

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress	Delivery Status /Direction of travel	Wider Partnership Opportunities	
		Delivery status Key - Red, action/decision req to get back on track			Yellow - various factors have delayed achievement within the frame. Direction of Travel key - ↔ no change, ↑ improved, ↓ slipped since last report		Green, On Target	White -not started
Victims	v1 Ensure that victims from the three priority groups (serious crime, persistently targeted and vulnerable or intimidated) are identified and provided with an appropriate response based on their level of risk at the initial point of contact.	NP	Constabulary	V1.1	Multi-Agency arrangements and appropriate need and risk assessments ensure the delivery of this action. The Constabulary's ongoing Operation Sherlock is focusing on supporting officers to appropriately identify vulnerable victims. This in turn ensures the right response and support is provided through multi-agency safeguarding (MASH & MARAC arrangements) and victim support (referrals to Victim and Witness Hub and specialist support agencies) arrangements. More than a third of all referrals into the Hub each month are 'vulnerable and intimidated' victims with specialist services working in partnership with them. 100 per cent of victims supported by Hub felt it had helped them cope and recover and would recommend the service to a friend. <i>The County Council is working with several organisations to introduce organisational DA policies along with workplace champions.</i>	rag status ↔	Better identification of vulnerable victims through partnership working arrangements in MASH; organisational development to introduce domestic abuse workplace policies; developing community capacity and awareness of the issues.	
Victims	v2 Reduce the impact of anti-social behaviour by ensuring victims receive a proportionate response that is tailored to their needs.	NP	Constabulary	v2.	The Police and Crime Plan Dashboard shows current trends in relation to Anti-social behaviour (ASB). Incidents recorded by the police remain stable and there continues to be a low percentage of respondents concerned about high levels of ASB in their area. The percentage of respondents who feel safe in their community remains high. Work across the agencies, specifically housing, has focused on using restorative practices to resolve ASB issues. Victims can access support from the Victim and Witness Hub - either via self-referral where no crime has been recorded or through a needs assessment where the incident has been elevated to a crime (following criminal damage for example).	↔	Greater consistency of approach taken by housing agencies and district councils. Early intervention within communities would prevent later demand on policing. Link between ASB and mental health need exploring by partners. Via MH delivery group.	
Victims	v3 Ensure victims of crime receive a consistently high quality investigation.	NP / CS	Constabulary	v3.	Cambridgeshire Constabulary has an ongoing programme to improve the quality of investigations through delivery of the Operation Sherlock action plan. See also O 1.1	↔		
Victims	v4 Review processes so people in mental health crisis receive the right care at the right time and from the right service.	NP	Crisis Concordat Mental Health Delivery Group	v4.	The Cambridgeshire and Peterborough Mental Health Crisis Care Concordat Declaration provides a framework to deliver this action. Mental Health issues continue to create demand on policing. However the partnership response to supporting people in crisis now includes the First Response Service which includes the FCR based mental health nurses. This collaborative commissioning arrangement, with pan-agency agreed outcomes, has seen an improved experience for people in crisis. Independent evaluation of the IMHT element has showed it saves officer time, ensures more appropriate Sect 136 detentions (only two coming into custody in 2017) and has improved partnership pathways. Contract just been awarded for children's community mental health services to 'new provider'. <i>Areas of concern remain around timely ambulance transportation of people in crisis.</i>	↔	The Policing and Crime Act formally sets out elements of partnership working required in the future. This will again improve the experience for service users. The well established partnership working group is preparing for this.	
