



POLICE AND CRIME PLANS

GUIDANCE AND PRACTICE ADVICE

August 2012

Contents

	Foreword	1
1.	Introduction	2
1.1	Police and Crime Plan Guidance	2
1.2	Statutory Framework	3
2.	Strategic Planning	5
2.1	The Planning and Commissioning Cycle	5
2.2	Purpose of the Plan	6
2.3	Style and Approach	7
2.4	Understanding Local Need	8
2.5	Determining Local Priorities and Objectives	11
2.6	Skills and Resources	12
3.	The police and crime plan	13
3.1	Police and Crime Objectives	13
3.2	Policing Requirement	14
3.3	Finance and Resources	15
3.4	Performance and Accountability	16
3.5	Grants and Securing Services	17
4.	Issuing and Reviewing the Plan	18
4.1	Consulting On the Plan	18
4.2	Publishing and Communicating the Plan	19
4.3	Reviewing the Plan	20
4.4	The Annual Report	20
5.	Appendices	22
	Appendix 1: Flow Chart: police and crime plan: Legal Framework	22
	Appendix 2: Police and Crime Plans: Sample Template	23
	Appendix 3: Inclusive versus Exclusive / Specific versus General Approaches	24
	Glossary of terms	25

Foreword

From November 2012, our newly elected police and crime commissioners will be developing and issuing the first set of police and crime plans across England and Wales. These plans will be localised in nature, but will share a common aim in communicating the commissioner's vision and objectives during their four year period in office.

With responsibility for the totality of policing in each police force area, commissioners will bring significant opportunities to better co-ordinate crime, community safety and criminal justice services and ultimately deliver improvements in the outcomes we collectively deliver for local people. In all of this, our approach to strategic planning and commissioning will be key, and the police and crime plan will be a core mechanism for driving improvement in a clear and accountable way.

This guidance has been produced by APACE to support commissioners in fulfilling their new role. It forms part of a suite of products which explore commissioning and good governance approaches. The guidance has been developed by APACE in consultation with the Association of Police and Crime Commissioners (APCC), Association of Chief Police Officers (ACPO), National Offender Management Service (NOMS), Local Government Association (LGA), Ministry of Justice (MOJ) and Home Office colleagues and partners.

Although primarily aimed at the practitioners who will be involved in developing local 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 to support a wider understanding of the requirements and opportunities that the Plan can present in the new commissioning environment.

Please contact me via dan.howitt@avonandsomerset.pnn.police.uk if you have any suggestions as to how this guidance can be improved.

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 includes establishing police and crime commissioners within each force area in England and Wales¹ with responsibility for the totality of policing within their force area². The Act requires commissioners to hold their chief constables to account for the operational delivery of policing and secure and maintain efficient and effective local policing services. How they plan to do this, the resources they will make available to the police and others and what the commissioner's local objectives and priorities will be, are the subject of the police and crime plan.

This guidance has been compiled by APACE as part of a wider programme of transition work to support commissioners and their staff in delivering their statutory requirements in a co-ordinated and effective way. It aims to support delivery of the best possible outcomes for the public who fund our services and who we serve. It also aims to promote a shared commissioning language.

This document describes and interprets the legal framework and explores the practicalities for practitioners in developing police and crime plans. The guidance aims to support practitioners in:-

- briefing and advising police and crime commissioners;
- understanding issues to consider when developing or issuing plans;
- embedding the principles of good governance in the business planning process;
- taking into account interdependencies such as the Strategic Policing Requirement and the Protocol;
- identifying issues to consider when setting out the requirements for local policing;
- considering the 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.

It should be emphasised that the police and crime plans, by their nature, will be localised documents and thus 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 content when developing these documents. Furthermore, this guidance does not specifically consider Metropolitan or Welsh Government perspectives, although it is similarly applicable to both.

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

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

¹ With the exception of the City of London

² The Policing Protocol Order 2011, Paragraph 11

³ The Secretary of State is yet to issue specific codes of practice for this area 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 core planning tool for police and crime commissioners and an important mechanism for communicating their intentions to the public, police, partners, panel and other stakeholders.

