

Accountability Framework 2017-2020

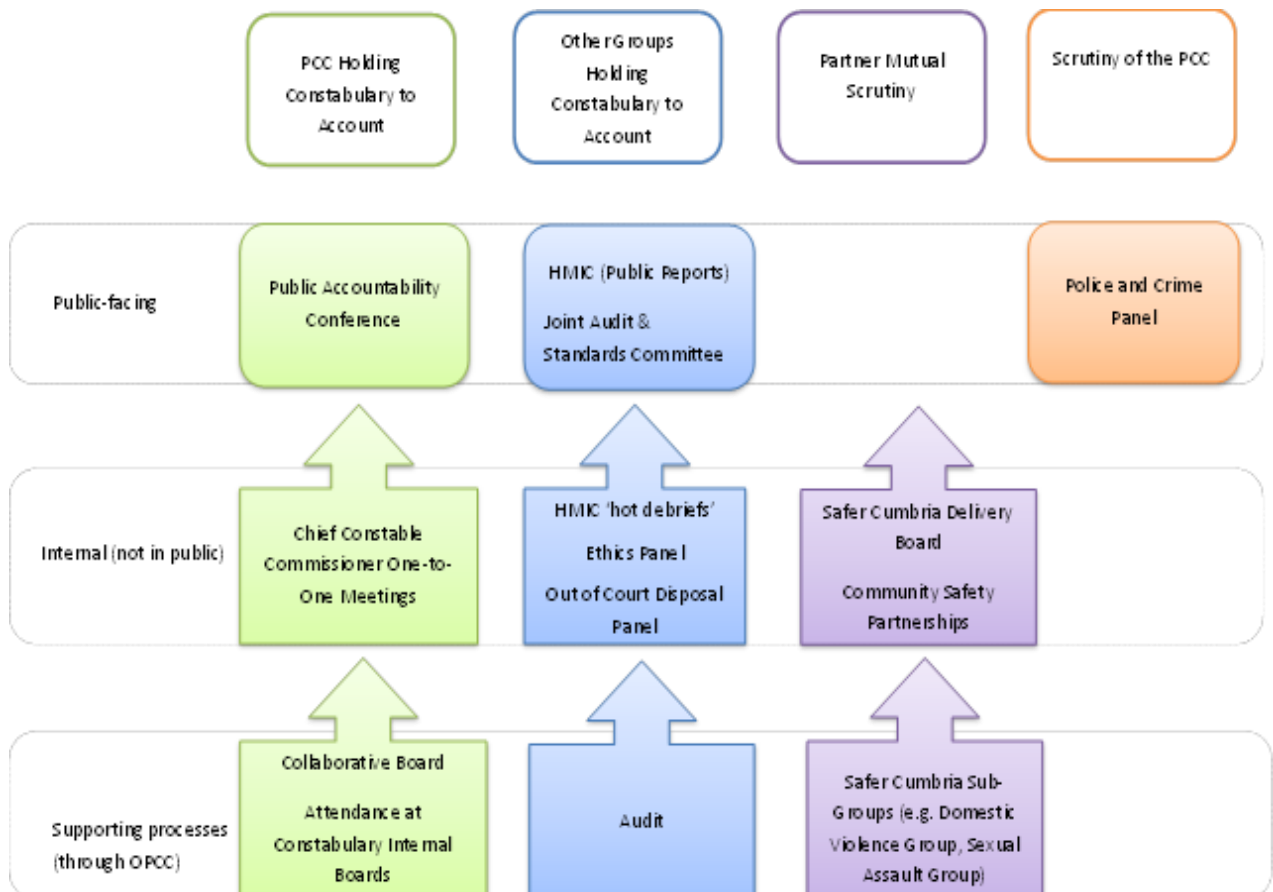
Date: 22nd June 2017

1 Background

The Commissioner and the Chief Constable have specific roles to fulfil and from a legal perspective, it is the Commissioner's role to hold the Chief Constable and the force to account for performance. Both the Commissioner and Chief Constable believe that to do this effectively on behalf of the public, they need to work in close partnership which is mutually supportive but yet constructively challenging. To help facilitate this, the following governance structure has been agreed, and approved by the Collaborative Board.

2 Accountability Framework

A structure of assurance and accountability has been agreed to hold the Constabulary to account for the delivery of an effective and efficient police service and the achievement of the Commissioner's objectives stated in the Police and Crime Plan. **The overriding aim of both the Commissioner and Chief Constable is to keep Cumbria safe.** The structure incorporates planned meetings, underpinned by a performance management framework and agreed reports.



