendix 2.

Once the overarching approach is agreed, a detailed timeline and a comprehensive consultation and engagement plan will be developed on this basis. These are likely to remain “live” documents throughout the process, which will be continually updated as additional consultation and engagement opportunities present themselves.

### 3.0 Executive Summary

The Police Reform and Social Responsibility Act 2011 requires the Police, Fire and Crime Commissioner to issue a Police and Crime Plan for their term of office, setting out how they plan to discharge their responsibilities; to secure and maintain efficient and effective policing services, and to hold the Chief Constable to account for the operational delivery of this. The Police and Crime Plan must be developed “as soon

as practicable” after the Police, Fire and Crime Commissioner takes office, and in any case within the financial year in which they are elected.

The Police and Crime Plan is the primary document through which the Police, Fire and Crime Commissioner sets out their vision and objectives for policing and communicates these to local communities, service users, delivery partners and other stakeholders. It brings together police, partners and the people of Essex to build safe and secure communities, thereby promoting public confidence in policing and ensuring that victims are satisfied with the service and support they receive. The priorities in the Police and Crime Plan provide the primary basis on which the Commissioner will hold the Chief Constable to account for the performance of Essex Police throughout the electoral term, and will be used by the Chief Constable (alongside other considerations) to set the Force Plan. It also provides a framework by which the Commissioner’s achievements during their term of office are likely to be judged by the public and other commentators (e.g. local media). As such, it is an important strategic document guiding police activity and the use of public funds, and which both the Commissioner and the Chief Constable must have “due regard” to when discharging their statutory functions.

Before issuing or varying a Police and Crime Plan, the Commissioner must, as a minimum:

- (a) Prepare a draft of the Plan or variation;
- (b) Consult the Chief Constable in preparing the draft Plan or variation;
- (c) Send the draft plan or variation to the Police, Fire and Crime Panel;
- (d) Have regard to any report or recommendations made by the Panel in relation to the draft plan or variation;
- (e) Give the Panel a response to any such report or recommendations, and
- (f) Publish any such response.

This process is summarised at Appendix 1.

In addition, the Police Reform and Social Responsibility Act 2011 requires the Police, Fire and Crime Commissioner, after consulting with the Chief Constable, to obtain the views of the people of Essex in general, and of victims of crime in particular, about matters concerning the policing of the area and their co-operation with the police in preventing crime and anti-social behaviour in the area. Those arrangements must include arrangements for obtaining their views on the Police and Crime Plan.

The Commissioner must ensure that the Police, Fire and Crime Panel has a reasonable amount of time in which to review the draft Plan or variation and to make its report or recommendations to the Commissioner. In this instance, the Commissioner has indicated their wish to publish the Police and Crime Plan 2021 – 2024 by November 2021, which will require the Plan to be approved by the Strategic Board in September 2021 for recommendation to the Police, Fire and Crime Panel in October 2021. This report sets out for the Board’s endorsement a proposed approach to delivering the statutory requirements within this timescale.

## **4.0 Current Work and Performance**

### **4.1 The Purpose of the Police and Crime Plan**

The Police and Crime Plan sets out, for its duration:

- (a) The Police, Fire and Crime Commissioner's police and crime objectives;
- (b) The policing of the Essex Police area which the Chief Constable is to provide, taking account of the current and anticipated future demands on the service and the resources and capabilities available to meet those demands;
- (c) The financial and other resources which the Police, Fire and Crime Commissioner is to provide to the Chief Constable to enable them to exercise the functions of Chief Constable;
- (d) The means by which the Chief Constable will report to the Police, Fire and Crime Commissioner on their provision of policing;
- (e) The means by which the Chief Constable's performance in providing policing will be measured, and
- (f) The crime and disorder reduction grants which the elected office holder is to make and the conditions (if any) to which such grants are to be made.

The Police, Fire and Crime Commissioner's police and crime objectives are their objectives for:

- (a) The policing of the Essex area;
- (b) Crime and disorder reduction in the Essex area, and
- (c) The discharge by the Essex police force of its national or international functions.