While the style and focus of each plan is a matter for the elected commissioner, the Act identifies a number of things that must be contained somewhere within it. These are set out below:

The police and crime plan should determine, direct and communicate the commissioner's priorities during their period in office and must 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 officer of police is to provide;
- the financial and other resources which the commissioner is to provide to the chief officer of police;
- the means by which the chief officer of police will report to the commissioner on the chief officer's provision of policing;
- the means by which the chief officer of police's performance in providing policing will be measured; and
- the crime and disorder reduction grants which the commissioner is to make, and the conditions (if any) of those grants.

The commissioner is required to issue a new police and crime plan as soon as practicable after taking office and in doing so, should prepare a draft 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.

The commissioner may vary an existing plan or issue a new one at any time⁴, and the frequency with which this is done should be determined on the basis of local need. In any case, the commissioner should review the plan in light of⁵:-

- any report or recommendation made by the police and crime panel; or
- any changes to the Strategic Policing Requirement⁶ issued by the Secretary of State.

The plan must be issued as soon as practicable after the commissioner takes office and before the end of the financial year (31st March) in which the commissioner is elected. Plans will have effect from the start of the 'planning period' to the point at which the following commissioner issues their plan, but should cover the period up to the end of the financial year in which the next commissioner election is expected to take place⁷.

Both the chief constable and police and crime commissioner have a duty to have regard⁸ to the police and crime plan in fulfilling their roles, and the Secretary of State may issue guidance⁹ as to how this duty should be complied with.

⁴ Section 5(3)

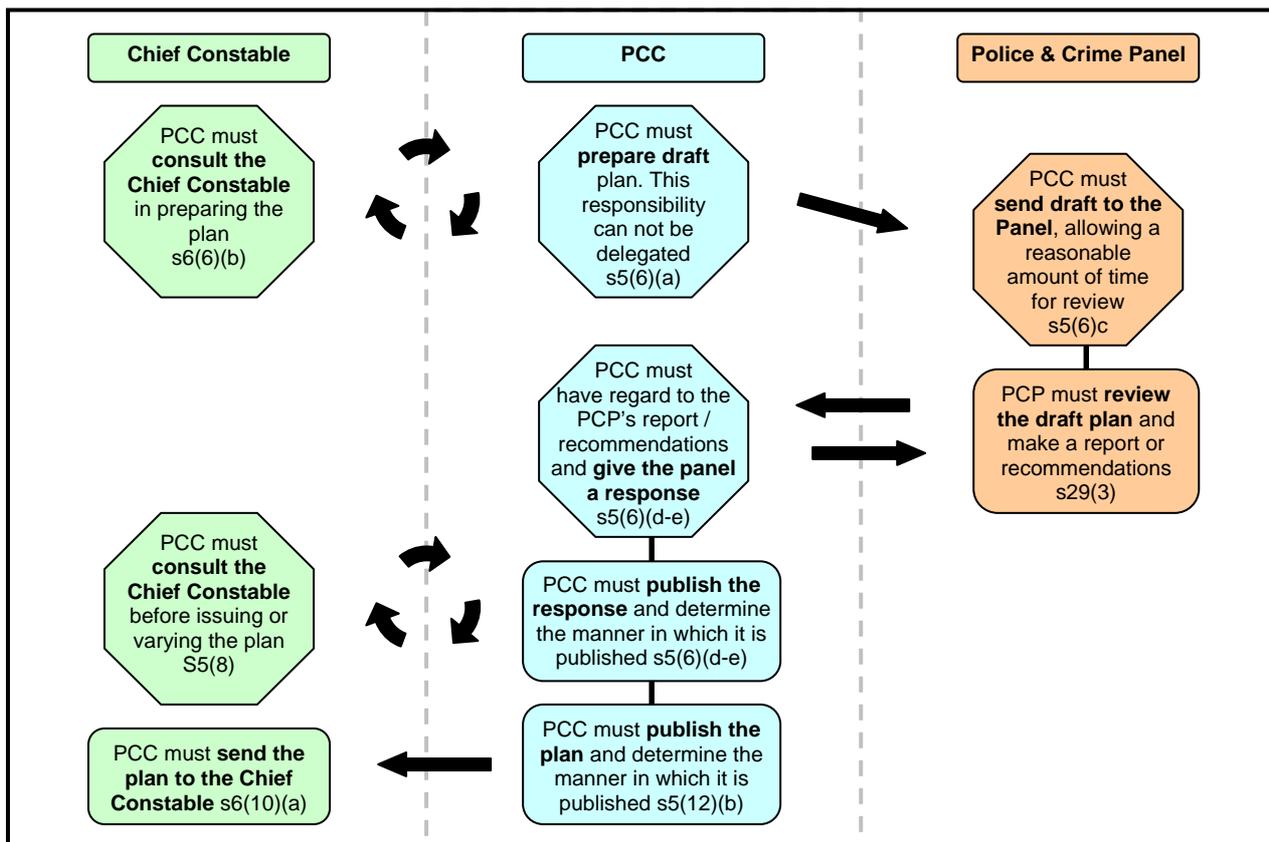
⁵ Section 5(9)

