



POLICE AND CRIME PLANS

GUIDANCE AND PRACTICE ADVICE

Version 4.1

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Foreword

In November 2012, the first Police and Crime Commissioners (PCCs) were elected for England and Wales setting out their commitments to local communities in their statutory Police and Crime Plans. These plans were varied in nature reflecting the differing styles, approaches and priorities of the 41 Police and Crime Commissioners in office.

This document provides an update of the guidance first produced by APACE in July 2012 and has been revised to take account of lessons learned and good practice identified during the Police and Crime Commissioner's first term in office.

The guidance has been developed by APACE in consultation with the Association Police and Crime Commissioners (APCC), National Police Chiefs' Council (NPCC), National Offender Management Service (NOMS), Local Government Association (LGA), Ministry of Justice (MOJ) and Home Office (HO) colleagues and partners. It forms part of a suite of products which explore commissioning and good governance approaches.

Although aimed primarily at practitioners involved in developing police and crime plans, this guidance may also be of interest to members of the Police and Crime Panel and relevant police, community safety and criminal justice agencies in supporting a wider understanding of the requirements and opportunities that the Plan presents in the current commissioning environment.

If you have any comments or suggestions as to how this guidance can be improved, please contact APACE via apacecoordinator@gmail.com

Chapter 1. Introduction

1.1 Police and Crime Plan Guidance

The Police Reform and Social Responsibility Act 2011 (the Act) introduced significant changes to the governance of policing in England and Wales. Most notably, this included the introduction of Police and Crime Commissioners in England and Wales¹ with responsibility for the totality of policing within their respective police force areas². The Act requires Commissioners to hold their Chief Constable to account for the operational delivery of policing and secure and maintain efficient and effective local policing services.

This guidance has been compiled by APACE to support Commissioners and their staff in delivering their statutory requirements. It aims to promote a shared commissioning language and support delivery of the best possible outcomes for the public we serve and who fund our services.

This document describes and interprets the legal framework for developing Police and Crime Plans and explores the practicalities for practitioners in fulfilling their statutory requirements. The guidance aims to support Commissioners and practitioners in:-

- understanding issues to consider when developing and issuing plans;
- embedding the principles of good governance in the business planning process;
- considering interdependencies such as the Strategic Policing Requirement, the Protocol and wider community safety and criminal justice environment;
- assimilating examples of best practice; and
- reviewing and updating the Plan as part of an ongoing cycle of improvement, including the development of an Annual Report.

We recognise that Police and Crime Plans, by their nature, will be localised documents and that processes and planning cycles will vary to reflect the needs of each local area. As such, this guidance **does not** prescribe a style or methodological approach, nor does it suggest specific content for consideration when developing these documents.

Furthermore, this guidance does not specifically consider Metropolitan or Welsh Government perspectives, although it is similarly applicable to both.

All legislative references in this guidance are references to the Act unless otherwise stated.

This guidance will be reviewed and updated as further regulation, guidance or codes of practice become available³.

¹ With the exception of the City of London

² The Policing Protocol Order 2011, Paragraph 11

³ No specific codes of practice have been issued by the Secretary of State under section 7(4) of the Police Reform and Social Responsibility Act.

1.2 Statutory Framework

Police and Crime Plans are a statutory requirement for all police force areas introduced as part of the Police Reform and Social Responsibility Act 2011. The plan is both a planning tool for Police and Crime Commissioners and an important mechanism for communicating the Commissioner's intentions to the public, police, partner agencies, Police and Crime Panel and other stakeholders.

The Police and Crime Plan should 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 police 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 or witnesses of crime and anti-social behaviour⁴
- any grants which the Commissioner is to make, and the conditions (if any) of those grants.

The Commissioner is required to issue a Police and Crime Plan as soon as practicable after taking office and, in any case, before the end of the financial year (31st March) in which the Commissioner is elected. In doing so, the Commissioner should prepare a draft plan in consultation with the Chief Constable.

The draft plan should then be sent to the Police and Crime Panel, allowing a reasonable amount of time for it to be considered. The Commissioner must have regard and provide a response to any report or recommendations made by the Panel. The Commissioner must also publish that response and the plan itself, and send a copy of the plan or variation to the Chief Constable.

Plans will take effect from the start of the 'planning period' through to the point at which the next Police and Crime Plan is issued, and should therefore cover the period up to the end of the financial year in which the subsequent Commissioner election takes place⁵.

Both the Chief Constable and Police and Crime Commissioner have a duty to have regard⁶ to the Police and Crime Plan in fulfilling their roles, and the Secretary of State may issue guidance⁷ as to how this duty should be complied with.

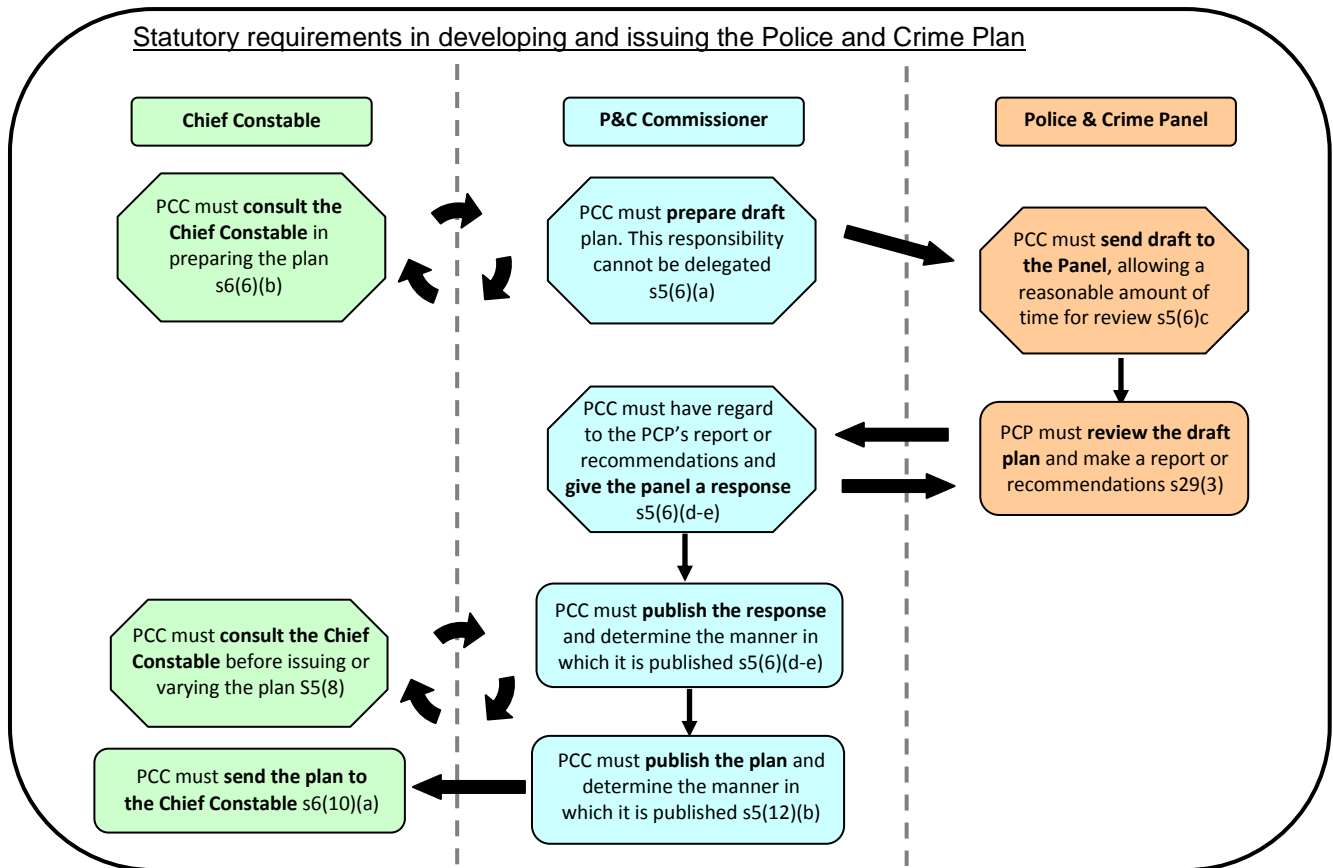
⁴ Services provided by virtue of section 143 of the Anti-social Behaviour, Crime and Policing Act 2014

