

## SHADOW CAMBRIDGESHIRE POLICE AND CRIME PANEL

**THURSDAY 18 OCTOBER 2012, 10.00 AM**

Room 0.1a (Pathfinder House) - Huntingdonshire District Council

Contact – Alexander.daynes@peterborough.gov.uk, 01733 452447

### AGENDA

	Page No
1. Apologies for Absence	
2. Declarations of Interest	
3. Minutes of the Meeting held 12 September 2012	1 - 4
4. Summary of Progress (Dorothy Gregson and Adrian Chapman)	5 - 10
5. First 100 Days - decisions for commissioner (Dorothy Gregson)	11 - 16
6. Complaints Procedure (Kim Sawyer)	
7. Co-opted Members - update (Adrian Chapman)	17 - 40
8. Police and Crime Commissioner Budget (Dorothy Gregson and John Hummerson)	41 - 60
9. Ambition of the Panel (Liz Bisset and Mike Davey)	
10. Scrutiny Options (Mike Davey/Kim Sawyer)	61 - 70
11. Publicity (Mike Davey)	
(a) public meetings	
(b) public agendas	
(c) papers from other sessions	
12. Agenda Plan	71 - 72
13. Date of the Next Meeting	
<i>The next meeting will be held on Wednesday 21 November at 1pm in the Civic Suite (Pathfinder House)</i>	



Membership:

Councillors: M Maguire, J D Ablewhite, M Curtis, G Elsey, N Khan, J Palmer, B Shelton, T Bick, I Walsh, R West and K Wilkins

Independent Co-optees:

Officer Support:

Adrian Chapman, Liz Bisset, Dorothy Gregson, Mike Davey



**MINUTES OF A MEETING OF THE SHADOW CAMBRIDGESHIRE AND  
PETERBOROUGH POLICE AND CRIME PANEL  
HELD AT HUNTINGDONSHIRE DISTRICT COUNCIL  
ON 12 SEPTEMBER 2012**

**Members Present:** Councillors Ablewhite, Bick, Curtis, Elsey, Khan, McGuire, Palmer, Shelton, Walsh, West and Wilkins

<b>Officers Present:</b>	Diane Baker	Peterborough City Council
	Gemma Barron	South Cambridgeshire District Council
	Liz Bissett	Cambridge City Council
	Mike Davey	Cambridgeshire County Council
	Alex Daynes	Peterborough City Council
	Dorothy Gregson	Cambridgeshire Police Authority
	Kim Sawyer	Peterborough City Council
	Cristina Strood	Cambridgeshire Police Authority

**1. Welcome and Introduction**

An apology was received from Adrian Chapman.

**2. Election of Chairman**

Councillor McGuire was nominated and seconded. There were no other nominations and Councillor McGuire was therefore elected as chairman of the Panel and further passed on his thanks to all the officers and councillors who had contributed to establishing the Panel meetings.

**3. Election of Vice Chairman**

Councillor Walsh was nominated and seconded. There were no other nominations and therefore Councillor Walsh was elected as vice-chairman of the Panel.

**4. Terms of Reference and Rules of Procedure**

Kim Sawyer introduced a report to enable the members to review the terms of reference and rules of procedure to be adopted by the Police and Crime Panel. Highlighted information included the power of veto by the Panel regarding the selection of a Chief Constable, the special functions of the Panel and its discretionary powers. It was noted that the regulations were still being developed and further clarity and interpretation of them would be provided when it was available.

Comments and responses to questions included:

- Selection process for a Chief Constable would be addressed at a future meeting;
- Scrutiny aspiration of the Panel needs to be balanced against available budget;
- Need to consider roles and work of other scrutiny bodies across the county to avoid duplication of work;
- Annual work programme should be developed;
- Chairman should be elected on an annual basis starting in January and reviewed following elections each year in June;
- Public involvement in meetings should be allowed to enable questions to be asked and would preferably be in a public section, maybe at the beginning of the agenda instead of throughout the meetings.

## **ACTIONS**

1. Include the confirmation process for appointment of relevant officers e.g. a Chief Constable on a future agenda;
2. Revise the Rules of Procedure to enable:
  - a. Election of chairman in June each year (following election);
  - b. Establishment of task and finish groups; and
  - c. Public participation section for each public meeting including questions and answers (including provision for supplementary questions).

## **5. Appointment of Police and Crime Panel Co-optees (using the LGA guidelines)**

Mike Davey introduced a report outlining the steps required to appoint the independent co-optees who are required to sit on the Police and Crime Panel and seeking approval from the Shadow Police and Crime Panel to implement the process. Highlighted information included the need for three Panel members to form an interview panel and also a request for the Panel to consider and advise officers on the skills and experience needed from the co-opted members.

Comments and responses to questions included:

- Co-optees should be politically neutral to ensure independence;
- Experience in a specific field may result in a less independent co-optee;
- Experts in specific fields could be brought in when needed for specific topics; and
- A lay member of the public could be co-opted to give a neutral input.

## **ACTIONS**

1. Advertise for co-opted members and advise if suitable candidates come forward for consideration.
2. Interview Panel members would be Councillors Wilkins, Elsey and West.

## **6. Partnership Infrastructure**

Mike Dave presented information on the Safety and Organisational Partnership Structure across the county.

Comments and responses to questions included:

- Councillor McGuire's membership of the county-wide Community Safety Board should not cause a conflict of interest at the moment;
- Need to ensure non-Authorities are represented in the structure; and

- The Police and Crime Commissioner would have the power to allow merger of community safety partnerships.

## **7. Protocol Between Commissioner, Constabulary and the Panel**

Dorothy Gregson introduced a report informing the Panel of Government guidance on the respective roles and responsibilities of the Police and Crime Commissioner, Chief Constable and the Police and Crime Panel and how their functions would be exercised in relation to each other. The report further sought the Panel's view on localising the Policing Protocol Order 2011 for Cambridgeshire by extending the protocol to the Police and Crime Panel. It was highlighted that the national definition of what was considered to be an operational issue was still to be tested and also the complaints process was still to be finalised.

Comments and responses to questions included:

- Need an escalation process for the management of complaints;
- Consider the national Protocol to ensure local protocols do not conflict; and
- The Terms of Reference sets out what the Panel can do, the Protocol sets out what it cannot do.

### **ACTION**

Receive a further paper once the Protocol has been developed further.

## **8. Production of Police and Crime Plan – Joint Strategic Needs Assessment on victims and offenders**

Dorothy Gregson introduced a report updating the Panel on work to ensure the Police and Crime Commissioner, on their arrival, had the information and infrastructure required to create a Police and Crime Plan which would meet the duty to work in partnership to reduce crime and disorder within the timeframe dictated by Government. The Draft Victim and Offender Needs Assessment, a commissioned evidence base for the Police and Crime Plan, was also submitted to the Panel for their information.

The Panel was advised that there was a tight timescale to producing the first Police and Crime Plan following the election in November and it was proposed that a draft plan would be prepared to aid the Commissioner upon appointment to advise on current priorities across the county.

Members were further advised that the Police Authority staff would move to the new organisation which would be open to restructure by the Police and Crime Commissioner if deemed appropriate.

### **OUTCOME**

The Panel noted the report and recognised the benefits of the proposed approach for localising the Policing Protocol Order 2011 for Cambridgeshire.

## **9. Financial Matters - Finances for the Panel; Expenses and Allowances of Panel Members; and Transfer of Budgets to Police and Crime Commissioner**

Kim Sawyer introduced a report outlining the finances for the Panel, including the expenses and allowances of Panel Members. It was highlighted that finance officers in Peterborough

would manage the budget for the Panel and any overspend would be required to be met from each Authority.

Comments and responses to questions included:

- Need to determine where expense claims go – straight to Peterborough or own Councils first;
- No Budget currently exists for allowances;
- Independent Remuneration Panel is to determine if an allowance is paid for membership of the Panel;
- Consider level and volume of work before determining an allowance;
- Only basic expenses should be reimbursed; and
- Attendance at other events to be determined by the Panel.

### **ACTION**

1. All expenses claims to be submitted through the Panel.

Dorothy Gregson introduced an additional report informing the Panel of the latest position on existing central Government grants for community safety that the Government had indicated would transfer to Police and Crime Commissioners, within the context of the broader financial outlook for the Police and Crime Commissioner and the Constabulary. It was highlighted that there was a tight timescale to produce a budget following the election in November.

Comments and responses to questions included:

- Need to see a full budget breakdown; and
- Small saving cuts could lead to larger costs further on.

### **ACTION**

2. Receive draft budget document electronically with specific points expanded on at the next meeting.

### **Any Other Business**

Councillor Wilkins suggested that future meetings of the Shadow Panel were held in public. The Panel considered that it would continue to meet in private while it was still a Shadow Panel.

Councillor Palmer suggested that future meetings could be held at other offices across the county. The Panel considered that Huntingdon was the best venue due to its central location but if issues relating to a specific area were being considered then it may be worthwhile holding a meeting in that area.

The meeting began at 2.00pm and ended at 3.50pm

CHAIRMAN

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 4</b>
<b>18<sup>th</sup> October 2012</b>	

## **Report of Chief Executive, Cambridgeshire Police Authority**

**Contact Officer(s) – Anna Horne, Head of Engagement & Communications, Cambridgeshire Police Authority**  
**Contact Details – 01480 422649**

### **OVERVIEW OF PAST WORK OF CAMBRIDGESHIRE POLICE AUTHORITY**

#### **1. PURPOSE**

- 1.1 To provide an overview of progress made by the Authority and Constabulary on key issues and topics.

#### **2. RECOMMENDATIONS**

- 2.1 The Panel is asked to note the report as a useful summary across a range of business areas.

#### **3. TERMS OF REFERENCE**

- 3.1 To support the effective exercise of the functions of the Police and Crime Panel by providing a summary of key policing priorities and community safety issues in Cambridgeshire.

#### **4. BACKGROUND**

- 4.1 As identified in a variety of previous reports to Police Authority meetings held in public since the announcement of the Government's Spending Review more than two years ago, the Authority and Constabulary have progressed work on a range of business areas with the aim of ensuring the budget is managed efficiently and effectively while keeping people safe. This is the overriding principle by which all business has been delivered historically.
- 4.2 The Authority and Constabulary strategy has focused, and continues to focus on five key priority areas, identified in the Local Policing Plan. This report aims to provide an update in line with the broad headings of the Plan. Further information can be found in the Constabulary's Annual Report 2011-12, the Local Policing Plan 2012-15 and previous reports for the full Police Authority, Scrutiny Committee and Finance and Resources Committee which can be found on the Police Authority website.
- 4.3 The areas of work below are by no means exhaustive but are intended to provide a snapshot of the key issues the Authority and Constabulary have been focusing resources on at a strategic level. The issues outlined in this paper were considered by the Full Police Authority on 1 October.

#### **5. KEY ISSUES**

##### **5.1 Delivering policing within the available budget**

- 5.1.1 Historically the Authority has been poorly funded via the various government grant mechanisms. Funding has not kept pace with population growth and the 'damping' arrangements (whereby funding is removed to assist authorities below the funding 'floor') have disadvantaged the Authority. Despite poor funding, Cambridgeshire continues to punch above its weight.

5.1.2 Operation ReDesign: In response to the Government's Spending Review and in close consultation with the Police Authority, the Chief Constable immediately embarked on a major Force restructuring programme. Operation ReDesign commenced in late 2010 and the new structure was launched in April this year. The aim of the programme was to radically re-think how services could be provided, with a focus on officers serving the needs of local communities and working more closely in partnership with local agencies. It was decided not to simply rework the past, but to start again and design a new policing model.

5.1.3 The new force structure went live in April this year. Operation ReDesign saw the three previous Basic Command Units abolished in favour of six district areas in line with local authority boundaries. The aim of the new structure is to allow officers to work more closely with partner agencies and deliver a more locally-focused policing service. Each area has a team of officers and staff performing neighbourhood policing, response and local crime investigation. The Authority and the Chief Constable have, thus far, been able to honour their promise to maintain the number of officers at constable rank in the force (1,011) and the number of officers (all ranks) engaged in Local Policing (nearly 1,000). The savings from Operation ReDesign totalled £4m.

