

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress	Delivery Status /Direction of travel	Wider Partnership Opportunities
		Delivery status Key - Red, action/decision req to get back on track		Yellow - various factors have delayed achievement within the frame. Direction of Travel key - ↔ no change, ↑ improved, ↓ deteriorated since last report	Green, On Target	White -not started
Victims	V1 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.	NP	Constabulary	V1.1 Multi-Agency arrangements and appropriate need and risk assessments ensure the delivery of this action. This in turn ensures the right response and support is provided through multi-agency safeguarding (MASH & MARAC arrangements) and victim support (referrals to Victim and Witness Hub and specialist support agencies) arrangements. More than a third of all referrals into the Hub each month are 'vulnerable and intimidated' victims with specialist services working in partnership with them. The County Council is working with several organisations to introduce organisational DA policies along with workplace champions. The Constabulary is reviewing the way it responds to DA cases and looking at opportunities to improve initial contact in the Force Control Room.	rag status ↔	Organisational development to introduce domestic abuse workplace policies; developing community capacity and awareness of the issues; development of response to domestic abuse within housing.
Victims	V2 Reduce the impact of anti-social behaviour by ensuring victims receive a proportionate response that is tailored to their needs.	NP	Constabulary	V2. The Police and Crime Plan Dashboard shows current trends in relation to Anti-social behaviour (ASB). Incidents recorded by the police remain stable and there continues to be a low percentage of respondents concerned about high levels of ASB in their area. The percentage of respondents who feel safe in their community remains high. Work across the agencies, specifically housing, has focused on using restorative practices to resolve ASB issues. Victims can access support from the Victim and Witness Hub - either via self-referral where no crime has been recorded or through a needs assessment where the incident has been elevated to a crime (following criminal damage for example). Young victims of crime affected by ASB are being supported through the Victim and Witness Hub.	↔	Greater consistency of approach taken by housing agencies and district councils. Early intervention within communities would prevent later demand on policing.
Victims	V3 Ensure victims of crime receive a consistently high quality investigation.	NP / CS	Constabulary	V3. Cambridgeshire Constabulary has an ongoing programme to improve the quality of investigations through delivery of the refreshed Operation Sherlock action plan. See also O 1.1	↔	
Victims	V4 Review processes so people in mental health crisis receive the right care at the right time and from the right service.	NP	Crisis Concordat Mental Health Delivery Group	V4. The Cambridgeshire and Peterborough Mental Health Crisis Care Concordat Declaration still provides a framework to deliver this action. Work is ongoing to refine the First Response model and explore opportunities to address the area of concern around timely ambulance attendance to convey people in crisis. Work is being progressed at a regional and local senior leader level led by the DCC and through the partnership. The IMHT Nurses, funded by the PCC, continue to improve and professionalise the policing response. The use of custody for people detained under Sect 136 is now banned for children and will only be used for adults in extreme circumstances this is being monitored through the Custody Governance. There has been no Sect 136 detentions in custody since October 2017. The Liaison and Diversion Service is supporting offenders with suspected MH issues before they reach crisis point. The IMHT nurses are providing ongoing training and awareness to front line officers and staff.	↔	The Countywide Community Safety Strategic Board has oversight of the work of the MH Delivery Group and is looking at cross cutting themes. The group itself are exploring the opportunities to improve the blue light response to people in crisis.
Victims	V5 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.	NP	OPCC / Constabulary / County Council (DA)	V5. The Commissioning Cycle drives the delivery of this action through Needs Assessments and regular Victim Provider Forums (to identify gaps in provision). A range of thematic and general partnership forums also have a stake in this priority through their delivery plans. The merger of the Victim Hub and Witness Care is now complete to provide an end to end service for CJS victims. A comprehensive response to the proposal to close Cambridge Magistrates Court has been developed. It can be found here http://www.cambridgeshire-pcc.gov.uk/response-cambridge-magistrates-courts-proposal/	↔	Work ongoing to look at the sustainability of the current domestic outreach provision. A partnership response needs to be developed to mitigate the risks and explore the collaborative working opportunities the potential closure of the Magistrates presence.