### **4.2 Needs Analysis and Evidence Base**

The Police and Crime Plan 2021 – 2024 will be based primarily on the manifesto commitments on which the Commissioner fought and won re-election to the office of Police, Fire and Crime Commissioner in May 2021. The content of the Plan will also be informed by:

- Various internal documents, including the Annual Report for 2020/21, the results of the ongoing independent public perception and victim satisfaction survey jointly commissioned by the Commissioner and the Chief Constable, and the Force Management Statement
- The four strategic policing pillars set out by the Home Secretary earlier in 2021:
  - A relentless focus on cutting crime;
  - A resilient workforce;
  - Stronger and more diverse leadership, and
  - Ensuring we are trusted by the public to work together as one, providing national grip over the law enforcement system.
- The major national documents concerning policing, in particular the Policing Vision covering the period 2017 – 2025, the Strategic Policing Requirement, and the new National Crime and Policing Measures, which set out the Government's key national priorities on crime under the following headings:
  - Reduce murder and other suicides
  - Reduce serious violence

- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Tackle cyber crime
- Improve satisfaction among victims (with a particular focus on victims of domestic abuse)
- Feedback obtained through the public and stakeholder consultation and engagement activity described in section 6.0 below and within Appendix 2 attached.

### **4.3 Other Interdependencies and Considerations**

As well as the data and intelligence referenced above, information will be gathered from the plans and strategies of key partner organisations and groups (both already existing and in development) to ensure that, where appropriate, plans align and priorities do not conflict.

As referenced in section 4.2 above, in accordance with section 7 (4-5) of the Police Reform and Social Responsibility Act 2011 and section 37A(7) of the Police Act 1996 (as amended), the Police and Crime Plan must have regard to the Strategic Policing Requirement issued by the Secretary of State. This is currently under review by HM Government, with a further round of national consultation expected to take place concurrently with the development of the Police and Crime Plan. This will need to be reflected and managed appropriately in the final document.

### **4.4 Roles, Responsibilities and Strategic Oversight**

The development process will be led and overseen on behalf of the Police, Fire and Crime Commissioner by their Chief Executive and Monitoring Officer, supported by the Director of Strategic Change and Analytics on behalf of the Chief Constable as a key stakeholder. The Chief Constable also proposes to nominate named SPOCs from the force to support the Commissioner's staff throughout the process in developing each of the themes / priorities within the new Plan. The force's Head of Continuous Improvement will act as an additional SPOC for the Commissioner's office, through which further information and meeting requests will be directed and managed.

The detailed timeline will include regular engagement with the Commissioner's Senior Management Team (SMT) and Essex Police's Chief Officer Group (COG), and development of the Plan will be a monthly agenda item at Performance Meetings between the Commissioner and the Chief Constable throughout the development process in order to ensure a regular opportunity for the Chief Constable to input their professional policing perspective. The democratic accountability of Police and Crime Commissioners in setting local priorities for their areas and the operational independence of Chief Constables are both core principles of policing in England and Wales that the Police and Crime Plan must recognise and work within.

## **5.0 Implications (Issues)**

### **5.1 Links to Police and Crime Plan Priorities**

The Police and Crime Plan 2021 – 2024 will set the overarching strategic priorities for policing during the Commissioner's current term of office.

### **5.2 Demand / Resource Implications**

The development of the Police and Crime Plan 2021 – 2024 will require the investment of considerable staff time and resource by both the Police, Fire and Crime Commissioner and the Chief Constable.

There will also be some financial implications associated with the development process which are not specifically budgeted for. These cover delivery of stakeholder workshops, a public survey and design of the Plan, and are expected to amount to roughly £5,000.

### **5.3 Risks / Mitigation**

It is recognised by both the Police, Fire and Crime Commissioner and the Chief Constable that the development of the Police and Crime Plan 2021 – 2024 will be amongst the highest priorities over the coming months. The target timeline will be challenging to achieve, and colleagues in both the PFCC's office and the force will need to be mindful of this in order to ensure that key planning activities can continue to be delivered throughout the peak holiday / annual leave season, alongside the traditional demands on the force during these months and that are anticipated as the country emerges from a third national lockdown.

There is potential for challenge around the relatively short window of opportunity to conduct a public survey following the initial development work with partners, particularly given the time of year. However, this is mitigated by the wide variety of other opportunities that will be available for members of the public to influence the development of the Plan, most notably through the Commissioner's ongoing public engagement plan and programme of public meetings.

In developing the "We Will..." statements to support each of the priorities / themes within the Police and Crime Plan 2021 – 2024, consideration will also need to be given to the wider partnership landscape and work already underway in pursuit of common goals in order to ensure that the contributions of various groups, as well as of policing, are complementary as opposed to duplicative.