⁵ From 2016, elections for commissioners will be held in May each subsequent fourth year

⁶ Sections 8(1) and 8(2)

⁷ The Secretary of State must consult relevant parties (including the Chief Constable and Commissioner) prior to issuing any guidance

Statutory requirements in developing and issuing the Police and Crime Plan



Chief Officers of police and local unitary, county and district authorities have a duty to co-operate with the PCC for the purpose of formulating Police and Crime Plans⁸. In turn, the Commissioner has a number of statutory responsibilities that they must consider when formulating the Police and Crime Plan. These include a duty to:

- Co-operate with responsible authorities⁹ in formulating and implementing local crime and disorder strategies¹⁰ and have regard to the relevant priorities of each responsible authority;
- Make arrangements for engaging with local people¹¹;
- Achieve value for money¹²;
- Co-operate with local criminal justice bodies¹³ to provide an efficient and effective criminal justice system for the police area¹⁴;
- Ensure that the Chief Constable fulfils their duties relating to equality and diversity;
- Have regard to the need to safeguard and promote the welfare of children;
- Have regard to the Strategic Policing Requirement issued by the Secretary of State: and
- Have regard to any guidance or codes of practice issued by the Secretary of State¹⁵.

Other relevant requirements and considerations are explored in further detail in section 3.2.

⁸ Section 10

⁹ Responsible authorities set out in section 5 of the Crime and Disorder Act 1998: Police, Local Authority, Fire and Rescue Authorities, Primary Care Trusts and Local Health Boards in Wales

¹⁰ Section 6 of the Crime and Disorder Act 1998 as amended

¹¹ Section 34

¹² Section 35

¹³ Section 10(2) - Criminal justice bodies incorporate the Chief Constable, Crown Prosecution Service, Her Majesty's Courts and Tribunals Service, HPPS, Youth Offending Teams and Probation Trusts

¹⁴ Section 10(3)

¹⁵ S7(4-5) of the Act and Section 37A(7) Police Act 1996 as amended

Chapter 2. Strategic Planning

This Chapter highlights a range of issues that should be considered when developing your local Police and Crime Plan.

2.1 The Planning and Commissioning Cycle

Developing a Police and Crime Plan should not be viewed as an isolated process, but rather as part of a wider cycle of strategic planning. This is best demonstrated by the four key stages of the commissioning cycle: *understand, plan, do* and *review*:

The Commissioning Cycle



Understand	Understanding local need, resources and priorities and consider the views of partners and stakeholders
Plan	Based on this knowledge, agree what outcomes you want to achieve and how they can be delivered efficiently, effectively, equitably and sustainably
Do	Make decisions to secure improved commissioning outcomes and monitor the results
Review	Consider and report on the extent to which the outcomes are being delivered and identify where any improvements can be made.

This model places stakeholders, users and beneficiaries at its heart to form an ongoing cycle of continual service improvement. Robust governance arrangements should be embedded within the model to ensure that plans are the product of effective consultation, are informed by sound analysis and prioritise the issues of greatest importance. Commissioners may wish to ensure that the principles of good governance¹⁶ drive the organisation’s business by:

- Focusing on the organisation’s purpose and on outcomes for the public and service users, such as ensuring a high quality service and delivering value for money;
- Being clear about the functions and responsibilities of the Commissioner, his/her relationship with the public and how those functions are effectively discharged;
- Promoting the values of the Commissioner, force and key partners and how those values are put into practice;
- Demonstrating rigour and transparency in decision making and priority setting, informed by good quality information and effective risk management;
- Demonstrating how the Commissioner’s capacity and capability is being developed in order to effectively fulfil the role; and
- Being built upon an active and planned approach to public and stakeholder engagement and accountability.

More information about the model and cyclical planning process for commissioning can be found in the APACE guidance document ‘*Introduction to Becoming a Commissioning Organisation*’.

¹⁶ See Framework for Good Governance for Policing (Audit Commission) and Principles of Good Governance as defined by the Good Governance Standard for Public Services (CIPFA/SOLACE)

2.2 Purpose of the Plan

The plan will cover a range of activities which aim to help reduce crime and anti-social behaviour and its impact on victims and witnesses and improve the efficiency and effectiveness of local services. This may include public priorities, aspects of strategic policing such as organised crime, counter terrorism and managing dangerous offenders, and other broader community safety issues such as crime prevention, road safety and the reduction of drug and alcohol-related harm.

Police and Crime Plans fulfil a range of requirements which will impact upon a wide variety of stakeholders in different ways. It will therefore be important to consider these stakeholders along with their needs and expectations in order to inform the content and style of the messages contained within the plan, as discussed in section 4.2.

- **Victims and witnesses of crime and ASB and the wider community** will require a clear understanding of what they can expect from their commissioner and police service and how the plan reflects their priorities and concerns. This may require a focus on objectives, accountability arrangements, performance and service provision.
- **Chief Officers of Police** and other police officers and staff must be a primary audience for the plan, particularly with regard to the police and crime objectives, the level of policing required, the resources that the Commissioner will provide, the accountability arrangements for reporting to the Commissioner and the performance standards expected. Ensuring that the objectives of the plan are well embedded within the force's own internal action plans and planning processes will help to secure its successful delivery.
- **Partner agencies**, particularly criminal justice, local authority and wider community safety partners, will also require a clear understanding of the Commissioner's objectives, details of any grants to be issued and the conditions, if any, of those grants. If the plan is developed with input from partner organisations and underpinned by a joint understanding of need, it can be a key planning document for all responsible authorities and the criminal justice system. Such an approach could also demonstrate how the priorities of other agencies have been taken into account in the production of the plan.
- **Private sector businesses and voluntary sector** organisations may also look to the plan to identify future procurement and commissioning intentions.
- **The Police and Crime Panel** has a duty to review the draft plan in its entirety and any changes to the plan, and is likely to focus on the Commissioner's objectives, the accountability arrangements in place and expectations in terms of performance.
- **The Secretary of State** may also have a primary interest in the objectives set by the Commissioner, the accountability arrangements in place, performance expectations for both the Commissioner and Chief Constable, and any relevant community safety and criminal justice agencies in receipt of grants. In particular, the Secretary of State will be looking to ensure that the plan is consistent with the Strategic Policing Requirement. As a key stakeholder in Wales, the Welsh Assembly Government may look to the Plan to identify opportunities in relation to community safety and engagement with wider public services within Wales.

Executive summaries and a variety of communication methods could be explored to ensure that the plan is widely accessible. Having a clear idea of the target audience for the plan will in turn determine the document's style, which is discussed in the following section.

2.3 Style and Approach

Before developing the plan, the Commissioner may wish to consider their preferred approach and determining whether, for example, the plan will be:-

- General and high level – identifying broad guiding principles;
- Detailed and specific – tighter objectives, potentially at a departmental or district level;
- Simple and accessible – minimising technical language and making use of Plain English;
- Technical and practitioner focused;
- Contractual commissioning plan – adopting a Service Level Agreement-style approach;
- Force wide or composed of more localised district level plans; or
- A combination of these approaches.

Whilst it is advised that the Commissioner adopts the model that is best suited to their area, community, stakeholders and ambitions, the benefits and limitations of these different approaches should be carefully considered. A broad high level plan, for example, may be more accessible to a wider range of audiences, but may also fail to provide a robust framework for accountability. A more specific service level agreement-style approach may, on the other hand, be more effective in driving particular areas of business but may also need to be reviewed more frequently.

You may also wish to consider the level of inclusivity adopted in developing the Police and Crime Plan. More inclusive approaches which may directly involve wider police, community safety and criminal justice partners may yield greater 'buy in' from partner agencies in delivering objectives and integrating services but could also lead to a dilution of the Commissioner's overall vision.

Similarly, an approach in which the plan is developed more independently by the Commissioner's office may offer more central control, but could also result in critical areas of service being overlooked, gaps in the assessment of local risk and threat and a failure to have regard to the relevant priorities of other responsible authorities.

In any case, the Commissioner must maintain overall editorial control of the plan and it will be important to establish the remit and responsibilities of participating individuals and agencies early in the process.