Victims	V6 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.	NP	DA & SV Delivery Group	V6. The Commissioning Cycle drives the delivery of this action through Needs Assessments and regular Victim Provider Forums (to identify gaps in provision). A range of thematic and general partnership forums also have a stake in this priority through their delivery plans. The merger of the Victim Hub and Witness Care is now complete to provide an end to end service. Joint commissioning arrangements for the support service for victims of sexual violence now in place (first six monthly outcome monitoring October 2017) to work alongside the new SARC (based alongside the Rape Investigation Team). The pathways for victims of SV have been re-mapped and partnership working planned to use improve the experience of victims. Working in partnership with Mountain Healthcare provider of the SARC Service to identify gaps in pathways. Enabled the NHS England to develop a talking therapy offer through the wider SV contract.	↔	Continued work to look at opportunities to jointly commission services - either through pooled budgets or pooled knowledge and influence.
Victims	V7 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.	NP	Domestic Abuse and Sexual Violence Delivery Group	V7. The VAWG Needs Assessment has enabled the creation of an live action plan for the Domestic Abuse and Sexual Violence Delivery Group which addresses these issues. This is monitored regularly and continues to be a living document. The Safeguarding Boards are leading on CSE and feature work to tackle this in their delivery plans. Key progress includes: development of strategy and action plan; development of MASH to improve children's safeguarding and MARAC processes; opening of new SARC and countywide SV service; successful bid to VAWG Transformation Fund for £400k to work upstream with children of DA and SV households and reduce future demand; successful bid to DCLG to tackle housing related DA issues. The Constabulary continues to work in partnership to tackle modern day slavery. Developing an evidence base regarding Stalking and Harassment. Work to look at new recording requirements, effective support services and developing awareness within victim support and investigative staff. A new partnership with the Suzy Lamplugh Trust will see a professionalisation of the response to victims of stalking and harassment. The investigative and recording practices within the Constabulary are being reviewed in line with new recording standards. See also O3 - work around Adverse Childhood Experiences	↔	Opportunities to work upstream - using new statutory Sexual, Relationship and Education requirement to look at countywide demand reduction. The countywide response to Stalking and Harassment is being focused on by the group. This should professionalise the response to victims.

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Victims	V8 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.	NP	Constabulary	V8.	Cambridgeshire Constabulary is commissioned to provide an RJ offer as part of bespoke recovery plans for victims. This is all in place. The service was awarded the RSQM in June 2017. Proactive work is ongoing to identify potential RJ cases rather than rely on self-referrals. The service has a strong volunteer base. Cambridgeshire has been picked for additional support from a national charity Why Me? to improve the RJ offer to hate crime victims.		Cambs has been picked by national charity Why Me? To support the development of RJ within Hate Crime reports.				
Victims	V9 Ensure that when Criminal Justice System processes are reviewed the impact on victims and witnesses is considered.	NP	CCJB Delivery Group	V9.	Agencies are encouraged to consult with each other when changes are being proposed at the CCJB Victims and Witness Group. CJS agencies can be held to account in the main CCJB Board. Significant number of CJ practices identified which are having a detrimental affect on victims and witnesses. Work is ongoing locally to tackle this and looking at opportunities to explore solutions at a seven force level. CPS Eastern Region Inspection expected to highlight issues. Changes to Section 28 expected to improve experience for child/vulnerable victims however the roll out has been delayed nationally. Local CCJB monitoring performance issues - work to understand why cases fail due to V&W issues. The potential closure of Cambridge Magistrates Court has prompted some detailed research and positive partnership working. See also V5. An event was held March 2018 to explore regional joined up working.		Regional work being progressed with HM Courts to work in partnership across a wider area.				
