



## STRATEGIC POLICING AND CRIME BOARD

Tuesday, 20 July 2021

### Report: Police and Crime Plan - Update

**Presented by:** Jonathan Jardine, Chief Executive,  
West Midlands Police and Crime Commissioner

#### Purpose of paper

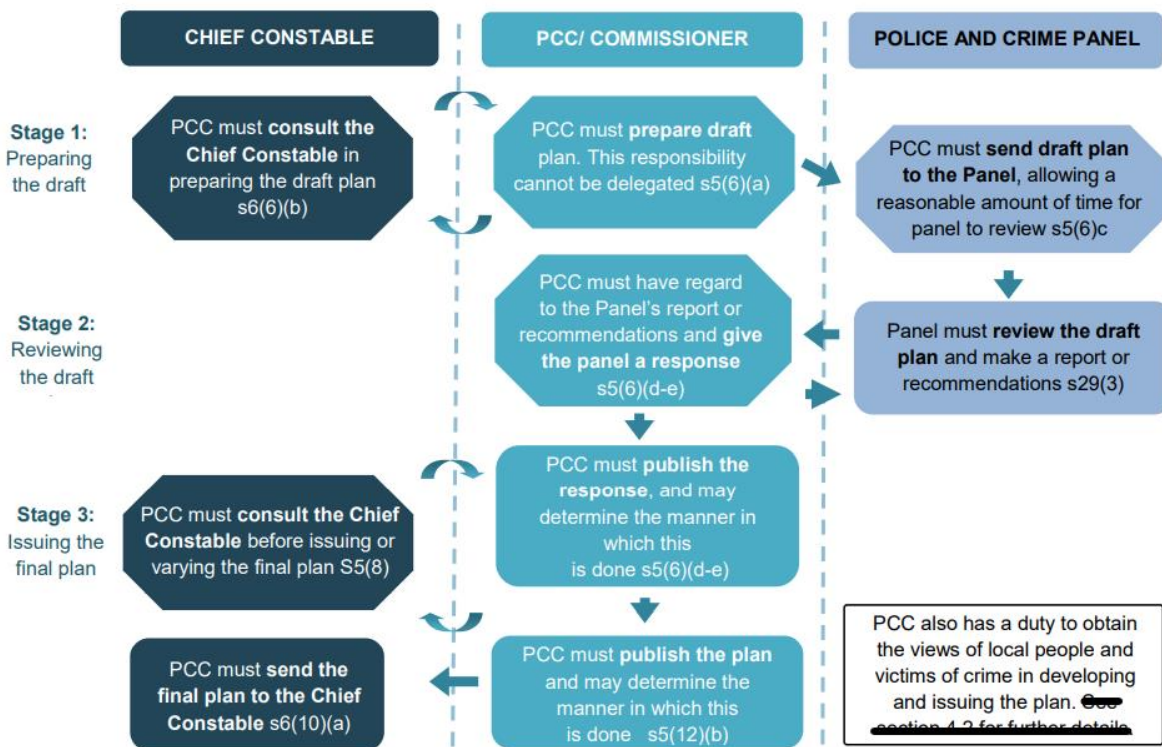
1. An update to Strategic Policing and Crime Board on progress towards a new Police and Crime Plan (“the Plan”) for 2021-2025.

#### Background

2. Police and Crime Plans are a statutory requirement. They must be issued within the financial year following an election, and continue for the financial year after the end of a term. Plans can be varied or issued as often as desired, but there is no requirement to do so.
3. The Plan must include:
  - i. The Commissioner’s police and crime objectives;
  - ii. The policing of the police area which the Chief Constable is to provide;
  - iii. The financial and other resources which the Commissioner is to provide to the Chief Constable for the Chief Constable to exercise the functions of Chief Constable;
  - iv. The means by which the Chief Constable will report to the Commissioner on the Chief Constable’s provision of policing;
  - v. The means by which the Chief Constable’s performance in providing policing will be measured;
  - vi. The crime and disorder reduction grants which the Commissioner is to make, and the conditions (if any) to which such grants are to be made.

4. The Plan will also include information on the statutory and other functions of the Commissioner, including, but not limited to:
  - a. The Commissioner's plans concerning,
    - i.* Community Safety
    - ii.* Provision of services to victims of crime
    - iii.* Securing efficiency and effectiveness in the criminal justice system
    - iv.* Violence reduction
    - v.* Other partnership activity
    - vi.* Provision of a Custody Visiting and Appropriate Adults service for vulnerable adults in custody
    - vii.* Managing complaints appeals and the oversight of Professional Standards
    - viii.* Provision of support to police misconduct processes
    - ix.* Forfeiture of police pensions
    - x.* Collaboration with police, fire and ambulance services
    - xi.* Having regard to the Strategic Policing Requirement
    - xii.* Duties pertaining to consultation and engagement
    - xiii.* Duties pertaining to safeguarding and equality
    - xiv.* Responding to recommendations from HM Inspectorate of Constabulary, Fire & Rescue Services, and other inspectorates
5. The Commissioner is required to issue a Police and Crime Plan as soon as practicable after taking office. The Commissioner must consult with the Chief Constable in preparing the draft plan. The draft plan must be sent to and reviewed by the Police and Crime Panel, allowing the panel a reasonable amount of time to consider the draft plan and report or make recommendations upon it. The Commissioner is required to have regard to any recommendations made by the panel and provide a response which must be published. The final plan should be published and a copy, or details of any variation, sent to the Chief Constable.
6. The Chief Constable, and indeed the Commissioner, must "have regard" to the agreed Plan. The Home Secretary may issue guidance concerning Police and Crime Plans, but successive Home Secretaries have not done so.