Whilst the benefits and risks to these respective approaches are explored in greater detail in appendix 3, different aspects of the plan are, in reality, likely to be tailored to meet the needs of particular groups.

The Commissioner may also consider producing multiple versions of the plan, ranging from the more technical and practitioner focussed to a high level summary. In any case, a clear and accessible public facing version of the plan is advised irrespective of any other versions produced.

2.4 Understanding Local Need

The Police and Crime Plan should be informed by a comprehensive understanding of local needs, resources and priorities and consider the views of the public, partners and other stakeholders. This evidence base will be important not only in determining the Police and Crime Objectives, but also in developing local services, issuing grants and setting the framework against which delivery and performance will be monitored. This process is explored in greater detail in the APACE guidance on *'Understanding Community Need to Commission Police and Crime Outcomes'*.

In developing the plan, the Commissioner is required to consider:-

- **Views of the local community and victims of crime.** The Commissioner must make arrangements to obtain the views of the local community about matters concerning the policing of the area before the police and crime plan is issued¹⁷. The Commissioner is also required to obtain the views of victims of crime in particular and have regard to those views when carrying out his/her functions.
- **Views and priorities of the local police force.** The Commissioner is required to consult the Chief Constable in preparing the plan and may wish to use information generated via local strategic assessments of crime and anti-social behaviour, organisational risk registers and any wider political, social, economic or environmental 'horizon scanning', to identify new and emerging trends, risks and threats¹⁸.
- **Views and priorities of other partners and stakeholders**¹⁹. The Commissioner has a duty to have regard to the relevant priorities of each responsible authority and may wish to ensure that partnership objectives support each other wherever possible. Commissioners will benefit from a comprehensive understanding of the local community safety and criminal justice landscape and an evidence base of success and good practice to ensure that objectives are based on a clear and robust rationale.

In each case, the Commissioner may wish to determine how the understanding of need is developed locally and the extent to which this builds upon existing police and partnership products, resources and activity. It will also be important to ensure that activity is:

- Planned – Ideally via a Consultation and Engagement Plan or strategy to ensure that activities form part of an ongoing cycle of engagement;
- Co-ordinated – Ensuring that consultation and engagement is aligned to the Commissioner's other responsibilities - for example, obtaining the views of local people and ratepayers on proposals for expenditure in the financial year²⁰. Aligning consultation and engagement activity to other partner agency planning cycles wherever possible may also help to minimise duplication, cost and consultation fatigue;
- Appropriate – Methods of engagement should be appropriate to the audience and subject;
- Proportionate – The relative cost and benefits of consultation and engagement activity should be considered, recognising that some methods can be highly resource intensive.

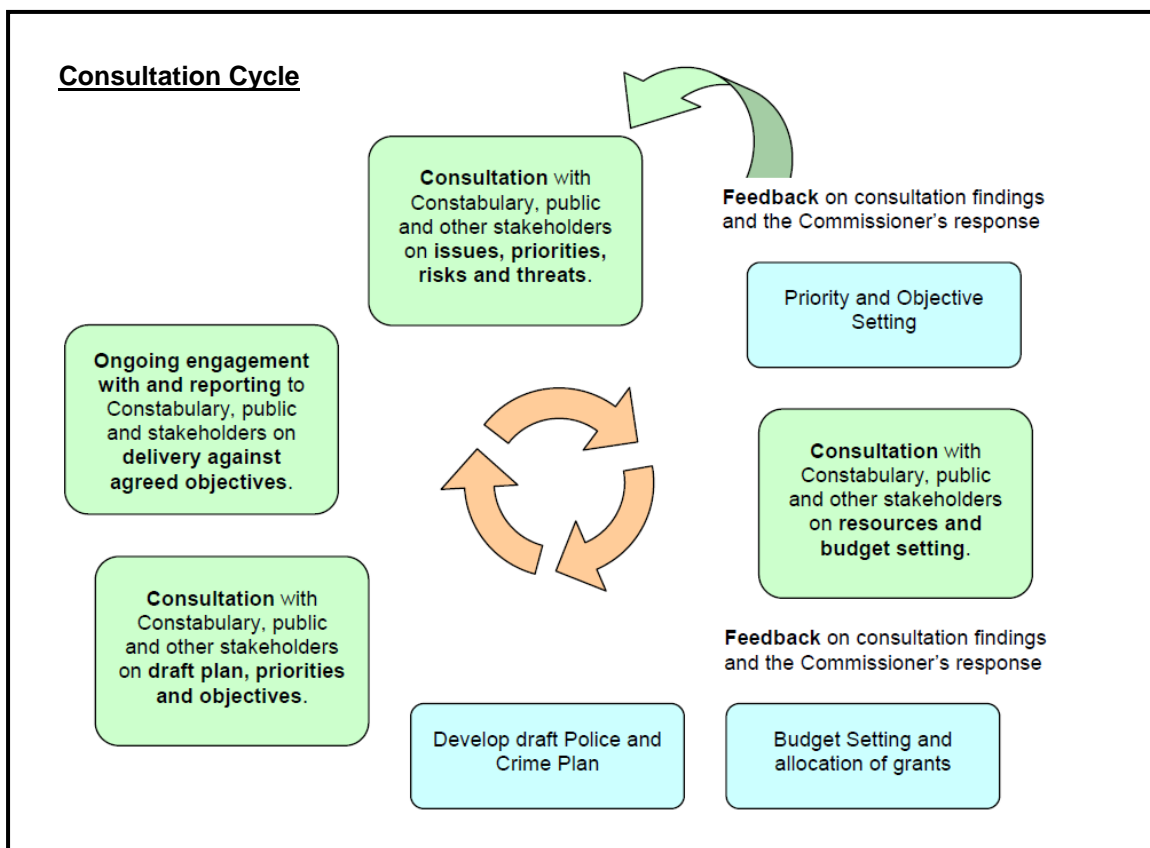
¹⁷ Section 96 of the Police Act 1996 as amended

¹⁸ Section 36(1) – The chief officer is required to give Commissioners such information on policing matters as required in the form (if any) specified by the Commissioner

¹⁹ Section 10

²⁰ Commissioners are required to consult the public and local rate payers prior to the precept being issued

Consultation and engagement will generally form part of an ongoing cycle of activity, as shown in the diagram below:



A robust and rounded consultation and engagement strategy will ensure that a variety of different methods are used. Options may include, for example, local population surveys and citizen panels, statutory victim satisfaction surveys, face to face consultation via public events and community meetings, dedicated on-line, postal, e-mail or telephone surveys, semi-structured interviews or focus groups, comments and complaints or findings from national surveys, such as the Crime Survey for England and Wales.

In doing so, Commissioners should also have regard to their duty to consult victims of crime, and any targeted activity necessary to ensure engagement with specific groups, including older people, young people, BME communities, voluntary and faith groups, community interest groups, the business community and people from different socio-demographic groups.

The Commissioner may wish to include within the plan information about feedback from consultation or the means by which consultation findings will be reported. This may include, for example, feedback via agency websites, public meetings, the local media, partner publications, council magazines and social networking (see section 4.2).

In order to achieve economies of scale, you may wish to work with partners (local councils, fire and rescue service, and voluntary sector) to jointly consult local residents. You may wish to work collaboratively with a neighbouring force area to collate and compare consultation findings, such as views on Council Tax contributions. This may not only reduce costs, but enable you to benchmark findings.

You may wish to consider cost effective consultation methods such as e-format policing priorities questionnaires to consult on changes in funding, public priorities and public confidence. Websites and social media can also be used to promote this activity.

You may wish to explore more qualitative research and consultation methods to develop your understanding of local crime and community safety issues, such as focus groups and face to face interviews.

The Strategic Policing Requirement (SPR) is an important tool for commissioners in understanding the wider national, regional and cross-border threats to crime and public safety. The SPR will be issued by the Secretary of State 'from time to time' setting out current national threats and the national policing capabilities required to counter those threats. Commissioners have a duty to have regard to the SPR²¹ when setting police and crime objectives and may wish to consider the level of information to include in the plan and how this can be made accessible and meaningful to the public and other stakeholders.

