



PERFORMANCE MONITORING

1. PURPOSE AND PRINCIPLES

The Police and Crime Plan sets out the Commissioner's clear commitment to holding the police to account on behalf of the public.

The Commissioner takes a risk-based approach to performance. Risk management has been embedded into the work of the organisation on an ongoing and continuous basis. Robust controls assurances are in place to ensure continuous and appropriate management of policing.

The Commissioner wants the police and other partners to be focused on what is important: making Cambridgeshire a safer place in which to live, being focused on getting the job done, not just measures and targets. The Commissioner expects the police and other partners to strive to be more joined up, efficient and effective.

Performance monitoring must be visible to the public. One of the Commissioner's pledges focuses on being the voice of the people. The Commissioner uses feedback from the public to help him to continually support and challenge the provision of policing in Cambridgeshire.

The performance framework will be continuously developed further with partner agencies.

2. ROLES AND RESPONSIBILITIES

2.1 Police and Crime Commissioner

Under the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner must scrutinise, support and challenge the overall performance of the Constabulary including against the priorities set in the Police and Crime Plan and hold the Chief Constable to account for this performance. In particular, the Commissioner must hold the Chief Constable to account for:

- a) the exercise of the functions of the Chief Constable and those under the direction and control of the Chief Constable

- b) the exercise of the duty to have regard to the Police and Crime Plan
- c) the exercise of the duty to have regard to the strategic policing requirement
- d) the exercise of the duty to have regard to codes of practice issued by the Home Secretary
- e) the effectiveness and efficiency of the Chief Constable's arrangements for collaboration
- f) the effectiveness and efficiency of the Chief Constable's arrangements for engagement with local people
- g) the extent to which the Chief Constable obtains value for money
- h) the exercise of duties relating to equality and diversity
- i) the exercise of duties relating to the safeguarding of children and child welfare.

The Police and Crime Plan must set out the means by which the Chief Constable's performance in providing policing will be measured.

The Commissioner must publish information to enable people to assess the performance of the Commissioner and Chief Constable in exercising their functions.

The Commissioner must produce an Annual Report on the exercise of the Commissioner's functions and the progress in meeting the police and crime objectives set out in the Police and Crime Plan.

2.2 Chief Constable

The Constabulary, and the civilian staff of the Constabulary, are under the direction and control of the Chief Constable. The Chief Constable must exercise the power of direction and control in such a way as is reasonable to assist the Commissioner in exercising the Commissioner's functions. The Chief Constable is responsible to the public and accountable to the Commissioner for—

- a) leading the force in a way that is consistent with the attestation made by all constables on appointment and ensuring that it acts with impartiality
- b) appointing the force's officers and staff (after consultation with the Commissioner, in the case of officers above the rank of Chief Superintendent and police staff equivalents)
- c) supporting the Commissioner in the delivery of the strategy and objectives set out in the Plan;
- d) assisting the Commissioner in planning the force's budget;
- e) providing the Commissioner with access to information, officers and staff as required;
- f) having regard to the Strategic Policing Requirement when exercising and planning their policing functions in respect of their force's national and international policing responsibilities;

- g) notifying and briefing the Commissioner of any matter or investigation on which the Commissioner may need to provide public assurance either alone or in company with the Chief Constable (all Commissioners are designated as Crown Servants under the Official Secrets Act 1989(a), making them subject to the same duties in relation to sensitive material as Government Ministers);
- h) being the operational voice of policing in the force area and regularly explaining to the public the operational actions of officers and staff under their command;
- i) entering into collaboration agreements with other Chief Constables, other policing bodies and partners that improve the efficiency or effectiveness of policing, and with the agreement of their respective Policing Bodies;
- j) remaining politically independent of their Commissioner;
- k) managing all complaints against the force, its officers and staff, except in relation to the Chief Constable, and ensuring that the Commissioner is kept informed in such a way as to enable the Commissioner to discharge their statutory obligations in relation to complaints in a regular, meaningful and timely fashion. Serious complaints and conduct matters must be passed to the Independent Police Complaints Commission in line with legislation;
- l) exercising the power of direction and control in such a way as is reasonable to enable their Commissioner to have access to all necessary information and staff within the force;
- m) having day to day responsibility for financial management of the force within the framework of the agreed budget allocation and levels of authorisation issued by the Commissioner.

