



To: Joint Audit Committee

From: Chief Executive

Date: 27 September 2017

POLICE AND CRIME PLAN DELIVERY PLAN

1. Purpose

1.1 The purpose of this report is to update the Joint Audit Committee on the process for creating the delivery mechanisms to ensure the success of the Police and Crime Plan ("the Plan").

2. Recommendations

2.1 The Committee is recommended to note the progress made and content of the attached report.

3. Background

3.1 Under the Police Reform and Social Responsibility Act 2011, the 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).

3.2 The Commissioner's Plan became effective from the 1st 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 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

3.3 There are strong mechanisms in place to scrutinise the overall performance of the Constabulary, including the priorities and outcomes set out in the Police and Crime Plan. Performance data is included within the Quarterly Performance report data pack and reported to the Business Coordination Board at three monthly intervals. Effective partnership working is also key to the delivery of the Police and Crime Plan. There has

been significant change in the partnership landscape, including the establishment of the Combined Authority. As a result the partnership delivery framework is still under development. The attached report therefore concentrates on a lot of work led by the OPCC at this stage.

4. Police and Crime Plan Theme update

Victims

- 4.1 Work is ongoing within the Constabulary to support officers and staff to appropriately identify victims with vulnerabilities to ensure they are safeguarded and can access support services. Partners are working in tandem to improve their processes to safeguard young people. The merger of the Victims' Hub and Witness Care is improving the experience of victims choosing a criminal justice outcome. However, there are still challenges to be overcome within the wider CJS; the needs of victims and witnesses are not being prioritised leading to breaks in pathway through the system.
- 4.2 An integrated model of support services for victims of crime is available in Cambridgeshire, however an increase in reports of domestic abuse and sexual violence, which require degrees of specialist, support place high levels of demand. A successful bid to the Home Office VAWG Transformation Fund is working upstream to reduce future demand on the public sector purse. Restorative Justice is also being offered to enable victims to better cope and recover and reduce future offending.
- 4.3 Demand for policing services from vulnerable people, often in mental health crisis, remains high. The introduction of mental health nurses in the force control room enables the Constabulary to manage the risks around decision making in partnership. Evaluation has shown in the first year the nurses reviewed more than 10,000 incidents; in 83 per cent of cases the individuals were already known to the mental health trust. The evaluation also reports increased police confidence, improved experience for service users, reduced deployments and saved police officer time.

Offenders

- 4.4 Against a context of significant falls in crime levels more generally in the last twenty years, current demand on policing and its complexity, both in Cambridgeshire and nationally, are having an impact on levels of recorded crime and adding to pressures on investigative resources and the Constabulary's ability to resolve crimes. The Constabulary's focus remains on protecting the most vulnerable victims in our community and targeting the most dangerous offenders. The Constabulary's local policing review is working to better understand current and future demand to enable optimum use of resources.
- 4.5 This reinforces the need to work in partnership across the criminal justice system and beyond to tackle crime and address the causes of criminality and reoffending. A needs assessment on the prevention and management of offending has been undertaken and will inform action to address the long-term causes of offending. Key issues include mental health, housing, education, training and employment, and drug and alcohol issues. Housing has been an early priority and an issue which the Police and Crime

Commissioner has raised with local authorities, the Combined Authority and criminal justice agencies. There is a need to develop stronger pathways through these systems.

- 4.6 The Commissioner has also continued to support preventative and early intervention approaches to divert young people and adults away from offending and reoffending. Encouragingly, the number of young people entering the criminal justice system has fallen over the last five years. However, there have been recent increases. The enhanced approach to conditional cautions, which has now been rolled out across Cambridgeshire, is developing pathways to intervene early to tackle adult offending behaviour. It is clear from this work that even at an early stage of low-level offending there are a range of complex issues for individuals which need to be addressed.

Communities

- 4.7 The OPCC and Constabulary continue to work in partnership with key partners at a range of levels to jointly engage with communities. The Cambridgeshire and Peterborough Senior Officer Communities Group meet quarterly and are identifying areas of shared activity to take forward. The Public Protection Communications Group work together to ensure joined up communications by all agencies, focussing on victims of exploitation and abuse.
- 4.8 The Constabulary are due to launch a much improved website this autumn. New functionality will make it much easier for people to communicate with the Constabulary and other agencies.
- 4.9 The Local Policing Review will support delivery of the Police and Crime Plan and ensure that Cambridgeshire Police can continue to offer the best policing service to local communities and respond effectively to increases in demand. Implementation is now beginning, with changes taking place from September.
- 4.10 The Citizens in Policing strategy is being implemented and promote public involvement through active participation. This will support the Local Policing Review to increase community understanding and resilience.
- 4.11 The People Strategy will address recruitment, retention and progression policies to provide a workforce that is representative of the communities we serve. It also includes work streams to maintain professional standards to maintain the integrity of the Constabulary.

Transformation

- 4.12 Collaboration continues to be a key part of the transformation of policing in the County with the BCH programme firmly embedded in and an increased focus on the 7 Force collaboration opportunities, particularly around ICT and procurement.
- 4.13 The development of the new Medium Term Financial Strategy (MTFS) is a key initiative that will be driving a number of the strands of the Transformation agenda forward. Demand management is being embedded into the process as well as ensuring the

financial benefits of technology developments and the estates strategy are flowing through.

- 4.14 A key transformation project surrounds the development of the Local Business Case for the future governance of the Fire Service. The consultation on the proposals have closed and the final response to consultation will be submitted to the Home Office.

5 Recommendation

- 5.1 The Committee is recommended to note the progress made and content of the attached report.