Victims	v5 Continue to develop services to enable victims and witnesses to be seamlessly supported through the criminal justice process wherever they live in the county. for example victims of burglary and other serious crime will always be visited by a police officer.	NP	OPCC / Constabulary / County Council (DA)	v5.	The Commissioning Cycle drives the delivery of this action through Needs Assessments and regular Victim Provider Forums (to identify gaps in provision). A range of thematic and general partnership forums also have a stake in this priority through their delivery plans. The merger of the Victim Hub and Witness Care is now complete to provide an end to end service for CJS victims. Better partnership working with Witness Service. However working arrangements of other CJ agencies continues to impact on overall victim satisfaction of their whole experience. Significant partnership work ongoing to address this. A review is taking place to look at what is best changed at national level, how effective lobbying can be achieved at regional level and how partners can best meeting the needs of victims and witnesses at the local level.	↔	Work in train to look at provision of support for victims of domestic abuse. This needs traction to drive a focus on early intervention and prevention and reduce future demand on services. Work ongoing to look at the sustainability of the current outreach	
Victims	v6 Ensure support services for victims and witnesses are commissioned in a cost efficient way, have clear referral pathways and handovers between agencies as individuals' needs change.	NP	CCJB Victims sub-group	v6.	The Commissioning Cycle drives the delivery of this action through Needs Assessments and regular Victim Provider Forums (to identify gaps in provision). A range of thematic and general partnership forums also have a stake in this priority through their delivery plans. The merger of the Victim Hub and Witness Care is now complete to provide an end to end service. Joint commissioning arrangements for the support service for victims of sexual violence now in place (first six monthly outcome monitoring October 2017) to work alongside the new SARC (based alongside the Rape Investigation Team). <i>The pathways for victims of SV have been re-mapped and partnership working planned to use improve the experience of victims.</i>	↑	Continued work to look at opportunities to jointly commission services - either through pooled budgets or pooled knowledge and influence.	
Victims	v7 Develop a countywide partnership response to reduce the harm, risks and costs of domestic abuse, child abuse and exploitation (including child sexual exploitation), serious sexual offences, trafficking and modern day slavery and 'Violence Against Women and Girls' which keeps victims safe from future victimisation.	NP	Domestic Abuse and Sexual Violence Delivery Group	v7.	The VAWG Needs Assessment is informing the creation of an action plan for the Domestic Abuse and Sexual Violence Delivery Group which addresses these issues. The Safeguarding Boards are leading on CSE and feature work to tackle this in their delivery plans. Key progress includes: development of strategy and action plan; development of MASH to improve children's safeguarding and MARAC processes; opening of new SARC and countywide SV service; successful bid to VAWG Transformation Fund for £400k to work upstream with children of DA and SV households and reduce future demand; successful bid to DCLG to tackle housing related DA issues. The Constabulary continues to work in partnership to tackle modern day slavery. The Constabulary continues to work in partnership to tackle modern day slavery. Developing an evidence base regarding Stalking and Harassment. Work to look at new recording requirements, effective support services and developing awareness within victim support and investigative staff.	↔	Opportunities to work upstream - using new statutory Sexual, Relationship and Education requirement to look at countywide demand reduction.	
Victims	v8 Offer victims of crime the opportunity to ask to meet their offender in a restorative justice conference at a time that is right for them.	NP	Constabulary	v8.	Cambridgeshire Constabulary is commissioned to provide an RJ offer as part of bespoke recovery plans for victims. The CCJB Victims and Witnesses Group supports multi-agency engagement in RJ. This is all in place. The service was awarded the RSQM in June 2017.	↑		

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Victims	v9	Ensure that when Criminal Justice System processes are reviewed the impact on victims and witnesses is considered.	NP	CCJB Victims sub-group	v9.	Agencies are encouraged to consult with each other when changes are being proposed at the CCJB Victims and Witness Group. CJS agencies can be held to account in the main CCJB Board. Significant number of CJ practices identified which are having a detrimental affect on victims and witnesses. Work is ongoing locally to tackle this and looking at opportunities to explore solutions at a seven force level. CPS Eastern Region Inspection expected to highlight issues. Changes to Section 28 expected to improve experience for child/vulnerable victims. Local CCJB monitoring performance issues - work to understand why cases fail due to V&W issues.		Opportunity to hold CJ agencies to account at CCJB. Collaborative work being developed to map what can be addressed locally, regionally and nationally and through which mechanisms.