2.3 Police and Crime Panel

The Police and Crime Panel provides checks and balances in relation to the performance of the Commissioner. The Panel scrutinises the Commissioner's exercise of their statutory functions. The Panel does not scrutinise the Chief Constable.

3. RELATIONSHIPS WITH PARTNERS AND OTHER BODIES

3.1 Crime and Disorder Reduction Grants

The Commissioner may make a crime and disorder reduction grant to any person or organisation and may make this grant subject to any conditions considered appropriate.

3.2 Co-operative working

The Commissioner must have regard to the relevant priorities of each responsible authority. The Commissioner and a responsible authority (in exercising its functions under Section 6 of the Crime and Disorder Act 1998) must act in co-operation with each other.

The Commissioner and the relevant criminal justice bodies must make arrangements to provide for an efficient and effective criminal justice system.

4. MONITORING MECHANISMS

4.1 Commissioner Monitoring

The Commissioner and Chief Constable meet frequently and informally to ensure both are up to date with respect to each other's work. Any issues emerging through these discussions requiring decision or performance monitoring are escalated to the monthly Business Co-ordination Board.

The Business Coordination Board meets monthly in private. Its papers are routinely placed on the Commissioner's website to ensure its work is transparent. The agenda includes four sections: strategy, governance, business and holding to account.

Within the "holding to account" element of the agenda, reports on specific areas of business are considered. The Commissioner receives an annual cycle of reports on the Police and Crime Plan. These reports are scrutinised through the Business Coordination Board to ensure performance against the Police and Crime Plan and the quality of service provision. The choice of topic is linked to the objectives within the Police and Crime Plan, the risk register and its controls assurance processes and issues of public concern. Topics covered in the first seven months included: Taser, PCSO review, Collaboration, Call handling, Rural Policing, Anti-Social Behaviour and Road Safety.

Specific subgroups have been established to consider complaints and finances. The minutes of these subgroups are considered at the Business Coordination Board ensuring that any issues emerging through these meetings that require decision or performance monitoring by the Commissioner are escalated.

Formal performance reports against the Police and Crime Plan Performance Framework (Appendix A) and objectives are provided to the Commissioner on a quarterly basis, or more frequently if necessary. Further detail and independent verification is sought if necessary both through the Constabulary and through the Office of the Police and Crime Commissioner's (OPCC) access to relevant performance databases.

Members of the public speak to the Commissioner face to face at his regular surgeries. The Commissioner also responds to their letters and emails sharing their experiences of policing. The Commissioner seeks responses from the Constabulary to the concerns raised by members of the public, some of which are being handled by the Constabulary through the formal complaints mechanisms. The Commissioner also handles complaints against the Chief Constable.

The OPCC receives formal reports on complaints under the Police Reform Act 2002 (as amended by the Police Reform and Social Responsibility Act 2011) from the Professional Standards Department on a quarterly basis, or more frequently if necessary. Any issues emerging through these reports requiring decision or performance monitoring are escalated to the monthly Business Co-ordination Board.

The Deputy Commissioner holds a six-monthly meeting with the Deputy Chief Constable, Head of the Professional Standards Unit and senior officers of the OPCC. It is a forum in which the Deputy Commissioner is able to have oversight of the handling of complaints both within the Constabulary and the OPCC, including formal reports on complaints from the Professional Standards Department and the OPCC.

The Commissioner also undertakes a programme of visits linked to Police and Crime Plan objectives and is able to respond to feedback from the public through the Commissioner's methods of engagement outlined in the 'Approach to Engagement'.

There is a comprehensive programme of Internal and External Audit. Internal and External Audit reports are reviewed by the Joint Audit Committee.