Figure 1: Statutory requirements for developing and issuing Police and Crime Plans



7. The Commissioner has indicated he wishes to publish a Police and Crime Plan for consideration by the Police and Crime Panel by early October 2021.

**Overall methodology**

8. The commitments in the Plan are being guided by the Commissioner’s manifesto commitments, published prior to the 2021 election (<https://simonfoster4pcc.com/the-manifesto/>)
9. The programme to develop the Plan is structured around five projects derived from the nature of the commitments that the Plan will encompass:
  - a. Commitments pertaining to the Commissioner’s functions as the governing body for West Midlands Police
  - b. Commitments pertaining to the delivery of policing effect in collaboration with other policing bodies locally, regionally and nationally
  - c. Commitments associated with the Commissioner’s role in partnership with a range of local organisations and stakeholders
  - d. Efforts to influence the decisions of others on matters relevant to the functions, responsibilities and objectives of the Commissioner
  - e. A review exercise to understand wider pressures and influences on policing, community safety and related matters in coming years
10. The Plan will be clearer than previous Plans concerning the resources required to achieve a given objective, the metrics that will define success, will include assessment of net benefit where possible, and information on the approaches to commissioning that will deliver the desired effect.

## **Initial Consultation**

11. On the Commissioner's first day in office, he began the first phase of consultation for the Police and Crime Plan. From the outset, the Commissioner has expressed he wants this document to be the 'People's Police and Crime Plan' and so immediately opened up the initial consultation phase to the public, organisations and charities across the region to submit evidence.
12. The consultation received a total of 329 responses from local residents, organisations and partners across the West Midlands.
13. There were 4 key themes, as well as 3 overarching priorities, which were identified by respondents of the consultation. The below themes have directly influenced the second stage of consultation, which is a series of roundtable events.
14. Overarching priorities
  - a. Confidence in policing
  - b. Young people
  - c. Multi-agency working across the region
15. Key themes
  - a. Reducing violence
  - b. Drug harm reduction
  - c. Community and local policing
  - d. Domestic Abuse and Violence against Women and Girls

## **Roundtable events**

16. The roundtable events based around the above themes began on the 5<sup>th</sup> July and will span a 4-week period, finishing on the 28<sup>th</sup> July. The first roundtable that took place on Serious Violence, which was organised by Clare Gollop, Director of the Violence Reduction Unit and Carl Binns, Programme Manager for the Violence Reduction Unit. It was chaired by Simon Foster and his newly appointed Assistant Police and Crime Commissioners, Tom McNeil and Wasim Ali. Attendees to the roundtable included charities and organisations working in communities to reduce gang tensions, empower young people and get weapons of the streets. There were also people present who had lost loved ones to violent crime.
17. The roundtables on Violence Against Women and Girls and Domestic Abuse (Organised by Harjeet Chakira - Policy Manager for Victims & Jennifer Adler - Sexual Assault and Abuse Services Coordinator), drug harm reduction (organised by Dan Gordon – Policy Officer), and Local Policing (Organised by Brendan Warner Southwell – Policy Manager), are taking place in July.

## **Public survey**

18. Beyond the statutory requirement to consult in preparation of the Plan, we will secure participation from a broad sample of the public regarding the objectives in the Plan, obtain information from the public on sentiment and perceptions concerning police and crime matters, and use public engagement to generate awareness of and hence legitimacy for the key themes in the Plan. A public

survey will launch towards the end of July, and run for at least six weeks. The survey will be supported by paid for promotion.

### **Consultation with young people**

19. Young people are disproportionately likely to be both victims and perpetrators of crime, and therefore understanding and being responsive to the issues and needs affecting young people will make the Plan more relevant and effective. A strand of the programme will therefore include bespoke engagement with young people via the following channels:
  - a. Youth Commissioners
  - b. Police Cadets
  - c. Youth networks supported by the Violence Reduction Network
  - d. Locality engagement channels supported by local authorities and other partners

### **Consultation with the Chief Constable**

20. It is a statutory requirement to consult the Chief Constable both in the preparation of the Plan and before it is issued. The Chief Finance Officer is chairing bi-weekly meetings with the Deputy Chief Constable to review likely commitments in the Police and Crime Plan, and agree metrics, resource requirements, and operational and organisational implications.