Offenders	O1	Ensure that police investigations deal effectively with offenders while ensuring the best outcomes for victims <i>(Note: HMICFRS Peel 2016 - Constabulary GOOD at keeping people safe and reducing crime, but improvements required in how it investigates crime. Needs to do more to fully understand demand and plan for demand in the future)</i>	CS	Constabulary	O1.1	Cambridgeshire Constabulary has an ongoing programme to improve the quality of investigations through delivery of the Operation Sherlock action plan. The Local Policing Review is intended to deliver quality investigations through development of a sustainable business model. In support of this, a detailed study of demand has been undertaken to enable the optimum use of resources. <i>Progress - Current demand pressures impact on police responses, investigative resources and the Constabulary's ability to resolve crimes with a recent deterioration in 'prosecution possible outcomes' and victim satisfaction in terms of police attendance and follow up contact. The Local Policing Review is intended to manage demand on investigative resources by creating a demand hub to more effectively triage at the front end of the process. Local Policing Review begins implementation from end of September 2017. Update on Operation Sherlock delivery plan and plans for managing demand on investigative resources went to November BCB, update in six month's time.</i>		Opportunity to improve victim satisfaction with follow up, improve investigative outcomes, improve timeliness and reduce the number of future victims.
		Use a partnership approach to tackle crimes which are of greatest concern to the public such as violent, drink and drug related crime, burglary and rural crime. <i>(Note: signs of some genuine increases in violence with injury and related A&E attendances. Burglary levels higher than same time last three years and baseline. Rural crime also higher.)</i>	CK	CSPs	O2.1	Community Safety Partnerships set priorities to work in partnership to tackle local issues of crime and disorder. Links with Reducing Reoffending Group and Offender Sub Group, also Substance Misuse Delivery Group. <i>Progress - Countywide Community Safety Strategic Board reviewing CSP activity to identify countywide issues and agree best approach. RCAT working with Countryside Watch.</i>		Opportunity to improve local confidence that the Constabulary are dealing with the things that matter to people in their community. Constabulary working with partners on rural crime, especially Countryside Watch and the National Farmers Union. Consideration of best ways of working with CSPs.
			CK	Constabulary	O2.2	Cambridgeshire Constabulary maintains local engagement and priority setting mechanisms. It is maximising collaborative opportunities to deliver integrated partnership community safety responses. It is developing a strategy for enhanced problem solving in neighbourhood policing. <i>Progress - Although the percentage of respondents who feel safe in their community remains high, public feedback about whether the Constabulary is dealing with local concerns has deteriorated recently. Hare coursing remains a big issue. Work of Rural Crime Action Team valued by rural community. The local policing review will ensure that the Constabulary can continue to offer the best policing service to local communities.</i>		
Offenders	O2		CS	Constabulary	O2.3	Cambridgeshire Constabulary delivers the priority areas strategy and action plan for burglary dwelling; the force crime prevention strategy and delivers the rural policing strategy. <i>Progress - Although in the context of significant falls in crime levels more generally in the last twenty years, nationally and locally there are now signs of some genuine increases in some crime types such as violence. The Constabulary is monitoring these trends to better understand what is driving these changes and what mitigating action is required. Update to BCB and Performance Working Group.</i>		
Offenders	O3	Improve partnership working to ensure resilience of services and effective and efficient action to address long-term causes of offending such as health issues, housing, drug and alcohol misuse, education, employment and training.	CS/EW	Cambridgeshire Countywide Community Safety Strategic Board	O3.	Cambridgeshire Countywide Community Safety Board provides governance to areas of work which are recognised to need countywide oversight. The Offender Sub-group of the Cambridgeshire Criminal Justice Board supports the statutory agencies in the delivery of the multi-agency approach to tackling offending. Links to Substance Misuse Delivery Group, Mental Health Delivery Group <i>Progress - Priority issues identified by needs assessment on offending prevention and management being addressed through appropriate partnership governance mechanisms. Housing has been an early priority focussed on the need to develop plans to improve pathways. Update to Countywide Board October, further work needed through Sub-Regional Housing Board and update requested to Countywide Board in January. Offender Sub-group to monitor improvements to CJS pathways. Combined Authority housing strategy to be developed for Feb 2018 which should address some housing supply issues. Drugs and Alcohol services reprocurement exercise in Cambridgeshire underway with dialogue with partners to align services to needs identified.</i>		The Combined Authority also provides a mechanism for joint working on key cross-cutting strategic issues. Housing has been identified as a Combined Authority priority. Offending commissioning strategy to be developed. Opportunity for Countywide Board to consider support/pathways for vulnerable/excluded groups.
