



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive

Date: 04 June 2015

POLICE AND CRIME PLAN: PERFORMANCE FRAMEWORK UPDATE

1. Purpose

1.1 To share with the Business Coordination Board (“the Board”) the draft update of Appendix 2 - Performance Framework of the Police and Crime Commissioner’s (“the Commissioner”) Police and Crime Plan (“the Plan”).

2. Recommendation

2.1 The Board is recommended to approve the proposed update. It will then be submitted to the Police and Crime Panel for consideration at its meeting on 17 June 2015.

3. Background

3.1 The original Plan was published in March 2013 and has undergone several revisions subsequently to reflect operational developments.

3.2 The Plan sets out the Commissioner’s clear commitment to holding the police to account on behalf of the public. The Commissioner wants Cambridgeshire Constabulary (“the Constabulary”) and other partners to be focused on what is important: making Cambridgeshire a safer place in which to live. This means being focused on getting the job done, on outcomes, rather than measures and targets.

3.4 The updates to the Plan since it was first published have seen a move away from a focus solely on volume crime to one where victims and their vulnerability are placed at its centre. The existing performance framework does not adequately reflect these changes.

3.5 There has been an increasing focus on responding to reported crime on the basis of threat, risk and harm, including the proactive identification of those who are

vulnerable to becoming victims or offenders, ensuring a range of options are available. Prevention (or demand management) is also increasingly high on the agenda.

- 3.6 This requires a move away from a purely quantitative performance regime to one which is more qualitative and embraces an assessment of vulnerability and impact on long term demand. This move has been reflected in the new 'PEEL' assessments made by Her Majesty's Inspectorate of Constabulary (HMIC) which consider Police efficiency, effectiveness and legitimacy.
- 3.7 Statistics are a valid information source and one element that can help in providing knowledge about performance levels. The measures must, however, be an indicator of one element of performance not the end in themselves. Indeed, one of the profound learning points for the wider public sector from the Mid Staffordshire NHS Foundation Trust Public Inquiry, chaired by Robert Francis QC, was that governance systems should not enable targets to be met while missing the point on the provision of services. This point was recently reinforced in a speech made by the Home Secretary when she announced an independent review of the use of crime and performance targets in every police force in England and Wales. The Home Secretary recognised the use of data to understand and manage operational policing but expressed concern about targets distorting operational reality, pointing to the perverse outcomes that took place in Rotherham and Sheffield.
- 3.8 Since the mid 1990s, the estimated level of crime in England and Wales has fallen. Historically many people have chosen not to report crime and methods of recording were inconsistent. As more people report crimes and recording processes nationally have been tightened up, levels of recorded crime have seen some rises. The threat, risk and harm approach taken by the Constabulary means that by targeting specific areas of crime and those most vulnerable, there is likely to be an impact on patterns of recorded crime.
- 3.9 It is within this context that the performance framework has been refreshed.
- 3.10 In refreshing the performance framework, considerations have included:
- best practice in performance monitoring;
 - other Police and Crime Commissioner's performance monitoring approaches;
 - local authority performance monitoring approaches;
 - links with strategic risk management; and
 - Constabulary performance management arrangements.

4. Development of the Performance Framework

- 4.1 The following principles have guided the development of the refreshed performance framework:
- a) The governance process which results in formal quarterly performance reports to the Board, which are then published on the website will continue;
 - b) Reports should be largely narrative with evidence drawn from the Constabulary's statistical analysis alongside qualitative information, supported by the data pack

which should reflect the totality of the Plan. Reports should focus on the Plan objectives and outcomes, not upon the measures. Each report will cover the Plan's five objectives, supplemented each quarter by an in-depth analysis on one objective, on a rolling basis;