Her Majesty's Inspectorate of Constabulary (HMIC) inspection reports regarding Cambridgeshire are reviewed by the Commissioner when received and the Commissioner's response is published.

The Office of the Police and Crime Commissioner maintains an Independent Custody Visitors Scheme to provide independent monitoring of police custody areas and check that Police and Criminal Evidence Act (PACE) guidelines are being followed.

The Animal Welfare Visiting Scheme, managed and co-ordinated by the Hertfordshire Commissioner's office on behalf of Hertfordshire, Bedfordshire and Cambridgeshire provides an independent check on the condition and welfare of police dogs across the tri-force area.

4.2 Constabulary-Level Monitoring

The Force Executive Board (FEB) has a monitoring role for performance which is delegated to the performance board. A high level report of performance is received by the Force Executive Board at its monthly meetings. The minutes of the FEB are considered by the Commissioner through the monthly Business Coordination Board.

The Force Performance Board will continue to meet monthly and will be chaired by the Assistant Chief Constable. The Chief Constable may attend at various points throughout the year.

At this meeting, the chair will hold Command leads (and equivalent) to account for their own performance across the range of Police and Crime Plan indicators (and

supporting metrics). Although it is not practical for all measures to be discussed each month, the agenda setting mechanism will ensure that all priorities are subject to the appropriate level of scrutiny.

The Assistant Chief Constable will set actions as necessary to ensure performance improvements are maintained, and ensure that support can be directed where most needed.

The Force Performance Board is supported by two more detailed sub groups; the Territorial Policing Command Performance Group and the Investigations Command Performance Group. These monthly meetings fall the week before the Force Performance Board and scrutinise a more detailed level of information – it is at these meetings where District Commanders (and equivalent department managers) are held to account for local performance.

Each department and district translates the aims and desired outcomes into defined delivery plans. These delivery plans reflect both the priorities and direction of the Police and Crime Plan, but also those of their Community Safety Partnership (CSP), focussed on the policing contribution.

The delivery plans are managed through a single operating system, providing strategic leads with performance reports which reflect the progress of actions. This enables performance monitoring to be considered both quantitatively and qualitatively at Force Performance Board meetings where necessary.

The Corporate Performance Department will continue to support the Performance Framework at Force / Local Area / Specialist Department level with appropriate data and routine review of performance.

Equality and diversity issues are managed and governed by the Equality Board, meeting quarterly chaired by the nominated performance lead on Equality, Diversity and Human Rights (Chief Superintendent, Corporate Development).

4.3 Collaboration Monitoring

Each Memorandum of Understanding and Section 23 or 22A Agreement sets out the arrangements for monitoring performance.

4.4 Partnership and Grant Monitoring

The Commissioner's approach to the oversight of performance of other agencies contributing to the delivery of the Police and Crime Plan is akin to that of a 'grandparent', providing independent support and challenge on behalf of the public.

The Commissioner and staff are able to attend or arrange relevant meetings with partnerships and other bodies in order to understand their contribution to delivery of the Police and Crime Plan.

Each grant agreement will set out arrangements for monitoring performance. The Commissioner will focus on issues relating to spending plans, actual spending, plans for future sustainability and evidence of working with other organisations.

The performance framework will be developed further with partner agencies.

4.5 Police and Crime Panel Monitoring

The Panel scrutinises the Commissioner's exercise of their statutory functions. The Commissioner's Annual Report is reviewed by the Police and Crime Panel.

5. CONTROLS ASSURANCE MECHANISMS

Robust controls assurances are in place to ensure continuous and appropriate management of policing. The Joint Strategic Risk Register sets out in some detail the risk controls (methods of controlling or managing the risk) and controls assurance (methods of verification which provide an opinion on the operation of controls in place to manage the risk), against the key risks or challenges that could prevent the Commissioner and Chief Constable in achieving their objectives.

Details of the key controls assurance mechanisms are set out at Appendix B.