Offenders	O1 Ensure that police investigations deal effectively with offenders while ensuring the best outcomes for victims (Note: HMICFRS Peel 2017 - Constabulary requires improvement in its approach to keeping people safe and reducing crime. It is making good progress in its understanding of demand for its services, but recognises that it needs to do more, particularly to predict future demand.)	CS	Constabulary	O1.1	Cambridgeshire Constabulary has an ongoing programme to improve the quality of investigations through delivery of the Operation Sherlock action plan. Plans also in place to deal with pressures on offender management. The Local Policing Review is intended to enable quality investigations through implementation of a sustainable business model including the recruitment of additional constables. Detailed study of demand has been undertaken to enable the optimum use of resources. Demand hub to manage frontline demand. Progress - Current demand pressures impact on police responses, investigative resources and the Constabulary's ability to resolve crimes with a deterioration in 'prosecution possible outcomes' and victim satisfaction in terms of police attendance and follow up contact. The Local Policing Review is intended to manage demand on investigative resources by creating a demand hub to more effectively triage at the front end of the process. Local Policing Review begins implementation from end of September 2017, full implementation and demand hub go live from 30th April 2018. Update on Operation Sherlock delivery plan and plans for managing demand on investigative resources went to November 2018 BCB - http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/11/17-11-09-BCB-Agenda-Item-12.0-Sherlock-update-paper.pdf, update in context of wider offender management needed. Quarterly BCB performance update March 2018 - http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/01/18-03-01-BCB-Agenda-Item-4.0-Performance-Report.pdf http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/01/18-03-01-BCB-Agenda-Item-4.0-Performance-Data-December-2017.pdf Performance Working Group meetings have considered targeted work by the Constabulary to improve offender management and to better understand demand. See also update T1 re new planning process and work towards aligning strategic assessments across partners. The Force Management Statement process will increase focus on the drivers of demand and the 3-4 year time frame.		Opportunity to improve victim satisfaction with follow up, improve investigative outcomes, improve timeliness and reduce the number of future victims. Opportunity to better understand demand through the system.				
					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. (Note: signs of some genuine increases in burglary, theft, vehicle crime and rural crime.)	CK	CSPs	O2.1	Community Safety Partnerships set priorities to work in partnership to tackle local issues of crime and disorder. Links with Reducing Reoffending Group and Offender Sub Group, also Substance Misuse Delivery Group. Progress - Countywide Community Safety Strategic Board reviewing CSP activity to identify countywide issues and agree best approach. RCAT working with Countryside Watch.		Opportunity to improve local confidence that the Constabulary are dealing with the things that matter to people in their community. Constabulary working with partners on rural crime, especially Countryside Watch and the National Farmers Union. Consideration of best ways of working with CSPs. Need to ensure crime prevention work is sufficient to reduce crime.
					O2	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. Progress - Although the percentage of respondents who feel safe in their community remains high, public feedback about whether the Constabulary is dealing with local concerns has deteriorated recently. Hare coursing remains a big issue. Work of Rural Crime Action Team valued by rural community. The local policing review will ensure that the Constabulary can continue to offer the best policing service to local communities.		
Offenders	O2	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. Progress - Although in the context of significant falls in crime levels more generally in the last twenty years, nationally and locally there are now signs of some genuine increases in some crime types such as violence and burglary. The Constabulary is monitoring these trends to better understand what is driving these changes and what mitigating action is required. Updates on performance as outlined under (O1). Force days of action have provided a focus for community engagement and crime prevention messaging .						
Offenders	O3 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 Offender Sub-group of the Cambridgeshire Criminal Justice Board supports the statutory agencies in the delivery of the multi-agency approach to tackling offending. Links to Substance Misuse Delivery Group, Mental Health Delivery Group Progress - Priority issues identified by needs assessment on offending prevention and management being addressed through appropriate partnership governance mechanisms. Housing has been an early priority focussed on the need to develop plans to improve pathways. Updates on housing to Countywide Board in October 2017, January 2018, April 2018 and planned for July 2018. Further work needed through Sub-Regional Housing Board, Trailblazer project and event to develop comprehensive pathways. Offender Sub-group to monitor improvements to CJS pathways. Combined Authority housing strategy to be developed which could address some housing supply issues. Drugs and Alcohol services procurement exercise in Cambridgeshire underway with dialogue with partners to align services to needs identified. Links between DWP and criminal justice agencies being strengthened. Offender sub-group to monitor progress. Coordinated joint regional event (OPCCs, PHE and EELGA) on Adverse Childhood Experiences in March 2018, work underway in Cambridgeshire and Peterborough around how this is included within early intervention and prevention approaches. See also update at T1		Refreshed countywide working arrangements provide an opportunity to develop more comprehensive pathways and protocols for long-term causes of offending such as health issues, housing, drug and alcohol misuse, education, employment and training, and for shared strategic vision and strategic oversight of these issues. Need to ensure appropriate links with key strategic boards across this wider agenda. Links to T1 -better coordination of strategic assessment and recommendations more focused on shared priorities. Combined Authority housing strategy could address some housing supply issues.				