2.1 Meeting Structure

2.1.1 Public Accountability Conference

This conference will be chaired by the Commissioner and made up of senior officers from the OPCC and Constabulary. Its purpose will be to provide public visibility of the Commissioner holding the Chief Constable to account and a clear message to the Constabulary about what issues are priorities for the Commissioner. A quarterly presentation will be considered, giving an overview of Constabulary performance against an agreed set of performance measures and further details provided when in exception (when outside the expected range of performance). Thematic reports will also be presented, covering the priority areas in the Commissioner's election pledges and the objectives in Police and Crime Plan.

To assist with the development of each thematic presentation a Terms of Reference will be produced by the OPCC in consultation with the Constabulary. A briefing meeting will take place between the OPCC and Constabulary Professional Lead to allow time to be given to understand the area of business and any issues for consideration. This will also ensure that the clearest possible messages are communicated to the public.

In addition, reports from the Ethics Panel and the Joint Audit and Standards Committee, who both assist the Commissioner in gaining assurance on how the Constabulary does business, will be considered at this conference. Key decisions and budget updates will also be provided. To support the PCC exercise his duty in this open environment the OPCC will provide a briefing beforehand for the Commissioner on issues or concerns identified from partnership work and other sources. The agenda for this conference will be published on the Commissioner's website a week before, along with a brief synopsis of each thematic presentation. The minutes arising from the meeting will be published subsequently, to enable transparency.

2.1.2 Commissioner and Chief Constable One-to-One Meetings

The purpose of this meeting would be to allow more detailed scrutiny by the Commissioner of issues and areas for improvement, along with agreement of remedial actions with the Chief Constable. It would also ensure that the Commissioner gets regular updates on current issues and demands on the force. Action notes are produced for the meeting to ensure there is a clear audit trail of discussions and expected action from the Constabulary; a public version of these will be published.

2.1.3 Collaborative Board

In order to understand Constabulary performance challenges and support appropriate reporting to the Commissioner at the Public Accountability Conference, a board of senior managers from both the Constabulary and OPCC is required. The purpose of the board will be to encourage both organisations to work together to identify and find solutions to performance challenges, including looking at how resources can be used. It would also review the action plans for the delivery of the Police and Crime Plan by the Constabulary and HMIC recommendations, identifying areas which need escalating to the Commissioner. This forum will enable discussions on reports and areas they need to cover for the next Public Accountability Conference.

2.1.4 Supporting Meetings

The Commissioner will be involved in identifying items for the agenda for the Public Accountability Conference, which will be done at a meeting prior to the Collaborative Board meeting. In addition, he wishes to check all reports to ensure they cover the areas requested before they are released to be published/ issued for the Public Accountability Conference. This has been built into the reporting timescales, as per the example in Appendix 1.

2.1.5 Performance Framework

There are a number of ways of monitoring the performance of the Constabulary and so a combination will be used by the Commissioner to gain the most accurate and rounded picture:

- **A set of performance indicators (quantitative measures).**
A Performance Management Framework has been developed, consisting of an agreed set of measures, to support the delivery of the Police and Crime Plan. As already mentioned, a quarterly presentation will be presented at the Public Accountability Conference, giving an overview of Constabulary performance and further details provided when an area is in exception (when outside the expected range of performance).
- **Actions and delivery dates for HMIC recommendations,**
HMIC recommendations will be reviewed by the OPCC and Constabulary at the Collaborative Board when required, and any issues identified will be escalated to the Commissioner for consideration. The OPCC is also a member of the Constabulary's Force Strategic Delivery Board (FSDB) where a quarterly HMIC update is provided.
- **Actions and delivery dates for Constabulary actions in the Police and Crime Plan** (when developed, but this will be aligned with the Constabulary's *Cumbria Vision 25*).

Development of the Terms of Reference for each Thematic Presentation

Development of Terms of Reference prior to approval at Collaborative Board	Collaborative Board Thur 31/08/2017			Collaborative Board Fri 22/09/2017			Public Accountability Conference (PAC) Weds 11/10/2017
Week Commencing	28/08/2017	04/09/2017	11/09/2017	18/09/2017	25/09/2017	02/10/2017	09/10/2017
Professional Leads have been agreed by Collaborative Board until June 2018. It is the responsibility of the OPCC to arrange a meeting to develop the Terms of Reference for the Thematic Presentation							
OPCC to research priority area prior to meeting with the Constabulary Professional Lead							
OPCC and Constabulary Professional Lead to develop the Terms of Reference (TOR)							
	OPCC and Constabulary Professional Lead to present TOR to Collaborative Board for approval						
		Presentation to be developed by the Constabulary					
				Presentation to be approved by a Chief Officer			
				Presentation to be approved by Collaborative Board			
					If required, amend presentation		
						Presentation to be submitted to the OPCC for the PAC meeting	
							Chief Officer or Constabulary Professional Lead to deliver presentation