5.1.4 Collaboration: It was recognised that in order to realise the savings required to balance the budget in 2015/16 whilst maintaining operational resilience the Authority and Constabulary needed to explore further opportunities for collaboration. Following a consideration of the options in 2011 a memorandum of understanding was signed creating a Strategic Policing Alliance with Hertfordshire and Bedfordshire. To date, five units have been collaborated across Bedfordshire, Cambridgeshire and Hertfordshire, as part of a move that anticipates savings across the three forces of £20m over the Medium Term Financial Plan period: Professional Standards Unit; Procurement Department; Scientific Services Unit; Armed Policing Unit; and Major Crime Unit. Plans to extend the collaboration are under way for the following functions: Dog Unit; Civil Contingencies and Public Order Planning Unit; Counter Terrorism and Domestic Extremism Unit; Roads Policing Unit; Pensions Administration Unit; Firearms Licensing Department; Graphics and Print Department; and Organisational Support.

## 5.2 **Maintaining Local Police Performance**

5.2.1 Engagement: The importance of ensuring effective engagement with the public is recognised by all concerned. This was the approach needed to respond to the changing organisational, partnership and technological environment. As part of Operation ReDesign, an engagement project was established in April 2011 to consider the strategic direction and implementation of Force and Police Authority engagement and communication. The result of this work was a Joint Engagement Strategy, which received final endorsement by the Authority in June 2012.

5.2.2 The strategy aims: to strengthen the position of Cambridgeshire Constabulary and Police Authority (and its successor policing body) as listening, predictive and responsive organisations in line with the Local Policing Plan priorities in order to contribute towards increased confidence and satisfaction by local communities and other stakeholders. The strategy and accompanying interim guidance has been embraced by the area commanders and heads of department. The project board continues to meet and work on the delivery of the plan continues and is reported in more detail at agenda item 11.

5.2.3 Restorative Justice (RJ): In the drive to bring broad benefits to the community and to reduce bureaucracy, officers and staff have been encouraged to think differently and to use their professional judgment. Part of this overall culture change has been the introduction of RJ, which provides an alternative to the traditional process of arrest and punishment. Crucially, the approach is victim-centred so that, with their approval, offenders are allowed to make amends for committing offences. The approach avoids the criminalisation of young people and has been largely responsible for a significant decrease (83 per cent since 2008) in the overall number of young people going through custody suites. Since its introduction in April RJ has provided a positive outcome in 1,200 cases in Cambridgeshire and Peterborough and has saved significant police time and associated costs.



### 5.3 **Reducing Crime and Disorder**

- 5.3.1 Latest crime statistics: The annual crime statistics are testament to the way in which the Authority and the Force have risen to the challenge of providing a swift and sure response to issues of crime and disorder. Overall crime was reduced by more than 8 per cent in 2011/12. There were almost 5,000 fewer victims of crime 2011/12, more crimes were solved and confidence improved. Other headline figures include: burglary down 16.4 per cent; robbery down 32.4 per cent; vehicle crime down 14.9 per cent; and serious sexual offences down 9.6 per cent.
- 5.3.2 Since 2008/09 the number of offences recorded in the county has fallen by more than 20 per cent. Similarly detection performance is a success story, with the year ending on a detection rate of 31.1 per cent, 1.2 per cent better than 2010/11, 4.4 per cent improved on 2009/10 and the best year end performance recorded to date.
- 5.3.3 Comparison to peers places Cambridgeshire in the top half of the peer group at year ending March 2012 (compared to the bottom half at the same point in 2011). The force's performance is particularly notable having gone from being a force on HMIC 'special measures' several years ago, to achieving some of the best results ever and punching above its weight, despite the financial challenges it faces.
- 5.3.4 Confidence and satisfaction: Alongside fewer victims of crime, and improved detection performance, the Constabulary has seen victim satisfaction improve to 84.8% at year end, some 1.8ppts above that achieved at March 2011 year end; performance was better than peer average at year end, reversing the situation at year ending March 2011. The key way in which the effectiveness of the Joint Engagement Strategy is measured is through confidence and satisfaction statistics. At 70.5% the proportion of those who agree the police are dealing with the things that matter has marginally improved compared to last year.

### 5.4 **Keeping people safe**

- 5.4.1 Partnership working: The six district-based statutory community safety partnerships bring together police, local authorities, fire and rescue, primary care trusts, probation and other local representatives to tackle crime and disorder. The Police Authority has worked hard to develop relationships with partners to create a Victim and Offender Needs Assessment (V&ONA) as an evidence base to inform the 2013 Police and Crime Plan. The V&ONA has allowed the Authority to get a picture of victims, witnesses and offenders and ensure greater awareness of their needs.
- 5.4.2 Multi-Agency Referral Unit (MARU): Close and sustained partnership working enabled the MARU to be created in April 2011, as a result of agreements with Peterborough City Council and Cambridgeshire County Council. Domestic abuse and child protection services for Cambridgeshire and adult services for Peterborough are based at the unit, which also includes members from the advocacy service, health service, mental health service, women's aid and refuge and housing. Cases are referred to the unit and assessed by the team. The appropriate agencies are then told when and what support is needed.
- 5.4.3 Domestic abuse: A new domestic abuse safeguarding and investigation unit of specially trained officers has been established to deal with this complex and challenging area of crime. The team forms part of the public protection department. Domestic abuse currently accounts for 22.2 per cent of all violent crime within Cambridgeshire and Peterborough. Between April 2011 and January 2012 the force recorded in excess of 9,500 domestic abuse incidents and crimes. The result of work in this area has been that the most vulnerable individuals are protected from abuse through the provision of a police and partnership response that meets the needs of the individuals whilst challenging the behaviour of offenders.
- 5.4.4 Integrated Offender Management: The IOM programme is structured so that there is a clear focus on those who commit the most crime. The programme takes a co-ordinated approach to reducing re-offending. A team has been established with other responsible agencies to manage such offenders. A list of top targets is drawn up each month to allow the effective focus of resources and more than 500 arrests were made last year by the dedicated team, which has played a significant role in a reduction in crime in Peterborough.

## 5.5 **Maintaining the resilience of protective services**

- 5.5.1 Roads Policing Unit: The Constabulary has, through a mix of enforcement, education, engagement and technology, kept people safe on our roads and tackled criminals who use them. Actions have included targeting illegal drivers, denying criminals the use of our roads by making the best use of Automatic Number Plate Recognition technology. The focus has been on reducing road traffic casualties, as well as participating in national, regional and local road safety campaigns.
- 5.5.2 Tackling extremism: Officers have delivered more than 200 presentations to groups from schools, universities, places of worship, community and statutory partnerships on the risks posed by extremism and what they can do locally to prevent it. This work is part of the Prevent strand of the Government's counter terrorism strategy.
- 5.5.3 Local response to last summer's riots: A huge local policing operation was activated in response to the trouble across the country in August 2011. Officers from Cambridgeshire were sent to London to assist with policing the initial disorder, while locally extra patrols were put in place. All available officers and staff were put on 12 hour shifts as the force targeted any potential issues and provided reassurance to communities. The local response to the disorder included the real time gathering of information via the force's Twitter feed which facilitated both the effective focus of resources and the provision of reassurance messages to the public. The result was that there was just one small incident of disorder reported in Cambridge, which resulted in the arrest and charge of 16 people. Social media played a key role in supporting efforts to bring these offenders to justice.

## 5.6 **Other issues**

- 5.6.1 Call handling: The handling of non emergency calls was initially raised as an area for concern by the Police Authority in 2011. Since then the Authority has received a number of reports from the Force identifying the issues that required resolving and reporting back on action taken and improvements made as a result. The initial handling of non-emergency calls has improved; with 89% of calls answered within target compared to 86% last year and improved on recent months. Subsequent waiting times after the initial answer (while waiting to be transferred to the most appropriate person / dept) have reduced. Most recent data shows a notable improvement in abandonment rates for these calls (down to 6.27% in July).
- 5.6.2 Equality: In April this year the force agreed a series of equality objectives to help the organisation tackle discrimination, promote community cohesion and deliver a fair service. The 23 objectives, that sit under five organisation aims, form the force's Equality Objective Framework. The objectives have been informed by the results of equality impact assessments and feedback from the community. A recent external report on Stop and Search provided reassurance on its appropriate use. However, the Authority and force recognise that equality, diversity and human rights issues have an impact on all our work and these themes are constantly changing and developing.
- 5.6.3 HMIC reports: The Force has been praised for its work to tackle anti-social behaviour (ASB), achieving 'good results' in a report issued by Her Majesty's Inspectorate of Constabulary in September last year. It found that Cambridgeshire has low levels of ASB and moderate levels of crime per head of population. The force was praised for ensuring all relevant staff are briefed on ASB matters, regularly monitoring ASB and for its use of tactics such as anti-social behaviour orders (ASBOs) and dispersal orders. The force has also been re-inspected in the area of custody, following a critical Her Majesty's Inspector of Constabulary and Inspector of Prisons report in 2008 which identified significant areas for improvement. The overall outcome of the re-inspection was that the force had come a long way in proactively tackling the issues outlined in the initial report and had implemented most of the actions in response to earlier recommendations.

## 6. **IMPLICATIONS**

6.1 None.

## **7. CONSULTATION**

7.1 None.

## **8. NEXT STEPS**

8.1 None.

## **9. BACKGROUND DOCUMENTS**

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

9.1 [Overview of Progress, Full Police Authority, 1<sup>st</sup> October 2012](#)

[Local Policing Plan 2012-15](#)

[Constabulary's Annual Report 2011-12](#)

Previous reports for the full Police Authority, Scrutiny Committee and Finance and Resources Committee which can be found on the Police Authority website.

## **10. APPENDICES**

10.1 None.

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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 5</b>
<b>18<sup>th</sup> October 2012</b>	

## **Report of Chief Executive, Cambridgeshire Police Authority**

**Contact Officer(s) – Cristina Strood, Policy and Performance Manager, Cambridgeshire Police Authority**  
**Contact Details – 01480 422471**

### **FIRST 100 DAYS – DECISIONS FOR THE POLICE AND CRIME COMMISSIONER**

#### **1. PURPOSE**

- 1.1 To inform the Panel of the key decisions required to be taken by the Police and Crime Commissioner between their election on 15 November and 31 March 2013.

#### **2. RECOMMENDATIONS**

- 2.1 The Panel is asked to note the decisions required by the Police and Crime Commissioner as set out in this report.

#### **3. TERMS OF REFERENCE**

- 3.1 The Police and Crime Panel will review or scrutinise the actions and decisions of the Commissioner including reviewing the draft Police and Crime Plan, the proposed precept and senior appointments (Chief Constable, Commissioner's Chief Executive and Chief Finance Officer, any Deputy Police and Crime Commissioner).

#### **4. BACKGROUND**

- 4.1 The Police Reform and Social Responsibility Act 2011 ("the Act") establishes elected Local Policing Bodies and Police and Crime Commissioners ("the Commissioner") in November 2012. The Act establishes core functions for the Commissioner and Chief Constable to keep Cambridgeshire safe and secure. Broadly these relate to:

- Public engagement
- Setting direction
- Resourcing and enabling delivery
- Being accountable.

The Act and implementing Regulations introduce a number of statutory decisions to be taken by the Commissioner:

- Proposed precept, Police and Crime Panel notified by 1 February 2013
- Police and Crime Plan which must set out the police and crime objectives and consider how the budget will be balanced in the short, medium and long term. The plan must be issued by 31 March 2013.
- Collaboration agreements.

- 4.2 The statutory decisions set out at 4.1 above also require a range of supporting decisions to be

taken by the Commissioner, these include:

- Medium term financial plan (MTFP) 2013-17
- Setting the Police and Crime Objectives
- Police and Crime Plan performance framework 2013-14 and the mechanisms to hold the chief constable to account
- Engagement processes with the public, the Police and Crime Panel and other external partners

Governance frameworks including risk management, audit and controls assurance processes, police conduct, collaboration governance, custody visiting.

4.3 Commissioners will be required to take an oath of impartiality, effectively as their declaration of acceptance of office. The Act states that the Commissioner cannot act (i.e. make decisions) until the declaration has been made, therefore the assumption is that the declaration of acceptance should be made by the 22 November. In terms of how the Commissioner will make decisions, the framework for decision-making and 'checks and balances' on decision-making includes:

- Police Reform and Social Responsibility Act 2011
- Policing Protocol Order 2011 and any localised protocols
- Financial Management Code of Practice
- National guidance and good practice models
- Local scheme of delegation/consent and financial regulations
- Joint Audit Committee and joint strategic risk register
- Oath of impartiality and Nolan principles of standards in public life.

4.4 Clearly the Commissioner will need to determine how they wish to carry out their functions and implement their manifesto. The Executive Team is not pre-empting that but is preparing foundations and developing options for the Commissioner, given the tight timescales. This is intended to enable the Commissioner to make key decisions shortly after taking up office, particularly during the immediate post-election period through to March 2013.