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Offenders	04	CS	Cambridgeshire Criminal Justice Board	04.	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. <i>Progress - Needs Assessment on offending prevention and management finalised. Terms of Reference for the Offender Sub-group finalised in November 2017 and role in delivery plan agreed. Reoffending indicators to be included in performance indicators. Criminal Justice Board in February considered probation and offender hub.</i>		Need to draw together a dashboard of appropriate partnership indicators which can be monitored by the offender subgroup using a problem-solving approach.
Offenders	05	CS/NP	Youth Offending Services	05.1	The Youth Offending Services in Cambridgeshire and Peterborough support young people at risk of entering or entering the youth justice system. Recipients of PCC Crime and Disorder Reduction Grant. <i>Progress - Joint Youth Justice Board across Cambridgeshire and Peterborough now established. Data on first time entrants to the criminal justice system indicates a continuing falling trend over last five years but recent rises which need to be understood. Update to Cambridgeshire Countywide Community Safety Strategic Board in January 2018.</i>		Conditional cautions - Need to continue to link into national work to ensure continuing and broadening reach of conditional cautions. Need to understand from evaluation lessons for wider partnership working based on individual needs.
		CS	Constabulary	05.2	Home Office Innovation Funding is being used to develop conditional cautions as part of a pathway to intervene to tackle early offending behaviour. <i>Progress - Now rolled out throughout Cambridgeshire. Ongoing activity to ensure take up (over 600 issued since introduced in Sep 2016). Still potential for further take up following policy change on options for out of court disposals, implementing NPCC policy. Governance through BCB and Offender Subgroup. Update to Criminal Justice Board in February 2018. Update to BCB in March 2018 - http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/01/18-03-01-BCB-Agenda-Item-7.0-Tackling-re-offending-through-deferred-prosecution-V2.pdf. Independent evaluation final report due May 2018. 'Business as usual' model for 2018/19 onwards (at the end of Home Office funding) in place. Needs Assessment on offending prevention and management finalised. Joint PCC/PHE/LGA event on responding to adverse childhood experiences took place on 13th March 2018.</i>		
Offenders	06	NP	Constabulary	06.	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. Monitoring is through Victims and Witnesses Sub Group. <i>Excellent progress: local housing providers are utilising these skills for ASB cases, greater take up of principles within educational settings. Significant use of RJ practices within Youth Offending Service. Peterborough Prison is becoming a restorative prison. See also V8 which notes the national support to increase opportunities for victims of hate crime to engage in RJ.</i>		
Offenders	07	CS	Constabulary	07.	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. <i>Cambridgeshire has participated in MoJ GPS tagging pilot which has now concluded and will inform national rollout of electronic monitoring programme. Progress - multi-agency partnership arrangements well embedded. Governance well-embedded through MAPPA Board which links into CJB and IOM through Reducing Reoffending Group. Links to O3 pathways.</i>		Offender Adult early help offer could be developed as part of future development of Multi-Agency Safeguarding Hub. Need to understand impact of Local Policing Review and opportunities for broadening IOM-style approach. Need to ensure continued partnership engagement through criminal justice board in preparation for roll-out of MoJ electronic monitoring programme.
Offenders	08	CS	Cambridgeshire Countywide Community Safety Strategic Board	08.	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. <i>Progress - new governance mechanisms being embedded. October Countywide Board considered mental health, child sexual exploitation, housing, and new emerging landscape. January Countywide Board considered youth offending, local policing review, changing partnership landscape, housing. Future countywide issues will include mental health, housing, changing partnership landscape, road safety, child exploitation. Role of CSPs in supporting high risk issues through delivery group engagement with countywide prevention strategies. To be considered at April Countywide meeting.</i>		Issues identified through offending management and prevention needs assessment provide an opportunity to explore how we can best work together constructively to discharge statutory duties for reducing crime and disorder.
