

**To:** Cambridgeshire Police Authority

**From:** Chief Constable

**Date:** 30<sup>th</sup> September 2009

## **CONFIDENCE STRATEGY**

### **1. Purpose**

- 1.1 The Police Authority has received previous reports describing the Constabulary's progress towards formulating and delivering a Confidence Strategy.
- 1.2 This report provides an update and an opportunity for the Police Authority to consider the proposed Confidence Strategy, to consider associated issues and to provide comment.

### **2. Background**

- 2.1 Force performance will be assessed by the Home Office against one top down measurement; that of confidence. This will be gauged through a single question in the British Crime Survey (BCS) as:

*“The percentage of people who agree that the police and local councils are dealing with the anti-social behaviour and crime issues that matter in their area”.*

- 2.2 The Force is committed to, and is delivering, a range of tactical activity which is designed to deliver confidence as an outcome.
- 2.3 To ensure Cambridgeshire Constabulary is fit to deliver improvement it is necessary to adopt a strategic approach to influencing community confidence and move away from the notion that increased levels of confidence are a natural consequence of our historical and existing policing activities.
- 2.4 The ACPO team have considered the strategy and have consulted with Force Executive Board (FEB) members in developing it. It has been decided that the Strategy will be delivered by way of four key streams, each led by an ACPO member :

People	- Director of People
Partnerships	- Assistant Chief Constable
Performance	- Deputy Chief Constable
Communications	- Chief Constable

- 2.5 A synopsis of the content of the four strands is included at Appendix A.
- 2.6 It is relevant to note that discussion is also currently being held at a national level between ACPO Citizen Focus Business Area (led by the Chief Constable of Cambridgeshire), APA and the Home Office on the formulation of a national Confidence Strategy, including the concept of co-operation within the tripartite to ensure synergy, not tension, between them. It is recognised that many drivers for confidence exist and that much guidance and advice has been issued from many sources in recent months and years, possibly leading to loss of clarity. The concept of a “route map” to confidence is being discussed, designed to consolidate the drivers and guidance and thus create one clear path which leads to confidence.

### **3. The Confidence Strategy linked to the Cambridgeshire Policing Plan**

- 3.1 The Police Authority Citizen Focus Panel has previously raised concerns as to how the Confidence Strategy will achieve direct links with the Cambridgeshire Policing Plan.
- 3.2 It is recognised by the Constabulary and the Police Authority within the Policing Plan that achieving confidence is a high priority. This is articulated by the Chairman and the Chief Constable in the opening lines of their Foreword and continues through the opening chapters.
- 3.3 The Policing Plan goes on to describe what we will do to deliver the six national strategic policing priorities, the first of which is:

*“Increase public confidence in the police through an emphasis on the implementation of the policing pledge and the delivery of effective neighbourhood policing. “*

The Plan then sets the first local policing priority:

*“To Increase the trust and confidence of the public in the constabulary and improve their satisfaction in what we do”*

- 3.4 Furthermore, the Policing Plan already contains abstract references, some detailed, others less so, to the four identified confidence strategy delivery strands – People, Partnerships, Performance, Communication.
- 3.5 It is apparent therefore that the Policing Plan is, and should be, a confidence strategy in its own right and it is understandable that concerns have been raised about the direct links between any new confidence strategy and the Policing Plan.
- 3.6 Partnerships and Communication are particularly “unrepresented” strands within the detail of the existing Policing Plan.

- 3.7 It is proposed by the Constabulary, for consideration by the Authority, that the Confidence Strategy be included as part of the Cambridgeshire Police Authority Policing Plan, specifically:
- (i) The content and format of the existing Policing Plan is good and requires some addition and revision, rather than complete change;
  - (ii) The purpose of the Policing Plan and its role as a Confidence Strategy should be clearly described within the document;
  - (iii) Each of the four delivery strands should be described within the Plan;
  - (iv) The Policing Plan should become the Authority and Constabulary “route map” to confidence.
- 3.8 Each of the four strands will be supported outside of the Policing Plan by a detailed delivery plan designed to achieve the objectives or deliverables set out within the policing plan.
- 3.9 The timing of this proposal seems fortuitous, in that the Police Authority have recently sent out the existing Policing Plan to Stakeholders for feedback and are in preparation for its next iteration.

#### **4. Recommendation**

- 4.1 The Authority is recommended to:-
- (i) note the content of this report.
  - (ii) consider and comment upon the proposal at para 3.7

## BIBLIOGRAPHY

Source Document (s)	Contact Officer	Location
	T/Det Supt Tony Ixer Head of Citizen Focus  (01480) 428054	Cambridgeshire Constabulary Hinchingsbrooke Park, Huntingdon, Cambs, PE29 6NP.
<p>Originating Officer .....ACC</p> <p>Is it considered that this report contains 'exempt information' and should be considered in private?    No</p> <p>If the answer is "YES", please state the nature of the exempt information and the relevant clause (s) by virtue of Part 1 of Revised Schedule 12A to the Local Government Act 1972.</p> <p>The attached report has been cleared with the undermentioned Officer/s who have assessed the exemption status above.</p> <p>Assistant Chief Constable</p> <p>Others .....</p> <p>Submitted on .....16<sup>th</sup> September 2009.....</p> <p>A report will not be sent to the Authority unless this box has been satisfactorily completed and all necessary consultation carried out - the responsibility for which rests with the originator (except for consultation with the Chairman and this will be undertaken by the Chief Executive).</p>		