Offenders	O4	Ensure that the Criminal Justice System sees reducing re-offending as a key part of its work.	CS	Cambridgeshire Criminal Justice Board	O4.	The Offender Sub-Group of the Cambridgeshire Criminal Justice Board supports the statutory agencies in the delivery of the multi-agency approach to tackling offending and reducing reoffending. <i>Progress - Needs Assessment on offending prevention and management finalised. Updated Terms of Reference for the Offender Sub-group finalised in November 2017 and delivery plan under development. Reoffending indicators to be included in performance indicators.</i>		Government manifesto commitment to greater devolution of criminal justice responsibility and budgets to local commissioners.
Offenders	O5	Support preventative and early intervention approaches to divert young people and adults away from offending and re-offending	CS/NP	Youth Offending Services	O5.1	The Youth Offending Services in Cambridgeshire and Peterborough support young people at risk of entering or entering the youth justice system. Recipients of PCC Crime and Disorder Reduction Grant. <i>Progress - Joint Youth Justice Board across Cambridgeshire and Peterborough now established. Data on first time entrants to the criminal justice system indicates a continuing falling trend over last five years but recent rises which need to be understood.</i>		Conditional cautions - Commissioning to meet gaps in services. Ensuring continuing and broadening reach of conditional cautions.

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		CS	Constabulary	05.2 Home Office Innovation Funding is being used to develop conditional cautions as part of a pathway to intervene to tackle early offending behaviour. <i>Progress - Now rolled out throughout Cambridgeshire. Ongoing activity to ensure take up (around 450 issued in since introduced in Sep 2016). Still potential for further take up from current simple cautions. Governance through BCB and Offender Subgroup. Independent evaluation final report May 2018. Planning for 'business as usual' at the end of Home Office funding in hand. Needs Assessment on offending prevention and management finalised.</i>	↔	
Offenders	06 Increase the range of environments in which restorative justice is used to improve victim satisfaction and reduce re-offending	NP	Constabulary	06. Cambridgeshire Constabulary is undertaking a programme of partnership engagement and training to enable restorative approaches to be applied in neighbourhood and ASB issues, prison and a range of policing interactions. Monitoring is through Victims and Witnesses Sub Group. <i>Excellent progress: local housing providers are utilising these skills for ASB cases, greater take up of principles within educational settings. Significant use of RJ practices within Youth Offending Service. Peterborough Prison is becoming a restorative prison.</i>	↔	
Offenders	07 Protect local communities from those people who present a risk of serious harm to them through effective and efficient offender management and partnership working. (Note: HMICFRS 2016 PEEL - Constabulary has effective approach to preventing and tackling serious and organised crime. Well-structured Integrated Offender Management scheme. More active enforcement would enhance its approach to	CS	Constabulary	07. Multi-agency working arrangements, including Cambridgeshire Constabulary, ensure effective partnership working. These arrangements include the Multi-Agency Safeguarding Hub, Multi Agency Public Protection Arrangements, Multi Agency Risk Assessment Conferences and Integrated Offender Management Arrangements. <i>Progress - multi-agency partnership arrangements well embedded. Governance well-embedded through MAPPA Board which links into CJB and IOM through Reducing Reoffending Group.</i>	↔	Offender Adult early help offer could be developed as part of future development of Multi-Agency Safeguarding Hub. Need to understand impact of Local Policing Review and opportunities for broadening IOM-style approach.
Offenders	08 Hold the responsible authorities to account for meeting their duties to protect their local communities from crime and to help people feel safer.	CS	Cambridgeshire Countywide Community Safety Strategic Board	08. The Cambridgeshire Countywide Community Safety Board will help the responsible authorities coordinate their duty to reduce crime and disorder in their communities. This will include helping them coordinate monitoring outcomes of relevant countywide strategic plans and providing support and challenge. <i>Progress - new governance mechanisms being embedded. October Countywide Board considered mental health, child sexual exploitation, housing, and new emerging landscape. Future issues include: youth offending, local policing review, changing partnership lanscale, domestic abuse, housing, mental health.</i>	↔	Issues identified through offending management and prevention needs assessment provide an opportunity to explore how we can best work together constructively to discharge statutory duties for reducing crime and disorder.