Offenders	09	CS	Cambridgeshire Criminal Justice Board - Offender Subgroup	09.	Multi-agency working arrangements in place which can be built on. <i>Links established through offender hub work.</i>		To be developed in line with needs assessment. Links to O3 pathways where voluntary sector is engaged.

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Offenders	O10 Review current performance management systems to ensure re-offending data is captured and monitored effectively so that progress can be reviewed	CS/JH	Constabulary/ Cambridgeshire Countywide Community Safety Strategic Board/ Cambridgeshire Criminal Justice Board	O10	The performance information monitored by the Constabulary and the Commissioner includes new data sets and will evolve over time to reflect operational developments. Broader indicators rather than purely policing data are being incorporated, this will need to include Ministry of Justice data on reoffending rates and public health data. The performance framework will be developed further with partner agencies. <i>Progress - New performance dashboard in place with some partnership metrics added. Collaboration performance monitoring arrangements to be updated in light of new governance arrangements.</i>	↔	As Cambridgeshire Countywide Community Safety Strategic Board governance arrangements evolve, opportunity to develop partnership monitoring mechanisms. Force Management Statement provides opportunity to develop appropriate metrics and strengthen links between demand, performance and financial decision making. Links to O4.
Offenders	O11 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. (Note: HMICFRS Peel 2017 - the Constabulary has the necessary arrangements in place to ensure that it can fulfil its national policing responsibilities)	CS	Constabulary	O11.	Cambridgeshire Constabulary contribute to national policing needs through their planning processes including the priority area strategy and action plan for counter-terrorism. <i>Progress - Ongoing business as usual. CT capabilities for Eastern Region brought under single command under Eastern Regional Special Operations Unit on 1 July 2017 (police officers will remain locally deployed). Demands for mutual aid were high last year in light of incidents and periods of critical threat level. The constabulary continues to work with the other forces in the eastern region around specialist capabilities- armed policing, Road collision and investigations, Surveillance, Major Investigations, Intelligence, Cyber dependent crime and Forensics- to ensure that national developments in these areas are informed by local needs and that locally the specialist functions are delivered in the most efficient and effective way.</i>	↔	
Communities	C1 Jointly engage with all communities to understand and respond to local concerns.	CK	Constabulary	C1.	OPCC, Constabulary and partners continue to develop closer working relationships to align activity, collectively engaging with communities to identify and solve issues where possible. <i>Partnership working at various levels.</i> > Shared OPCC / Constabulary strategy Comms and Engagement Strategy > C&P Senior Officer Communities Group meet quarterly and are identifying areas of shared activity to take forward. > Countywide Community Safety Strategic Board review and direct CSP activity regionally. > Public Protection Comms Group led by Constabulary coordinates joint communications related to public protection. > Local policing review includes analysis of community engagement activity and implementing consistent approach across the county. > Developing arrangements with Council's Community Protection team to align activity in order to strengthen joint work on Community Resilience. Phase 1: 01 April 2018 - scoping the requirements. Phase 2 - Jul to Mar, delivery of proposal.	↔	One county approach to public service delivery. Work through County Wide boards (CSP and Criminal Justice) to agree joint approaches. Closer working between Fire and Police.