6. Conclusions

The Commissioner holds the police to account on behalf of the public. The Commissioner takes a risk-based approach to performance. Risk management has been embedded into the work of the organisation on an on-going and continuous basis. Robust controls assurances are in place to ensure continuous and appropriate management of policing.

Appendix A

PERFORMANCE FRAMEWORK FOR POLICE AND CRIME PLAN 2013-16

Maintain local police performance	Baseline
Dealing with local concerns	72.3%
Satisfaction with service delivery	85.4%
Achieve and maintain 300 Specials Constables	245

Continue to tackle crime and disorder	Baseline
Reduce victim based crime	40,653
Increase the detection rate	30.6%
Reduce dwelling burglary	2,744
Increase the burglary detection rate	20.5%
Maintain low levels of perceived of anti-social behaviour	0.9%
The level of anti-social behaviour does not increase over the next 12 months	28,021
Reduce the total harm caused by Organised Crime Groups operating in Cambridgeshire	See note below ¹
Increase the volume of assets removed from criminals	136
Increase the value of assets removed from criminals	£1,502,063
Perception of drug misuse	14.0%

Keeping people safe	Baseline
Reduce the percentage of offenders who reoffend within 12 months	See note below ²
Limit the number of people who commit offences whilst on the Integrated Offender Management scheme	See note below ³
Improve the ratio of reported incidents of domestic abuse to prosecutions ⁴	8.4%
Increase the satisfaction of victims of racist incidents ⁵	78.7%

Maintain the resilience of protective services	Baseline
Reduce the number of people killed or seriously injured in road traffic collisions	370

¹ Measures and data currently being finalised.

² Measures currently being finalised with partners.

³ Measures currently being finalised with partners.

⁴ Number of domestic violence cases where the Crown Prosecution Service has authorised a charge and which have gone through the court system, as a percentage of all domestic violence incidents.

⁵ This is a measure of racist incidents only.

DEFINITION OF POLICE AND CRIME PLAN INDICATORS

	Indicator	Description	Data used
Maintain local police performance	Dealing with Local Concerns	Percentage of respondents who agree that Cambridgeshire Police are dealing with the things that matter to people in their community	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to May 2013
	Satisfaction with Service Delivery	Percentage of victims of crime who were at least fairly satisfied with the whole experience	Victim satisfaction surveys (conducted via telephone interviews). Data to May 2013
	Special Constabulary	Number of Special Constables	Strength data from ORIGIN. Data to May 2013.
Continue to tackle crime and disorder	Victim-Based Crime	Number of victim-based crimes	Police recorded crime. Data to May 2013
	All Crime Detection Rate	Percentage of crimes which are detected	Police recorded crime. Data to May 2013
	Burglary Dwelling	Number of burglary dwelling crimes	Police recorded crime. Data to May 2013
	Burglary Dwelling Detection Rate	Percentage of burglary dwelling crimes which are detected	Police recorded crime. Data to May 2013
	Perception of high anti-social behaviour	Percentage of respondents who perceive that there is a high level of anti-social behaviour in their area	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to May 2013
	Level of Anti-social behaviour	Number of incidents of anti-social behaviour	Police recorded incident data. Data to May 2013
	Asset Recovery	Value and volume of assets removed from criminals	JARD data to May 2013
	Perception of drug misuse	Percentage of respondents who consider drug misuse to be a problem in their local area	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to May 2013
Keeping people safe	Ratio of Domestic Abuse Incidents to Prosecutions	Number of domestic abuse cases where the CPS has authorised a charge and which have gone through the court system, as a percentage of all domestic abuse incidents	Police recorded crime and CPS data. Data to March 2013
	Satisfaction with Service Delivery - Racist Incidents	Percentage of victims of racist incidents who were at least fairly satisfied with the whole experience	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to May 2013
Maintain the resilience of protective services	KSI Road Casualties	Number of people killed or seriously injured in road traffic collisions	Cambridgeshire County Council data to April 2013

Appendix B

KEY CONTROLS ASSURANCE MECHANISMS

Force Performance Board

The Force Performance Board meets monthly and is chaired by the Assistant Chief Constable. The Chief Constable may attend at various points throughout the year. At this meeting, the chair will hold Command leads (and equivalent) to account for their own performance across the range of Police and Crime Plan indicators (and supporting metrics). The Assistant Chief Constable will set actions as necessary to ensure performance improvements are maintained, and ensure that support can be directed where most needed.