❖ *After June 2018, a step will need to be built into this process to allow the Collaborative Board to agree what 'subject' the Crime Thematics will focus on.*

Appendix 2- Plan for Public Accountability Meetings 2017-2018

- Prior to the Public Accountability Conference, the content of each thematic presentation will be agreed at the Collaborative Board.
- Each report will be in presentation form; it is likely that a briefing document will also be required for Chief Officers. Professional Leads may be asked to present at the Public Accountability Conference.
- All reports, with the exception of the thematic presentations, are required 7 working days before the PAC meeting for publication. All thematic presentations are required at least 3 working days beforehand (as they published after the PAC).

Year	2017		2018					2019					2020	
TOR for approval at CB	31/08/2017	09/11/2017	-	07/03/2018	07/06/2018									
Presentation approval at CB	22/09/2017	23/11/2017	-	22/03/2018	TBC									
PAC Meeting	11th October	6th December	21st February	28th March	27th June	26th September	12th December	20th February	27th March	26th June	25th September	11th December	19th February	4th March
Performance Framework	Performance Presentation (using the most recent 12 month rolling total data available)	Performance Presentation (using the most recent 12 month rolling total data available)	No thematic reports	Performance Presentation (using the most recent 12 month rolling total data available)	Performance Presentation (using the most recent 12 month rolling total data available) Annual review (2017-18 onwards)	Performance Presentation (using the most recent 12 month rolling total data available)	Performance Presentation (using the most recent 12 month rolling total data available)	No thematic reports	Performance Presentation (using the most recent 12 month rolling total data available)	Performance Presentation (using the most recent 12 month rolling total data available) Annual review (2018-19 onwards)	Performance Presentation (using the most recent 12 month rolling total data available)	Performance Presentation (using the most recent 12 month rolling total data available)	No thematic reports	
HMIC Updates	Report at Collaborative Board when required													
Thematic Presentation	Crime Thematic: Antisocial Behaviour <i>(PL: Supt Justin Bibby)</i> Always put Victims First <i>(PL: Supt Justin Bibby)</i>	Annual Consultation Survey <i>(PL: Jane Sauntson)</i> Crime Thematic: Domestic Abuse <i>(PL: DS Vikki Ellis)</i> A Visible and Effective Police Presence <i>(PL: Jane Sauntson)</i>		Crime Thematic: Serious Organised Crime and Drug Supply <i>(PL: DS Dean Holden)</i> Ensuring Offenders Face a Consequence for their Crime (including positive outcomes and offender management; stop and search; restorative justice and community remedy) <i>(PL: Supt Justin Bibby)</i>	Equality and Diversity (including hate crime) <i>(PL Sarah Dimmock)</i> Focus our Police on Online and Sexual Crime (this will focus on sexual offences and child sexual exploitation, including those with an online element) <i>(PL: DS Vikki Ellis & DS Dean Holden)</i>	Crime Thematic Always put Victims First	Annual Consultation Survey Crime Thematic A Visible and Effective Police Presence		Crime Thematic Ensuring Offenders Face a Consequence for their Crime (including positive outcomes and offender management; stop and search; restorative justice and community remedy)	Equality and Diversity (including hate crime) Focus our Police on Online and Sexual Crime (this will focus on sexual offences and child sexual exploitation, including those with an online element)	Crime Thematic Always put Victims First	Annual Consultation Survey Crime Thematic A Visible and Effective Police Presence		
Finance	Monitoring reports	Monitoring reports Value for Money	Monitoring reports focusing on the precept and budget	Monitoring reports	Monitoring reports			Monitoring reports focusing on the precept and budget					Monitoring reports focusing on the precept and budget	
Ethics	Panel report	Panel report		Panel report	Panel report	Panel report	Panel report		Panel report	Panel report	Panel report	Panel report		
Audit	Report when required													

- TOR = Terms of Reference
- CB = Collaborative Board
- PL = Professional Lead
- The **Performance Presentation** will show performance against an agreed set of indicators using the most recent 12 month rolling data available.
- The **HMIC updates** will be presented at Collaborative Board when required. The updates will report on overall progress in delivering HMIC action plans, along with specific reporting of exceptions (actions not delivered on time or impacts not achieved).
- **Themed Presentations** will cover more detailed data analysis on that priority area, along with specific requests for updates on areas for improvement, identified community priorities and/or current initiatives. They are an opportunity for specific scrutiny of action on the priority theme.