In addition to the statutory requirements detailed within this chapter, the Commissioner may also wish to consider a number of additional information sources to inform the development of their Police and Crime objectives. These may include, for example:-

- **Local performance data** and matters arising from any audit and inspection findings, which may highlight additional areas for improvement. This may include national comparator information such as that made available by HMIC and other national bodies;
- **Evidence of need, risk and threat** at all levels of operation, including Police, Community Safety Partnership²², Joint Strategic Needs Assessments and other organisational strategic assessments of need, risk and threat
- **Financial information**, including budgets and grants available to deliver the objectives of the plan. This may include forecasted information where possible and savings / efficiency plans. Consideration should also be given to how any planned growth will be resourced;
- **District and Basic Command Unit level** performance, priorities, issues and objectives and an understanding of the wider community safety and criminal justice environment;
- **Officer, staff and stakeholder consultation** and engagement, which may include internal workforce surveys conducted by the Chief Constable, and provide a more specialised perspective on crime, ASB and workforce issues within the force area.

The range and extent of additional information sources considered may depend upon the approach to developing the plan, as discussed in section 2.3. An exclusive process may be primarily led by the Commissioner's elected manifesto and statutory requirements, whilst more inclusive approaches may take account of wider partnership information, issues, risks and threats.

More inclusive approaches to developing the plan may enable a wider range of inputs to be considered, but will also require a greater level of capacity and expertise, as discussed in section 2.3. Aligning the Plan with the Joint Strategic Needs Assessment process may help to ensure linkages with the local Health and Well-being Strategy.

²¹ In addition to any guidance issued under section 8 of the Act about matters to be dealt with in the Plan

²² Section 5 Crime and Disorder Regulations 2007 place a duty on the strategy group to prepare a strategic assessment on behalf of responsible authorities to inform partnership plans

2.5 Determining Local Priorities and Objectives

There are a wide range of tools and methods available to support strategic planning and objective setting, many of which are used widely in the public and private sector.

SWOT analysis can be used to systematically evaluate the **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats involved in setting a particular objective or priority.

PESTELO is a recognised framework for considering the external and internal factors that may impact upon a particular objective or priority. These are commonly categorised as:-

- **Political:** local and central government policy and influence
- **Economic:** the influence of economic trends on crime and community safety objectives
- **Social:** the impact of changes in social trends and population, including population growth
- **Technological:** this may include for example, the influence of technological developments on both criminality and crime prevention
- **Environmental:** the impact of factors such as weather, tourism and the physical / built environment
- **Legal:** Factors which may impact upon the behaviour of individuals or organisations
- **Organisational:** Changes to and within organisations that may affect the delivery of objectives

Matrices are also commonly used to score and rank issues, risks or threats, usually based on an assessment of the likelihood or probability of the event occurring, the impact this would have on individuals, communities and organisations and the subsequent harm. Although these matrices can provide a logical framework for determining strategic objectives, it is important that they form part of a wider pragmatic and common sense approach that also takes account of feasibility and available resources.

As part of the priority setting process, Commissioners should be aware of a range of factors that could influence the content of the plan and how objectives will be delivered. These include:

- **The Protocol**, which describes the functions of elected policing bodies, chief police officers and police and crime panels how their functions relate to each other. The protocol is an important tool in understanding the strategic remit of PCCs²³.
- **Operational independence** of the Chief Constable – This is an important element of the relationship between the Commissioner and the force that the Police and Crime Plan must recognise and work within.
- **Collaboration** at a local, regional and national level - the Commissioner has a duty to maintain consideration of the ways in which collaboration could be exercised to improve the efficiency or effectiveness of the policing body and police force²⁴.
- **Financial and business planning processes**, including the Medium Term Financial Plan and annual report, which will detail progress made in meeting the objectives of the plan.
- **The Police and Crime Panel**, which will review the Police and Crime Plan and any variations to the plan.

²³ Section 79

²⁴ Section 22C Police Act 1996 as amended: Secretary of State has the power to order collaboration with respect to specific police functions

2.6 Skills and Resources

The skills and resources required to develop the plan will largely depend upon the approach adopted locally by Commissioners, however it will be important to ensure clarity of roles early on in the process in accordance with APACE guidance on '*Good Governance in the Office of Police and Crime Commissioners*'.

In determining any additional expertise required to develop the plan, the Commissioner should consider the following key functions:-

- Consultation and engagement: Are the required skills and capabilities in place to plan and conduct consultation and engagement activity with the public and key stakeholders? The issues of who to consult, how, when and on what are discussed in section 3.3.4;
- Analytical capability: Are the required skills and capabilities in place to analyse and interpret primary data (including the results of any consultation and engagement activity), and assimilate the findings of secondary data and research, including strategic assessments of risk and threat?
- Performance management: Are the required skills and capabilities in place to develop a robust performance management framework, set SMART²⁵ objectives and targets and monitor and report performance throughout the life cycle of the police and crime plan?
- Financial management and procurement: Are the skills and capabilities in place to advise on financial planning and commissioning arrangements?
- Legal: Are the skills and capabilities in place to manage any legal implications of commissioning activity and services and implementing the plan?
- Risk Management: Are the skills and capabilities in place to assess the risk maturity of the organisation and consider the issues and consequences for managing and mitigating risk?
- Drafting the plan: Are the skills and capabilities in place to bring together and interpret complex information as part of the physical drafting of the plan?
- Document design: Are the required skills and capabilities in place to design and print a document that is suitable for the target audience?
- Media and communications: Are the required skills and capabilities in place to promote, distribute and communicate the plan to the public and stakeholders?

The Commissioner may wish to consider whether particular functions are necessary, whether they will be required on a permanent or short term basis and whether they would be most efficiently or effectively delivered:-

- In-house (via the Commissioner's Office);
- As part of an independently commissioned service; or
- Using skills and capabilities available within the force and other partners.

It is also important to note that whilst section 18(1) of the Act provides the Commissioner with the power to delegate²⁶ certain functions, the responsibilities of determining police and crime objectives, issuing the plan and reporting to the Police and Crime Panel can not be delegated.

²⁵ See Chapter 3.4: Performance and Accountability

²⁶ To anyone other than a police constable, another commissioner or any other person or body which maintains a police force

Chapter 3. The Police and Crime Plan

This chapter explores the core statutory elements of the Police and Crime Plans that are set out in Chapter 1, including setting police and crime objectives and agreeing the policing to be provided, the resources to be made available and the means by which performance will be measured.

3.1 Police and Crime Objectives

The Police and Crime Plan must set out the Commissioner's police and crime objectives, which will include any objectives for policing, crime and disorder reduction and the discharge of the force's national or international functions.

The objectives of the plan are likely to be informed by the Commissioner's vision, aims and goals as reflected within their election manifesto, in addition to any issues identified via the Strategic Policing Requirement, local assessments of issues, risks and threats, findings from local consultation and engagement and any additional information that needs to be taken into account²⁷.

The objectives will set out what the Commissioner expects to be achieved with the resources and time available. In setting local objectives, the Commissioner may wish to consider:-

- Benefits and weaknesses of inclusive and exclusive approaches²⁸ to objective setting;
- Prioritising objectives – A smaller number of objectives may result in a more focussed and manageable plan. The Commissioner should consider whether all objectives are equally important or whether some are more critical than others. Objectives could be prioritised via a systematic risk-led process or following community and stakeholder consultation;

The content and style of objectives will be determined locally, however the Commissioner should be aware that it may be difficult to assess the extent to which objectives have been successfully delivered if they are weak and fail to adhere to 'SMART' principles²⁹. This in turn, may negatively impact upon the public perception of local accountability arrangements.

Before setting local objectives, the Commissioner may wish to consider:-

- What will success look like in terms of the outcomes that the objectives aim to achieve?
- What will be the best way to secure the delivery of particular objectives?
- What are the strategic risks of setting or not setting particular objectives and what processes are in place to manage and mitigate those risks;
- How any consultation on the draft objectives will be conducted and who will be consulted?
- Available resources – what objectives are deliverable and at what cost?
- The social value and community outcomes associated with delivery of the objectives.

²⁷ See Chapter 2.3 – Understanding Local Need

²⁸ See Chapter 3 – 3.2.2: Exclusive versus Inclusive Approaches

²⁹ See Chapter 2 – 2.1.4: Performance and Accountability

3.2 Policing Requirement

The Police and Crime Plan must set out the policing of the area which the chief officer of police is to provide³⁰.

