

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 7</b>
<b>15 November 2017</b>	<b>Public Report</b>

## Report of Cambridgeshire Police and Crime Commissioner

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### MONITORING THE DELIVERY OF THE POLICE AND CRIME COMMISSIONER'S POLICE AND CRIME PLAN

<b>1.</b>	<b>PURPOSE</b>
1.1	The purpose of this report is to update the Cambridgeshire Police and Crime Panel (the "Panel") on the approach for creating the delivery mechanisms to ensure the success of the Police and Crime Commissioner's (the "Commissioner") Police and Crime Plan (the "Plan").
<b>2.</b>	<b>RECOMMENDATIONS</b>
2.1	The Panel is recommended to note the progress made and the content of the attached report given at Appendix 1.
2.2	The Panel is asked to agree on the frequency that this report should be brought to them.
<b>3.</b>	<b>TERMS OF REFERENCE</b>
3.1	Item 6 – to review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner's functions.  Item 8 - To support the effective exercise of the functions of the Police and Crime Commissioner.
<b>4.</b>	<b>BACKGROUND</b>
4.1	The Commissioner's Plan became effective from the 1 <sup>st</sup> April 2017 and is structured around four key strategic themes: Victims, Offenders, Communities, and Transformation. Each theme has its own aim and has a framework through a series of shared outcomes to enable all agencies and partners with a part to play in community safety and criminal justice, to strategically direct the future delivery of services through these common goals. Each theme is supported by Key Objectives and Priorities for Action.
4.2	The Panel endorsed the Commissioner's Plan in February 2017 and the Plan was published on 29 <sup>th</sup> March 2017. The Panel considered the Commissioner's approach to performance monitoring on 14 <sup>th</sup> June 2017 and again on the 6 <sup>th</sup> September 2017.
4.3	As the Panel will be aware they have a role in scrutinising and supporting the Commissioner's exercise of his statutory functions, such as the delivery against the priorities in his Plan, and not in scrutinising the Chief Constable, such as how Cambridgeshire Constabulary (the "Constabulary") are dealing with operational matters.
<b>5.</b>	<b>POLICE AND CRIME PLAN THEMES</b>
5.1	The four strategic themes within the Plan are aligned to clear 'Priorities for Action' are given below.

5.2	<p><b>Victims – Priorities for Action</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Reduce the impact of anti-social behaviour by ensuring victims receive a proportionate response that is tailored to their needs.</li> <li>• Ensure victims of crime receive a consistently high quality investigation.</li> <li>• Review processes so people in mental health crisis receive the right care at the right time and from the right service.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Ensure that when Criminal Justice System processes are reviewed the impact on victims and witnesses is considered.</li> </ul>
5.3	<p><b>Offenders</b></p> <ul style="list-style-type: none"> <li>• Ensure that police investigations deal effectively with offenders while ensuring the best outcomes for victims.</li> <li>• 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.</li> <li>• 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.</li> <li>• Ensure that the Criminal Justice System sees reducing re-offending as a key part of its work.</li> <li>• Support preventative and early intervention approaches to divert young people and adults away from offending and re-offending.</li> <li>• Increase the range of environments in which restorative justice is used to improve victim satisfaction and reduce re-offending.</li> <li>• Protect local communities from those people who present a risk of serious harm to them through effective and efficient offender management and partnership working.</li> <li>• Hold the responsible authorities to account for meeting their duties to protect their local communities from crime and to help people feel safer.</li> <li>• Work with the voluntary sector and other partners to enable the rehabilitation of offenders.</li> </ul>

