



Cambridgeshire  
Police & Crime  
Commissioner

**To:** Business Coordination Board

**From:** Chief Constable and Chief Executive

**Date:** 24 March 2015

## **POLICE AND CRIME PLAN: PERFORMANCE FRAMEWORK**

### **1. Purpose**

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on the refresh of the Police and Crime Commissioner’s (“the Commissioner”) Police and Crime Plan (“the Plan”) Performance Framework (Appendix 2).

### **2. Recommendation**

2.1 The Board is recommended to note the update.

### **3. Background**

3.1 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.

3.2 The Plan has undergone a number of refreshes since it was first published. These updates 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 reflect these changes.

3.3 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 (demand management) is also increasingly high on the agenda.

- 3.4 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.
- 3.5 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.
- 3.6 Police recorded levels of crime have been reducing year on year. Historically many people have chosen not to report crime and methods of recording were inconsistent. As more people report crimes and recording processes 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.
- 3.7 It is within this context that the performance framework is being refreshed.
- 3.8 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. Recommendations for Refreshed Performance Framework**

- 4.1 The following recommendations are guiding the development of the refreshed performance framework:
- a) Continue the governance process which results in formal quarterly performance reports to the Board, which are then published on the website;
  - b) Reports should be largely narrative with evidence drawn from 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 a deep dive into one objective, on a rolling basis;
  - c) Information that is known to be published by others should always accompany the narrative (e.g. police recorded crime figures). It also needs to reflect key issues impacting on the wider environment;
  - d) 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 additional control measures contained within the Performance Monitoring Framework (July 2013) remain fit for purpose.

**5. Recommendation**

5.1 The Board is recommended to note the update.

**BIBLIOGRAPHY**

<b>Source documents</b>	Police and Crime Plan 2013-16 Performance Monitoring Framework, July 2013
<b>Contact Officers</b>	Cristina Strood, Head of Policy and Performance, Office of the Police and Crime Commissioner