⁶ See page 9

⁷ Elections for commissioners will be held in 2012 and in each subsequent fourth year

⁸ Sections 8(1) and 8(2)

⁹ The Secretary of State must consult relevant parties (including CC and PCC) prior to issuing any guidance



Chief officers of police and local unitary, county and district authorities have a duty to co-operate with the commissioner for the purpose of formulating police and crime plans¹⁰. In turn, the commissioner has a number of additional statutory responsibilities that they must consider when formulating the police and crime plan. These include a duty to:

- Co-operate with responsible authorities¹¹ in formulating and implementing local crime and disorder strategies¹² and have regard to the relevant priorities of each responsible authority;
- Make arrangements for engaging with local people¹³;
- Achieve value for money¹⁴;
- Co-operate with local criminal justice bodies¹⁵ to provide an efficient and effective criminal justice system for the police area¹⁶;
- Ensure that the chief constable fulfils their duties relating to equality and diversity¹⁷;
- Have regard to the need to safeguard and promote the welfare of children¹⁸;
- Have regard to the Strategic Policing Requirement issued by the Secretary of State¹⁹; and
- Have regard to any guidance or codes of practice issued by the Secretary of State²⁰.

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

¹⁰ Section 10

¹¹ 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

¹² Section 6 of the Crime and Disorder Act 1998 as amended

¹³ Section 34

¹⁴ Section 35

¹⁵ Section 10(2) - Criminal justice bodies incorporate the chief constable, Crown Prosecution Service, Her Majesty's Courts and Tribunals Service, HMPS, Youth Offending Teams and Probation Trusts

¹⁶ Section 10(3)

¹⁷ Section 1(8)(g)

¹⁸ Section 1(8)(h)

¹⁹ Section 5(5)

²⁰ Section 7(4-5)

Chapter 2. Strategic Planning

This chapter considers a range of issues that should be considered prior to 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 commissioning cycle which is structured around four key stages: *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.

The model places stakeholders, users and beneficiaries at its heart to form an ongoing cycle of continual service improvement. Robust governance arrangements should also 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 governance²¹ 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*'.

²¹ 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 tackle crime and improve community safety in an efficient and effective way. This may include 'protective services' areas such as organised crime, counter terrorism and managing dangerous offenders, and wider community safety issues such as crime prevention, road safety and the reduction of anti-social behaviour and 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. Before developing the plan, it will be important to consider these audiences and the implications for content and style in communicating the key messages, as discussed in section 4.2.

The public, including victims of crime will require a clear understanding of what they can expect from the police service and commissioner. The public may focus primarily on objectives, accountability arrangements, and expectations in terms of performance. Executive summaries and different methods of communication could be explored to ensure that the plan is widely accessible to the public.

Chief officers of police and other officers and staff, must be a primary audience for the plan which will be used as a tool for communicating 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.

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 crime and disorder grants allocated and the conditions, if any, of such grants. If the plan is developed with input from partners 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.

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 decide upon a preferred approach. This may mean determining, for example, whether 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.

While it is advised that the commissioner adopts the model that best suits their local area, the advantages and risks 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, on the other hand, may be more effective in driving particular areas of business but may also require more frequent review.

The level of inclusiveness and exclusivity in developing police and crime plans will vary from area to area and according to individual aspects of the plan's development.

- More inclusive approaches will involve key stakeholders such as police, community safety and criminal justice partners and may be developed via a dedicated delivery group or joint strategic planning events.
- More exclusive approaches will require the plan to be developed more independently by the commissioner's office.

It should be recognised that an exclusive approach will offer more central control, but could 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.