4.5 Key mechanisms for developing these options have been considered in public through the Authority and its Committees, in particular the elements to inform the Police and Crime Plan which were reported to Finance and Resources Committee on 5 September 2012. The issues outlined in this paper were considered by the Full Police Authority on 1 October.

## **5. KEY ISSUES**

### **Statutory Decisions**

#### **5.1 Proposed Precept**

Secondary Legislation under the Act requires the Commissioner to notify the Police and Crime Panel ("the Panel") of the proposed precept (the policing element of the council tax) by 1<sup>st</sup> February 2013. The Panel is then required to review the proposed precept by 8<sup>th</sup> February 2013.

5.1.1 The Authority in February 2012 agreed to include a 2% increase in council tax in each of the 3 forecast years (MTFP 2012/16). However, the Office of Budget Responsibility's calculations of council tax receipts show increases of 6% in 2013/14 and around 4% for the following 3 years.

(NB these increases will be the product of assumed Band D tax increases and increases in the council tax base). The current Band D council tax is £174.51 and 1% on council tax raises £0.5m.

5.1.2 Under the Localism Act 2011, the Government sets a limit on council tax increases. The limit was set at 4% for police authorities for 2012/13. It is hoped that details of the limit will be published at the same time as the Provisional Local Government Finance Settlement (including Police) in mid December 2012.

5.1.3 If an incoming Commissioner wished to champion a council tax increase in excess of the prescribed limit a referendum would have to be held and the costs of the referendum picked up by the Commissioner. In contrast, if an incoming Commissioner wished to champion, say, no increase in council tax for 2013/14, this would increase the budget gap by £1m annually.

## 5.2 **Police and Crime Plan**

The Act requires the Commissioner to set a Police and Crime Plan (“the plan”) by 31<sup>st</sup> March 2013, having consulted the Chief Constable and then having sent a copy to the Panel and responded to any recommendations from the Panel.

5.2.1 The Plan will set out the Commissioner’s police and crime objectives for policing and reducing crime and disorder, along with the financial and other resources to achieve them. In issuing the plan, the Commissioner must ‘have regard’ to the crime and disorder reduction priorities set by partners, the strategic direction of the criminal justice system and the national strategic policing requirement.

5.2.2 The creation of a draft victim and offender needs assessment, steered by representatives from the responsible authorities and voluntary sector, has initiated the dialogue between partners. This assessment is then being used, alongside the Constabulary’s Policing Strategic Assessment, to inform discussions between key stakeholders on what issues they feel should be considered by the Commissioner for inclusion in the police and crime objectives. Those who have been declared as prospective police and crime commissioners were also invited to this event.

5.2.3 Elements which have historically informed the Policing Plan such as the Constabulary and local authority Strategic Assessments, Medium Term Financial Plan, IT strategy, work force plan and collaboration initiatives have also been updated and were presented to the June and October Finance and Resource Committee meetings.

## 5.3 **Collaboration agreements**

Under the Act, Police and Crime Commissioners have a legal duty to collaborate where it is in the interests of the efficiency or effectiveness of their own or another police force. This is intended by Government to be a tool allowing police forces to achieve savings and to deal more effectively with crimes that go beyond a single force’s border. Wherever possible, decisions about collaboration should be made locally. But if there is a strong case that forces are failing to make the best use of their resources and should be collaborating in particular ways, or where there is a need for greater consistency and co-ordination in delivering particular functions at the national level, the Home Secretary can direct them to do so.

5.3.1 Work to deal with the budget gap over the MTFP 2013/17 and to balance the budget for 2013/14 has now focused on collaborative initiatives particularly for organisational support. The ‘Strategic Alliance’ agreement signed by the three Chief Constables and Police Authorities of Cambridgeshire, Hertfordshire and Bedfordshire in 2011 was driven by the need locally to improve service resilience while ensuring we remain within budget. The only areas that the three forces currently plan to deliver separately with their local partners (community safety partnerships and local authorities) are Local Policing and Protecting Vulnerable People.

5.3.2 As of April 2012, five tri-force functions have already gone live: Professional Standards Unit; Procurement Department; Scientific Services Unit; Armed Policing Unit; and Major Crime Unit. Plans to extend the collaboration are under way for the following functions: Dog Unit; Civil Contingencies and Public Order Planning Unit; Counter Terrorism and Domestic Extremism

Unit; Roads Policing Unit; Pensions Administration Unit; Firearms Licensing Department; Graphics and Print Department; and Organisational Support.

- 5.3.3 In the future, business cases to extend the collaboration will be considered by the three Chief Constables and incoming Police and Crime Commissioners. On organisational support, this will mean deciding whether the G4S outsourcing approach being developed through the full business case is the best way forward for Cambridgeshire. Other options to balance the 2013/14 budget are also being developed, should the outsourcing option to G4S be discounted after consideration of the full business case.

### **Supporting Decisions**

#### **5.4 Medium Term Financial Plan**

The Commissioner will be responsible for setting the annual budget for their police force areas, including the level of precept (see 5.1). The Act also gives the Commissioner powers to make crime and disorder reduction grants; how these are proposed to be used must be set out in the Police and Crime Plan. The MTFP is a comprehensive strategic document which sets out a four year financial outlook for the Police and Crime Commissioner and the Constabulary and captures the costs of delivering the Policing and Crime Plan. The approach to progressing the MTFP was presented in more detail to the Authority's Finance and Resources Committee on 5<sup>th</sup> October 2012 and is being considered elsewhere on this agenda.

#### **5.5 Police and Crime Plan Performance Framework 2013/14**

A key role of the Police and Crime Commissioner is to hold the Chief Constable to account. Alongside the Police and Crime Plan, the Commissioner should set out the means by which performance should be measured and the suggested mechanisms to ensure this represents how partners are fulfilling their duty under the Crime and Disorder Act are in place. Work on a performance framework to compliment the work being undertaken to prepare for the creation of the first Police and Crime Plan is on-going.

#### **5.6 Governance framework, including collaboration governance**

The Home Office Commissioner candidate briefing on governance highlights that, in line with the Nolan principles, the Commissioner will need to put in place a good governance framework for their office. This should include the systems, processes, cultures and values in place. Good governance will enable the Commissioner to pursue their vision effectively as well as providing ways of controlling and managing risk.

The framework is likely to include a range of approaches for how decisions can be taken by the Commissioner and how the Chief Constable will be held to account. Options are being developed as to how this can be approached.

An Interim Audit Committee has been established and this committee has already considered an approach to risk management and controls assurance as recommended in the Financial Management Code of Practice.

Currently the governance of the strategic alliance is through each Police Authority informed by the recommendations of the Joint Working Group. With the demise of the Police Authorities, new governance processes for the strategic alliance are being developed.

#### **5.7 Operating framework with Constabulary and Panel**

The Commissioner will need to establish mechanisms for working effectively with the Chief Constable and the Panel. This might include the establishment of a localised protocol to customise, for Cambridgeshire, the Policing Protocol Order 2011.



## 5.8 **Commissioning framework and relationship with partners**

Currently Home Office grants are received by a range of bodies or partnerships (Community Safety Partnerships, DAAT, and YOT). Each of which has its own commissioning infrastructure.

The Commissioner will receive all the funding relating to policing and reducing crime (policing grant, precept, new grants which are to be transferred from the Home Office) and will be responsible for how it is spent.

Work has been initiated with partners to explore how best the Police and Crime Commissioner can add value to the existing local commissioning arrangements.

## 5.9 **Partnership engagement**

The Act puts in place a flexible framework for working in partnership. This includes two related, reciprocal duties to co-operate to support partnership working across community safety and criminal justice. The Commissioner will also need to work closely with local government and health.

This is a new era of partnership work. It is important that a joint understanding is created regarding how all partners can fulfil the 'reciprocal' partnership duty placed up on them to reduce crime and disorder and to comply with Section 17 of the Crime and Disorder Act 1998.

The Commissioner has been invited to attend the Criminal Justice Board and Cambridgeshire Countywide Strategic Community Safety Board. The Health and Wellbeing Board has received presentations on how their agenda overlaps with that of the Commissioner.

## 5.10 **Public engagement plan**

Building on the existing Police Authority and Constabulary Engagement Strategy the Commissioner will need to establish mechanisms through which they can work to be transparent, involve the public and understand community concerns. A new website is underdevelopment as are other options to take this agenda forward.

## 5.11 **Commissioner staffing**

At midnight on 21 November 2012 there will be a statutory transfer of all staff currently employed by Cambridgeshire Police Authority to the Cambridgeshire Police and Crime Commissioner (the new policing body). Police staff currently working under the 'direction and control' of the Chief Constable will continue to be engaged in that way.

Under the Act, every Commissioner must have a Chief Executive, who will also act as the monitoring officer, and a Chief Finance Officer. The Commissioner may also appoint a Deputy. It will be for the Commissioner to determine with the Chief Executive how the office will work. The Commissioner has a legal duty to give the monitoring officer the staff, accommodation and other resources which are needed so they can carry out their duties.

## 6. **IMPLICATIONS**

### 6.1 **Proposed Precept**

The Commissioner is required to notify the Police and Crime Panel of the proposed precept by 1<sup>st</sup> February 2013. The Panel is required to review the proposed precept by 8<sup>th</sup> February 2013.

### 6.2 **Police and Crime Plan**

The Act requires the Panel to review the draft Plan and make recommendations to the

Commissioner who must have regard to them.

### 6.3 **Other Police and Crime Commissioner Decisions**

The Panel must review or scrutinise decisions made, or other action taken, by the Commissioner in connection with the discharge of the Commissioner's functions. They can also make reports or recommendations to the Commissioner with respect to the discharge of the Commissioner's functions.

## 7. **CONSULTATION**

7.1 None.

## 8. **NEXT STEPS**

8.1 None.

## 9. **BACKGROUND DOCUMENTS**

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

9.1 [Decisions required by the Police and Crime Commissioner, Full Police Authority, 1<sup>st</sup> October 2012](#)

[Home Office Candidate Briefings](#)

[Police Authority Finance and Resources Committee](#), 5 September 2012

[Police Reform and Social Responsibility Act](#)

[Policing Protocol Order 2011](#)

## 10. **APPENDICES**

10.1 None.

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 7</b>
<b>18<sup>th</sup> October 2012</b>	<b>Public Report</b>

## **Report of the Head of Neighbourhoods, Peterborough City Council**

Contact Officer(s) – Adrian Chapman

Contact Details – [Adrian.Chapman@peterborough.gov.uk](mailto:Adrian.Chapman@peterborough.gov.uk) or 01733 863887

### **CO-OPTED MEMBERS - UPDATE**

#### **1. PURPOSE**

- 1.1 This report provides an update on the progress made towards recruiting two independent co-opted members of the Police and Crime Panel.

#### **2. RECOMMENDATIONS**

- 2.1 To note the content of this report.

#### **3. TERMS OF REFERENCE**

- 3.1 The legislation which defines the role and purpose of Police and Crime Panels requires that each Panel co-opts two independent members in order for it to properly fulfil its responsibilities.

#### **4. BACKGROUND**

- 4.1 Two independent co-opted members are required to complete the composition of Cambridgeshire's Police and Crime Panel. At its September meeting, Panel members agreed the broad approach to be taken to seek these additional members and this report provides an update on progress so far, as well as information that forms the application pack for reference.

#### **5. KEY ISSUES**

- 5.1 Included at Appendix 1 to this report is the advert and application pack for independent members of the Panel. This is based on the guidance produced by the Local Government Association which was discussed with the Panel at its September meeting, and examples of good practice from other areas.
- 5.2 The advert has been circulated to a wide and diverse range of organisations across the whole of Cambridgeshire. These include public sector agencies, private sector organisations, voluntary and community sector organisations and faith groups.
- 5.3 In addition to the circulation of the advert through existing networks, press releases have been prepared and issued to help generate further interest in the role.

#### **6. IMPLICATIONS**

- 6.1 The recruitment of the independent members will complete the composition of the Panel and will enable it to fulfil its full roles and responsibilities.

#### **7. CONSULTATION**

- 7.1 The advert and application pack have been developed, discussed and approved by the Police and Crime Partnership Transition Working Group.

**8. NEXT STEPS**

8.1 The closing date for receipt of applications has been set for 26<sup>th</sup> October. Soon after this date the recruitment panel which was agreed at the September meeting will meet to consider all applications received.