- c) Information that is known to be published by others should always accompany the narrative. It also needs to reflect key issues impacting on the wider environment;
 - d) The Constabulary's Force Operational Performance meetings should remain 'Force only', with escalation to Force Executive Board/the Board as appropriate;
 - e) The Commissioner will continue to request in depth reports on elements of performance where appropriate, as part of his transparent holding to account;
and
 - f) A performance working group should be established to add additional rigour to the governance of performance and may be necessary during transition from the old framework to the new.
- 4.2 The proposed update to the performance framework is set out at Appendix 1 (Appendix A). The update will also be reflected through the relevant sections of the Plan.
- 4.3 The Chief Constable is responsible for the delivery of policing and has arrangements in place for the management of performance and the Constabulary's response to emerging issues. The Commissioner monitors the Chief Constable's performance management arrangements in order to hold the Chief Constable to account for the Constabulary's performance.
- 4.4 The additional control measures contained within the Performance Monitoring Framework (July 2013) remain fit for purpose, these have been updated at Appendix 1 to reflect the Constabulary's new board and governance structures (as set out in Agenda Item 8.0 – Cambridgeshire Constabulary – A New Governance Structure, Business Coordination Board, 24 March 2015).
- 4.5 As set out above, the Commissioner wants the Constabulary and other partners to be focused on what is important: making Cambridgeshire a safer place in which to live. This means being focused on getting the job done, on outcomes, rather than measures and targets. A vast range of performance measures are monitored by the Constabulary and the Commissioner over time, in order to scrutinise the overall performance of the Constabulary, including against the priorities and outcomes set out in the Plan. The pledges and key indicators are monitored closely to explore volumes and trends, as well as the Constabulary's response to emerging issues. It is important to note that the indicators monitored are not targets.

4.6 Reports that are largely narrative with evidence drawn from statistical analysis alongside qualitative information, and which focus on the Plan objectives and outcomes, not upon the measures are important. Statistical information requires operational interpretation. For instance, the threat, risk and harm approach taken by the Constabulary means that by targeting specific areas of crime and those most vulnerable, there is likely to be an impact on patterns of recorded crime. A rise in a category of crime may therefore indicate an increase in reporting rather than in incidents, which may have otherwise gone unreported. Other examples where the Constabulary’s focus on doing the right thing using appropriate professional judgement but which may have an impact on measures, include ensuring the right support is provided to a victim at the right time in the circumstances. This might mean specialist resource reaching a victim in slightly slower time, or instances where a prosecution may not be the best outcome for the victim concerned. Similarly, the development nationally of crime recording practices has an impact on incident recording and led to increases in recording of crime at different levels than previously. For an incident of two people involved in an incident of affray now has to be recorded as two separate incidents of common assault, even if neither person involved wished for a crime to be reported.

4.7 The performance indicators monitored by the Constabulary and the Commissioner will evolve over time to reflect operational developments. Current developments which are likely to need to be captured more explicitly relate to the work of the Victims’ Hub and the use of restorative justice and out of court disposals (including community resolutions). The performance framework will be developed further with partner agencies.

5. Recommendation

5.1 The Board is recommended to approve the proposed update. It will then be submitted to the Police and Crime Panel for consideration at its meeting on 17 June 2015.

BIBLIOGRAPHY

Source documents	<p>Current Police and Crime Plan http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/</p> <p>Performance Monitoring Framework, July 2013</p> <p>Agenda Item 4.0 – Performance Framework, Business Coordination Board, 24 March 2015</p> <p>Agenda Item 8.0 – Cambridgeshire Constabulary – A New Governance Structure, Business Coordination Board, 24 March 2015</p>
-------------------------	--

Contact Officers	Cristina Strood, Head of Policy and Performance, Office of the Police and Crime Commissioner
-------------------------	--

PERFORMANCE MONITORING FRAMEWORK

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 elements: 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.

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. A performance working group has been established to add additional rigour to the governance of performance and may be necessary during transition from the old framework to the new.

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 quarterly PSD Alliance Subgroup 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 Operational Performance Board monitors the effectiveness of the Force. The 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 outcomes. 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 the Operational Review Panel; Operational Priority Review Group; Children and Young People Steering Group; Anti-Social Behaviour Group; and Custody Steering Group. Tri-force Protective Services Steering Groups provide updates to the Operational Performance Board. These meetings 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. Performance monitoring utilises key performance questions, key performance indicators and a qualitative assessment to review performance in a particular area.