Conversely, a more inclusive approach may yield greater 'buy in' from the force and other partners to join up service delivery across a range of agencies and assess the feasibility, practicalities and implications of implementing particular objectives. An inclusive process could however, also lead to a dilution of the commissioner's overall vision and it will be important to establish the remit and responsibilities of participating individuals early in the process. In any case, the commissioner must maintain overall editorial control of the plan.

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 a detailed technical version to a high level summary. In any case, a clear and accessible public facing document 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 setting the framework for any performance targets or community safety grants agreed. 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 issued. 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. It is worth noting that some victims of crime may choose not to report the crime to the police, may be perpetrators of other offences themselves and may have a different view from that taken by some representative groups²².
- **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 threats²³;
- **Views and priorities of other partners and stakeholders²⁴.** 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. It may help to develop a comprehensive understanding of the local community safety and criminal justice landscape and an evidence base of success and good practice will ensure that objectives are based on a clear and robust rationale. Some of this work could be facilitated as part of dedicated workshops, strategic away days or broader consultation exercises.

In each case, the commissioner may wish to determine locally whether consultation and engagement capacity is developed in-house, alongside other police and partnership resources or independently commissioned. The commissioner may also wish to ensure that this 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 year²⁵. 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.

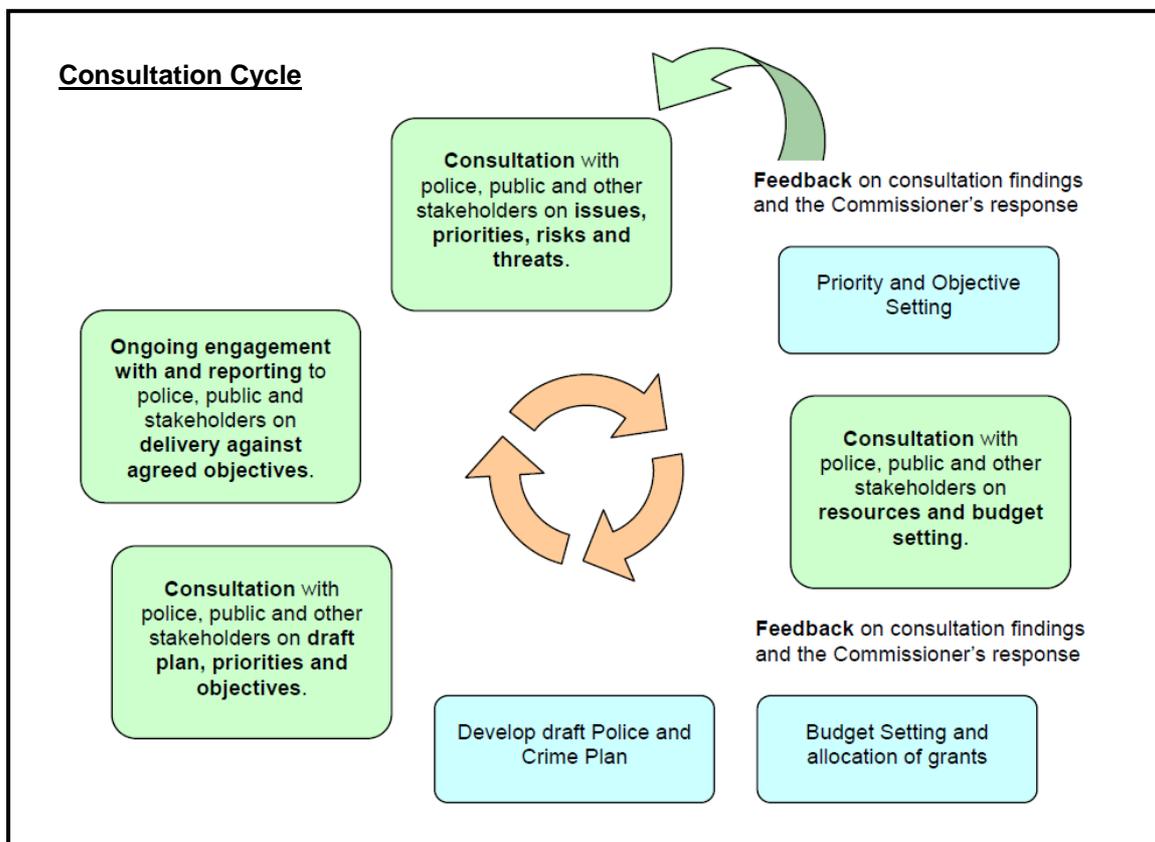
²² Section 96 of the Police Act 1996 as amended