8.2 The agreed recruitment panel comprises Councillors Elsey, West and Wilkins.

**9. BACKGROUND DOCUMENTS**

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

9.1 None

**10. APPENDICES**

10.1 Appendix 1: Advert and Application Pack

## **APPENDIX 1**



## **The way that Policing and Community Safety is managed in Cambridgeshire is changing....could you be part of it?**

### **Appointment of two Co-opted Independent Members to the Cambridgeshire Police and Crime Panel**

#### **Expenses paid up to a maximum of £920 per annum**

As part of national reforms, Cambridgeshire is getting ready to elect a new Police and Crime Commissioner who will drive the strategic direction of policing and community safety in our neighbourhoods.

We are also creating a new Police and Crime Panel that will oversee and scrutinise the work of the Commissioner.

If you are passionate about Cambridgeshire, want to make a real difference to our communities and are interested in keeping our county safe, you might be the person we need!

The Panel is looking for two independent members to join who may have knowledge and skills in issues associated with policing and crime reduction, preventing crime and ASB, and working in partnership to tackle complex issues.

The two new independent members will join a panel which consists of 11 Councillors representing all of the councils and areas across Cambridgeshire.

This is an important and challenging role which offers you the chance to review the key strategic actions and decisions taken by the Police and Crime Commissioner.

For full details and a copy of the application pack please contact Sarah Swift at [sarah.swift@peterborough.gov.uk](mailto:sarah.swift@peterborough.gov.uk) or telephone 01733 863891

The closing date for applications is 26<sup>th</sup> October 2012.



## **RECRUITMENT OF TWO INDEPENDENT MEMBERS TO THE CAMBRIDGESHIRE POLICE AND CRIME PANEL**

Thank you for your interest in becoming an Independent member of Cambridgeshire's new Police and Crime Panel.

The Panel will be part of the new governance and accountability arrangements for policing in Cambridgeshire. The Panel's role will be to maintain a regular check and balance on the work of the Police and Crime Commissioner (who will be elected on 15<sup>th</sup> November 2012).

For the Panel to be complete we are now seeking to appoint two committed and energetic people to serve as Independent co-opted members for a four year term. This is an exciting opportunity to be involved from the start of new and very different arrangements for reducing and preventing crime and disorder and for helping to keep Cambridgeshire's communities safe.

The role offers an opportunity to:

- Support the Police and Crime Commissioner in their role in helping tackle crime and disorder
- Support public accountability and transparency through the work of the Panel
- Gain experience working with a wide range of stakeholders – senior councillors from different local authorities as well as the Police and Crime Commissioner, Police and other agencies
- Gain a strategic understanding of policing and community safety
- Experience working on a committee and of effective scrutiny processes

In the attached information pack you will find more information about the work of the new Panel and about the role of the Panel members. You will also find an application form which you should complete if you wish to apply for the role.

The closing date for applications is 26<sup>th</sup> October, after which a working group of the existing Shadow Panel will consider and assess all applications received.

The Panel wishes to reflect the breadth of communities in Cambridgeshire and welcomes applications from all eligible people – irrespective of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender, sexual orientation, marriage and civil partnership status.

For more information or if you have any questions, please contact Sarah Swift at [sarah.swift@peterborough.gov.uk](mailto:sarah.swift@peterborough.gov.uk) or by telephone on 01733 863891



## **Cambridgeshire Police and Crime Panel**

### **Policy Context: The new arrangements for police governance and accountability in England**

#### **1. Introduction**

- 1.1. The Police Reform and Social Responsibility Act 2011 introduces significant changes in police governance and accountability, in particular replacing Police Authorities with directly elected Police and Crime Commissioners (PCCs). This note summarises the new arrangements and the respective roles of key players in England (slightly different arrangements apply in London).
- 1.2. In summary, the public accountability for the delivery and performance of the police service within each force area is placed into the hands of the PCC on behalf of their electorate. The PCC draws on their mandate to set and shape the strategic objectives of their force area in consultation with the Chief Constable. They are accountable to the electorate; the Chief Constable is accountable to their PCC. The Police and Crime Panel (the Panel) within each force area is empowered to maintain a regular check and balance on the performance of the PCC in that context.

#### **2. The Police and Crime Commissioner (PCC)**

- 2.1. The PCC within each force area has a statutory duty and electoral mandate to hold the police to account on behalf of the public.
- 2.2. The PCC is the recipient of all funding, including the government grant and precept and other sources of income, related to policing and crime reduction and all funding for a force must come via the PCC. How this money is allocated is a matter for the PCC in consultation with the Chief Constable, or in accordance with any grant terms. The Chief Constable will provide professional advice and recommendations.
- 2.3. The PCC has the legal power and duty to:
  - (a) set the strategic direction and objectives of the force through the Police and Crime Plan, which must have regard to the Strategic Policing Requirement set by the Home Secretary
  - (b) scrutinise, support and challenge the overall performance of the force including against the priorities agreed within the Plan
  - (c) hold the Chief Constable to account for the performance of the force's officers and staff
  - (d) decide the budget, allocating assets and funds to the Chief Constable; and set the precept for the force area
  - (e) appoint the Chief Constable
  - (f) remove the Chief Constable subject to following the process set out in Part 2 of Schedule 8 to the 2011 Act and regulations made under section 50 of the Police Act 1996(a)
  - (g) maintain an efficient and effective police force for the police area
  - (h) enter into collaboration agreements with other PCCs, other policing bodies and partners that improve the efficiency or effectiveness of policing for one or more policing bodies or police forces in consultation with the Chief Constable (where this relates to the functions of the police force, then it must be with the agreement of the Chief Constable)
  - (i) provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action

- (j) hold the Chief Constable to account for the exercise of the functions of the office of Chief Constable and the functions of the persons under the direction and control of the Chief Constable
  - (k) publish information specified by the Home Secretary and information that the PCC considers necessary to enable the people who live in the force area to assess the performance of the PCC and Chief Constable
  - (l) comply with all reasonable formal requests from the Panel to attend their meetings
  - (m) prepare and issue an annual report to the Panel on the PCC's delivery against the objectives set within the Plan
  - (n) monitor all complaints made against officers and staff, whilst having responsibility for complaints against the Chief Constable
- 2.4 The PCC must not fetter the operational independence of the police force and the Chief Constable who leads it.
- 2.5 In order to enable the PCC to exercise the functions of their office effectively, they will need access to information and officers and staff within their force area. Such access to any information must not be unreasonably withheld or obstructed by the Chief Constable and/or fetter the Chief Constable's direction and control of the force.
- 2.6 A PCC has wider responsibilities than those relating solely to the police force, including a specific responsibility for the delivery of community safety and crime reduction.
- 2.7 The first PCCs will be elected on 15<sup>th</sup> November 2012, take office seven days later (on 22<sup>nd</sup> November 2012) and serve until May 2016; thereafter PCCs will normally hold office for four years.

### **3. The Chief Constable**

- 3.1 The Chief Constable is responsible for maintaining the Queen's Peace, and has direction and control over the force's officers and staff. The Chief Constable holds office under the Crown, but is appointed by the PCC.
- 3.2 The Chief Constable is accountable to the law for the exercise of police powers, and to the PCC for the delivery of efficient and effective policing, management of resources and expenditure by the police force. At all times the Chief Constable, their constables and staff, remain operationally independent in the service of the communities that they serve.
- 3.3 The Chief Constable is responsible to the public and accountable to the PCC for:
- (a) leading the force in a way that is consistent with the attestation made by all constables on appointment and ensuring that it acts with impartiality
  - (b) appointing the force's officers and staff (after consultation with the PCC, in the case of officers above the rank of Chief Superintendent and police staff equivalents)
  - (c) supporting the PCC in the delivery of the strategy and objectives set out in the Police and Crime Plan
  - (d) assisting the PCC in planning the force's budget
  - (e) providing the PCC with access to information, officers and staff as required
  - (f) having regard to the Strategic Policing Requirement when exercising and planning their policing functions in respect of their force's national and international policing responsibilities
  - (g) notifying and briefing the PCC of any matter or investigation on which the PCC may need to provide public assurance either alone or in company with the Chief Constable (PCCs will be subject to the same duties in relation to sensitive material as Government Ministers)
  - (h) being the operational voice of policing in the force area and regularly explaining to the public the operational actions of officers and staff under their command
  - (i) entering into collaboration agreements with other Chief Constables, other policing bodies and partners that improve the efficiency or effectiveness of policing
  - (j) remaining politically independent of their PCC



- (k) managing all complaints against the force, its officers and staff, except in relation to the Chief Constable, and ensuring that the PCC is kept informed in such a way as to enable the PCC to discharge their statutory obligations in relation to complaints in a regular, meaningful and timely fashion. Serious complaints and conduct matters must be passed to the Independent Police Complaints Commission (IPCC) in line with legislation
- (l) exercising the power of direction and control in such a way as is reasonable to enable their PCC to have access to all necessary information and staff within the force
- (m) having day to day responsibility for financial management of the force within the framework of the agreed budget allocation and levels of authorisation issued by the PCC.

#### **4. The Police and Crime Panel (the Panel)**

4.1 The Panel provides checks and balances in relation to the performance of the PCC. The Panel does not scrutinise the Chief Constable - it scrutinises the PCC's exercise of their statutory functions. While the Panel is there to challenge the PCC, it must also exercise its functions with a view to supporting the effective exercise of the PCC's functions. This includes:

- (a) the power of veto, by a two-thirds majority of the total Panel membership, over the level of the PCC's proposed precept
- (b) the power of veto, by a two-thirds majority of the total Panel membership, over the PCC's proposed candidate for Chief Constable
- (c) the power to ask Her Majesty's Inspectors of Constabulary (HMIC) for a professional view when the PCC intends to dismiss a Chief Constable
- (d) the power to review the draft Police and Crime Plan and make recommendations to the PCC who must have regard to them
- (e) the power to review the PCC's Annual Report and make reports and recommendations at a public meeting, which the PCC must attend
- (f) the power to require relevant reports and information in the PCC's possession (except those which are operationally sensitive) to enable them to fulfil their statutory obligations
- (g) the power to require the PCC to attend the Panel to answer questions
- (h) the power to appoint an acting PCC where the incumbent PCC is incapacitated, resigns or is disqualified; and
- (i) responsibility for complaints about a PCC, although serious complaints and conduct matters must be passed to the Independent Police Complaints Commission (IPCC) in line with legislation.

4.2 The Chief Constable retains responsibility for operational matters. If the Panel seek to scrutinise the PCC on an operational matter, the Chief Constable may be invited to attend alongside the PCC to offer factual accounts and clarity (if needed) of the Chief Constable's actions and decisions. The accountability of the Chief Constable remains firmly to the PCC and not to the Panel.

#### **5. The Home Secretary**

5.1 The Home Secretary is accountable to Parliament and charged with ensuring the maintenance of the Queen's Peace within all force areas, safeguarding the public and protecting our national borders and security. The Home Secretary has reserved powers and legislative tools that enable intervention and direction to all parties, if it is determined by the Home Secretary that such action is necessary in order to prevent or mitigate risk to the public or national security. Such powers and tools should be used only as a last resort, and not to interfere with the democratic will of the electorate within a force area, nor seek to interfere with the office of constable, unless the Home Secretary is satisfied on the advice of Her Majesty's Inspectorate of Constabulary (HMIC) that not to do so would result in a police force failing or national security being compromised.

5.2 The Home Secretary retains the legal accountability for national security and the role that the police service plays within the delivery of any national response. The Home Secretary has a duty to issue a Strategic Policing Requirement that sets out what are, in her view, the national threats at the time and the appropriate national policing capabilities that are required to counter them.

## **6. Operational Matters**

- 6.1 The operational independence of the police is a fundamental principle of British policing. It is expected by the Home Secretary that the professional discretion of the police service and oath of office give surety to the public that this shall not be compromised.
- 6.2 The police force, and the civilian staff of a police force, is under the direction and control of the Chief Constable of the force.
- 6.3 The direction and control of a Chief Constable includes:
- (a) the ability to issue a warrant to an attested officer with which that officer may exercise their police powers
  - (b) decisions in relation to the appointment and dismissal of officers and staff
  - (c) decisions concerning the configuration and organisation of policing resources including whether, or whether not, to deploy police officers and staff
  - (d) total discretion to investigate or require an investigation into crimes and individuals as he or she sees fit
  - (e) decisions taken with the purpose of balancing competing operational needs within the framework of priorities and objectives set by the PCC
  - (f) operational decisions to reallocate resource to meet immediate demand; and
  - (g) the allocation of officers' specific duties and responsibilities within the force area to meet the strategic objectives set by the PCC.
- 6.4 The Chief Constable is expected to ensure that their PCC is regularly informed of their decisions and operational activity in a timely manner so that the PCC can hold the Chief Constable to account for the totality of policing within their force area, including the operational delivery of the police service. The direction and control of the Chief Constable does not just remain under the scrutiny of the PCC but is open to investigation and scrutiny by the Independent Police Complaints Commission (IPCC) within the parameters of their terms of reference.
- 6.5 The PCC and Chief Constable must work together to safeguard the principle of operational independence, while ensuring that the PCC is not fettered in fulfilling their statutory role.