### **5.4 Equality and / or Human Rights Implications**

It will be important to ensure that people from communities across Essex are able to engage and participate in the development process. Reflecting on previous similar processes, and the findings of the ongoing independent public perception and victim satisfaction survey, there will be a particular focus on engaging with young people, people from diverse communities (including faith groups) and victims of crime, especially as BAME residents and victims of crime tend to report lower levels of trust and confidence in policing than others. Presuming that delivery of the Government's

roadmap out of national lockdown remains on track and that sizeable face-to-face events are permitted at the time, engagement events will be held at a range of venues around the county, to facilitate ease of access for participants.

The document itself will be made available in formats that are accessible to all the people of Essex and will meet plain English standards.

As part of the approval process, a full equality impact assessment will be undertaken to ensure that the Plan meets its statutory obligations and contributes to delivering an equitable and fair criminal justice system for the people of Essex.

## **5.5 Health and Safety Implications**

There are no health and safety implications arising directly from this report.

## **6.0 Consultation / Engagement**

As set out in section 3.0 above, the Police, Fire and Crime Commissioner is required to make arrangements, after consulting with the Chief Constable, to obtain the views of the people of Essex in general, and of victims of crime in particular, about matters concerning the policing of the area and their co-operation with the police in preventing crime and anti-social behaviour in the area. Those arrangements must include arrangements for obtaining their views on the Police and Crime Plan.

In developing the Police and Crime Plan, the Police, Fire and Crime Commissioner also has statutory duties to consult with the Chief Constable and to have regard to the relative priorities of each responsible authority (including local authorities, the fire and rescue service and Clinical Commissioning Groups). Chief officers of police and local authorities likewise have statutory duties to co-operate with the Police, Fire and Crime Commissioner in the formulation of their Police and Crime Plan.

The proposed development process allows for wide ranging engagement activity both with mandated consultees and which will help to foster a sense of purpose and strategic direction among the wider criminal justice system within the county. Mindful of the limited timeframe available to develop the Police and Crime Plan 2021 - 2024 and the considerable other pressures on both the Commissioner and stakeholders, as well as the need for the methodology to best suit the audience, various approaches are proposed for different engagement groups which are set out in more detail at Appendix 2.

Where possible, existing mechanisms and structures will be used to engage the public and other stakeholders in the development of the Plan. This will include key partnership meetings (such as the Essex Criminal Justice Board; the various Children's and Adults Safeguarding Boards; local Health and Wellbeing Boards; the Essex Partners Board, and Safer Essex) as well as the Commissioner's ongoing public engagement programme. Victims of crime will also be engaged through existing networks, such as those facilitated by Victim Support.

Beyond this, a series of public / partner workshops will be arranged and facilitated, based on each proposed priority / thematic area of the Plan, along with separate workshops for Council Chief Executives and Leaders and Members of Parliament. It

is currently anticipated that most of these events will take place between the end of June and beginning of August.

The findings of consultation and engagement activity undertaken by partners during the development period (for example, the work currently being undertaken by Essex County Council on behalf of the Essex Partners Board around women's safety issues) will also be reflected in the Plan where appropriate, in order to minimise duplication and cost to partners as well as consultation fatigue of communities and stakeholders.

It is further proposed that the Police, Fire and Crime Panel be offered the opportunity to form a working group to work with the Police, Fire and Crime Commissioner to inform the development of the Plan ahead of its commendation to the full Panel.

To encourage wider participation, a public survey is proposed as a further opportunity for engagement and discussion. This would supplement the Commissioner's ongoing schedule of face-to-face / online public meetings with an opportunity for members of the public and partners to put their views in writing. This is likely to commence in mid to late July and run for approximately a month, to permit analysis and reflection of the results in the document prior to the presentation of the draft Plan to the Strategic Board on 27 September 2021.

The public and partners will be kept informed of the development of the Police and Crime Plan and their opportunities to influence it via:

- A fortnightly blog / vlog from the Commissioner;
- The Commissioner's website and social media accounts;
- Local and regional news releases as appropriate, and
- The Commissioner's weekly electronic newsletter

## **7.0 Actions for Improvement**

Once the Police and Crime Plan 2021 – 2024 has been finalised, an evaluation will be carried out of the development process to capture learning for future similar exercises. The data and intelligence feeding into this will be sourced from:

- Social media reach and engagement figures;
- Attendance levels at engagement events;
- Event evaluation forms;
- Participation rates for the proposed public survey, and
- Number of hits on the relevant web pages

Throughout its duration, the Police, Fire and Crime Commissioner must keep the Police and Crime Plan under review and exercise their powers to vary it accordingly, particularly in light of any report or recommendations made to the Commissioner by the Police, Fire and Crime Panel on their Annual Report and in respect of any changes to the Strategic Policing Requirement issued by the Secretary of State under section 37A of the Police Act 1996. Should the Police, Fire and Crime Commissioner feel the need to vary the Plan at any point they must, as a minimum, consult the Chief Constable and the Police, Fire and Crime Panel on such variation before issuing it.

