

**Joint Report of the Chief Constable and Chief Executive to the
Chair and Members of the Police Authority Executive
20th December 2011**

**Executive & Presenting Officer: Mr Sean White, Assistant Chief Constable
(Crime & Operations)**

Status: For Consideration and Agreement

2012/13 Policing Priorities and Local Policing Plan

1. Purpose

- 1.1 This report has been prepared to seek Members approval for the proposed process for developing the policing plan, policing priorities and targets for 2012/13.

2. Recommendations

It is recommended that Members consider and approve the following proposals:

- 2.1 Regular liaison with nominated Members and Police Authority Officers to develop the plan in the form of a small working group. Tuesday night briefings to be used as an opportunity for all Members to be kept informed of policing plan, annual priorities and targets developments.
- 2.2 Approval of the Policing Plan is undertaken by the Police Authority Executive as detailed in the attached scheduled (Appendix 2).
- 2.3 The Plan will be available in electronic format although printed copies will be available on request.
- 2.4 The document will only be translated into a foreign language upon request.
- 2.5 That the joint 2011/12 Annual Report is prepared and published as part of the Policing Plan.

3. Background

- 3.1 Under section 6ZB of the Police Act 1996 (as inserted by the Police and Justice Act 2006), before the beginning of each financial year, police authorities and forces are required to issue a Policing Plan setting out the Police Authority's policing objectives for the policing of its area during the year and the proposed arrangements for the policing of that area for the period of three years beginning with that year.
- 3.2 The Policing Plan Regulations 2008 and guidance set out the information that must be included in a policing plan. This is detailed in paragraph 3.5 below.
- 3.3 Responsibility to prepare the policing plan rests with the Chief Constable who is required to submit it to the Authority for consideration and for the Authority to issue it. However, responsibility to determine the policing objectives, priorities and any targets rests firmly with the Authority.
- 3.4 These statutory arrangements will change when the Police and Crime Commissioner is elected in November 2012 under the Police Reform and Social Responsibility Act 2011. Section 5 of the Act will require the Police and Crime Commissioner to issue a police and crime plan within the financial year in which each ordinary election is held. This represents a significant shift of responsibility from the Chief Constable (who currently has the statutory duty to prepare the plan) to the Commissioner (who will merely have to consult the Chief Constable and the Police and Crime Panel).
- 3.5 The content of the Police and Crime Plan will be set down in regulations or statutory guidance. Based on draft guidance the main differences between the existing Policing Plan and the new Policing & Crime Plan will be:

Policing Plan (Existing)	Police and Crime Plan (post November 2012)
3 year plan	Five year plan, although first plan will be for 3.5 years
The current plan can only be varied by the Secretary of State	At any time a Police and Crime Commissioner may vary the plan
Strategic priorities for police authorities	The commissioner's police and crime objectives for the area
	The policing of the police area, provided by the Chief Constable
A statement of financial resources the police authority expects to be available for the plan period	Financial Resources which the commissioner is to provide to the Chief Constable
Performance Targets established by the police authority	Police Performance Measures determined by the Commissioner
Having regard to the strategies formulated by the relevant responsible authorities (section 6	Having regard to the relevant priorities of Crime and Disorder and Criminal Justice Agencies (S10 Police

Crime and Disorder Act 1998)	Reform and Social Responsibility Act 2011)
Shadow Strategic Policing Requirement	Strategic Policing Requirement
	The means by which the chief Constable will report to the Commissioner
	Must have regard to the views of the Police and Crime Panel (statutory consultee)
	Obtain, before the plan is issued, the views of the public and victims of crime, on that plan (s5 Police Reform and Social Responsibility Act 2011)
	Crime and Disorder Reduction Grants

3.6 When the Police and Crime Commissioner takes office in November 2012 one of the first things that they are likely to do is issue a Policing and Crime Plan. Indeed it will be a statutory requirement to do so before 31st March 2013. It would seem to make sense therefore to make format and content of the 2012 Policing Plan as close as possible to that which is likely to be required for the PCC in November.