Force Executive Board (FEB)

The Force Executive Board is the monthly meeting chaired by the Chief Constable and attended by strategic heads of business. It is where close attention is paid to both finance and resources and where strategic direction is set and managed. It is also the governance forum for the Constabulary which monitors constabulary risk. Operational decisions will be made by the FEB while key strategic decisions will be referred to the Police and Crime Commissioner. Minutes of the meeting are published on the force website.

The FEB is supported by the People Board which is held monthly and chaired by the Deputy Chief Constable. This board monitors the establishment and deals with business such as Health and Safety, Learning and Development, HR policy, sickness levels etc.

Business Coordination Board

The Business Coordination Board is a monthly meeting between the Commissioner, Deputy Commissioner, ACPO Officers and senior officers of the Office of the Police and Crime Commissioner, chaired by the Police and Crime Commissioner. It is a forum in which current and future business is discussed between the senior leaders of the two bodies, focussing on issues relating to strategy, governance, business and holding the Chief Constable to account. It is one forum in which decisions can be made by the Commissioner, informed by the decision making policy. The Board takes a risk-based approach. Minutes of the meeting and key papers are published on the Commissioner's website.

Finance Sub-Group

The Finance Sub-Group is a monthly meeting between the Deputy Commissioner, the Commissioner's Chief Finance Officer and the Constabulary's Chief Finance Officer. It is a forum in which the senior finance leads in the two bodies are able to ensure that the finances are managed effectively. This includes detailed financial planning and monitoring to inform advice to the Commissioner and Chief Constable.

Complaints Meeting

The Deputy Commissioner holds a six-monthly meeting with the Deputy Chief Constable, Head of the Professional Standards Unit and senior officers of the Office of the Police and Crime Commissioner. It is a forum in which the Deputy Commissioner is able to have oversight of the handling of complaints both within the Constabulary and the Office of the Police and Crime Commissioner.

Custody Visitors Panel

This is a forum that meets quarterly to provide the Commissioner with oversight of the area of custody, highlighting any thematic areas or issues for attention by the force. The meeting involves relevant force custody representatives, members of the Commissioner's staff and the three local custody visitor panel chairmen.

Joint Audit Committee

The purpose of the Audit Committee is to provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the Commissioner's and Chief Constable's financial and non-financial performance to the extent that it affects exposure to risk and weakens the control environment, and to oversee the financial reporting process. The Audit Committee is made up of five members who are independent of the Police and Crime Commissioner and the Constabulary and meets quarterly. An Integrity Sub-Committee could provide oversight and controls assurance regarding appointments and the management and monitoring of complaints and integrity issues.

Collaboration

Each Memorandum of Understanding will set out the governance arrangements to allow all bodies involved in the collaboration to participate in joint oversight of the lead Commissioner and Chief Constable. The **BCH Alliance Summit** undertakes this role for the Bedfordshire, Cambridgeshire and Hertfordshire Alliance, meeting quarterly. Similar arrangements will be established for **Bedfordshire and Cambridgeshire**. The **Eastern Region Collaboration Meeting** undertakes this role for the Eastern Regional Collaboration.

Other

Internal Audit undertakes a risk-based rolling programme of audits to assess the adequacy of the fulfilment of statutory functions and good governance practices.

External Audit considers whether appropriate statutory functions are fulfilled effectively.

Her Majesty's Inspectorate of Constabulary (HMIC) conducts a programme of inspections of the Constabulary. The Commissioner is also able to request an inspection of the Constabulary by HMIC.

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