The Organisational Development Board oversees the efficiency and legitimacy of the Force. The meeting is chaired by the Deputy Chief Constable. The Board is responsible for issues including collaboration, workforce development and ethics, equality and inclusion. The groups which sit beneath and report to the Board are the People Group; Force Health and Safety Group; Risk Review Group; Engagement Group; Ethics, Equality and Inclusion Group; Information Management Strategy Group. Groups which provide updates to the Board are the Tri-Force Information Assurance Group and the Tri-Force Professional Standards Department Governance Board.

4.3 Collaboration Monitoring

Each Memorandum of Understanding and Section 23 or 22A Agreement sets out the arrangements for monitoring performance. Overall monitoring by Police and Crime Commissioners takes place through the Strategic Alliance and Eastern Region Collaboration Meeting.

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

Performance Framework

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

The Commissioner wants the Constabulary and other partners to be focused on what is important: making Cambridgeshire a safer place in which to live. This means being focused on getting the job done, on outcomes, rather than measures and targets.

The Commissioner expects the Constabulary and other partners to strive to be more joined up, efficient and effective. The Chief Constable is responsible for the delivery of policing and has arrangements in place for the management of performance and the Constabulary's response to emerging issues. The Commissioner monitors the Chief Constable's performance management arrangements in order to hold the Chief Constable to account for the Constabulary's performance.

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.

A vast range of performance measures, reports and emerging issues are monitored by the Constabulary and the Commissioner through the year. This enables the Chief Constable and the Commissioner to scrutinise the overall performance of the Constabulary, including against the priorities and outcomes set out in the Police and Crime Plan. The pledges and key indicators are monitored closely to explore volumes and trends but this needs to be set in the context of the Constabulary's operational interpretation. It is important to note that the indicators monitored are not targets.

The Commissioner takes a risk-based approach to performance, focusing on the most significant issues, with issues that require decision or performance monitoring by the Commissioner being escalated to the monthly Business Co-ordination Board.

The threat, risk and harm approach taken by the Constabulary means that by targeting specific areas of crime and those most vulnerable, there is likely to be an impact on patterns of recorded crime.

The Commissioner publishes information to enable people to assess his performance and that of the Chief Constable in exercising their functions. The Commissioner also produces an Annual Report on the exercise of the Commissioner's functions.

MAINTAIN LOCAL POLICE PERFORMANCE

Outcomes

- We will build a policing model which provides better local policing, effective responses and uses resources efficiently
- We will enhance local policing, responding to local priorities through close working relationships with communities and volunteers

Pledges

- Call handling – every call answered within 30 seconds
- Special Constables – numbers increased
- Local Policing – meet local needs
- Working in partnership – champion local initiatives and encourage more people to get involved with local Neighbourhood Watch groups
- Hold to account – hold the police to account on behalf of the public

Assurances

- Constabulary monitoring through Force Executive Board and performance management through Operational Performance Board; Organisational Development Board; People Group; Engagement Group; Ethics Equality and Inclusion Group;
- Commissioner monitoring through Business Coordination Board and visits. Public feedback to the Commissioner through surgeries; correspondence; visits; outreach workers and other engagement
- Policing in Cambridgeshire survey data; Victim satisfaction surveys; call handling data; HR management system data

DELIVER POLICING WITHIN THE AVAILABLE BUDGET

Outcomes

- We will maintain high standards of local policing through the effective and efficient management of resources
- We will work collaboratively to secure best value and outcomes for the public within available resources

Pledges

- Visible policing – priority to frontline and as much visible policing as possible
- Increased collaborative working – improve efficiencies and make cost reductions by more co-operation with neighbouring forces

Assurances

- Constabulary monitoring through Finance Governance Board
- Deputy Commissioner monitoring through Finance Sub Group and Estates Sub Group. Commissioner monitoring through Business Coordination Board
- Finance and HR management system data; savings data