Offenders	09 Work with the voluntary sector and other partners to enable the rehabilitation of offenders.	CS	Cambridgeshire Criminal Justice Board - Offender Subgroup	09. Multi-agency working arrangements in place which can be built on.	↔	To be developed in line with needs assessment.
Offenders	010 Review current performance management systems to ensure re-offending data is captured and monitored effectively so that progress can be reviewed	CS	Constabulary/ Cambridgeshire Countywide Community Safety Strategic Board/ Cambridgeshire Criminal Justice Board	010 The performance information monitored by the Constabulary and the Commissioner will include new data sets and will evolve over time to reflect operational developments. Broader indicators rather than purely policing data are being incorporated, this includes Ministry of Justice data on reoffending rates and public health data. The performance framework will be developed further with partner agencies. <i>Progress - New performance dashboard in place with partnership metrics to be added. Collaboration performance monitoring arrangements to be updated in light of new governance arrangements.</i>	↔	As Cambridgeshire Countywide Community Safety Strategic Board governance arrangements evolve, opportunity to develop partnership monitoring mechanisms. Force Management Statement provides opportunity to develop appropriate metrics and strengthen links between demand, performance and financial decision making.
Offenders	011 Contribute to national policing needs as set out in the Strategic Policing requirement including counter-terrorism, serious and organised crime, cyber security, public order, civil emergencies and child sexual abuse	CS	Constabulary	011. Cambridgeshire Constabulary contribute to national policing needs through their planning processes including the priority area strategy and action plan for counter-terrorism. <i>Progress - Ongoing business as usual. CT capabilities for Eastern Region brought under single command under Eastern Regional Special Operations Unit on 1 July 2017 (police officers will remain locally deployed). Demands for mutual aid have been high this year in light of incidents and periods of critical threat level.</i>	↔	
Communities	C1 Jointly engage with all communities to understand and respond to local concerns.	CK	Senior Officer Communities Group	C1. OPCC and Constabulary continue to develop closer working relationships and collaborate with other public agencies. Collectively engage with communities to identify and solve issues where possible. <i>Progress: Partnership working at various levels. C&P Senior Officer Communities Group meet quarterly and are identifying areas of shared activity to take forward. Countywide Community Safety Strategic Board review and direct CSP activity regionally. Public Protection Comms Group led by Constabulary coordinates joint communications related to public protection. Shared OPCC / Constabulary strategy. OPCC targets vulnerable groups. Local policing review includes analysis of community engagement activity and implementing consistent approach across the county.</i>	↔	One county approach to public service delivery.
Communities	C2 Ensure the public have easy and effective ways to contact the appropriate service provider to get the information they need	CK	Constabulary	C2. Constabulary and OPCC are further developing a variety of communication channels to allow the public to share intelligence and information in the way that best suits them. Constabulary website redesign. <i>Progress: Constabulary website launched Oct 2017. Facilituies include: Online crime reporting, webchat facility, GPS location, accessibility on mobile devices. Local policing review includes reviewing public engagement strategy. Improved signposting to partner agencies. Strong links with Facebook. Demand Hub being created to bring together call handling, crime management and dispatch into one location at Police HQ.</i>	↑	Consider how Cambridgeshire Public Sector websites link and support each other

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Communities	C3	CK	Constabulary	Constabulary collaborating with different organisations to improve efficiency and effectiveness. <i>Progress: Blue light collaboration continues, particularly with Fire and Rescue Service. Co-location opportunities moving forward e.g. Wisbech. Progressing shared training facilities at Monks Wood. Peterborough PES co-located and shared management structure being trialled.</i>	↔	consideration of how PES model could work in 2 tier areas
Communities	C4	CK	Constabulary	Constabulary reviewing approach to local policing to ensure future demand can be met. Considerable change over next 12 months with LPR and Athena. Public confidence 95.8% 12 month rolling average to Sep 2017. <i>Progress: Local policing review under way. Have moved from 6 districts to 2 areas. 50 extra warranted officers to be recruited. Agree new structure and shift patterns end March 2018. Go live end April 2018. Athena launch May 2018. Extensive engagement during transition.</i>	↑	Monitor role out of new policing model and impact on partners
Communities	C5	CK	Constabulary	Police powers have been granted to organisations in specific circumstances to tackle low level crime. <i>Progress: CSAS scheme opportunities being explored. A number of PSPOs adopted tapping into Local Authority CSAS powers. Peterborough Prevention Enforcement Service (PES). Possible roll-out of PES model. Exploring possible pilot of parking enforcement by LA in Huntingdonshire.</i>	↑	Opportunities to expand should be considered.