## **7. Financial Responsibilities**

- 7.1 The PCC is ultimately accountable to the public for the management of the police fund. The PCC and Chief Constable share a responsibility to provide effective management of the policing budget and to secure value for money on behalf of the public that they both serve.
- 7.2 The Chief Constable has day to day responsibility for managing their allocated budgets after they have been approved by the PCC. The Chief Constable must ensure that the financial management of their allocated budget remains consistent with the objectives and conditions set by the PCC.



## **RECRUITMENT OF INDEPENDENT MEMBERS TO THE CAMBRIDGESHIRE POLICE AND CRIME PANEL**

### **Questions and Answers**

#### **Contents**

1. **What is a Police and Crime Panel?**
2. **What is an independent member?**
3. **How many members will Cambridgeshire's Police and Crime Panel have?**
4. **Why be an independent member?**
5. **How will Police and Crime Panels work?**
6. **What will I be expected to do?**
7. **How much time is involved?**
8. **Are there any rules about conduct or standards?**
9. **Will I receive any payment?**
10. **How long will I be a member?**
11. **What qualities do I need?**
12. **Who can be an independent member?**
13. **How do I apply?**
14. **What happens next?**
15. **How can I find out more?**

## 1. What is a Police and Crime Panel?

Police and Crime Panels (P&CPs) are being introduced to support and scrutinise the work of the directly elected Police and Crime Commissioner (P&CC). They will both scrutinise the actions and decisions of the P&CC and support and challenge P&CCs in the exercise of their functions.

## 2. What is an independent member?

P&CPs have two types of member:

- Local councillors – appointed to the Panel by local councils, and
- Independent members – local people who are not councillors, chosen through an open recruitment process.

## 3. How many members will Cambridgeshire's Police and Crime Panel have?

The Cambridgeshire P&CP will have 13 members. 11 will be local councillors and 2 will be independent members. The councillor members who have already been appointed are as follows:

- Cambridgeshire County Council: Cllr Mac Maguire (Conservative)  
Cllr Richard West (Conservative)  
Cllr Kevin Wilkins (LD)
- Peterborough City Council: Cllr Irene Walsh (Conservative)  
Cllr Gavin Elsey (Conservative)  
Cllr Nazim Khan (Lab)
- Cambridge City Council: Cllr Tim Bick (LD)
- East Cambridgeshire District Council: Cllr James Palmer (Conservative)
- Fenland District Council: Cllr Martin Curtis (Conservative)
- Huntingdonshire District Council: Cllr J D Ablewhite (Conservative)
- South Cambridgeshire District Council: Cllr Ben Shelton (Conservative)

## 4. Why be an independent member?

As a member of the P&CP you can play a key role in helping to keep local communities safe by supporting and scrutinising the work of the directly elected P&CC. It is an important and challenging role which offers you the chance to review the key strategic actions and decisions taken by the P&CC, including whether they have achieved the objectives set out in their Police and Crime Plan and Annual Report, considered the priorities of community safety partners and consulted appropriately with the public.

## 5. How will Police and Crime Panels work?

P&CPs will meet regularly in public to carry out their main responsibilities. There will be at least four meetings per year, but this is likely to increase to cope with the amount of business required to be covered by the P&CP. The P&CP may also need to set up some sub-committees to consider specific aspects of business.

## **6. What will I be expected to do?**

You will be expected to attend and participate in all meetings of the P&CP and any of its sub-committees that you may be assigned to. You will need to be prepared to read papers, reports and background information in advance of meetings and keep up-to-date with national and local crime and disorder issues and maintain a good working knowledge of P&CC roles and responsibilities.

## **7. How much time is involved?**

The typical commitment required from a P&CP member is expected to average around one day a month, including preparation time. Meetings will generally be held during normal office hours at varying locations throughout Cambridgeshire.

All P&CP members will receive an induction and other appropriate training to support them in their role and you will be expected to participate in this.

## **8. Are there any rules about conduct or standards?**

The role of a member of the P&CP is a public one, and so at all times members must maintain the highest standards of conduct and ethics. You will be expected to abide by the same rules as local councillors. To help you understand this your full induction will include details of these and other requirements.

## **9. Will I receive any payment?**

Members of the P&CP will receive expenses of up to £920 per year.

## **10. How long will I be a member?**

Independent members will initially be appointed for a four year term.

## **11. What qualities do I need?**

The P&CP is an important committee, and as such we need people with the right skills, abilities and experiences. These include:

- The ability to think strategically
- The ability to make good judgements
- The ability to be open to change
- The ability to scrutinise and challenge
- The ability to be analytical
- The ability to communicate effectively
- The ability to manage time effectively
- Experience of team working
- Self confidence
- Enthusiasm and drive
- Respect for others
- Integrity
- Leadership
- Decisiveness

Please refer to the P&CP Member Role Profile, which is included in the application pack.

## 12. Who can be an independent member?

Age - You must be at least 18 years old.

Other rules - There are some rules about who cannot be an independent member. The following may not be co-opted independent members of the P&CP:

- a) the P&CC for the Cambridgeshire Police Area
- b) a member of staff of the Cambridgeshire Police and Crime Commissioner
- c) a member of the civilian staff of the Cambridgeshire Constabulary
- d) a police officer
- e) a councillor of Cambridgeshire County Council, Peterborough City Council, Cambridge City Council, East Cambridgeshire District Council, Fenland District Council, Huntingdonshire District Council or South Cambridgeshire District Council
- f) a Member of Parliament, a Member of the National Assembly for Wales, a Member of the Scottish Parliament or a Member of the European Parliament

## 13. How do I apply?

Complete the application form explaining fully why you wish to become an independent member, what you would bring to the P&CP and your relevant skills and experience. Please then e-mail your completed application to [sarah.swift@peterborough.gov.uk](mailto:sarah.swift@peterborough.gov.uk). If you're unable to email your form, please post it to the following address:

Sarah Swift  
Neighbourhoods Department  
Peterborough City Council  
4<sup>th</sup> Floor  
Bayard Place  
Peterborough  
PE1 1HZ

Applications should be received by 5pm on Friday 26<sup>th</sup> October 2012.

## 14. What happens next?

The P&CP will appoint a selection panel to consider all applications. Its job will be to shortlist, interview and agree candidates to recommend to the P&CP. The P&CP will then be asked to approve the recommended candidates.

## 15. How can I find out more?

If you have any questions or would like further information please contact Sarah Swift using the details shown on the advert.



## **ROLE DESCRIPTION**

### **INDEPENDENT POLICE AND CRIME PANEL MEMBERS**

All Independent members of the Cambridgeshire Police and Crime Panel are full voting members and will have access to the same level of support and information as elected councillors on the Panel. The core role of both elected and independent members on the Panel is to:

- Scrutinise the work of the P&CC to ensure that the P&CC is discharging their functions effectively
- Bring any specialist knowledge, skills, experience and expertise they may have to the scrutiny work of the Panel
- Ensure that there is an effective independent challenge to the P&CC and that this challenge is constructive to support the P&CC in carrying out their role

### **Responsibilities**

Independent members of the Police and Crime Panel are expected to:

- Attend all formal meetings of the Panel, including any sub-committees they are assigned to
- Establish good relations with other members, officers and co-optees
- Attend additional meetings e.g. working groups or evidence gathering sessions as required
- Prepare for each meeting by reading the agenda papers and additional information to familiarise yourself with the issues to be covered during the meeting. Prior to the meeting consider the questions you may wish to put to the Police and Crime Commissioner and other expert witnesses
- At the meetings you will need to listen carefully, ask questions in a way which is non-judgmental, respect confidentiality and help the Panel to make practical suggestions for improvements in services
- Assist in the preparation of reports and the formulation of recommendations; this may involve volunteering to participate in a Task Group to conduct a scrutiny review
- Attend training and development events as needed
- Abide by the Panel Arrangements and Rules of Procedure which set out how the Police and Crime Panel will operate in the Cambridgeshire area
- Keep abreast of the key issues in relation to the responsibilities of the Police and Crime Commissioner and the priorities within the Police and Crime Plan
- Contribute to achieving an open, accountable and transparent decision making process in relation to policing and community safety issues in the Cambridgeshire area

## **Person Specification**

This is a voluntary role (although an annual allowance will be paid) and no specific professional knowledge or experience is required. Applicants might have a professional background in an area such as community safety, criminal justice or victim support. Alternatively, a strong track record of community work or business skills would be just as valuable. An interest in policing/community safety issues is expected.

Candidates will be assessed against the following competencies and personal qualities.

### ***Competencies:***

- **The ability to think strategically:** To have breadth of vision, to rise above detail, and to see problems and issues from a wider, forward-looking perspective and to make appropriate linkages
- **The ability to make good judgements:** To take a balanced, open-minded and objective approach, for example, in evaluating the priorities of the Police and Crime Commissioner, assessing candidates for top level appointments or considering complaints against the Police and Crime Commissioner.
- **The ability to challenge:** To be able to rigorously scrutinise and challenge constructively without becoming confrontational, using appropriate data, evidence and resources
- **The ability to be analytical:** To interpret and question complex written material, including financial and statistical information and other data such as performance measures and identify the salient points
- **The ability to communicate effectively:** To be able to communicate effectively both verbally and in writing – and to interact positively with other members of the Panel, the P&CC and the public

### ***Personal Qualities:***

- **Team working:** The ability to play an effective role in meetings through listening, persuading and showing respect for the views of others
- **Self-confidence:** The skill to challenge accepted views constructively without becoming confrontational
- **Enthusiasm and drive:** The ability to be proactive in seeking out learning and developmental opportunities to enhance knowledge and understanding (for example, on financial matters and statutory requirements)
- **Respect for others:** The capacity to treat all people fairly and with respect, to value diversity and respond sensitively to difference
- **Integrity:** The necessity to embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all

### ***Other Requirements and Considerations:***

- Candidates must be able to attend meetings at varying locations throughout the Cambridgeshire area
- Candidates should have the time, energy and commitment to prepare for and attend regular meetings. We suggest that they would need to allocate around one day per month to devote to this role
- Candidates should have a willingness to learn
- Candidates must be eligible for the role (*see eligibility criteria in the Q&A document*)





## Application form

# Independent Member of the Cambridgeshire Police and Crime Panel

*Please write in black ink or type.*

*Please do not include a CV or other information.*

*Please return this completed application form by 5pm on Friday 26<sup>th</sup> October 2012 either:*

- *by email to [sarah.swift@peterborough.gov.uk](mailto:sarah.swift@peterborough.gov.uk), or*
- *by post to:*

*Sarah Swift  
Neighbourhoods Department  
Peterborough City Council  
4<sup>th</sup> Floor  
Bayard Place  
Peterborough  
PE1 1HZ*

## 1. **Personal details**

The information in this section will not form part of the shortlisting process and will be separated from your application form upon receipt.

<i>Title (Mr/Mrs/Ms etc)</i>

<i>Name in full (please also give any other names by which you have been known)</i>

<i>Permanent home address</i>

<i>How long have you lived at this address?</i>

<i>If less than five years at this address, please give details of your previous address(es)</i>

<i>Daytime telephone number</i>	<i>Evening telephone number</i>

<i>Mobile telephone number</i>	<i>Email address</i>

<i>Date of birth</i>

*Please say whether there is any special provision, equipment or assistance we can provide to help you attend an interview*

--

*References: Please give details of two people, not related to you, who have agreed to be contacted by us about your application. It would be helpful if one referee was familiar with your community activities. We intend to take up references for shortlisted candidates prior to interview. If you do not wish us to contact your referees at that stage then please indicate this clearly.*

<i>Name</i>		<i>Name</i>	
<i>Address</i>		<i>Address</i>	
<i>Tel No:</i>		<i>Tel No:</i>	
<i>Email:</i>		<i>Email:</i>	
<i>Position:</i>		<i>Position:</i>	

***Please sign and date this form***

*I declare that the information I have given is true and complete.*

<p><i>Signed .....</i>      <i>Date .....</i></p>
---

## 2. Equality monitoring questions

The information in this section will not form part of the recruitment process and will be separated from your application form upon receipt. The information provided will be used for monitoring purposes and to help us to develop our policies and practice. The information provided will be treated confidentially and be subject to the provisions under current equality and data protection legislation. You do not have to answer these questions. However, by answering the questions you will help us to make sure that our recruitment is fair and accessible to everyone.