4. For Consideration

4.1 Current legislation clearly places responsibility on the Authority to determine the policing objectives, priorities, targets etc. This requires pro-active involvement of members and officers of the CPA support team. This would be difficult to achieve through existing panel meetings. A more focussed and involved approach would be for a small group of members to work with the Force (supported by CPA staff) to produce a policing plan that not only reflects the current statutory considerations but also takes account of those that will take effect in November 2012.

4.2 The Police and Crime Commissioner has a number of statutory responsibilities that they must consider when formulating the Police and Crime Plan. Other relevant relationships and considerations include:

5. The Strategic Policing Requirement

5.1 The Strategic Policing Requirement, which will be issued by the Secretary of State 'from time to time' will set out current national threats and the required national policing capabilities to counter those threats. A shadow Strategic Policing Requirement has been issued in advance of the commencement of the Home Secretary's statutory duty to set out what are, in her view, the

national threats at the time of writing. It is intended that the shadow and non-statutory Strategic Policing Requirement will inform police forces' and authorities' planning arrangements for 2012/13.

6. The Policing Protocol Order 2011

- 6.1 The protocol sets out to the Police and Crime Commissioner, Chief Police Officers and the Police and Crime Panel how their functions will be exercised in relation to one another. The protocol is an important tool in understanding and establishing the strategic remit of the Police and Crime Commissioner.

7. The Police and Crime Panel

- 7.1 A Police and Crime Panel will be set up to scrutinise the Police and Crime Commissioner (PCC). One of their functions will be to review the PCC's Police and Crime Plan (on which it is a statutory consultee). The PCC must have regard to the PCP's views on the draft plan (s28 (3) and s5 (6) (c) Police Reform and Social Responsibility Act).
- 7.2 The attached process will deliver a Policing Plan that complies with the requirements set out in the Police and Justice Act 2006 and the current Policing Plan Regulations set out in the Home Office Circular 004/2008 for approval by Members at their February 2012 meeting.

8. Policing Priorities 2012/13

- 8.1 Our current Policing Priorities for 2011/12 are:
We will continue to deliver Putting People First by making progress in the priority areas that matter to you:
- *Reducing crime*
 - *Reducing antisocial behaviour*
 - *Keeping you safe*
 - *Delivering value for money*
- 8.2 When undertaking the annual review of these priorities to ensure that they remain fit for purpose for 2012/13, the Force and Authority must take cognisance of a wide range of factors including our vision, the Home Secretary's Shadow Strategic Policing Requirement, the Force Strategic Intelligence Assessment, feedback from public consultations and the priorities of our partner agencies. This is set out in the schematic at Appendix 1.
- 8.3 A Force Strategic Planning Day was held on 7th November to take cognisance of this environmental scanning and review the existing Policing Priorities. It was agreed that the Force faced a unique combination of challenges:
- Unprecedented financial attrition
 - Significant changes to the workforce mix
 - Transition to working in a strategic partnership with Steria
 - Fundamental transformation of all core IT systems

- Risks to delivery of the volume crime and antisocial behaviour reduction targets
 - The impact of Operation Sacristy
 - Transition to Police & Crime Commissioners
- 8.4 It was agreed that a rigorous assessment of the issues facing the Force should be undertaken together with an assessment of Force capacity and capability to deal with the issues arising. Consequently, the following assessments are being undertaken in December:
- A capacity and capability assessment
 - An organisational Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis
- 8.5 A further Strategic Planning Day is scheduled for 17th January 2012 where the outputs of these analyses, together with the environmental scanning already undertaken, will be used to agree challenging but realistic medium term policing priorities, annual priorities and annual targets for discussion with and recommendation to the Police Authority. Nominated members and Police Authority Officers will be invited to attend.

9. Local Policing Plan

9.1 Production

In line with existing legislation, the Policing Plan must receive Authority approval and be issued by 31st March 2012, and be published and made accessible to local communities by 30th June. A production and publication schedule is attached at Appendix 2.