The manner in which the Commissioner will exercise this responsibility should be determined locally giving due regard to the principle of operational independence, and the need to consult with the Chief Constable in preparing and issuing the plan³¹. In setting out the policing of the area which the Chief Constable is to provide, the Commissioner may wish to consider:

- The demand expected and the policing resources (see 3.3), capacity and capability available to meet those demands during the plan's period of issue. Force Management Statements³² published annually by the Chief Constable should provide the Commissioner with a comprehensive overview of these arrangements and be suitably aligned with the policing requirements set out in the plan;
- The standard and quality of policing to be expected in the area, which may include for example, assurances with regard to accessibility, response or treatment;
- Other core standards, such as those relating to;
 - human rights³³;
 - equality and diversity³⁴;
 - sustainability;
 - ethics, integrity and professional standards³⁵;
 - the Victims Code of Practice;
 - value for money³⁶;
 - safeguarding children and child welfare³⁷.

As part of the plan, it may also be important to define the policing area itself, including any important demographic or geographic features, areas or populations with specific needs or vulnerabilities and characteristics of the local community safety and criminal justice landscape. It may also be important to clearly define the roles and responsibilities of the Commissioner and Chief Constable and the principle of operational independence.

The Chief Constable must have regard to the Strategic Policing Requirement³⁸ and the Commissioner should set out the implications of the Requirement for that area when setting out the policing required.

As the Act also places a strong duty on Commissioners and Chief Constables to collaborate, the Commissioner may also wish to include within the plan:

- The Commissioner's vision for collaboration and partnership working
- Local, regional and national approaches to collaboration and partnership working
- Details and benefits of any existing major collaboration activity – including anticipated savings or improvements in capacity and capability

³⁰ Section 7(1)(b)

³¹ Section 5(6)(b) and Section 5(8)

³² HMIC expect all forces to have produced their first Force Management Statement by April 2017

³³ Human Rights Act 1998

³⁴ Section 149 of the Equality Act 2010

³⁵ See the Code of Ethics for policing and the 'Nolan' principles set out in Standards in Public Life

³⁶ Section 35

³⁷ Section 10 and 11 Children Act 2004

³⁸ Section 37A(2) Police Act 1996 as amended

3.3 Finance and Resources

The Police and Crime Plan must set out the financial and other resources which the Commissioner is to provide to the chief officer of police³⁹.

The resources made available to the Chief Constable, including staff and assets, will be integral to delivering the Commissioner's police and crime objectives, as will the contribution of other relevant partners. It is therefore recommended that the strategic planning process is fully aligned to and incorporates the financial planning cycle, and the police and crime plan openly demonstrates the linkages between the police and crime objectives set and resources allocated.

Resources provided by the Commissioner should also be considered in the context of any objectives or performance frameworks set, with a view to ensuring that expectations in terms of delivery are both achievable and realistic. Some areas may wish to use more detailed analytical techniques to better understand the projected costs of meeting any local or national priorities set.

When determining the financial and other resources to be provided, the Commissioner may wish to consider:

- Council Tax revenue raised through the local precept – The Commissioner may wish to include details of any actual or proposed precept, using the draft plan as part of the approval process via the Police and Crime Panel;
- Police Grant and any additional revenue grants or income streams; and
- Capital budget and assets available – including current or planned developments in the area of estates, IT, fleet or specific major projects.

The medium-term financial plan (MTFP) will be a key part of the budget setting process and will support long term planning for the Commissioner, Police Force and partners. The Commissioner may wish to communicate their longer-term vision for securing resources and commissioning services, including resources to be made available through any cashable savings or precept increases. Although longer-term plans (3 to 5 years) may aid planning for the future, they may also contain a wider margin of error given the variety of demands placed upon these agencies.

The Commissioner should also consider expectations in terms of efficiency and value for money with the resources provided. This may include, for example;

- Expectations with regard to deployment, demand management and overtime spend;
- Process improvement, streamlining support services and reducing bureaucracy;
- Savings with regard to procurement and any other wider overhead expenses; and
- Collaboration - In compliance with the Commissioner's statutory duties⁴⁰, the plan may also provide an opportunity to communicate the Commissioner's vision and expectations with regard to collaboration in order to improve the efficiency or effectiveness of key services.

The Commissioner should recognise the value of improvements in 'outputs' or productivity and appreciate that efficiency savings will not always be cashable. It may also be important to ensure that an appropriate balance is achieved between cost and quality, as either extreme is unlikely to represent best value for money.

³⁹ Section 7(1)(b)

⁴⁰ Section 22C Police Act 1996 as amended

3.4 Performance and Accountability

The Plan should include the means by which the chief officer of police will report to the Commissioner on his/her provision of policing and the means by which the chief officer of police's performance in providing policing will be measured⁴¹.

The Commissioner will want to demonstrate a robust and transparent process for holding the Chief Constable to account, whilst also having regard to the protocol determining their approach to ensuring accountability. The means of measuring and reporting performance will vary from area to area, however in any case, the Commissioner may wish to clarify the regularity, style and target audience for all reported performance updates.

The Commissioner has a level of freedom and flexibility with regard to performance governance and oversight⁴² and the means by which the Chief Officer's performance in providing policing will be measured should be agreed locally between the Commissioner and Chief Constable. The Commissioner may, however, wish to ensure that performance expectations are:

- Directly related to the objectives set in the Police and Crime Plan;
- Relative to the resources available;
- Public/victim-focused and do not drive perverse behaviours
- Clearly communicated
- Effectively embedded within the force's internal delivery plans

The Commissioner may also wish to consider trends in performance, positions relative to other similar force areas, independent sources of assurance via external and internal audits and inspections and comparative information such as the HMIC Value for Money Profiles, the Crime and Policing Comparator⁴³, the Police Efficiency, Effectiveness and Legitimacy (PEEL) Assessments and the police.uk 'Crimemapper' tool⁴⁴.

The use of numerical targets in policing has been the subject of extensive national debate in recognition of the effects that they can have on behaviour, discretion and bureaucracy. While commissioners in their publicly accountable role may wish to agree numerical targets as part of their plan, it will be important to ensure that:-

- They are not viewed in isolation of more rounded and holistic quality based assurances, including, for example, the annual HMIC PEEL Assessments
- Independent data and sources of assurance are used where possible
- Good governance is in place to safeguard against unethical practice
- The consequences of any stretching targets are considered and fully understood.

The Police and Crime Plan also requires the Commissioner to publish information that enables those living in the area to assess the performance of both the Commissioner and chief officer of police in exercising their functions⁴⁵.

It is recommended that this information is provided at regular intervals throughout the year, and that end of year performance is included in the annual report to the Police and Crime Panel (see section 4.3). Methods for communicating performance may include pro-active media releases or routine publication of performance via reports, leaflets web-updates or open public sessions.

⁴¹ Sections 7(1)(d) and (e)

⁴² The Act abolishes the power of the Secretary of State to direct policing bodies to set performance targets in relation to policing objectives

⁴³ <http://www.hmic.gov.uk/crime-and-policing-comparator/>

⁴⁴ <http://www.police.uk/>

⁴⁵ Section 11(3)

3.5 Grants and Securing Services

The Police and Crime Plan should include details of any grants which the Commissioner is to make, including any conditions of such grants⁴⁶.

Commissioners have the mandate to provide or arrange for the provision of services that will help victims or witnesses of crime and anti-social behaviour, or help to reduce crime and disorder in the area - including drug and alcohol misuse and re-offending⁴⁷. There are many mechanisms by which the Commissioner may be able to secure or arrange for the provision of such services, which may include, for example, agreeing collaborations, entering into contracts, providing grants, aligning budgets with partners, pooling budgets and developing community budgets.

Any services secured by Commissioners should be detailed or referenced within the Police and Crime Plan, as should any grants issued by the Commissioner and any conditions that have been attached to those grants, including conditions as to repayment. Commissioners are advised to ensure robust governance arrangements are in place and that commissioning activity:-

- Supports the effective delivery of the Police and Crime Objectives or section 143 of the Anti-Social Behaviour Crime and Policing Act;
- Responds to local need and is informed by local assessments of risk and threat;
- Complements activities and services provided by local partners;
- Takes account of the views of the public and service users;
- Is achievable and realistic within the resources available;
- Has clear and transparent accountability arrangements;
- Provides sufficient value for money; and
- Is appropriately monitored and performance managed.

