
AVON AND SOMERSET POLICE AND CRIME PLAN 2016-21

DRAFT PROJECT PLAN – VERSION 0.4

1 PURPOSE

- 1.1 The Police and Crime Plan is both a statutory requirement¹ and core planning tool and for Police and Crime Commissioners and should direct and communicate the PCC's priorities during their period in office. The Police Reform and Social Responsibility (PRSR) Act 2011 states that the plan must set out for the period of issue:-
- the PCC's police and crime objectives;
 - the policing of the police area which the chief constable is to provide;
 - the financial and other resources which will be provided to the chief constable;
 - the means by which the chief constable will report to the PCC;
 - the means by which the chief constable's performance will be measured; and
 - any crime and disorder reduction grants the PCC makes, and their conditions.
- 1.2 This paper outlines a suggested project plan for developing the Police and Crime Plan in Avon and Somerset in line with both the statutory framework and national guidance developed by APACE².

2 GOVERNANCE AND OVERSIGHT

- 2.1 A Strategic Planning Working Group (SPWG) will be responsible for overseeing and facilitating delivery of the Police and Crime Plan. It is proposed to support this group with a sub group to develop the performance indicators to be used to evaluate success of the Plan's deliverables, with the chair of the working group being part of the SPWG. The SPWG may also feel a need for a sub group to develop content – need and availability of resources should be assessed and agreed at the first convening of the SPWG (this is proposed as 15 June as part of the PCC-COG meeting). The SPWG will be chaired by the Chief Executive of the OPCC.
- 2.2 The SPWG will comprise the Police and Crime Commissioner and the Chief Constable (either may delegate responsibility), a Police and Crime Panel representative, and representatives from the Constabulary and OPCC. The group will require the following skills and knowledge: strategy development, performance indicator development, insight into area problems and operational approaches to addressing them, commissioning approaches, equality and diversity objectives of the Constabulary, finance and resourcing plans, collaboration arrangements in progress and pending, communications and engagement (including online). The PCC may also wish to involve other representatives such as the Chief or Deputy Chief Fire Officer, other key stakeholders from partner agencies, or members of the public such as a volunteer (e.g. custody scheme volunteer), an existing member of an Independent Advisory Group, or someone with no previous involvement with the Constabulary. An individual member, independent of the OPCC, Constabulary and Panel, is recommended. The decision around membership of the group will have an impact on timetabling.
- 2.3 There will be limited opportunity to arrange meetings where all members of the SPWG could attend. Consultation and development of the plan may therefore be done on a more

¹ Police Reform and Social Responsibility Act 2011 - s5: The responsibility for issuing the plan and determining police and crime objectives is specifically excluded from delegation under s18(7) of the Act

² APACE P&C Plan Guidance: http://www.aspola.org.uk/cache/PDF/Document7122_818195.pdf

virtual and individual basis, with documents and discussion topics distributed to the group, and meetings held as necessary.

- 2.4 The PCC has a statutory duty³ to make the draft Police and Crime Plan available to the Police and Crime Panel for review, giving the Panel a reasonable amount of time to do so. The Panel members will be issued with the draft plan (version 2) in early September 2016 for formal consideration at a scheduled meeting on 20 September (date to be agreed). The panel will, however, remain engaged throughout the development process, which will include oversight of and consultation on the high-level priorities (June 2016) and a first draft (August 2016).
- 2.5 It is proposed to circulate the first draft to the panel in August 2016 and invite comments and recommendations which can then be collated and shared with the panel with an opportunity for final recommendations or to submit a report, rather than convening a panel meeting. The PCC must give regard to any recommendations or report the Panel make.
- 2.6 The PCC must have regard to any guidance issued by the Secretary of State as to how their duty is to be complied with. The PCC must also have regard to the Strategic Policing Requirement (SPR) issued by the Secretary of State. The Police and Crime Plan will include a succinct overview of current compliance with the requirements of the SPR.
- 2.7 The PCC has a statutory duty⁴ to consult the Chief Constable in preparing the plan and before issuing or varying the plan, and must send a copy of the plan to the Chief Constable. The Chief Constable has a duty to have regard to the plan. Given the Chief Constable will be accountable for delivery of the plan, it is intended to give sufficient opportunity for the Chief to feed into the development of the principles and objectives and to have close oversight of the plan's development.