Communities	C6	CK	Constabulary	Continual, ongoing activity by local policing teams and also by partner agencies. Public feel more confident in reporting crime so reporting levels going up. <i>Progress: Citizens in Policing Strategy, appointment of Watch Scheme Coordinator, develop role of Neighbourhood Watch and Community Speed watch. New website launched to make it easier to submit information. Local Policing Review to maintain local policing resource and reassess engagement activity.</i>	↔	Monitor impact of citizen in policing strategy and consider opportunities for wider partnership working
Communities	C7	CK	Constabulary	Community resilience: <i>Progress: Citizens in Policing Strategy, appointment of Watch Scheme Coordinator, develop role of Neighbourhood Watch and Community Speed watch. Partnership approach through Senior Leader Communities Group.</i>	↔	Link with emerging work led by county council on community resilience
Communities	C8	CK	Constabulary	All blue light, local authority and healthcare organisations seeking to promote local community support, especially for most vulnerable members of society. <i>Progress: Some discussions with Neighbourhood Watch but not developed. Joint communications through Public Protection Communications Group. Opportunity to work more closely with Fire Community Safety teams</i>	↔	Link with emerging work led by county council on community resilience
Communities	C9	CK	Constabulary	Ongoing recruitment to attract new staff, officers and volunteers. Targeted recruitment drives take place. New government guides looking for degree qualifications. County BME population is 9.7%. Constabulary BME numbers = 2.8% <i>Progress: Targeted recruitment saw a good number of applications from BMEs. However, few made it through selection process. Reviewing the reasons for this. First batch of Police Now recruits have started. HR strategy in place. Need to monitor implementation.</i>	↔	Further work needed with community groups and businesses.
Communities	C10	AF	Constabulary	PSD <i>Progress - Recent increase in cases having an impact on performance. Monitoring through PSD Governance Board quarterly meetings. Board pro-active in monitoring progress against HMIC Legitimacy recommendations and areas for improvement and Independent Police Complaints Commission (IPCC) requirements through taking forward necessary action, monitoring delivery plans, developing policies, scrutinising, and horizon-scanning. Internal audit being undertaken in Q3 to give assurance on follow-up with HMICFRS inspection and PSD governance.</i>	↔	
		AF	AF	Complaints reform <i>Progress - BCH OPCC and PSD Working Group in place to delivery project based approach to taking this work forward, exploring feasibility of consistent BCH OPCC approaches where appropriate and adoption of shadow delivery models as required. Secondary legislation and statutory guidance anticipated January 2019.</i>	↑	Link with local policing review and understand opportunities to improve victim satisfaction.