### • Gender

What is your gender?  Male  Female

### • Age

Which age category are you in?

18-19  20-29  30-39  40-49  
 50-64  65-74  75-84  85 +

### • Disability

Do you consider yourself to be a disabled person or to have a long-term, limiting condition?  Yes  No

### • Ethnicity

What is your ethnic group? Please choose one section from A – E, and then tick one box to best describe your ethnic group or background.

#### A White

English / Welsh / Scottish / Northern Irish / British  
 Irish  
 Gypsy or Irish Traveller  
 Any other White background, please write in

#### B Mixed / multiple ethnic groups

White and Black Caribbean  
 White and Black African  
 White and Asian  
 Any other Mixed / multiple ethnic background, please write in

#### C Asian

Pakistani  
 Bangladeshi  
 Indian  
 Chinese  
 Any other Asian background, please write in

#### D Black / African / Caribbean / Black British

African  
 Caribbean  
 Any other Black / African / Caribbean background, please write in

#### E Other ethnic group

Arab  
 Any other ethnic group, please write in

### 3. **Personal history**

<i>What is your current employment status and occupation, if any?</i>

*Please give details of part-time and full-time employment, voluntary work, career breaks and any other work you do or have done in the local community. If you do not live in Cambridgeshire and/or have not done so during the past 12 months please include the main location of your work if this is different from your employer's address.*

<i>Name and address of organisation</i>	<i>Dates position held (from/to)</i>	<i>Positions held and nature of responsibility</i>

*Please give details of any involvement in local community activities not already mentioned above*

--

*Please list any academic, professional and/or vocational qualifications*

*Date obtained*

<i>Please list any academic, professional and/or vocational qualifications</i>	<i>Date obtained</i>

#### 4. Required competencies, personal skills and qualities

<i>Please give brief examples to demonstrate how you meet the following competencies</i>	
<p><b>1. The ability to think strategically</b>  <i>To have breadth of vision – to rise above detail, and to see problems and issues from a wider, forward-looking perspective – and to make appropriate linkages.</i></p>	
<p><b>2. The ability to make good judgements</b>  <i>To take a balanced, open-minded and objective approach – for example, in evaluating the priorities of the police and crime commissioner, assessing candidates for top level appointments or considering complaints against the police and crime commissioner.</i></p>	
<p><b>3. The ability to be open to change</b>  <i>To be able to challenge accepted views constructively without becoming confrontational, and to recognise and respond positively to the need for change.</i></p>	
<p><b>4. The ability to scrutinise and challenge</b>  <i>To be able to rigorously scrutinise and challenge constructively, using appropriate data, evidence and resources.</i></p>	
<p><b>5. The ability to be analytical</b>  <i>To interpret and question complex written material – including financial and statistical information and other data such as performance measures – and identify the salient points.</i></p>	
<p><b>6. The ability to communicate effectively</b>  <i>To be able to communicate effectively both verbally and in writing – and to interact positively with other members of the Panel, the police and crime commissioner, and the public.</i></p>	

<i>Please give brief examples to demonstrate the extent to which you possess the following personal skills and qualities</i>	
<p><b>1. Team working</b>  <i>The ability to play an effective role in meetings through listening, persuading and showing respect for the views of others.</i></p>	
<p><b>2. Self-confidence</b>  <i>The skill to challenge accepted views constructively without becoming confrontational.</i></p>	
<p><b>3. Enthusiasm and drive</b>  <i>The ability to be proactive in seeking out learning and developmental opportunities to enhance knowledge and understanding (for example, on financial matters and statutory requirements).</i></p>	
<p><b>4. Respect for others</b>  <i>The capacity to treat all people fairly and with respect, to value diversity and respond sensitively to difference.</i></p>	
<p><b>5. Integrity</b>  <i>The necessity to embrace high standards of conduct and ethics and be committed to upholding human rights and equality of opportunity for all.</i></p>	
<p><b>6. Decisiveness</b>  <i>The ability to show resilience even in challenging circumstances, remaining calm and confident and able to make difficult decisions.</i></p>	



*Please give details of your experience (in a paid or unpaid role) in community safety, victim support, criminal justice and related issues*

**5. Why do you want to be a co-opted independent member?**

*Please say why you are interested in becoming a co-opted independent member of the Cambridgeshire Police and Crime Panel*

6. Other information

*If you are employed, is your employer willing release you to carry out the duties of a co-opted independent member of the Cambridgeshire Police and Crime Panel?*

*Do you hold, or have recently held, any of the following positions?*

- *A member of the civilian staff of the Cambridgeshire police force*
- *A Member of Parliament, the National Assembly for Wales, the Scottish Parliament or the European Parliament*
- *A Member of any of the County, District or Unitary councils in Cambridgeshire*
- *A police officer*

*If yes, please give details.*

*Is there anything in your private or working life, or in your past, or, to your knowledge, in that of any member of your family or close friends, which, if it became generally known, might bring you or the Cambridgeshire Police and Crime Panel into disrepute, or call into question your integrity, authority or standing as a member of the Panel?*

*If yes, please give details.*

**To:** Finance and Resources Committee

**From:** Chief Constable and Treasurer

**Date:** 5<sup>th</sup> October 2012

## **MEDIUM TERM FINANCIAL PLAN 2013/14 to 2016/17**

### **1. Introduction**

- 1.1 This report introduces the Medium Term Financial Plan (MTFP) for the four year period 2013/14 to 2016/17.

### **2. Background**

- 2.1 2013/14 will be the third year of the 4 year Spending Review 2010. The Authority approved the 2012/13 budget in February 2012 and at that time noted that a further £8.5m would need to be saved in the following three years.
- 2.2 The Committee received a very early draft of the MTFP at its meeting in September. The version attached does not contain any significant new information but includes further analysis of current spending between local policing, collaboration and business support activities.
- 2.3 The Chancellor's Autumn Statement, expected on 5 December 2012 will determine the funding available for the public sector in 2013/14 and 2014/15. The Provisional Grant Settlement is expected in week commencing 10 December. At that time we also expect announcements on any changes to floor damping mechanism.

### **3. Process**

- 3.1 The responsibility for approving the budget and precept will pass to the Cambridgeshire Police and Crime Commissioner on 22 November 2012. The Commissioner's initial budget proposals must be presented to the Police and Crime Panel by 1 February 2013.
- 3.2 The first version of the MTFP 2013/17 is now publically available for access by potential candidates.

#### 4. Recommendation

4.1 Committee is asked to note the report.

#### BIBLIOGRAPHY

Source Document	Contact Officer	Location
Police Authority Agenda February 2012	John Hummersone Treasurer and Deputy Chief Executive	Police Headquarters Hinchingsbrooke Park HUNTINGDON
Finance and Resources Committee Agenda Sept 2012.	T. 01480 422463 E. <a href="mailto:john.hummersone@cambs.pnn.police.uk">john.hummersone@cambs.pnn.police.uk</a>  Niki Howard Director of Finance & Resources T. 01480-422230 E. <a href="mailto:niki.howard@cambs.pnn.police.uk">niki.howard@cambs.pnn.police.uk</a>	Cambridgeshire PE29 6NP

# CAMBRIDGESHIRE POLICE AUTHORITY

## MEDIUM TERM FINANCIAL PLAN

2013/14 TO 2016/17



Creating a safer  
**Cambridgeshire**

<b>Contents:</b>		<b>Page</b>
1	Introduction	3
2	Cambridgeshire's Police and Crime Plan	3
3	Revenue Funding	5
4	Revenue Budget Planning	7
5	Capital Strategy and Budgeting	10
6	Police and Crime Commissioner – 'new' funding streams	11
7	Reserves	12
8.	Conclusion	12
	Appendix 1 Medium Term Financial Plan 2013/17	13
	Appendix 2 Analysis of 2012/13 budget	14
	Appendix 3 Process for approval of precept	15
	Appendix 4 Reserves	16

## **1. Introduction**

1.1 The Medium Term Financial Plan (MTFP) is Cambridgeshire Police Authority's and Cambridgeshire Constabulary's key financial planning document. From 22 November 2012 the Authority's responsibilities will pass to the elected Cambridgeshire Police and Crime Commissioner.

1.2 The MTFP identifies:-

- the revenue budget requirement for the next financial year and the forecasts for the following three years,
- how the budget requirement is financed,
- how the difficult budget settlements in the next few years will be addressed whilst still trying to preserve 'front-line' resources, especially neighbourhood policing, and
- future funding changes and risks.

1.3 The MTFP identifies the challenges and opportunities faced by the Service in seeking to achieve a balance between:-

- the delivery of frontline policing and achievement of the key objectives over the next three years
- accommodating known increases in costs, particularly in the current economic climate

and:

- government grant diminishing over the life of the MTFP
- maintaining Council Tax at an affordable level.

## **2. Cambridgeshire's Police and Crime Plan**

2.1 The key objectives for policing are set out in the existing three-year Local Policing Plan (2012/15).

2.2 Our Mission is to create a safer Cambridgeshire.

Our Vision is to provide a first class policing service in which the public have total confidence, and

Our Values are sensitivity, integrity, and respect.

2.3 Cambridgeshire Local Policing Priorities (2012/15) are:

1. Maintain local police performance
2. Deliver policing within the available budget
3. Reduce crime and disorder (including tackling anti-social behaviour)
4. Keeping people safe
5. Maintaining the resilience of protective services

2.4 However, the Police Reform and Social Responsibility Act 2011, which abolishes police authorities, places a responsibility on newly elected police and crime commissioners to issue **five-year police and crime plans**. These plans can be refreshed annually.

2.5 The Plan will set out the Police and Crime Commissioner's objectives for reducing crime and disorder in the area, how policing resources will be allocated and agreements for funding and reporting on the work. Due regard must be given to the Strategic Policing Requirement issued by the Home Secretary.

2.6 The Plan must also set out the detail of any crime and disorder reduction grants which the commissioner will make, and the conditions, if any, of those grants.

2.7 The Police and Crime Plan will essentially be shaped by the successful candidate's manifesto. It must also have regard to crime and disorder reduction priorities set by partners, and the strategic direction of the criminal justice system. The Commissioner must consult with the Chief Constable on the draft plan before it is sent to the Police and Crime Panel for consideration.

**3. Revenue Funding (Police Fund income from which spending is financed)**

3.1 Police and crime spending (the Net Budget Requirement) is financed from 2 main sources, government (formula) grant and council tax. The NBR includes specific government grants and locally generated income.

**Government (Formula) Grant**

3.2 2013/14 will be the third year of the 4 year Spending Review 2010 (SR10). When published in October 2010 it set out unprecedented cuts in public spending and for policing this amounted to real terms cuts in grant funding of



20% over the four year period (with -6%, -7% -4% and -3% respectively being quoted for each of the four years).

- 3.3 The total grant reduction for Cambridgeshire was estimated at £17m for the 4 year period.
- 3.4 The Plan attached at Appendix 1 is the Plan approved by the Police Authority in February 2012. To this has been added a best estimate for 2016/17. Although there has been no announcement regarding the new Spending Review period the working assumption is that government grant will continue to reduce in 2016/17.
- 3.5 The assumption for 2013/14 is that grant will reduce by 2.5%, this forecast is slightly higher (more pessimistic) than recent indicative allocations published by the Dept for Communities and Local Government.
- 3.6 The Authority has always believed it is under-funded and has pressed for a fairer share of the funding 'cake', which recognises local population growth and eliminates the funding 'floor' ('costing' this Authority over £2m year on year since 2004/05).
- 3.7 The Provisional Grant Settlement 2013/14 is now expected at least a week after the Chancellor's Autumn Statement (scheduled for 5 December 2012).

### **Specific Grants**

- 3.8 The Authority also receives a number of other grants but these are diminishing yearly. These include funding for dedicated security posts and prison liaison officers. These Specific grants have strict controls in place and it must be demonstrated that the money has been used for the correct purpose.
- 3.9 In 2013/14 the Neighbourhood Policing Fund (a specific grant used by this Authority to finance Police Community Support Officers) is being rolled into Home Office Police Main Grant. Cambridgeshire's allocation is £3.6m in 2012/13. It will not be ring fenced as the government's policy intention is to allow the Police and Crime Commissioner, in discussion with the Chief Constable, to determine local spending priorities.

## **Charging for Services**

- 3.10 Powers exist to charge for external use of police services, but only on a break-even basis. This can be problematic due to the nature of some events. If all costs were charged, an event might not be viable. The Authority has an approved Charging Policy, updated yearly to reflect changes, which is compliant with the guidance and consistent with surrounding Forces on charging for police services.