3 SCOPE

- 3.1 The Police and Crime Plan is primarily a strategic planning document setting out the Police and Crime Objectives and desired outcomes for delivery across a number of priority areas. The document will not necessarily contain specific detail with regard to the projects and services that will support the delivery of these objectives or particular strategies for delivery.
- 3.2 The Police and Crime Plan will span the PCC's term, running up until the end of the financial year of the next term (31 March 2021). The plan may, however, be varied or refreshed at any time, subject to consultation with the Chief Constable and review by the Police and Crime Panel. It is anticipated that the Police and Crime Plan will be refreshed on an annual basis to reflect cyclical planning and commissioning arrangements.
- 3.3 The Police and Crime Objectives will be set primarily at a force-wide level, with the anticipation that the core objectives will be relevant and applicable to some extent to all policing and community safety areas. Additional district-specific objectives would be included within local plans – the plan and timetable for these will be decided following appropriate consultation and partner engagement that will commence at the workshop on 20 June.
- 3.4 It is proposed that locally tailored plans are prepared following development and finalisation of the main strategic police and crime plan. This proposal is made based on learning from the first PCC term. A later development of local plans will give greater opportunity to identify key issues and explore in detail how to co-ordinate a multi-agency

³ PRSR Act 2011 – s5(6)(c), s28(3)(a), s28(3)(b)

⁴ PRSR Act 2011 – s5(6)(a), s5(8), s8(2)

response to address them, and to synchronise plans with the commissioning cycle. We will offer to each Community Safety Partnership the opportunity to have a joint local plan, maximising opportunity for successful delivery. Local plans would therefore be published after September 2016 but ahead of the end of the financial year (date to be agreed).

4 TIMESCALE AND APPROACH

4.1 Timescales for issuing the main plan are subject to a range of statutory and practical considerations. The PRSR Act 2011 determines that the plan must be issued 'as soon as practicable' after the PCC takes office (and certainly before the expiry of the current plan, April 2017).

4.2 The Plan will be developed in four key phases (with Phase 2 and 3 running in parallel):-

Phase 1: Develop High-level Priorities: The Office of the Police and Crime Commissioner will develop, in consultation with the Chief Constable, a set of high-level priorities. This will be shared at COG planning on 25 and 26 May. Following this, the OPCC will develop a paper for the Police and Crime Panel that will outline these and the project plan for developing the Police and Crime Plan. This will be informed by:-

- The elected PCC's Manifesto: setting out the primary PCC commitments
- The Police and Crime Needs Assessment: comprehensive overview of key issues, needs, risks and threats with regard to crime and community safety across the area.
- Commissioning, Resource and Budget Profiles: review of commissioning options, Medium Term Financial Plan and Value for Money profiles
- Consultation and Engagement findings: collation of existing knowledge and information.

4.3 The Police and Crime Panel paper will be completed by the beginning of June 2016 and submitted to the Police and Crime Panel and key partners for comments and feedback. On 20 June, a workshop will be held with police and partners to agree a shared vision, objectives and approach for developing the plan. This will also commence official stakeholder consultation.

4.4 **Phase 2: Draft Police and Crime Plan:** A draft plan will be developed by the Office of the PCC. As shown in Appendix 2, this will build upon the Principles and Objectives paper, and include:-

- Police and Crime Objectives
- Details of the Avon and Somerset policing area
- Resources provided to the Constabulary
- Governance arrangements and how performance will be assessed
- How information will be made available to Avon and Somerset residents
- The services the Commissioner will provide or arrange to support crime and disorder prevention or to support victims and witnesses of crime and anti-social behaviour
- Details of grants and their conditions