²³ 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

²⁴ Section 10

²⁵ commissioners are required to consult the public and local rate payers prior to the precept being issued - section 96(1B) Police Act 1996 as amended

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 engagement 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 carrying out their consultation and engagement, commissioners should also have regard to their duty to obtain the views of 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 engagement or the means by which findings will be reported. Feedback may be facilitated, for example, 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 engage with local residents. You may wish to work collaboratively with a neighbouring force area to collate and compare findings, such as views on council tax contributions. This may not only reduce costs, but enable you to benchmark results.

You may wish to consider cost effective 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 consider interactive exercises at public events, such as the 'money box' exercise which requires respondents to demonstrate how they would spend 100 'policing pounds' spread across a number of policing priorities.

You may wish to explore more qualitative research 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 also an important tool for commissioners in understanding the wider national, regional and cross-border threats to crime and public safety and their duties to contribute to national security. 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 must have regard to the SPR²⁶ 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. How they will resource their force's contribution to the national effort will be a key consideration for commissioners in their planning cycle.

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 nationally available comparator information made available via HMIC and other national bodies;
- **Evidence of need, risk and threat** at all levels of operation, including NIM, CSP²⁷, JSNA and other organisational strategic assessments of need, risk and threat.
- **Financial information**, including any budget and grants available to deliver the objectives of the plan. This may include forecasted information where possible and identification of any savings and efficiencies to be made. Consideration should also be given to how any planned growth will be resourced;
- **District and/or BCU 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, anti-social behaviour 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, for example will be primarily informed by the commissioner's elected manifesto and statutory requirements, whilst an inclusive approach 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 JSNA may help to ensure appropriate linkages with the local Health and Well-being Strategy.

²⁶ In addition to any guidance issued under section 8 of the Act about matters to be dealt with in the Plan

²⁷ 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

Before considering local priorities and objectives, it is important to understand the 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 commissioners²⁸.
- **Operational independence** of the chief constable – This is an important element of the relationship between the commissioner and the force that the commissioner should take into account in setting the police and crime plan.
- **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 force²⁹. This is particularly important in relation to the Strategic Policing Requirement.
- **Financial and business planning processes**, including the Medium Term Financial Plan and annual report, which will detail progress made in meeting the police and crime objectives.
- **The police and crime panel**, which will review the police and crime plan and any variations to the plan.

There are a wide range of different tools and methods available to support strategic planning and objective setting which can be used based on the information you have available. These tools are used widely in the public and private sector and their use to inform development of the police and crime plan will depend upon the commissioner's preferred approach.

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.

²⁸ Section 79

²⁹ 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 that will be required to develop the plan will largely depend upon the approach adopted locally. It will, however be important to ensure clarity of functions and 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 SMART³⁰ objectives and targets and monitor and report performance throughout the life cycle of the police and crime plan?
- Financial management, commissioning 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? Have you considered the 4 'T's:- Treat, Tolerate, Terminate or Transfer' and which approach will you apply to key risks?
- 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 or other partners.

It is also important to note that while section 18(1) of the Act provides the commissioner with the power to delegate³¹ 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.

³⁰ See Chapter 3.4: Performance and Accountability

³¹ 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.

It can be anticipated that the plan's objectives will be informed by the commissioner's vision, aims and goals as reflected within their election manifesto, issues identified via the Strategic Policing Requirement, the evidence base from the strategic assessment or local joint strategic assessment consultation and any additional information that needs to be taken into account³². 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 approaches³³ to objective setting;
- Prioritising objectives – A smaller number of objectives should 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 engagement.

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' principles³⁴. 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 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?

³² See Chapter 2.3 - Understanding Local Need

³³ See Appendix 3: Exclusive versus Inclusive Approaches

³⁴ See Chapter 3.4 - 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 provide³⁵.

Local arrangements will determine the manner in which the commissioner will exercise this responsibility, giving due regard to the operational independence of the chief constable and the need to consult with the chief constable in preparing the draft and before issuing the plan³⁶.

