



To: Joint Audit Committee

From: Chief Executive

Date: 29 June 2017

Governance to ensure delivery of the Police and Crime Plan.

1. Purpose

1.1 The purpose of this paper is to update the Business Co-ordination Board (the "Board") on the next steps for the governance in the delivery of the police and crime plan.

2. Recommendation

2.1 The Board is invited to consider the proposed next steps in the process.

3. Background

3.1 The management of risk is well embedded in both Cambridgeshire Constabulary (the "Constabulary") and the Office of the Police and Crime Commissioner ("OPCC") with visible application at all levels. This includes an understanding and development of risk principles through each layer: from the operational front-end, up to the strategic oversight.

3.2 At the strategic level (which this paper focusses on), a joint risk register is held between the OPCC and the Constabulary. The risk register assesses individual risks and how they are being mitigated. It is recognised that there are significant interdependencies between the organisations' strategic risks and these need to be effectively addressed if the Police and Crime Plan's (the "Plan") objectives are to be met.

3.3 The BAF provides a method for the effective and focused management of the principal risks to meeting an organisation's objectives. This better links risk management and work to achieve the organisation's objectives. It also provides increased visibility and assurance that work which needs to be done to achieve objectives and decrease the likelihood of risks materialising is being taken forward at a sufficient pace. The Framework links the corporate objectives, strategic risks, current mitigating actions and internal and external assurances. It identifies further mitigating actions for each area of risk. A BAF linked to the Plan was developed and presented to the Joint Audit

Committee (the “Committee”) on 29 June 2015 with a further update being presented to the Committee on 10 December 2015. A next steps report was presented to the Committee on 23 June 2016.

3.4 The previous BAF was linked to the Plan 2013-2016.

4. Next steps

4.1 A Police and Crime Commissioner (the “Commissioner”) is required to issue a Plan as soon as practicable after taking office, specifically before the end of the financial year which they are elected (31 March 2017). The Plan must determine, direct and communicate the Commissioner’s priorities during their period in office. The Commissioner has published his plan following public consultation and engagement with stakeholders and partners. The Plan was taken to the Police and Crime Panel in February and was agreed and endorsed.

4.2 The Commissioner’s Police and Crime objectives in the Plan form the basis and framework for the BAF so that it provides an effective and focused management of the principal risks to meeting those objectives. These are discussed regularly by the Commissioner’s Management Team to monitor and ensure mitigation is in place.

4.3 The BAF will continue to be developed and implemented in tandem with the new Plan objectives headings of:

- **Victims**
- **Offenders**
- **Communities**
- **Transformation**

4.5 Progress against the priority actions identified within the Plan for each of the themes listed above will be monitored, reviewed and reported to the Commissioners Business Coordination Board as appropriate, please see the (draft) example in Appendix A.

5. Recommendation

5.1 The Board is invited to consider the proposed next steps in the BAF process.

BIBLIOGRAPHY

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| Source Documents | Risk Management Policy Risk Management Procedure Board Assurance Framework |
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Police and Crime Plan Theme – Offenders (draft)

| Theme | P & CP - Priority Actions | OPCC L'd | D'vry Lead | OPCC/Partner key delivery activities | Delivery (Rag status) | Opportunities |
|-----------|---|----------|---|--|-----------------------|---------------|
| Offenders | 01 Ensure that police investigations deal effectively with offenders while ensuring the best outcomes for victims | CS | Constabulary | O1.1 Cambridgeshire Constabulary has an ongoing programme to improve the quality of investigations through delivery of the Project Sherlock action plan. | | |
| | | CS | Constabulary | O1.2 Local Policing Review will deliver quality investigations. | | |
| Offenders | 02 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. | CK | CSPs | O2.1 Community Safety Partnerships set priorities to work in partnership to tackle local issues of crime and disorder. | | |
| | | 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. | | |
| | | 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. | | |
| Offenders | 03 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 Combined Authority also provides a mechanism for joint working on key cross-cutting strategic issues. | | |
| Offenders | 04 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. | | |
| Offenders | 05 Support preventative and early intervention approaches to divert young people and adults away from offending and re-offending | CS | 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. | | |
| | | CS | Constabulary | O5.2 Home Office Innovation Funding is being used to develop conditional cautions as part of a pathway to intervene to tackle early offending behaviour. | | |
| Offenders | 06 Increase the range of environments in which restorative justice is used to improve victim satisfaction and reduce re-offending | NP | Constabulary | O6. 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. | | |
| 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. | CS | Constabulary | O7. 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. | | |
| 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 | O8. 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. | | |
| Offenders | 09 Work with the voluntary sector and other partners to enable the rehabilitation of offenders. | CS | Cambridgeshire Criminal Justice Board - Offender Subgroup | O9. Multi-agency working arrangements, including Cambridgeshire Constabulary, ensure effective partnership working. To be developed following 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 | O10 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 have been incorporated, this includes Ministry of Justice data on reoffending rates and public health data. The performance framework will be developed further with partner agencies. | | |
| 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 | O11. Cambridgeshire Constabulary contribute to national policing needs through their planning processes including priority area strategy and action plan for counter-terrorism. | | |