**8.0 Future Work / Development and Expected Outcome**

Delivery of the expected outcomes from the plan will be monitored through a set of performance measures and an associated performance framework developed as part of the overall development process by the Commissioner's Strategic Head of Performance and Resources and the Chief Constable's Director of Strategic Change and Analytics and their respective teams. The Commissioner has provided an early steer that they wish for these to focus on prevention and harm as well as crime volumes. As set out in paragraph 4.2 above, consideration will also need to be given as to how best to reflect in the Plan the new National Crime and Policing Measures that will be monitored quarterly by the Government going forward, against a baseline of June 2019.

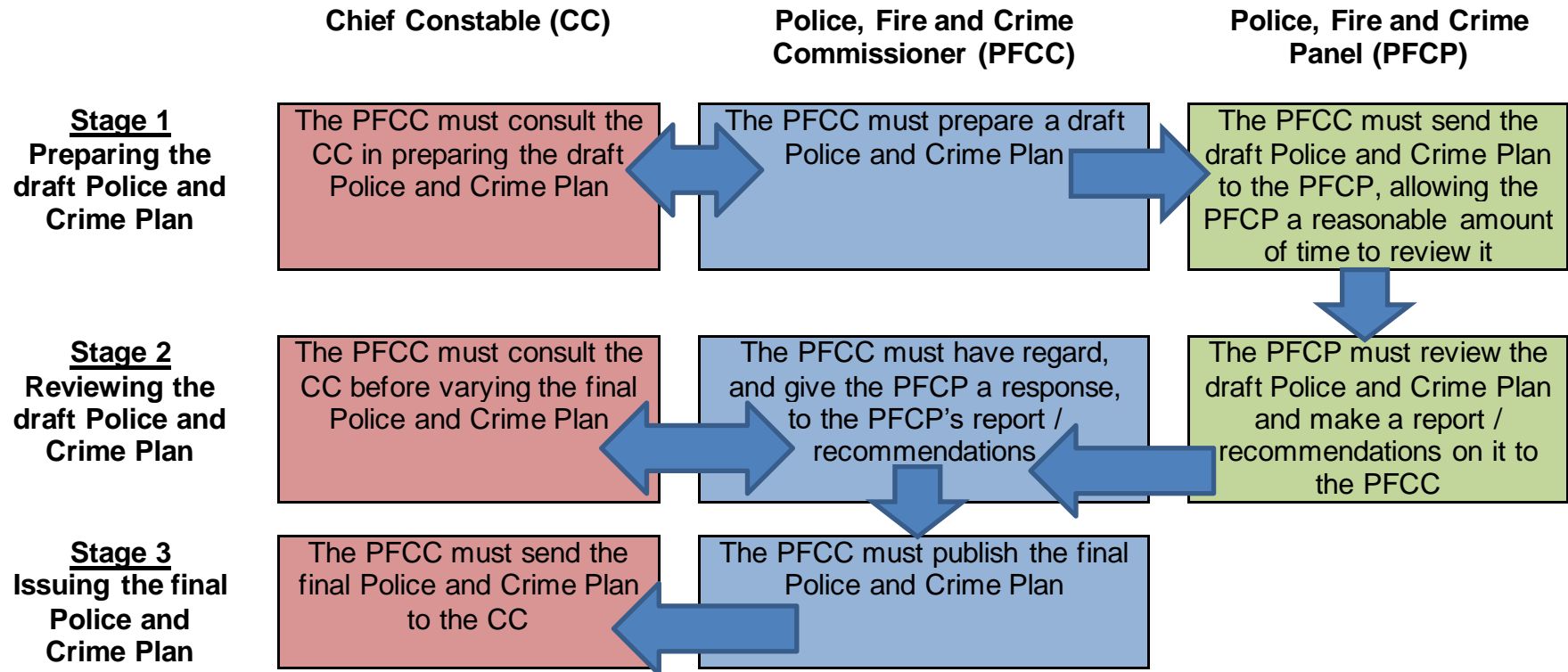
**9.0 Decisions Required by the Police, Fire and Crime Commissioner**

As set out in section 2.0 above



Appendix 1

The Police and Crime Plan Development Process



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