In setting out the policing of the area which the chief constable is to provide, the commissioner may wish to consider:

- Policing capacity and service strength, including officers, staff, PCSOs and the Special Constabulary;
- The standard and quality of policing to be expected in the area, which may include for example, assurances with regard to call answering, response times and satisfaction;
- Other core standards, such as those relating to;
 - human rights³⁷;
 - equality and diversity³⁸;
 - sustainability;
 - integrity and professional standards;
 - value for money³⁹;
 - safeguarding children and child welfare⁴⁰.

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 any specific needs or vulnerabilities;
- the roles and responsibilities of the commissioner and chief constable;
- the principle of operational independence; and
- the wider community safety and criminal justice landscape.

The chief constable must have regard to the Strategic Policing Requirement⁴¹ and the commissioner should set out the implications of the SPR 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:

- 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
- A section of the plan jointly owned by collaborative partners across the area.

³⁵ Section 7(1)(b)

³⁶ Section 5(6)(b) and Section 5(8)

³⁷ Human Rights Act 1998

³⁸ Section 149 of the Equality Act 2010

³⁹ Section 35

⁴⁰ Section 10 and 11 Children Act 2004

⁴¹ 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 police⁴².

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 those made available to 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 targets set, with a view to ensuring that performance expectations are both achievable and realistic. Some areas may wish to use more detailed analysis techniques, such as activity based costing in order 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 services and reducing bureaucracy;
- Savings with regard to procurement and any other wider overhead expenses; and
- Collaboration - In compliance with the commissioner's statutory duties⁴³, the plan may also provide an opportunity to communicate any expectations or opportunities for collaboration to improve the efficiency or effectiveness of the force.

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.

⁴² Section 7(1)(b)

⁴³ 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 measured⁴⁴.

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 of performance updates – annually, quarterly, monthly, weekly
- Style of reporting – verbal, written report, statistical, descriptive, formal, informal
- Audience for performance updates - commissioner, stakeholders, public

The commissioner has a level of freedom and flexibility with regard to performance governance and oversight⁴⁵, 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 clearly relate to the objectives set in the police and crime plan;
- Performance expectations are relative to the resources available;
- Performance trends and positions relative to similar force areas are taken into account;
- Milestones are set where appropriate to drive and monitor progress;
- District and departmental performance expectations are considered where appropriate;
- Priority / stretching targets are clearly communicated and their consequences understood.

It will also be important to make use of independent performance assurances via external and internal audits and inspections and centrally available performance data including HMIC Value for Money Profiles, the Crime and Policing Comparator⁴⁶ and the police.uk 'Crimemapper' tool⁴⁷.

If setting targets, the commissioner may wish to ensure that they are:

- Outcome focused by considering what the consequences of achieving targets will be; and
- Clear, unambiguous and adhering to SMART principles, in that they are:
 - Specific – stating precisely what is to be achieved;
 - Measurable – in order to determine whether and to what extent it has been achieved;
 - Achievable – given the circumstances and resources available for delivery;
 - Relevant – to the overall aims and goals of the commissioner; and
 - Time bound – whilst ensuring that any deadlines set are realistic.

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 functions⁴⁸.

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.

⁴⁴ Sections 7(1)(d) and (e)

⁴⁵ The Act abolishes the power of the Secretary of State to direct policing bodies to set performance targets in relation to policing objectives

⁴⁶ <http://www.hmic.gov.uk/crime-and-policing-comparator/>

⁴⁷ <http://www.police.uk/>

⁴⁸ Section 11(3)

3.5 Grants and Securing Services

The police and crime plan should include any crime and disorder reduction grants which the commissioner is to make, including any conditions of such grants⁴⁹.

There are many mechanisms by which the commissioner may be able to secure services or contribute to securing delivery against the police and crime objectives for the policing area. These might include for example, agreeing section 22A collaborations⁵⁰, entering into contracts, providing grants, aligning budgets with partners, pooling budgets and developing community budgets.

The commissioner should be aware of any existing good practice with regard to joint commissioning. 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.

Importantly, commissioners should ensure that the cooperation and trust that has been built up over time between partners can be maintained and developed. For some areas, there are simple geographically coterminous clusters of service providers, whilst other areas will have more complex geographic structures and arrangements.

Robust governance arrangements need to be in place to ensure that any commissioning activity:-

- Supports the effective delivery of the police and crime objectives;
- Responds to local need and is informed by local assessments of risk and threat;
- 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.