Communities	C2 Ensure the public have easy and effective ways to contact the appropriate service provider to get the information they need	CK	Constabulary	C2.	Constabulary and OPCC are further developing a variety of communication channels to allow the public to share intelligence and information in the way that best suits them. Constabulary website redesign. > New Constabulary website launched Oct 2017. Increasing interaction through website, particularly from mobile devices. Increased use of webchat. Improved signposting to partner agencies. > Local policing review includes reviewing public engagement strategy. > Demand Hub launched on 30 April 2018 to bring together call handling, crime management and dispatch into one location at Police HQ. The Demand Hub is integral to the force's new policing model as it will see officers and staff currently working separately come together as one team, reducing demand on the frontline and freeing up officers to concentrate on priorities	↑	Consider how Cambridgeshire Public Sector websites link and support each other. Debate need for a single county portal. "ONE Cambridgeshire"
Communities	C3 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.	CK	Constabulary	C3.	Constabulary collaborating with different organisations to improve efficiency and effectiveness. > Blue light collaboration continues, particularly with Fire and Rescue Service. Co-location opportunities moving forward e.g. Wisbech Blue light hub. Progressing shared training facilities at Monks Wood. Developing plans to share fire facilities at Ramsay, Whittlesey, Yaxley. > Peterborough PES co-located and shared management structure being trialled. > Understand impact on GDPR on information sharing > Co-location at MASH and SARC > LPR - new approach to community engagement > See also section C1	↔	consideration of how PES model could work in 2 tier areas
Communities	C4 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.	CK	Constabulary	C4.	Constabulary reviewing approach to local policing to ensure future demand can be met. Considerable change over next 12 months with LPR and Athena. Satisfaction with Police Service Delivery = 83.2% (12 month rolling average to Dec 2017). > Local policing review went live on 30 April 2018. Have moved from 6 districts to 2 areas. 50 extra warranted officers to be recruited. Agree new structure and shift patterns end March 2018. Go live end April 2018. > Athena launch May 2018. Extensive engagement during transition. > Precept increase allows recruitment of additional 55 officers. Communicated to public. > Constabulary Hate Crime Strategy and have a Hate Crime Strategic Board to check implementation > Use of PSPOs to tackle ASB	↔	Monitor role out of new policing model and impact on partners. Work with CSPs to coordinate ASB and Hate Crime actions
Communities	C5 Extend the use and scope of police powers inside and outside the Constabulary.	CK	Constabulary	C5.	Police powers have been granted to organisations in specific circumstances to tackle low level crime. > CSAS scheme opportunities being explored. A number of PSPOs adopted tapping into Local Authority CSAS powers. > Peterborough Prevention Enforcement Service (PES). Possible roll-out of PES model. > Exploring possible pilot of parking enforcement by LA in Huntingdonshire. Also, exploring countrywide decriminalisation of parking. Discussing with council leaders and seeking support from MPs	↔	Opportunities to grant powers to partners staff to be discussed

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Communities	C6	CK	Constabulary	C6.	Continual, ongoing activity by local policing teams and also by partner agencies. Public feel more confident in reporting crime so reporting levels going up. > <i>Citizens in Policing Strategy, appointment of Watch Scheme Coordinator, develop role of Neighbourhood Watch and Community Speed watch.</i> > <i>New website launched to make it easier to submit information. Use of online channels to communicate with communities, especially E-Cops and Facebook</i> > <i>Local Policing Review to maintain local policing resource and reinforce community engagement activity.</i> > <i>Constabulary introducing monthly days of action focussed on wide range of issues affecting communities</i> > <i>Neighbourhood Watch new national leadership. Cambs NW receiving training to support victims of crime with home visits</i>		Monitor impact of citizen in policing strategy and consider opportunities for wider partnership working. Support development of NW.
Communities	C7	CK	Constabulary	C7.	Increasing Community resilience > <i>Citizens in Policing Strategy, appointment of Watch Scheme Coordinator, develop role of Neighbourhood Watch and Community Speedwatch. Partnership approach through Senior Leader Communities Group.</i> > <i>See also section C6</i>	↔	Link with emerging work led by county council on community resilience
Communities	C8	CK	Constabulary	C8.	All blue light, local authority and healthcare organisations seeking to promote local community support, especially for most vulnerable members of society. > <i>Cambs NW receiving training to support victims of crime with home visits. Opportunity to further develop NW activity to identify and support vulnerable members of the community.</i> > <i>Joint communications through Public Protection Communications Group.</i> > <i>Opportunity to work more closely with Fire Community Safety teams</i>	↔	Link with emerging work led by county council on community resilience
Communities	C9	CS	Constabulary	C9.	Ongoing recruitment to attract new staff, officers and volunteers. Targeted recruitment drives take place. New government guides looking for degree qualifications. County BME population is 9.7%. Constabulary BME numbers = 2.8% > <i>Targeted recruitment saw a good number of applications from BMEs. However, few made it through selection process. Reviewing the reasons for this.</i> > <i>Second batch of Police Now recruits have started.</i> > <i>HR strategy in place. Constabulary Ethics, Equality & Inclusion Board in place. Annual BCB update on equality and diversity December 2017 - http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/12/17-12-12-BCB-Agenda-Item-8.0-Equality-and-Diversity.pdf PCC invited to join Joint Mosques Group Meeting.</i>	↔	Further work needed with community groups and businesses.