## **Council Tax**

- 3.11 As part of Spending Review 2010 (SR10) the Government offered local authorities a council tax freeze grant equivalent to a 2.5% increase in council tax for 2011/12. This was accepted by the Authority and the grant is payable for 4 years and will cease at the end of 2014/15, widening the budget gap by £1.2m in 2015/16.
- 3.12 The Government announced a further council tax freeze grant for 2012/13 equivalent to a 3% council tax increase but this time payable for one year only. This was not accepted by the Authority as it would have led to a widening of the budget gap by £1.5m in 2013/14.
- 3.13 The Authority agreed to include a 2% council tax increase in its planning assumptions for 2013/14. However, the Office of Budget Responsibility's calculations of council tax receipts (as set out in the Chancellor's 2012 Budget of March 2012) show increases of 6% in 2013/14 and around 4% for the following 3 years. (NB these increases will be the product of assumed Band D tax increases and increases in the council tax base).
- 3.14 The policing element of the 2012/13 Band D council tax is £174.51 and 1% on council tax raises ~£0.5m.
- 3.15 Under the Localism Act 2011, the Government sets a limit (the excessive amount) on council tax increases. For policing it is set by the Communities Secretary in discussion with the Home Secretary. The limit was set at 4% for police authorities for 2012/13. It is hoped that details of the limit will be published at the same time as the Provisional Local Government Finance Settlement (including Police) in December 2012.
- 3.16 If an incoming Commissioner wished to champion a council tax increase in excess of the prescribed limit a referendum would have to be held and the significant costs of the referendum picked up by the Commissioner. In contrast, if an incoming Commissioner wished to champion, say, no increase in council tax for 2013/14, this would increase the budget gap by £1m annually.

## **Localisation of Council Tax Benefits - New Scheme**

- 3.17 The Government has signalled its intention to nationally reduce the cost of council tax benefit. In simple terms, council tax benefit will be replaced by council tax reductions and the council tax base will reduce (in effect, it is the creation of a new discount). Government Grant will be received to reduce the effect on the council tax base and both billing and precepting authorities will be affected. Local schemes are being developed by billing authorities in consultation with precepting authorities, and final schemes must be adopted by 31 January 2013 for the 2013/14 financial year. It is recommended that in 2013/14 any reduction in precept arising from these changes is covered by the use of reserves.
- 3.18 The Council Tax Base is, in simple terms, a calculation of the number of properties on which council tax can be levied (and adjusted for discounts and other factors). For the reasons set out above the tax base is likely to reduce in 2013/14 but the forecasts will include a 1.2% increase in forecast years for anticipated housing development.
- 3.19 The Commissioner's proposed precept (and budget) must be presented to the Police and Crime Panel (PCP) by 1 February 2013 and can be vetoed by the Panel. In that case a revised proposal would have to be prepared. A flow chart, setting out the timescales for decisions, is attached at Appendix 3.

## **4. Revenue Budget Planning**

### **Budget Strategy**

- 4.1 Underpinning the decision making process is a prudent approach to the stewardship and management of financial resources by both the Authority and the Chief Constable. This is reflected in the service and financial planning process, and in the management of borrowings, investments and reserves.
- 4.2 A robust approach to the budget process is essential in order to achieve clarity about what the Authority can reasonably afford to do and sustain.
- 4.3 The Constabulary has in place procedures to ensure that the financial implications of all proposed policies and actions, whether capital or revenue (including the revenue implications of capital investment) receive due consideration before commitments are entered into. All decisions which fall outside the policy and budgetary framework, referred to as "key decisions" are

required to be subject to Force Executive Board approval before being considered by the Authority.

### **Key Features of the Budget Process**

4.4 One of the key functions of the MTFP is to develop a series of financial projections to determine the achievability and sustainability of the Policing and Crime Plan which is required to deliver the priorities as set out in Section 2 above. The financial projections are based around the forecast requirements for revenue expenditure, both directly and arising from capital investment. The process for determining the forward levels of net revenue expenditure for each financial year covered by the MTFP is to:-

- Use the current financial year as a base position and inflate, as appropriate, to take account of pay and price changes and full year costs of previous year growth items
- Add any prior year on-going costs previously funded from reserves
- Add known unavoidable spending and contract pressures
- Add in-year implications of implementing corporate objective priorities (and full year costs thereafter)
- Add revenue implications of new capital investment (both direct and indirect)
- Review and set fees/charges to reflect a policy of maximising income
- Factor in the implications for the loss of grant funding in real terms over the life of the plan
- Factor in the implications of the government's advice on council tax levels, and
- Factor in savings from transformational plans, e.g. collaboration.

The budget build outputs and issues are considered by/discussed at

- Force Review Group Meetings
- Half-yearly star chambers with budget holders to ensure progress against both in-year and future year revenue plans
- Force Development Board which recommends capital projects and large change projects for approval to the Force Executive Board
- Joint reviews by heads of service and finance team
- Peer challenge at Force Executive Board

- The Police Authority and Police and Crime Commissioner (from November 2012).
- 4.5 The procedure for evaluating revenue service pressure bids that arise either at budget time or in year due to changes in focus from the Home Office is based on an assessment which takes into account the following key factors.
- Clear identification of the links to the Constabulary's aims and objectives to which the bid relates;
  - A measure of a scheme's benefits in the form of outcome targets;
  - Consideration of the financial impact of the expenditure i.e. one year funding or recurring financial consequences over a three year period;
  - Consideration of implications for other service areas.

### **Spending Pressures**

- 4.6 Apart from the pressure arising from less grant income, a number of specific pressures on revenue expenditure which will impact from April 2013 onwards. It is not comprehensive and other issues may emerge during the service and financial planning process.
- 4.7 Local Partnerships - As money tightens across the public sector there is expected to be pressure on our partners funding of joint projects.
- 4.8 Employers' Contributions to Pensions – An increase in the cost of employer contributions for police staff pensions has been built into the plan over the next 3 years as a result of actuarial valuation of the Fund. Following the outcome of negotiations from the Hutton report, future year's contributions may be subject to further change.
- 4.9 Police officer employer's contributions remain unchanged at this time (24.2% of pensionable pay) but there are proposals currently being discussed in the Home Office which may affect the employer contributions in the future. This hasn't yet been factored into the plan due to uncertainties about how the change will affect us.

### **Addressing the Budget Gaps**

- 4.10 The MTFP 2012/16 identifies budget gaps totalling £11m over the next four years :-

2013/14	£2.8m
2014/15	£2.9m
2015/16	£2.8m
2016/17	£2.2m

- 4.11 The total budget gap over the MTFP 2013/17 period is therefore approaching £11m.
- 4.12 Work to balance the budget for 2013/14 onwards has now focused on collaborative initiatives particularly for Organisational Support.
- 4.13 When the full Authority met on the 28<sup>th</sup> June 2012 it agreed that the full business case for Organisational Support should be developed for final decision by the Police and Crime Commissioner after 22 November 2012. However, the Authority also felt that a 'Plan B' should be worked up to balance the budget, if, for any reason, the Organisational Support work was delayed or outsourcing abandoned.
- 4.14 Whilst a decision is awaited on the full business case for Organisational Support this reports presents some broad options for delivery of savings. These options will need to be fleshed out with the incoming Police and Crime Commissioner.
- 4.15 Over the last 2 years budget savings have been achieved in advance and these (one-off savings) have been transferred to the General Reserve.

#### **In-House Projects (Plan B)**

- 4.16 Appendix 2 analyses the 2012/13 budget over local policing, business support and collaborated activity. Local policing accounts for about 56% of the total revenue spending and this was fully considered by Operation Redesign last year. For 2013/14 there are plans to make savings in the following areas to balance the budget in the short-term while the Strategic Alliance major projects come to fruition.
- 4.17 The work streams are:-
- Police Staff
  - Police Overtime
  - Training
  - ICT supplies and services

- Air support – helicopter moves to National Air Support Service
- Collaboration
- Capital Financing

### **Strategic Alliance – Bedfordshire, Cambridgeshire and Hertfordshire**

4.18 The rest of the revenue budget, about 44%, is spent on major investigations, protective services and business support services. These services are already being delivered collaboratively or being considered by the Strategic Alliance for delivery under a 3 Force model. The road policing business case will deliver savings during 2013/14 for Cambridgeshire but the big areas of saving over the next few years will be in Organisational Support and Operational Support.

#### 4.19 Organisational Support

Initial findings from the full business case for an outsourcing option to G4S are due in mid November. The level of savings will be clearer at that stage. The estimated savings, presented in the outline business case to the Police Authority at the end of June, showed estimates in the range of £2.9m for 2013/14 and £8.1m in 2014/15.

#### 4.20 Operational Support

This area includes call handling and criminal justice. The implementation of Athena in this area of business will see savings accrue from common ways of working and one time input of data onto a range of systems. The savings in officer time will need to be assessed once the system goes live.

### 5. Capital Strategy and Budgeting

5.1 Capital investment proposals are appraised in a structured and consistent manner so as to ascertain whether the plans are affordable, prudent and sustainable and that they contribute to the delivery of the Policing and Crime Plan priorities.

5.2 Going forward, the capital programme now includes the projects which will underpin collaboration with other Forces.

5.3 There are limited resources, other than borrowing, available to finance capital spending. They include:-

- Capital Grant – from the Home Office
- Capital Receipts – from the sale of land or property,
- Capital Reserves, and
- Borrowing – when internal cash is used up and in accordance with the Prudential Code for Capital Finance.

5.4 It would be desirable to reduce reliance on borrowing (e.g. by moving to more revenue financing of capital). Work is on-going to see if the existing Capital Reserve could be applied in such a way as to reduce the revenue costs of capital financing in the medium term.



- 5.5 The Authority has an Estates Development Plan which will be updated as a new Strategy; it is heavily influenced by the austerity requirements. Joint work with Cambridgeshire and Peterborough local authorities as well as the Strategic Alliance will need to come together in the Strategy.
- 5.6 The four year Capital Programme is updated on an annual rolling review basis and a first draft of the 2013/17 Programme will be presented to the Commissioner in due course.

## **6. Police and Crime Commissioners – “New” Funding Streams**

- 6.1 The Police and Social Responsibility Act 2011 gives police and crime commissioners powers to make crime and disorder reduction grants. During the passage of the Bill through parliament, and subsequently, the Policing Minister has made many statements about existing central government grants for community safety being transferred to police and crime commissioners.
- 6.2 Most recently (July) the Minister has announced that Commissioners will receive funding to commission services for victims, probably from April 2015. Offenders will have to pay up to £50m a year to help victims and this will be on top of the £66m a year the government already spends on services supporting victims and witnesses.
- 6.3 It is reasonable to assume that if Commissioners get better value (outcomes) from spending that other funding will come their way.
- 6.4 Whilst government has announced its intentions to transfer funds, it has given no indication of funding levels. Existing funding streams were set out in the previous report to Finance and Resources Committee. Community safety funding reduced by 50% in 2012/13 (from the prior year) and is expected to reduce again in 2013/14.
- 6.5 Funding announcements are expected with the Provisional Grant Settlement in December 2012.
- 6.6 Although the amounts in question are likely to be relatively small, the Commissioner will have an opportunity to look holistically at community safety activity and funding across Cambridgeshire and Peterborough. The LGA has already highlighted that the anticipated reduction in Community Safety funding will mean that some CSPs will no longer be viable and will need to consider merger if they are to continue to function.

## **7. Reserves**

- 7.1 The Authority holds a general reserve, primarily as a contingency for the cost of major police operations. It also holds various earmarked reserves for particular purposes.
- 7.2 Appendix 4 sets out the Authority's Reserves and proposed use in 2012/13 and 2013/14.
- 7.3 Reserves can only be spent once, so can be used to finance one-off spending (e.g. capital schemes) or to finance revenue spending pending savings coming on stream.

## **8. Conclusion**

- 8.1 The Authority and Constabulary are able to hand over well planned and managed financial arrangements to the Commissioner. Assuming the grant reductions are not significantly worse than estimated the Commissioner will be able to agree a balanced budget for 2013/14.