### **Engagement with partners**

21. The intention is to use existing partnerships to identify and agree joint commitments that can be categorised as becoming part of the Police and Crime Plan, thereby both embedding their delivery into the workplans for the OPCC, and making them commitments to which a range of partners will “have regard”.
22. This is led by the Deputy Chief Executive. To ensure that the plan is a collaborative document, the Office is working across a multitude of partner networks that exist to encompass their opinions and priorities. We are aiming to reach agreement across as many of the Commissioner’s aspirations as possible. A list of the networks that the OPCC are feeding into are as follows:
  - a. Heads of Community Safety
  - b. Local Criminal Justice Board
  - c. Diversity and Inclusion Governance Board
  - d. West Midlands Violence Reduction Strategic Board
  - e. Local Policing Governance Board
  - f. Coventry City of Culture Board
  - g. Violence Reduction Unit Programme Board
  - h. West Midlands Community Safety Partnerships
  - i. Domestic Abuse Board
  - j. Fairness and Belonging Project Board
  - k. APACE Commissioning Network
  - l. Criminal Exploitation and Missing Board
  - m. SAA Board
  - n. Disproportionality Working Group
  - o. Enterprise to Employment Steering Group
  - p. BCSP Executive Board
  - q. West Midlands Combined Authority

23. The Deputy Chief Executive has begun conversations at these boards and groups on how we continue to engage with the wider community and within all 7 Local Authorities. The Heads of Community Partnerships group have expressed a willingness to work with the OPCC to facilitate wider engagement and collaboration on the plan and some of the workstreams involved. This work will be ongoing across July, August and September.

### **Achieving influence on matters relevant to the Commissioner's functions**

24. Police and Crime Commissioners are directly elected representatives and civic leaders at local, regional and national levels. Decisions, policies and activity by a range of actors at these levels impact on matters directly relevant to the functions of a Commissioner, and it is a legitimate role for the Commissioner to ensure that such decisions are made fully cognisant of the implications for matters relating to the Commissioner's functions.
25. The OPCC Head of Communications is leading work to identify the lobbying and public affairs objectives for inclusion in the Plan. Bi-weekly meetings are currently in place to discuss and detail this area, which will also consider how we reach a wide audience with the Plan consultation, and the final drafting and formatting of the Plan.

### **Review and wider analysis**

26. Issues relating to policing, crime, and other matters relevant to the Commissioner's functions are wide-ranging and subject to constant evolution and change. Issues largely unknown previously can come to high policy and operational prevalence. The Plan needs to be forward thinking. It needs to consider that society changes quickly and there may be different issues that arise over the Commissioner's term that may not be issues at this current point in time. As an office we have begun to explore what is not in the manifesto and what we need to ensure we detail in the plan.
27. OPCC Policy Manager Brendan Warner-Southwell is leading this project. It will:
- a. Consider in more depth the commitments in the Commissioner's manifesto to consider whether there are aspects outside of those directly identified in the manifesto that need to feed into the Plan
  - b. Review the statutory functions of the Commissioner to consider whether any of these potentially generate commitments for inclusion in the Plan that are outside of those in the manifesto
  - c. Undertake a literature review to identify any strategic threats, issues or opportunities relevant to the functions of the Commissioner that merit inclusion in the Plan
  - d. Review nascent Police and Crime Plans elsewhere

### **Police and Crime Panel**

28. The Plan will be submitted to the Panel with reasonable time for its consideration. The Commissioner will publish a response to recommendations made to the Panel.

## **Financial Implications**

29. No additional financial resources beyond those within existing OPCC budgets are required to support activity associated with development of the Police and Crime Plan.
30. The Police and Crime Plan will identify the financial and other resources which the Commissioner is to provide to the Chief Constable for the Chief Constable to exercise the functions of Chief Constable, and therefore can inform future decisions relating but not limited to, a) policing precept, b) the budgets allocated to the Chief Constable and the form of these, c) treasury and financial management, d) fees and charges, e) commissioning and grant making, f) financial delegations and g) management of external income, including grants.

## **Legal Implications**

31. The police and crime commissioner for a police area must issue a police and crime plan within the financial year in which each ordinary election is held.

## **Equality Implications**

32. The Equality Act 2010 introduced a duty on public authorities to, in the exercise of their functions, have due regard to the need to:
  - a. Eliminate conduct prohibited by the Act, such as discrimination, harassment and victimisation related to an individual's protected characteristics
  - b. Advance equality of opportunity and foster good relationships between people in carrying out their activities
  - c. Furthermore, Police and Crime Commissioners and Chief Officers of police and fire and rescue authorities have a specific duty to prepare and publish one or more equality objectives every four years and to publish information annually to demonstrate their compliance with the Equality Duty. Commissioners have an important role in both setting their own equality objectives and monitoring the compliance of Chief Officers with the duty.
33. The Plan will meet the requirement to set equality objectives, and subsequent Annual Reports – which will provide information on progress against these objectives – will meet the requirement to demonstrate compliance. Reports to Strategic Policing and Crime Board will further support these requirements.

## **Next Steps**

34. The Strategic Policing and Crime Board is asked to support the approach to development of the Police and Crime Plan and offer recommendations as to both its contents and the process for its developments.

### **Authors:**

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