The partnership environment will vary by area. Some will comprise simple geographically coterminous clusters of service providers, whilst others will have more complex geographic structures and arrangements. Either way, Commissioners should aim to ensure that the cooperation and trust built up between partners over time can be maintained and developed.

You may wish to explore how existing joint commissioning initiatives, such as Drugs Intervention Programmes, Youth Offending Services and Integrated Offender Management Schemes can be developed, and consider services that could be delivered by single providers across the area.

Regardless of the approach adopted, it will be important to ensure that:-

- Commissioning remains focussed on the outcomes you are trying to achieve
- Your commissioning cycle (understand, plan, do, review) recognises and embraces the planning cycles of other partners and stakeholders
- Systems and processes are not over-engineered – they should be flexible and responsive to change and guard against constraining options or stifling innovation
- Commissioning is outward facing, partnership and stakeholder focused and involves service users at each commissioning stage

The APACE 'Introduction to Becoming a Commissioning Organisation' provides guidance for Commissioners for the 'Do' element of the commissioning cycle for crime reduction, community safety and criminal justice activity, and considers the range of options available to Commissioners in fulfilling this role.

⁴⁶ Section 7(1)(f) as amended by the Anti-social Behaviour, Crime and Policing Act 2014

⁴⁷ Section 143(1) Anti-social Behaviour, Crime and Policing Act 2014

Chapter 4. Issuing and Reviewing the Plan

This chapter considers statutory requirements and potential approaches available to the Commissioner in issuing the police and crime plan and reviewing progress via the annual report.

4.1 Consulting on the Plan

The Commissioner is required to submit the draft Police and Crime Plan to the Police and Crime Panel on completion. The panel will review and make a report or recommendations in response to the draft and must be given a reasonable amount of time to do so⁴⁸. Local arrangements will determine what constitutes a 'reasonable' amount of time for consultation and review, and this schedule should be proportionally balanced against the requirement for the Commissioner to issue the plan 'as soon as practicable' after taking office⁴⁹.

In any case, a planned timetable for delivery, agreed protocols and early engagement with the panel should benefit the process and enable comments and considerations to be taken into account whilst drafting the plan.

The Commissioner must have regard to any report or recommendations made by the panel, provide a response to the panel and publish that response in a manner determined by the Commissioner (see 4.2).

In addition to a duty to make arrangements to obtain the views of local people, and victims of crime on matters concerning policing in the area⁵⁰, the Commissioner is also required to obtain the views of local people and victims of crime on the plan itself⁵¹. The Commissioner may wish to consider the timing and methodology (see 2.4) of any such consultation to ensure that the results can be used effectively to inform the plan and its implementation or any future review of the plan.

In addition to a duty to consult the Chief Constable in preparing the draft plan, the Commissioner is also required to consult the Chief Constable before issuing or varying the draft plan⁵² following review by the Police and Crime Panel. A copy of the plan or variation must also be sent to the Chief Constable directly.

The approach to complying with these requirements may vary between areas, however it is recommended that ongoing communication is maintained between relevant parties throughout the Police and Crime Plan development process. This may be achieved via:

- Timely and transparent strategic planning events; and
- Pro-active and structured communications, direct as well as through media.

⁴⁸ Section 5(6)(c)

⁴⁹ Section 5(2)

⁵⁰ Section 96 of the Police Act 1996 as amended

⁵¹ Section 96(1A) of the Police Act 1996 as amended – Arrangements for obtaining, before a police and crime plan is issued under section 5 or 6 of the Police Reform and Social Responsibility Act 2011, the views of the people in that police area, and the views of the victims of crime in that area, on the plan.

⁵² Section 5(6)(b) and 5(8)

4.2 Publishing and Communicating the Plan

The manner in which the Plan is published should be determined by the Commissioner⁵³ and is likely to vary depending upon the plan's content, style and target audience. It should be noted, however, that the success of the plan may well be affected by the way in which it is communicated and promoted amongst local communities and key stakeholders. It is therefore recommended that Commissioners develop a clear idea early on in the planning process as to how high-profile the plan should be and which communication methods best suit the target audience.

In order to maximise the impact of the Plan, you may wish to:

- Include details of the Commissioner's role, purpose and objectives;
- Include contact details for the Commissioner and police and clear branding to make it clear who owns the plan and its purpose;
- Ensure the plan has a date, is version controlled and the period of issue is clearly marked – the plan may be subject to numerous reviews during the Commissioner's term in office;
- Ensure the plan is suitably tailored to your target audience – you may wish to adopt more localised objectives in different areas, avoid jargon, be aware of the languages spoken in your area and make the document available in appropriate formats;
- Encourage community involvement - ask your community to give feedback and report back on what action you take as a result of feedback;
- Think about partners and take advantage of cost efficiencies brought about by 'cross pollinating' publications or distribution; and
- Organise distribution well in advance and be clear about who you wish to reach.

The Commissioner may wish to consider a wide range of methods for communicating and promoting the Plan, which could include:

- A formal launch event and press release, which may receive local media interest;
- Inter-agency communications amongst key stakeholders. In circulating the Plan to partner agencies, you may wish to encourage them to make it available on their own websites;
- Making the plan available in key locations, such as offices, community engagement events, libraries and through social media and from the homepage off the Commissioner's website;
- Work with your force to utilise Neighbourhood Policing Teams as a link to your community. Neighbourhood Teams should have copies of the Plan at meetings, in their offices, at Police Points or Pods;
- Pro-actively providing information to every household - this could be achieved as part of a yearly newsletter or magazine from the Commissioner or through local public sector magazines, free newspaper or neighbourhood newsletters;
- Working with the Chief Constable on the approach the force will take to launch the plan to officers and staff and embed the objectives within internal delivery plans.

It is likely that the plan will need to be promoted at different stages during the Commissioner's term in office on account of changes in content over time and key events related to the objectives of the Plan's objectives.

⁵³ Sections 5(12) and 12(7)

4.3. Reviewing the Plan

The Commissioner may vary an existing plan or issue a new one at any time⁵⁴ during their period in office and has a duty to keep the Plan under review. While the frequency with which this is done should be determined on the basis of local need, the Commissioner should, in any case review the plan in light of⁵⁵:-

- any report or recommendation made by the Police and Crime Panel on the Plan or Annual Report; or
- any changes to the Strategic Policing Requirement⁵⁶ issued by the Secretary of State.

Similarly, the Commissioner may wish to issue a new plan or vary an existing one in light of any significant changes in:

- Police and Crime objectives;
- local risks and threats;
- the political, economic, social or physical environment;
- the priorities of local communities;
- the priorities of victims and witnesses of crime and anti-social behaviour;
- the priorities of key partner agencies;
- grants and commissioning arrangements;
- the configuration of local organisations or the wider community safety and criminal justice landscape.

The frequency by which plans are reviewed should be determined on the basis of local need, however, an annual refresh in line with wider business and planning processes is considered good practice in order to align the plan with budgetary cycles, allocations of grant funding and precept. An annual review of the plan will also ensure that any recommendations on the annual report can be accounted for in the planning framework⁵⁷.

In any case, each re-issue of the plan should cover the Commissioner's remaining period in office and the process detailed in Chapter 3.1 must be followed when reviewing an existing plan or issuing a new one.

When reviewing the plan, the Commissioner will need to ensure that:

- Any information used to inform the plan is periodically reviewed and kept up to date;
- The Chief Constable is consulted before varying a plan;
- The Police and Crime Panel is issued with and given an reasonable amount of time to make a report or recommendations on the variations; and
- Appropriate mechanisms are in place to communicate any variations to the public and other key stakeholders.

It will therefore also be important to maintain appropriate version control and ensure that the plan is issued with a date and period of issue.