- Collaboration - in place and planned.
- 4.5 The Draft Police and Crime Plan (V1) will be reviewed by the SPWG in the summer 2016 and submitted to the Police and Crime Panel and key partners for comment. The document will also be published on the OPCC website to offer opportunities for all stakeholders (includes general public) to provide comment.
- 4.6 **Phase 3: Consultation:** The draft Police and Crime Plan documents will be subject to partner, community, and other stakeholder consultation from the end of June until mid-August 2016. It is anticipated this will include:-
- Community Safety Partnerships, the Local Criminal Justice Board and Police and Crime Panel consultation
 - Workforce e-consultation activity with officers and staff
 - District-level consultation with local communities and partners (will provide opportunities to highlight more locally-specific issues for consideration when developing local plans)
 - Independent Advisory Group consultation and equality analysis which considers the impact of the plan and objectives on residents and service users in the local area.
- 4.7 **Phase 4: Final Plan:** A revised draft will be issued in early September. This will be reviewed by the Police and Crime Panel on 20 September (date to be agreed).
- 4.8 It is recommended that the plan is refreshed and updated on an annual basis to reflect planning, business and commissioning cycles, and progress against it reviewed at regular intervals (quarterly). Any supplementary documentation, developed at a later stage, would be subject to the same frequency of review.

5 FORMAT

- 5.1 The PCC will issue the Police and Crime Plan in three formats (with the latter two being produced after the full plan is developed).
- **Full Police and Crime Plan** This document is aimed primarily at service providers including the Constabulary and other statutory partners and sets the framework for governance and delivery during the PCC's term in office. The full plan will be available in hard copy and electronic / web enabled formats.
 - **Police and Crime Plan Summary** This will be public facing and provide a summary of the PCC's Police and Crime Objectives alongside other useful information, such as contact details and 'how you can get involved'. The summary can be made available electronically and by in leaflet (A5) and poster-size.
 - **District-level Plans (number to be agreed)** This document will be public facing and set the overarching force-wide objectives in a district-level context. This may include for example, more locally-relevant images, objectives and budgetary information. The district level Police and Crime Plan summaries will be available electronically and in booklet form.
- 5.2 Appendix Two sets out a proposal for the structure of the Police and Crime Plan. This will need to be discussed and agreed by the SPWG.

APPENDIX 1. PROPOSED TIMELINE: DEVELOPING THE DRAFT PLAN

Date	Milestone
25/04/16 – 27/05/16	Immediate practical preparations <ul style="list-style-type: none"> - Area profile – about Avon and Somerset - Resources: our resources and how they are used - Strategic Policing Requirement compliance - 'Useful information' – How you can contact us, how you can contribute - Branding and design – Cover, objectives, district artwork, map - Principles and Objectives - Victims and vulnerable people – evidence base, achievements and activity - Updates and feedback mechanisms – performance, review (noting current governance arrangements) - Agree membership of SPWG.
09/05/16 – 18/05/16	Draft High-level priorities
16/05/16 – 18/05/16	Consultation with Chief Constable on high level priorities
25/05/16 – 26/05/16	COG Planning discuss high level priorities
09/06/16	Paper deadline Police and Crime Panel (High-level Priorities and Project Plan)
15/06/16	First SPWG meeting – steering and discussing need and feasibility of working group to develop content of the plan. Held as part of PCC-COG meeting
26/05/16 – 19/06/16	Preparation for Stakeholder Engagement Session
20/06/16 or 24/06/16	Stakeholder Engagement Session to agree shared vision and objectives Start of Stakeholder consultation
16/06/16	Police and Crime Panel review high-level priorities and project plan
01/07/16 (TBA)	Strategic Planning Working Group review outputs from workshop
Consultation commences by 24/06/16 and ends 12/08/16 = 6 + weeks) Website information available from 28/06/16	Consultation with stakeholders Stakeholder engagement session (20/06/16) Proposal for police officers and staff: Invite comments to high-level priorities and plan as it develops. Made available on Constabulary intranet/link to OPCC site. Proposal for public: Invite comments to high-level priorities and plan as it develops. Made available on Constabulary intranet/link to OPCC site. To be discussed and agreed by SPWG: Webchat jointly hosted by PCC and CC – date to be arranged Area Commanders give a virtual briefing to be cascaded at briefings Julian Kern to do similar to HQ police staff (officers welcome One public event per District (ie 3); and document to be made available at PACT meetings IAG – circulate to members, specific meeting to discuss equalities objectives
28/06/16 – 11/07/16	Analysis of consultation responses
06/07/16	Criminal Justice Board – opportunity to feed into plan development
01/07/16 – 18/07/16	Draft V1 developed