	<ul style="list-style-type: none"> <li>• Review current performance management systems to ensure re-offending data is captured and monitored effectively so that progress can be reviewed.</li> <li>• 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.</li> </ul>
5.4	<p><b>Communities</b></p> <ul style="list-style-type: none"> <li>• Jointly engage with all communities to understand and respond to local concerns.</li> <li>• Ensure the public have easy and effective ways to contact the appropriate service provider to get the information they need.</li> <li>• Bring together services and systems to respond to community issues in a sustained and co-ordinated way e.g. co-location, aligned activity and information sharing.</li> <li>• Reassure the public of the Constabulary’s commitment to local policing to maintain public confidence and deal with issues of local concern such as road safety, anti-social behaviour and Hate Crime.</li> <li>• Extend the use and scope of police powers inside and outside the Constabulary.</li> <li>• Build relationships with communities to gather information and intelligence to prevent crime: high levels of witnesses, low levels of crime.</li> <li>• Promote public involvement through active participation and support initiatives aimed at building community understanding and resilience.</li> <li>• Educate and support local people to recognise vulnerable members of their community and know how to help them.</li> <li>• Ensure there are recruitment, retention and progression policies that result in a police force that is representative of the communities we serve.</li> <li>• Ensure each member of the police force delivers the highest professional standards in service to the public, demonstrating the values of respect, honesty, integrity, openness and selflessness, in line with the Code of Ethics.</li> </ul>
5.5	<p><b>Transformation</b></p> <ul style="list-style-type: none"> <li>• Use and improve understanding of demand to drive efficiency to protect frontline services.</li> <li>• Continue to embed tri-force collaboration with Bedfordshire and Hertfordshire as a means of achieving savings.</li> <li>• Explore further opportunities to enhance frontline policing services by maximising all opportunities to work collaboratively with other police forces, driving out further efficiencies in the most ambitious police collaboration programme yet with Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent police forces.</li> <li>• Ensure the benefits of new and historical investment in technology are realised.</li> <li>• Ensure Cambridgeshire’s voice is heard at a national level and influences policy changes.</li> <li>• 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.</li> <li>• 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.</li> </ul>

	<ul style="list-style-type: none"> <li>• Use cash reserves strategically and work in partnership to maximise the use of and value from the police estate.</li> <li>• Invest in, and support the development of officers, police staff and volunteers to perform their role efficiently.</li> <li>• Work with the Fire Authority to explore opportunities for fire and police to work together.</li> </ul>
<b>6.</b>	<b>MONITORING DELIVERY OF THE PLAN</b>
6.1	A summary of progress against the process for creating the delivery mechanisms to ensure the success of the Plan is reported to the Commissioner's Business Coordination Board (the "Board"), initially on a quarterly basis. The first of these reports which went to the Board on the 21 <sup>st</sup> September 2017 is attached as Appendix 1. The Panel will continue to have sight of these reports as they are published on the Commissioner's website.
6.2	The Panel has also been sighted as to how the Commissioner holds the Constabulary to account for performance through reports submitted to the Commissioner's Board. This includes both quantitative and qualitative reports, such as on the Constabulary's quarterly performance reports and individual reports on how the Commissioner's office, the Office of the Police and Crime Commissioner, the Constabulary and partners are delivering towards the Plan.
6.3	The Panel has requested a rolling-programme of detailed reports, (such as the 'Communities' report which has been submitted to the November 2017 Panel meeting), on each of the Plan themes to enable them to undertake their remit to support and scrutinise the Commissioner in the delivery of his Plan.
<b>7.</b>	<b>BACKGROUND DOCUMENTS</b>
7.1	<p>Police and Crime Commissioner's 'Police and Crime Plan 2017-20 – Community Safety and Criminal Justice'</p> <p><a href="http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/">http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/</a></p> <p>'Developing a Performance Framework for the Police and Crime Plan (Community Safety and Criminal Justice) for Cambridgeshire', Agenda Item 7.0, Business Coordination Board, 10<sup>th</sup> November 2016</p> <p><a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2016/11/16-11-10-BCB-Agenda-Item-7.0-Police-and-Crime-Plan-and-Performance-Framework.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2016/11/16-11-10-BCB-Agenda-Item-7.0-Police-and-Crime-Plan-and-Performance-Framework.pdf</a>.</p> <p>'Performance Monitoring Report', Agenda Item 10.0, Police and Crime Panel, 14<sup>th</sup> June 2017</p> <p><a href="http://democracy.peterborough.gov.uk/documents/s31128/10.%20Performance%20Monitoring.pdf">http://democracy.peterborough.gov.uk/documents/s31128/10.%20Performance%20Monitoring.pdf</a></p> <p>'Performance Monitoring Update', Agenda Item 9.0, Police and Crime Panel, 6<sup>th</sup> September 2017</p> <p><a href="http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&amp;MId=3925&amp;Ver=4">http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&amp;MId=3925&amp;Ver=4</a></p> <p>'Police and Crime Delivery Plan', Agenda Item 4.0, Business Coordination Board, 21<sup>st</sup> September 2017</p> <p><a href="http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-september-21st-2017/">http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-september-21st-2017/</a></p>
<b>8.</b>	<b>APPENDIX</b>
8.1	Appendix 1 - Actions to Deliver Police and Crime Plan Priority Actions