CONTINUE TO TACKLE CRIME AND DISORDER

Outcomes

- A Police and partnership response to crime and anti-social behaviour to protect individuals and communities from the harm caused by crime and anti-social behaviour
- A police and partnership response to crime and disorder that supports victims and witnesses

Pledges

- Anti-social behaviour – must be systematically tackled
- Burglary – all burglaries should be investigated by the police within an appropriate time of the offence taking place. I will be monitoring burglary detection rates
- Drugs – supporting work with partners to tackle drugs misuse and associated crimes

Assurances

- Constabulary monitoring through Force Executive Board and performance management through Operational Performance Board; Organisational Development Board; Operational Priority Review Group; Children and Young People Steering Group; ASB Group; Custody Steering Group; Cyber Crime Steering Group
- Commissioner monitoring through Business Coordination Board, visits and Independent Custody Visitors Scheme. Public feedback to the Commissioner through surgeries; correspondence; visits; outreach workers and other engagement
- Police recorded crime data; Policing in Cambridgeshire survey data; police recorded incident data; asset recovery data; Integrated Offender Management reoffending data; Youth Offending Service data; organised crime harm data; Restorative Justice performance framework

KEEPING PEOPLE SAFE

Outcomes

- A policing approach that will work with partners to ensure those most at risk of harm are protected

Pledges

- Taking a preventative approach – prevention and early intervention is key with persistent offenders and troubled families
- Young People – supporting work with young people to divert them away from a life of crime

Assurances

- Constabulary monitoring through Force Executive Board and performance management through Operational Performance Board; Organisational Development Board; Operational Priority Review Group; Children and Young People Steering Group; ASB Group; Custody Steering Group; Cyber Crime Steering Group

- Commissioner monitoring through Business Coordination Board and visits. Public feedback to the Commissioner through surgeries; correspondence; visits; outreach workers and other engagement
- Victims' Hub and Restorative Justice performance frameworks; police recorded crime and CPS data; policing in Cambridgeshire survey data; victim satisfaction survey data

MAINTAIN THE RESILIENCE OF PROTECTIVE SERVICES

Outcomes

- We will ensure the constabulary is resilient in all areas of protective services, managing local demand with the ability to support national requirements

Pledges

- Increased collaborative working – improve efficiencies and make cost reductions by more co-operation with neighbouring forces

Assurances

- Constabulary monitoring through Force Executive Board and performance management through Tri-Force Joint Protective Services Steering Groups
- Commissioner monitoring through Eastern Region Collaboration Meeting, Strategic Alliance, Business Coordination Board and visits.
- Road traffic collision data

Across the full range of the Police and Crime Plan, internal and external audit reports are reviewed by the Joint Audit Committee. Her Majesty's Inspectorate of Constabulary (HMIC) inspection reports are reviewed by the Commissioner when received and the Commissioner's response is published.

Appendix B

KEY CONTROLS ASSURANCE MECHANISMS

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.

Force Operational 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 outcomes. 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 Organisational Development Board

The Force Organisational Development Board oversees the efficiency and legitimacy of the Force. The meeting is chaired by the Deputy Chief Constable. The Board is responsible for issues including collaboration, workforce development and ethics, equality and inclusion. The groups which sit beneath and report to the Board are the People Group; Force Health and Safety Group; Risk Review Group; Engagement Group; Ethics, Equality and Inclusion Group; Information Management Strategy Group. Groups which provide updates to the Board are the Tri-Force Information Assurance Group and the Tri-Force Professional Standards Department Governance Board.

Business Coordination Board

The Business Coordination Board is a monthly meeting between the Commissioner, Deputy Commissioner, Chief Officers of the Constabulary 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.

Professional Standards Department Alliance Sub Group Meeting

The Deputy Commissioner holds a quarterly 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 across the Strategic Alliance and the Office of the Police and Crime Commissioner.

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 Strategic Alliance** undertakes this role for the Bedfordshire, Cambridgeshire and Hertfordshire Alliance, meeting quarterly. 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.