⁵⁴ Section 5(3)

⁵⁵ Section 5(9)

⁵⁶ See page 9

⁵⁷ See Section 4.4 – The Annual Report

4.4 The Annual Report

The annual report is the primary mechanism by which the Commissioner will review and report on progress in delivering the Police and Crime Plan each year. The Commissioner is required to produce an annual report within each financial year⁵⁸ which details, for that financial year:

- How the Commissioner has fulfilled their statutory duties, and
- The progress that has been made in meeting the police and crime objectives

The annual report is an important milestone in the strategic planning cycle. It not only provides feedback to the panel, public and stakeholders on delivery of the police and crime objectives, but should also inform your approach to the year ahead. This is captured within the Act, placing a duty on Commissioners to have regard to any report or recommendation made by the panel on the annual report in the subsequent financial year⁵⁹.

The annual report should not only detail what has been achieved, but also how, why and any future plans for delivery. Whilst the content and structure of the annual report should be determined on the basis of local preference and need, Commissioners may wish to consider:

- Details of how the Commissioner has discharged their statutory responsibilities over the year, including duties with regard to partnership working, securing value for money and having regard for the Strategic Policing Requirement issued by the Secretary of State;
- Details of the work and activities conducted and commissioned by the Commissioner over the previous year in order to achieve the police and crime objectives. This may include any specific projects, initiatives or services commissioned;
- End of year performance against any targets or milestones set, including exception reporting on areas in which performance has substantially fallen short of, or exceeded expectations
- Performance outcomes in relation to specific crime, community safety or criminal justice grants or feedback on delivery at a geographical district or department level
- End of year financial positions, including how resources have been allocated, details of any significant under or overspend and the decisions made with regard to council tax precept
- Aims and aspirations for the following year, based on any re-evaluation of local need.

As part of a continuous cycle of service improvement, it will be important to ensure that the annual report and any recommendations for future service delivery ultimately dovetail the contents of any revised or updated Police and Crime Plan for the year ahead.

The annual report must be sent to the police and crime panel for review as soon as practicable after completion⁶⁰. The timescale for presenting the annual report should be agreed locally, however to ensure alignment with the draft Police and Crime Plan and minimise meeting requirements, the panel may wish to consider the annual report and any revised draft plan alongside one another.

⁵⁸ Section 12(1)

⁵⁹ Section 17(2)

⁶⁰ Section 12(2)

It may be beneficial for the Commissioner to have early engagement with the panel to develop and manage expectations from the document. The Commissioner has a duty to provide the panel with any information which they reasonably require in order to carry out their functions⁶¹ and, whilst maintaining a focus on the purpose of the document, the annual report forms an important tool in fulfilling these requirements.

The Commissioner is required to present the annual report to the panel at a public meeting and answer the panel's questions on the report⁶². This is a responsibility that can not be delegated. Similarly, early engagement and feedback from panel members may enable a more structured and constructive approach to the meeting, however local arrangements will determine the style and approach adopted.

The Commissioner must respond to any report or recommendations made by the panel on the annual report and publish that response in a manner determined by the Panel (see 4.2.2). This could include, for example, documenting responses within the minutes of the panel meeting, making responses available as an appendix to the annual report or issuing a formal statement made available on PCC, local authority or force web sites.

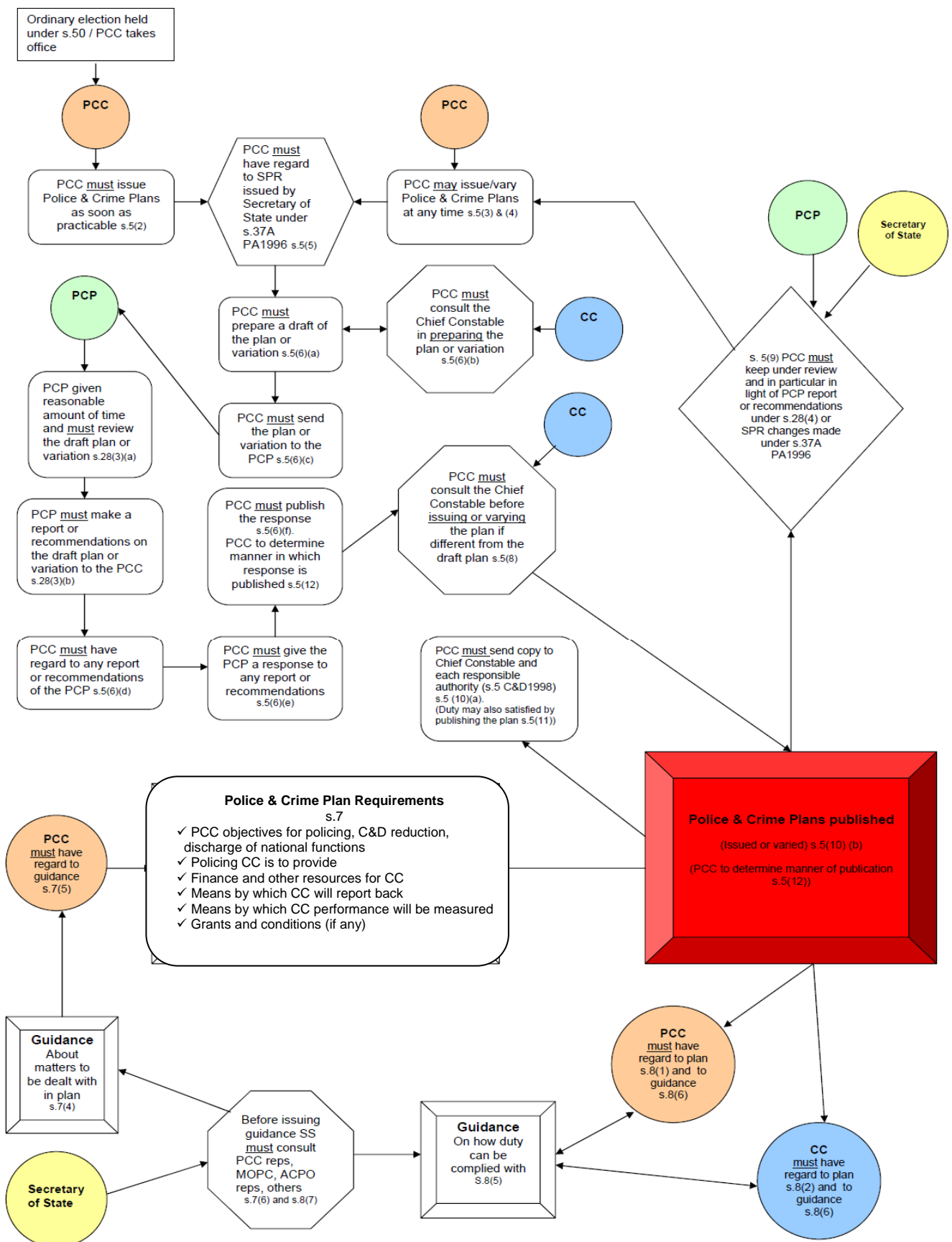
The Commissioner must arrange for the annual report to be published, and it is for the Commissioner to determine the manner in which this is done⁶³. Issues for considerations when publishing and communicating the annual report are discussed in detail at section 4.2.