Transformation	T1	EW	Constabulary	Constabulary modelling force demand and efficient ways of managing this demand. OPCC providing system context and input. Progress <i>Local Policing review (see C4)</i> <i>Countywide Community Safety Stratgic Board commissioned a strategic needs assessment around offending prevention and management. Findings from the strategic needs assessment have been disseminated and are being addressed through appropriate partnership mechanisms:</i> <ul style="list-style-type: none"> • Enabled prioritisation and development of the action plan for the Offender subgroup of the Cambridgeshire Criminal Justice Board • Informed input to the drug and alcohol retendering for Cambridgeshire (see O3) • Housing identified as an early priority and is being addressed through Sub-Regional Housing Board (see O3) • Informing demand forecasting of Constabulary through dissemination to Demand Gold Group and incorporation into Medium Term Financial Strategy 	↔	Opportunities for regional violence prevention data sharing with EEAAT (ambulance service), 7 Forces Collaboration and PHE
Transformation	T2	GO	Constabulary	The majority of collaboration units are now in place and embedded with the majority of savings already having been removed from the budget. Benefits of HR collaboration has been delayed due to the need to delay the implementation of the new ERP system, as a result of the delayed Athena implementation. New date for ERP implementation is October 2018. Continued work to improve performance monitoring through BCH Strategic Alliance.	↔	
Transformation	T3	DG	OPCC	7F work programme; link with standardisation of specialist capabilities at national level. <i>Progress. Oct Eastern Region Alliance Summit agreed approach to procurement savings and creation of 7F procurement board. Cambs PCC chairs National Commercial Board and will lead for PCCs on Eastern Regions procurement board. Eastern Region ICT strategy signed off supporting convergence, work commencing at regional level to ensure region ready to implement the significant number of up and coming national IT schemes. Agreement to explore increased regionalisation of specialist policing capabilities linked to national specialist capabilities project.</i>	↔	
Transformation	T4	GO	constabulary	BCH ICT Strategy is now adopted. A mapping exercise to map the overall outcomes against Cambridgeshire is underway and will be completed in Autumn 2017.	↔	

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Transformation	T5	Ensure Cambridgeshire's voice is heard at a national level and influences policy changes.	AW / DG	OPCC	T5	PCC Chair of National Commercial Board. Chief Constable is National Police Chief Council Operations lead. Chief Executive is the chair of the Association of Police and Crime Commissioners Chief Executives. Engagement with regions MPs to keep them briefed. Meeting with policing minister.		
Transformation	T6	Work closely with local public sector leaders to identify the potential benefits for community safety through new governance mechanisms such as the combined authority and devolution of powers	EW	OPCC / PSB	T6	PCC is a co-opted member of the Combined Authority Board highlighting opportunities where the CA can have beneficial impact on community safety. Progress - <i>Improved effectiveness and efficiency of governance structures with partners especially around Countywide Community Safety Strategic Board, Health and Wellbeing Boards and Safeguarding boards to clarify accountability and links with delivery groups. Work ongoing to align CSP structures with local health boards and improve efficiency.</i> <i>Working with CPCA, Public Health England and local Public Health to support that CPCA ensure that the planned economic growth in Cambridgeshire and Peterborough is inclusive and benefits all sectors of society, with input into early deliverables such as the CPCA prospectus and 4 year plan.</i> <i>Creation of an informal East of England Social Value network aiming to learn through sharing - membership from local authorities, policing, NHS England and Public Health England.</i>		Opportunities around CPCA Social Value framework and in wider public sector procurement. Development of CPCA outcomes and outcomes framework Devolution 2 proposals
Transformation	T7	Develop the capacity and capability to undertake effective community safety and criminal justice commissioning, using grants and commissioning as strategic leverage for evidence-based change.	NP	OPCC / Countywide Community Safety Strategic Board / CCJB	T7	The Countywide Community Safety Strategic Board is driving strategic commissioning best practice through the delivery groups who are identifying joint commissioning opportunities. Progress: a pooled budget arrangement has secured a countywide sexual violence service to ensure victims don't experience a postcode lottery of services. Work ongoing to recommission drugs and alcohol services in Cambridgeshire using a model of shared outcomes. The revised community safety agreement has informed the awards of grants to CSPs by the Police and Crime Commissioner to achieve maximum impact. <i>The County Strategic Community Safety Board is enabling effective engagement and conversations with partners to develop cross agency support for vulnerable people.</i>		Explore future joint commissioning opportunities either through providing monies to create leverage or strategic evidence-based influence.
Transformation	T8	Use cash reserves strategically and work in partnership to maximise the use of and value from the police estate.	GO	OPCC	T8	Year end 16/17 has enabled a new 'Estates Rationalisation' reserve to be created. A review of the level of reserves will be undertaken as part of the budget setting process during Autumn 2017.		
Transformation	T9	Invest in, and support the development of officers, police staff and volunteers to perform their role efficiently.	CK	constabulary	T9	BCH Collaborated HR Function <i>Progress: People Strategy developed following collaboration (see BCB August 2017). See also section 10.1</i>		
Transformation	T10	Work with the Fire Authority to explore opportunities for fire and police to work together.	DG	OPCC	T10	Proposal for the PCC to take on the governance of Fire being considered through independent assessment. Arrangements being put in place to ensure smooth transition if proposal agreed to by Home Secretary. Interoperability Memorandum of Understanding between the Fire and Police Service to be signed.		

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