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

The commissioner may wish to consider the skills and expertise required to fulfil this function and whether capability will be:-

- Developed 'in-house', via the commissioner's office or externally; or
- Be supported by existing skills and expertise within the force, Community Safety Partnerships other partners, including Health

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 stakeholder
- 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

⁴⁹ Section 7(1)(f)

⁵⁰ made under s.22A of the Police Act 1996

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 so⁵¹. 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 office⁵².

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 area⁵³, the commissioner is also required to obtain the views of local people and victims of crime on the plan itself⁵⁴. 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 plan⁵⁵ 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.

⁵¹ Section 5(6)(c)

⁵² Section 5(2)

⁵³ Section 96 of the Police Act 1996 as amended

⁵⁴ Section 96(1A) of the Police Act 1996 as amended

⁵⁵ Section 5(6)(b) and 5(8)

4.2 Publishing and Communicating the Plan

The commissioner may wish to consider the following key pointers to engage the public and maximise the impact of the plan:

- Use an engaging format - Consider eye-catching formats and colourful diagrams that engage the audience, taking inspiration from other effective publications;
- Include local and relevant information - Readers will be interested in local priorities and action to address local issues;
- Provide a balanced and objective view - this will give credibility to the plan;
- Include creative material to capture attention - Images which include local people and places, a clear map of the force area are likely to be of interest;
- 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;
- Adopt a user friendly lay out, using headings, clearly marked paragraphs, bullet points and boxes to add variation;
- Ensure the plan is accessible and available in formats appropriate to the target audience and be aware of the languages spoken in your area;
- Use targeted language and short sentences, titles and subtitles - avoiding jargon and keep your audience in mind at all times;
- 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 should determine the manner in which both the police and crime plan and Annual report is published⁵⁶. The method of publication may vary depending upon the plan's style and target audience. However the commissioner may wish to have a clear idea early on in the planning process as to how high-profile the plan should be and which approaches best suit the target audience. Options for communicating the plan could include:

- A formal launch and press release, which may receive local media interest;
- Inter-agency communications amongst key stakeholders;
- Making it a feature on the commissioner's website with clear links from the homepage;
- 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;
- Making the plan available in key locations, such as commissioner's and partner agencies offices, at community engagement events or in libraries;
- Circulate the plan to your partners and encourage them to share it on their own websites;
- 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;
- Remember to use social media to discuss and share the plan and the priorities ahead invite discussion through various stages of the plan's development;
- Ensure you share feedback and actions from consultation;
- Promoting the plan at various stages during the commissioner's term in office; and
- Working with the chief constable on the approach the force will take to launch the plan to officers and staff.

⁵⁶ Sections 5(12) and 12(7)

4.3. Reviewing the Plan

The commissioner may vary a police and crime plan at any time⁵⁷ and has a duty to keep the plan under review, particularly in light of any recommendations made by the police and crime panel⁵⁸ on the annual report⁵⁹, and any changes made to the Strategic Policing Requirement⁶⁰ 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;
- core organisations or the wider community safety and criminal justice landscape; or
- the political, economic, social or physical environment.

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 framework⁶¹.

In any case, each 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 includes a date and period of issue.

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 year⁶² 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 if yours is to be a learning organisation, the report 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

⁵⁷ Section 5(4)

⁵⁸ Section 5(9)(a) Section 28(4)

⁵⁹ Section 28(4)

⁶⁰ Section 37(a) of the Police Act 1996

⁶¹ See Section 4.4 – The Annual Report

⁶² Section 12(1)

report or recommendation made by the panel on the annual report in the subsequent financial year⁶³.

The annual report must be sent to the police and crime panel for review as soon as practicable after completion⁶⁴. 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 draft plan alongside one another.

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 functions⁶⁵ 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 report⁶⁶. 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 the commissioner's, 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 done⁶⁷. Issues for considerations when publishing and communicating the annual report are discussed in detail at section 4.2.

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 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 set, including exception reporting on any 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.