⁶¹ Section 13(1)

⁶² Section 12(3)

⁶³ Section 12(6)(7)

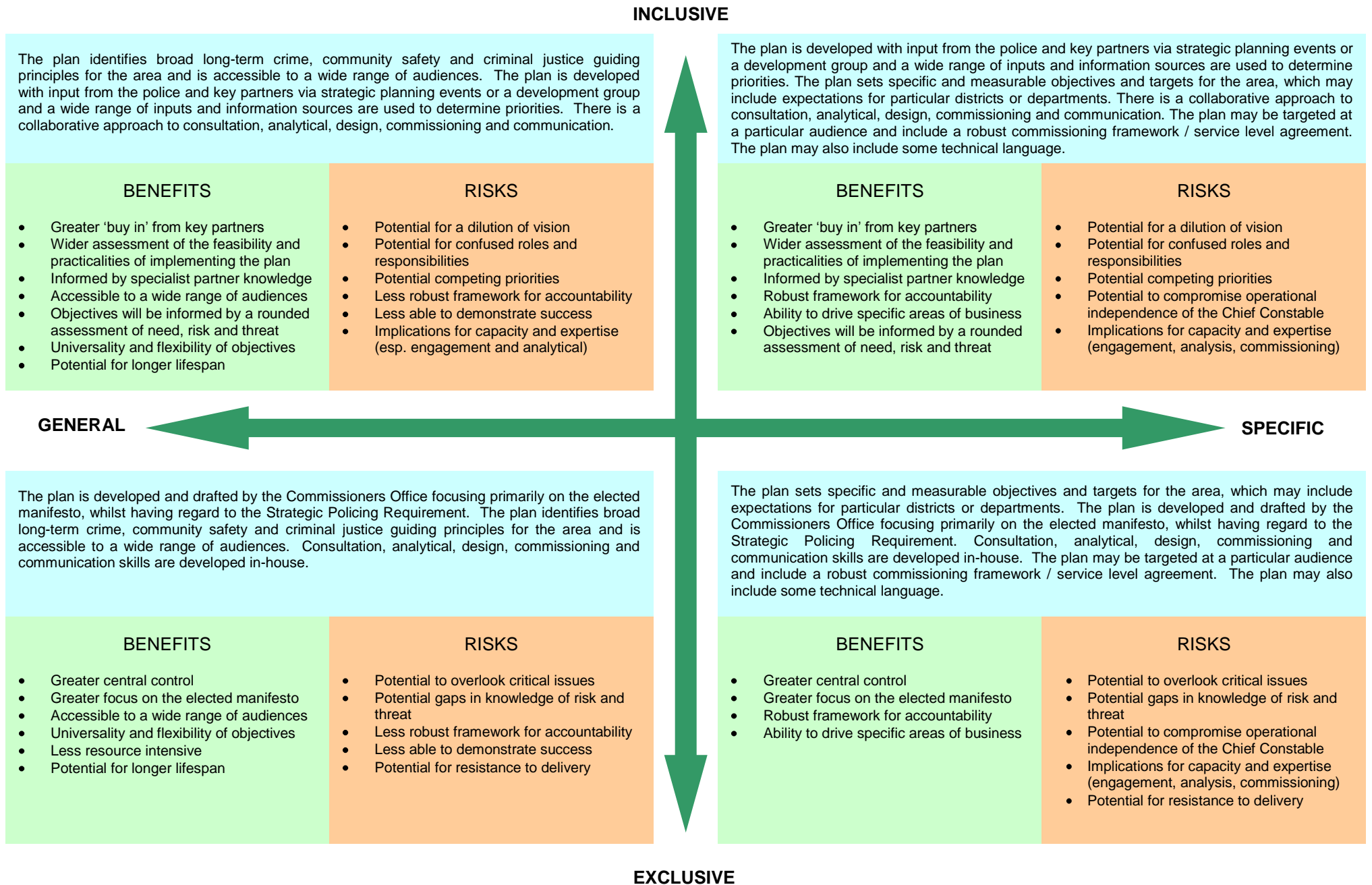
Appendix 1. Legal Framework - Police Reform and Social Responsibility Act



Appendix 2: Sample Framework

1. Introduction
<ul style="list-style-type: none">- Requirements of the Police and Crime Plan and period of issue- Purpose, functions and responsibilities of the Police and Crime Commissioner, including his/her relationship with the public and how the Commissioner's functions are discharged- Define the parameters of the plan and the principle of Operational Independence- Details of the decision making process, including the use of consultation and engagement, strategic assessment input, links to the Joint Strategic Needs Assessment and effective risk management- Core values, including any commitments to promoting diversity, equalities, human rights and sustainability
2. The local area, it's people and their needs
<ul style="list-style-type: none">- Geographic and demographic make up of the local area- High level findings from local strategic assessments and joint strategic assessments- Recognition of diverse groups with specific and diverse needs, particularly in relation to crime and community safety - e.g. vulnerable groups- Implications for police, local authorities and community safety partners for joint working and collaboration
3. Aims and Objectives
<ul style="list-style-type: none">- Aim: The primary aim of the plan for the policing area- Objectives: Priorities set by the PCC for the period of the plan, including those relating to community safety and criminal justice- Outcomes: Details of what the public can expect from the successful implementation of the plan- Details of any standards, principles or strategic approaches to the delivery of policing services set out by the PCC (e.g. quality standards, prevention, supporting vulnerable people)
4. Services Provided
<ul style="list-style-type: none">- Overview of the wider crime, community safety and criminal justice landscape- Details of any specific key services provided locally- Details for opportunities for involvement in key community and voluntary based projects or activities
5. Policing and Crime Plan
a) Local
Details of commissioning plan, including who is responsible for delivery and any timescales / milestones. Encompassing local plans, statutory requirements and Strategic Policing Requirement. Structured according to the priorities and objectives outlined above. To include wider aspects of community safety partnership and criminal justice objectives. Consider appropriate level e.g. Force-wide or District specific.
b) Regional
Details of interdependent partnership policies, protocols and strategies. Details of approach and key local, regional and national collaboration activity.
c) National
Details, where appropriate, of the Strategic Policing Requirement (capacity and capability) to safeguard against the tier 2 and 3 threats to regional and national security.
6. Performance
Demonstrate an open and transparent performance monitoring framework with mechanisms for monitoring and review. Details of the role of Police and Crime Panels, the information to be made available to the public to enable them to judge performance and details of Chief Officer reporting arrangements / performance measurement.
7. Resources
Demonstrable linkage between the police and crime objectives and the resources allocated. Overview of <ul style="list-style-type: none">- 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- Details of how the area is ensuring a high quality service for the public and delivering value for money
8. Appendices
Details of local area. Detailed delivery plan and targets. District level plans and targets. Equality Impact Assessment.

Appendix 3. Exclusive Versus Inclusive and General Versus Specific Approaches



Glossary of terms

Annual Report (of the Police and Crime Commissioner): Report on delivery of the Commissioner's functions over the financial year and progress made in meeting the police and crime objectives set out in the Police and Crime Plan. The Commissioner is responsible for presenting the Annual report to the Police and Crime Panel as soon as practicable, responding to any report or recommendations and publishing such responses.

Basic Command Unit (BCU): Policing district or division. Most police forces are divided into at least three BCU areas.

Chief Constable (CC)

Chief Officer of Police: Legislative term for Chief Constable, Commissioner of the City of London Police or Commissioner of the Metropolitan Police

Criminal Justice System or Criminal Justice Services (CJS)

Community Safety Partnerships (CSPs): A local authority level statutory partnership established by the Crime and Disorder Act 1998 to co-ordinate action on crime and disorder.

Crime and Disorder Strategies: Developed by responsible authorities under the Crime and Disorder Act 1998 (section 5 and 6) at local authority level. Strategies are informed by a review of the levels and patterns of crime and disorder in the area and the level and patterns of the misuse of drugs, taking account of the knowledge and experience of local people.

Elected Policing Body: Police and Crime Commissioner

Her Majesty's Inspectorate of Constabulary (HMIC): Statutory body responsible to the Home Office for inspecting police forces in England and Wales

Joint Strategic Needs Assessment (JSNA)

Medium term Financial Plan (MTFP): A basic requirement of the comprehensive performance assessment for a minimum of a 3-year plan.

National Intelligence Model (NIM): Intelligence-led, problem solving approach to crime and disorder.

Police and Crime Commissioner (PCC, Commissioner): Elected individual with responsibility for identifying local policing needs, setting priorities that meet those needs, agreeing a local strategic plan, holding the Chief Constable to account, setting the force budget and precept and hiring and if necessary dismissing the Chief Constable.

Police and Crime Panel (PCP): Panel drawn from local elected councillors and independent lay members which scrutinises the activities of Commissioners

Police Reform and Social Responsibility Act ('the Act'): Receiving Royal assent in September 2011, the act covers five distinct policy areas: police accountability and governance; alcohol licensing; the regulation of protests around Parliament Square; misuse of drugs; and the issue of arrest warrants in respect of private prosecutions for universal jurisdiction offences.

Primary Care Trust (PCT): NHS Trusts responsible for commissioning primary, community and secondary care from service providers

The Protocol: Developed to set out to elected policing bodies, chief police officers and police and crime panels how their functions will be exercised in relation to each other.

Strategic Policing Requirement: Issued 'from time to time' by the secretary of State setting out current national threats and appropriate national policing capabilities to counter those threats.