9.2 Content

The content of the Policing Plan is largely set out by Home Office planning regulations and guidance documents as set out in para 3.5. However it is intended that a plan is produced in the format (and with a content) that will be required by the Police Reform and Social Responsibility Act 2011.

9.3 Publication

It is proposed that the 2012/15 Policing Plan will be available to the public on the Force website by 31st March 2012 with hyperlinks to/from the CPA website.

- 9.4 Previous experience has demonstrated that there is little demand for paper copies of the plan with none to date in 2011. It is, therefore, proposed that the Plan will be produced in an electronic format only. It will be possible to print a version of the full policing plan directly from the web pages and printed copies of the Policing Plan will be available for Members' consideration and approval at their meeting in February 2012. The joint 2011/12 Annual Report will be prepared and published as a part of the Plan as in previous years.

- 9.5 It is noted that use of the website may exclude some people. To meet our commitment to diversity it is therefore proposed to make printed copies of the Policing Plan available on request.
- 9.6 As last year it is proposed that the document will only be translated into a foreign language upon request. We have received no requests for translation of the last three Policing Plans.

10. Implications

10.1 Finance

The Budget 2012/13 and Long Term Financial Plan presented for Members' consideration and approval at their February 2012 meeting will demonstrate the affordability of this Policing Plan.

10.2 Diversity and Equal Opportunities

Diversity implications in relation to access to published documents have been considered within this report and contingency plans put in place to ensure every individual will have reasonable access.

10.3 Human Rights Act

There are no Human Rights Act implications arising from this report.

10.4 Sustainability

There are no sustainability implications arising from this report.

10.5 Risk

The Policing Plan is the keystone of the Force business planning process. The risk associated with the poor delivery of the Local Policing Plan includes loss of reputation with the Home Office, HMIC, Community Safety Partnerships and ultimately the public.