20/07/16	Draft V1 of Police and Crime Plan circulated to SPWG alongside consultation analysis
22/07/16	Community Safety and Commissioning Group – opportunity to feed back on analysis of consultation responses.
27/07/16 (TBA)	Strategic Planning Working Group review V1 and consultation analysis (including verbal update on CSCG meeting) and approve issue to Panel
01/08/16	Draft v1 of plan emailed to Police and Crime Panel, panel invited to comment
12/08/16	Comments from Panel collated and circulated
15/08/16 – 19/08/16	Panel have opportunity to present recommendations as report
12/08/16	Consultation stops. Analysis completed.
15/08/16 – 01/09/16	V2 drafted
02/09/16	PCC and CC approve V2 for issue
06/09/16	Paper deadline Police and Crime Panel – review of draft Plan Copy also issued (e-copy) to partners for information
20/09/16	Police and Crime Panel review draft Plan
21/09/16 – 23/09/16	Consultation with Chief Constable re. any variation
21/09/16 – 04/10/16	Preparation of response to Police and Crime Panel report/recommendations
w/c 10/10/16	Finalise and publish web copy of Police and Crime Plan Publish response to Police and Crime Panel report / recommendations
w/c 17/10/16 -	Print run of Police and Crime Plan. Distribution of Police and Crime Plan.
09/01/17 – 20/01/17	First review of Police and Crime Plan (and thereafter reviewed quarterly – April, July, October, January).

APPENDIX 2 – POLICE AND CRIME PLAN: PROPOSED FRAMEWORK

A. Cover Artwork – Force wide

B. Foreword and Introduction

- Introducing the PCC - vision and approach of the PCC

C. PCC Strategic Priorities and expected Outcomes

- Police and Crime Objectives – high-level overview

D. Roles and Responsibilities. Governance Arrangements. Community Involvement

- Purpose of plan and period of issue
- Roles of key people – PCC, CC, Partners – Public
- Reference to Personal Responsibility at all levels (link to Leadership)
- Opportunities for public to support plan delivery

D. PCC Strategic Priorities: Objectives, Activities and Accountability

- Coverage of objectives, activities and accountability for key areas of
 - Vulnerability
 - Strengthening Local Policing
 - Supporting Chief Constable to maintain an effective workforce
 - Strengthening Partnership Working

E. Legitimacy

- Objectives around Legitimacy including oversight of the Equality Objectives PCC will hold CC to account for delivery against (link to PEEL Legitimacy)

F. Collaboration

- Details of interdependent partnership policies, protocols and strategies. Details of approach and key local, regional and national collaboration activity
- Details of how they have had regard to the Strategic Policing Requirement (capacity and capability) to safeguard against the tier 2 and 3 threats to regional and national security.

G. Resources

- VFM intro and link to PEEL efficiency
- The Medium Term Financial Plan and core strategies (Estates, IT)
- Revenue and Capital budgets and core assets
- Workforce / Service Strength
- Details of any specific crime reduction grants
- Demonstrable link between the police and crime objectives and the resources allocated and VFM summary

H. Performance and Outcomes

- Continuous Improvement and link to Constabulary CI plan and CIF
- Coverage of assurance activities – what, how, who, when
- Link to PEEL effectiveness and following up of HMIC and other inspection recommendations
- Performance Measures agreed – Constabulary and other partners (e.g. grant recipients)
- Details of where this information can be monitored.

Appendix One. Profile of Avon and Somerset

- Geographic (map) make up – districts, local authorities
- Demographic make-up – population, recognition of diverse groups with specific and diverse needs
- Agencies, roles and responsibilities – Community Safety and Criminal Justice landscape

Appendix Two. Reminders, References, Useful Information

- Opportunity to communicate responsible use of 999/101 and officer mobile numbers, to promote other communication channels
- References section (if required)
- Useful information around accessible formats, crimestoppers information etc.