Communities	C10	AF	Constabulary	C10.1	PSD <i>Progress - Monitoring through PSD Governance Board quarterly meetings, Independent Office for Police Conduct (IOPC) meetings, and monthly dip sampling of complaints. Board pro-active in monitoring progress against HMIC Legitimacy recommendations and areas for improvement and IOPC requirements through taking forward necessary action, monitoring delivery plans, developing policies, scrutinising, and horizon-scanning. Awaiting Internal Audit report to be formally submitted to PSD Governance Board to enable scrutiny and gain assurance on follow-up with HMICFRS inspection and PSD governance.</i>	↔	
		AF	AF	C10.2	Complaints reform <i>Progress - BCH OPCC and PSD Working Group in place to delivery project based approach to taking this work forward, exploring feasibility of consistent BCH OPCC approaches where appropriate and adoption of shadow delivery models as required, including options appraisal for mandatory Review Role. Secondary legislation and statutory guidance anticipated in 2019.</i>	↔	
Transformation	T1	EW	Constabulary	T1	Constabulary modelling force demand and efficient ways of managing this demand. OPCC providing system context and input. Progress <i>Local Policing review (see C4)</i> <i>Countywide Community Safety Strategic Board commissioned a strategic needs assessment around offending prevention and management. Findings from the strategic needs assessment have been disseminated and are being addressed through appropriate partnership mechanisms:</i> • <i>Enabled prioritisation and development of the action plan for the Offender subgroup of the Cambridgeshire Criminal Justice Board</i> • <i>Informed input to the drug and alcohol retendering for Cambridgeshire (see O3)</i> • <i>Housing identified as an early priority and is being addressed through Sub-Regional Housing Board (see O3)</i> • <i>Informing demand forecasting of Constabulary through dissemination to Demand Gold Group and incorporation into Medium Term Financial Strategy</i> <i>Constabulary have introduced a planning process that better links into its strategic assessment and Force Management Statement process which has a focus on demand challenges in the 3-4 year time frame.</i>	↔	Opportunities for better violence prevention data sharing A&Es and EEAST (ambulance service) <i>There are a number of strategic assessments undertaken within the county, these can be better coordinated and recommendations can become more focused on shared priorities.</i>
Transformation	T2	GO	Constabulary	T2	The majority of collaboration units are now in place and embedded with the majority of savings already having been removed from the budget. Benefits of HR collaboration has been delayed due to the need to delay the implementation of the new ERP system, as a result of the delayed Athena implementation. New date for ERP implementation is October 2018. Continued work to improve performance monitoring through BCH Strategic Alliance.	↔	
Transformation	T3	DG	OPCC	T3	7F work programme; link with standardisation of specialist capabilities at national level. <i>Progress. Oct Eastern Region Alliance Summit agreed approach to procurement savings and creation of 7F procurement board. Cambs PCC chairs National Commercial Board and will lead for PCCs on Eastern Regions procurement board. Eastern Region ICT strategy signed off supporting convergence, work commencing at regional level to ensure region ready to implement the significant number of up and coming national IT schemes. Agreement to explore increased regionalisation of specialist policing capabilities linked to national specialist capabilities project. See also O11. In addition the 7 Forces are to share a firearms training compliance function. The main benefit of this is that Authorised Firearms Officers (AFO's) within the 7 forces, will be the development of common training and accreditation standards, standardised equipment and use standardised tactics. This will mean that armed officers will be more interoperable and be in a better position to deploy seamlessly anywhere within the 7 forces where the threat and risk assessment justifies it.</i>	↔	

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress	Delivery Status /Direction of travel	Wider Partnership Opportunities
Transformation	T4	Ensure the benefits of new and historical investment in technology are realised.	GO	constabulary	T4	BCH ICT Strategy is now adopted. A mapping exercise to map the overall outcomes against Cambridgeshire is underway and will be completed in Autumn 2017. Focus now needs to be given to National ICT Programmes, Athena (launch May 2018) and ERP (Oct 2018) and any new investment that is required.	