⁶³ Section 17(2)

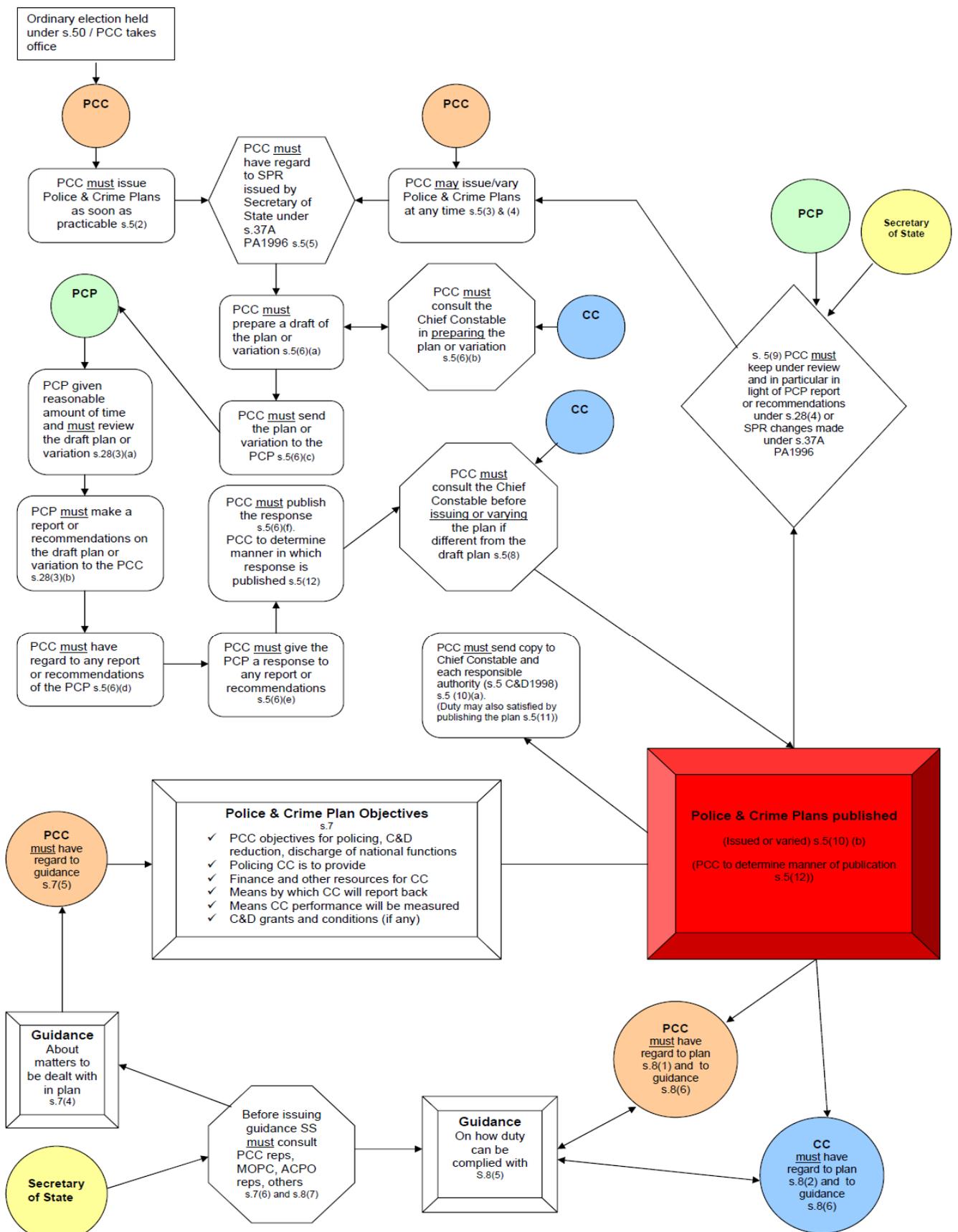
⁶⁴ Section 12(2)

⁶⁵ Section 13(1)

⁶⁶ Section 12(3)

⁶⁷ 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, its 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 of how they have had regard to the Strategic Policing Requirement (capacity and capability) to safeguard against the tier 2 and 3 threats to regional and national security.
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.

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 or Mayor's Office for Policing and Crime in London

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 responsible for the totality of policing in their area, with specific responsibilities 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. PCCs also have a statutory duty to ensure an effective and efficient criminal justice system.

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: Key statutory document issued 'from time to time' by the Secretary of State setting out current national threats and appropriate local policing capabilities required to counter those threats.