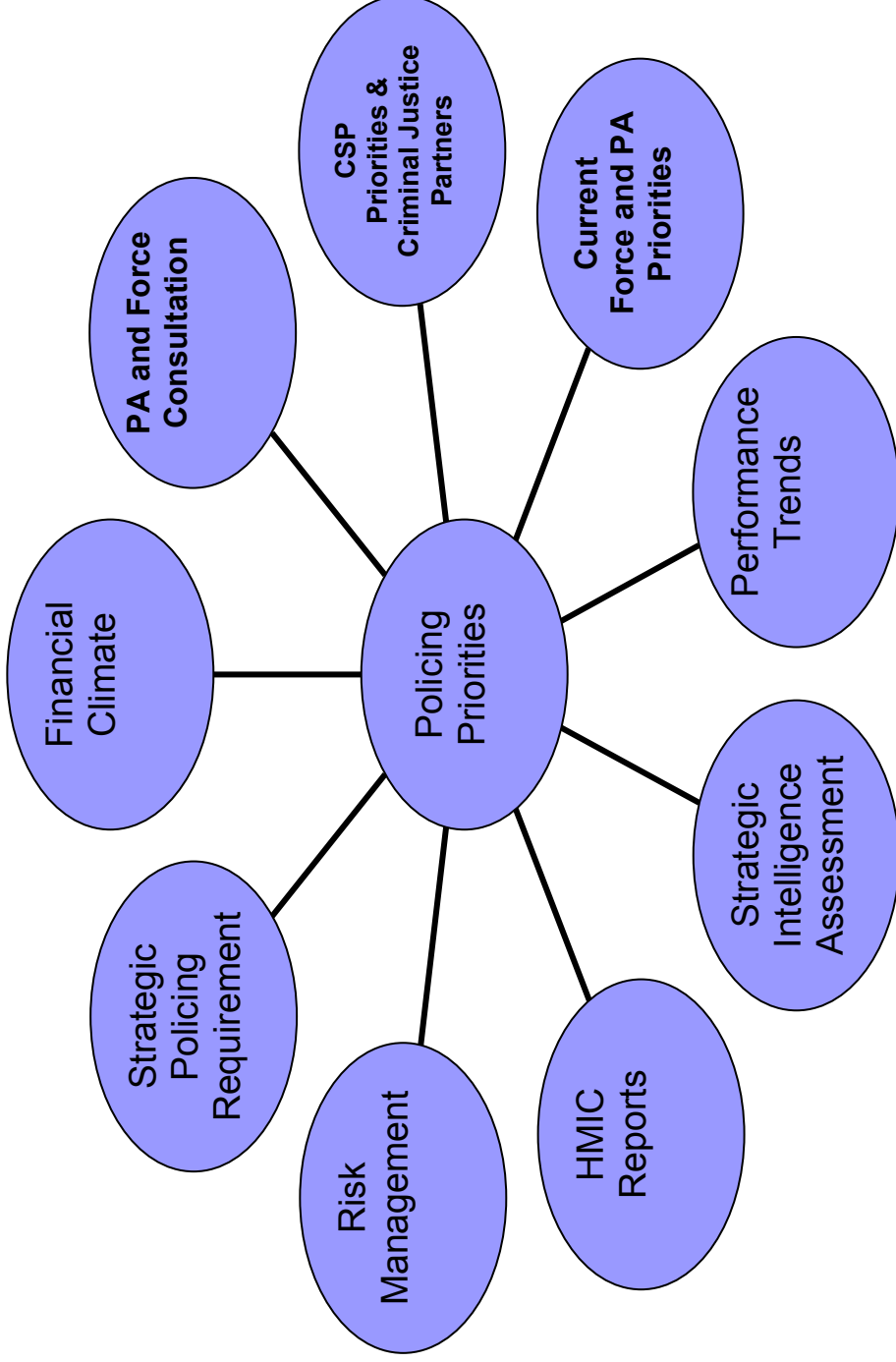
11. Conclusions

- 11.1 The Policing Plan sets out the policing priorities of the Authority and Force and translates those broad priorities into supporting strategies and tangible plans that will incrementally deliver Putting People First.

Jacqui Cheer
Temporary Chief Constable

Stuart Pudney
Chief Executive & Monitoring Officer

Corporate Planning Framework



Policing Plan Production Schedule

Month	Task	Deadline	Responsibility
November 2010	Strategic Planning Day to discuss Policing Priorities.	7 November 2011	Head of CP&G
	Strategic Policing Requirement published	November 2011	Home Office
December 2010	Home Office guidance on new planning requirements published.	December 2011	Home Office
	Police Authority Executive to approve Policing Plan development proposal and timetable.	20 December 2011	Head of CP&G
	Confirm communications plan	December 2011	Strategy Manager (CPA)
	Outline draft of policing plan available for consultation with SUMs, Executive & Members.	20 December 2011	Planning & Development Officer
January/ February 2011	Prepare draft policing summaries	January 2012	Planning & Development Officer
	Strategic Planning Day to agree proposed Policing Priorities and targets.	17 January 2012	Head of CP&G
	2 nd draft of policing plan and proposed targets available for consultation with SUMs, Executive & Members.	20 January 2012	Planning & Development Officer
	Final draft of policing plan, policing priorities and targets to Police Authority Executive for approval	29 February 2012	Head of CP&G
	Agree final performance targets with Force and Authority	February 2012	Performance Manager
March 2011	Publish Plans on the Internet (to include agreed targets which will be subject to amendment when outturn figures become available)	31 March 2012	Planning & Development Officer
	Prepare launch of plan	March 2012	Planning & Development Manager

Appendix 2

Month	Task	Deadline	Responsibility
April/May 2011	Launch Policing Plan	March 2012	Executive
	Provide actual end of year figures.	April 2012	Performance Manager
	Revise plan to reflect revised performance targets	April 2012	Planning & Development Officer
	Prepare Annual report section for publication	April/May 2012	Planning & Development Officer