Transformation	T5	Ensure Cambridgeshire's voice is heard at a national level and influences policy changes.	AW / DG	OPCC	T5	PCC Chair of National Commercial Board. Chief Constable is National Police Chief Council Operations lead. Chief Executive is the chair of the Association of Police and Crime Commissioners Chief Executives. Engagement with regions MPs to keep them briefed. Meeting with policing minister.	
Transformation	T6	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	EW	OPCC / PSB	T6	PCC is a co-opted member of the Combined Authority Board highlighting opportunities where the CA can have beneficial impact on community safety. Progress - Improved effectiveness and efficiency of governance structures with partners especially around Countywide Community Safety Strategic Board, Health and Wellbeing Boards and Safeguarding boards to clarify accountability and links with delivery groups. Work ongoing to align CSP structures with local health boards and improve efficiency. <i>Working with CPCA, Public Health England and local Public Health to support that CPCA ensure that the planned economic growth in Cambridgeshire and Peterborough is inclusive and benefits all sectors of society, with input into early deliverables such as the CPCA prospectus and 4 year plan. Provided response to CP Independent Economic Commission around the need for inclusive growth and impact on community safety</i> <i>Creation of an informal East of England Social Value network aiming to learn through sharing - membership from local authorities, policing, NHS England and Public Health England.</i>	CA, Public Service Board and Health Care Executive vision around Public Service Reform Devolution 2 proposals Opportunities around a CPCA Social Value framework and inclusion in wider public sector procurement and policies
Transformation	T7	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.	NP	OPCC / Countywide Community Safety Strategic Board / CCJB	T7	The Countywide Community Safety Strategic Board is driving strategic commissioning best practice through the delivery groups who are identifying joint commissioning opportunities. Progress: a pooled budget arrangement has secured a countywide sexual violence service to ensure victims don't experience a postcode lottery of services. Work ongoing to recommission drugs and alcohol services in Cambridgeshire using a model of shared outcomes. The revised community safety agreement has informed the awards of grants to CSPs by the Police and Crime Commissioner to achieve maximum impact. <i>The County Strategic Community Safety Board is enabling effective engagement and conversations with partners to develop cross agency support for vulnerable people. The OPCC is leading work to develop an overarching Outcome Framework for the commissioning of all victims services including the countywide DA service.</i>	Explore future joint commissioning opportunities either through providing monies to create leverage or strategic evidence-based influence. Develop a strong evidence base for the value of such services through a joined up overarching Outcome Framework. Explore links with the training commissioned by the Safeguarding Board maximise opportunities and resources.
Transformation	T8	Use cash reserves strategically and work in partnership to maximise the use of and value from the police estate.	GO	OPCC	T8	Year end 16/17 has enabled a new 'Estates Rationalisation' reserve to be created. A review of the level of reserves will be undertaken as part of the budget setting process during Autumn 2017. Reserve Strategy was agreed as part of the MTF5 18/19 and will be kept under review as some of the significant property projects develop, as part of the normal MTF5 process.	
Transformation	T9	Invest in, and support the development of officers, police staff and volunteers to perform their role efficiently.	CK	constabulary	T9	BCH Collaborated HR Function > <i>People Strategy developed following collaboration (see BCB August 2017). See also section 10.1</i> > Equality, diversity and ethics group tracking recruitment - positive action recruitment to recruit workforce representative of communities	
Transformation	T10	Work with the Fire Authority to explore opportunities for fire and police to work together.	CS	OPCC	T10	Proposal for the PCC to take on the governance of fire approved by Home Office following independent assessment. Arrangements being put in place to ensure smooth transition. Fire governance BCB update December 2017 and April 2018 - http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/12/17-12-12-BCB-Agenda-Item-9.0-Fire-Governance-update.pdf http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/04/18-04-12-BCB-Agenda-Item-7.0-Fire-Governance-Update.pdf . Interoperability Memorandum of Understanding between the Fire and Police Service signed December 2017. BCB update on interoperability MoU January 2018 - http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/01/18-01-16-BCB-Agenda-Item-8.0-Police-Fire-Interoperability.pdf .	