## Appendix 1

### MTFP 2012/16 – As approved February 2012, with 2016/17 forecast added

	Estimate 2012/13 £'000	Forecast 2013/14 £'000	Forecast 2014/15 £'000	Forecast 2015/16 £'000	Forecast 2016/17 £'000
Police Officer Pay	55,478	55,274	55,487	56,376	57,222
Police Officer Overtime	2,000	2,000	2,000	2,000	6,958
PCSO Pay & Allowances	5,983	6,072	6,224	6,411	6,603
Police Staff	27,375	27,284	27,737	28,197	28,620
Police Staff Overtime	238	238	238	238	238
Training	800	800	800	800	800
Other Employee Expenses	123	123	123	123	899
Police Pensions	14,648	14,712	14,859	15,007	15,156
<b>Total Employee Costs</b>	<b>106,645</b>	<b>106,503</b>	<b>107,468</b>	<b>109,152</b>	<b>116,496</b>
Premises Costs	4,570	4,844	5,038	5,239	5,449
Transport Costs	2,487	2,636	2,742	2,851	2,965
Supplies & Services	17,720	18,703	19,245	19,288	19,851
Capital Financing Costs	2,929	3,363	4,334	4,958	4,958
Revenue Contribution to Capital	0	0	0	0	0
Third Party Payments	683	710	732	754	776
Change Management Contingency	0	0	0	0	0
<b>GROSS REVENUE EXPENDITURE</b>	<b>135,033</b>	<b>136,760</b>	<b>139,558</b>	<b>142,242</b>	<b>150,496</b>
Grant Income	-3,862	-3,765	-3,708	-3,675	-3,602
Other Income	-2,139	-2,225	-2,292	-2,360	-2,431
<b>Total Income</b>	<b>-6,001</b>	<b>-5,990</b>	<b>-6,000</b>	<b>-6,036</b>	<b>-6,033</b>
<b>NET REVENUE EXPENDITURE</b>	<b>129,032</b>	<b>130,770</b>	<b>133,557</b>	<b>136,206</b>	<b>144,463</b>
Contributions +To / - From Reserves	-1,417	-534	0	0	0
<b>NET BUDGET REQUIREMENT (NBR)</b>	<b>127,615</b>	<b>130,236</b>	<b>133,557</b>	<b>136,206</b>	<b>144,463</b>
Budget -Decrease / +Increase Year on Year	-3.1%	2.1%	-3.0%	-3.0%	-3.0%
<b>Financed by:</b>					
<b>Total Formula Grant</b>	<b>77,852</b>	<b>75,907</b>	<b>74,768</b>	<b>74,095</b>	<b>72,613</b>
Precept	48,793	50,346	51,955	53,622	55,402
Council Tax Freeze Grant	1,173	1,173	1,173		
Collection Fund - Deficit / +Surplus	-202				
<b>TOTAL FINANCING</b>	<b>127,615</b>	<b>127,425</b>	<b>127,896</b>	<b>127,717</b>	<b>128,015</b>
<b>BUDGET GAP</b>	<b>0</b>	<b>-2,810</b>	<b>-5,661</b>	<b>-8,489</b>	<b>-10,715</b>
			<b>-2,851</b>	<b>-2,829</b>	<b>-2,225</b>
Band D Council Tax £	£174.51	£177.93	£181.44	£185.04	£188.71
<b>KEY ASSUMPTIONS INCLUDED IN THE FORECASTS ABOVE</b>					
Council Tax base increases					
Actual	1.08%				
Forecast		1.20%	1.20%	1.20%	1.20%
<b>Council Tax</b>	<b>2.92%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>	<b>2.00%</b>
Tax base	279,599	282,954	286,350	289,786	293,263
Grant increase / Decrease (-)	-6.70%	-2.50%	-1.50%	-0.90%	-2.00%
Police officer pay rise (w.e.f 01/09)	0.00%	1.00%	1.00%	1.00%	1.00%
Police staff pay rise (w.e.f. 01/9)	0.00%	1.00%	1.00%	1.00%	1.00%
General Inflation	4.00%	4.00%	3.00%	3.00%	3.00%
Fuel & Energy Inflation	6.00%	6.00%	4.00%	4.00%	4.00%

## Appendix 2

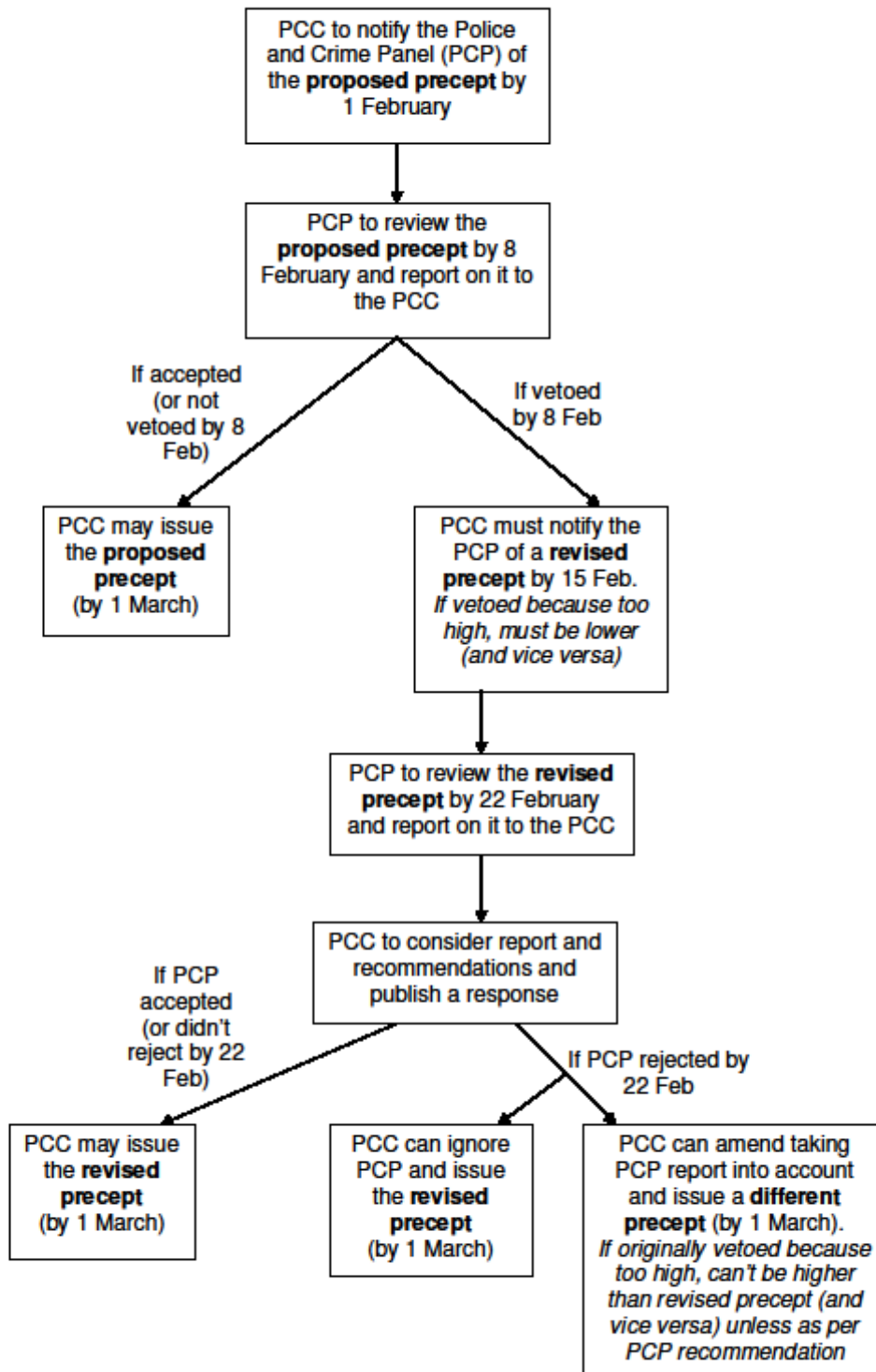
### Analysis of 2012/13 Budget over Local Policing, Collaborated Activities and Business Support functions.

	<b>Budget 2012/13 £'000</b>	
<b>Local Policing Expenditure</b>		
Police Officer Pay	51,093	
Police Officer Overtime	1,911	
Police Pensions	13,826	
Police Staff	2,645	
Police Staff Overtime	49	
PCSO Pay & Allowances	5,983	
<b>Total Local Policing Expenditure</b>	<b>75,507</b>	<b>56%</b>
<b>Business Support Expenditure</b>		
Police Officer Pay	433	
Police Staff	21,348	
Training	761	
Other Employee Expenses	36	
Police Pensions	117	
Premises Costs	4,019	
Transport Costs	2,280	
Supplies & Services	13,609	
Capital Financing Costs	2,929	
Revenue Contribution to Capital	0	
Third Party Payments	683	
<b>Total Business Support Expenditure</b>	<b>46,215</b>	<b>34%</b>
<b>Collaboration Expenditure</b>		
Collaboration General	847	
Procurement	239	
Armed Policing	2,397	
Scientific Services	2,592	
Major Crime	3,449	
Protective Service	176	
Professional Standards	868	
ERSOU	984	
Helicopter	903	
Kings Lynn PIC	856	
<b>Total Collaboration Expenditure</b>	<b>13,311</b>	<b>10%</b>
<b>GROSS REVENUE EXPENDITURE</b>	<b>135,033</b>	<b>100%</b>

More detail can be found in the Revenue Monitoring report (Agenda Item 6)

Process for approval of the Police and Crime Commissioner's Precept

PCC PRECEPT APPROVAL (Final Regulations)



Cambridgeshire Police Authority  
Movements in Reserves in 2012/13 and 2013/14

		Balance 31 March 2012	Estimated 2012/13	Balance 31 March 2013	Estimated 2013/14	Balance 31 March 2014
	Ref	£000	Added to Reserve £000	Applied £000	Added to Reserve £000	Applied £000
Innovation Reserve	1	624		(147)		
Carry Forward Underspending Reserve	2	1,990				
Insurance Reserve	3	1,895				
Ill-Health Retirement Reserve	4	627				
Capital Reserve	5	10,908		(1,035)		
Operational Maintenance Reserve	6	500		(500)		
Collaborative Initiatives Reserve	7	1,350		(750)		
Recruitment Reserve	8	474				
Reorganisation Reserve	9	677				
Drug Forfeiture (Operational) Reserve	10	96				
<b>Total Earmarked Reserves</b>		<u>19,141</u>	<u>-</u>	<u>(2,432)</u>	<u>16,613</u>	<u>-</u>
General Reserve	11	7,000	500	(1,417)		(534)
<b>Total Reserves</b>		<u>26,141</u>	<u>500</u>	<u>(3,849)</u>	<u>22,696</u>	<u>(534)</u>
ADD: Insurance Provision	12	741				
<b>Total</b>		<u>26,882</u>				
Net Budget Requirement		127,600			130,200	133,600
General Reserve / NBR%		5.5%			4.7%	5.0%

Ref.	Comments
1	Financing of energy efficiency (carbon reduction)
5	Financing of major repairs to Parkside Police Station
6	Move to General Reserve in 2012/13 (after helicopter goes to NPAS)
7	Financing of Athena capital in 2012/13
11	Contributions to balance 2012/13 budget and 2013/14 forecast

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 10</b>
<b>18 OCTOBER 2012</b>	<b>Public Report</b>

## **Potential Approaches to Working with Local Authority Scrutiny.**

**Contact Officer(s)** – Ian Lambert, Democratic Services Manager, Cambridgeshire County Council  
**Contact Details** – [ian.lamber@cambridgeshire.gov.uk](mailto:ian.lamber@cambridgeshire.gov.uk), 01223 727918

### **OPTIONS FOR A SCRUTINY PROTOCOL**

#### **1. PURPOSE**

- 1.1 To provide the panel with potential options for ensuring effective scrutiny arrangements across and between agencies within Cambridgeshire.

#### **2. RECOMMENDATIONS**

- 2.1 It is recommended that the Panel:

- assesses the options outlined in the paper;
- determines which, if any, option they wish to ask officers to develop further.

#### **3. TERMS OF REFERENCE**

- 3.1 Relates to 8. To support the effective exercise of the functions of the Police and Crime Commissioner.

#### **4. BACKGROUND**

- 4.1 The role of PCPs, and the work carried out by local authority overview and scrutiny committees that oversee community safety partnerships (CSPs), may well cover some of the same ground, and there will be likely to be some areas of potential synergy between the respective functions. This report, which draws heavily on guidance produced jointly by the LGA and the Centre for Public Scrutiny, identifies potential approaches to how these synergies can be maximized and respective roles and responsibilities clarified.
- 4.2 There are a number of different bodies carrying out a range of roles in local accountability around policing and community safety, reflecting the different and overlapping structures that have grown up. As crime and disorder are best tackled by multi-agency partnerships it is important these bodies are brought together. This is recognised in s10 of the Police Reform and Social Responsibility Act 2011 (the Act), which refers to the need for the PCC to work in partnership with other agencies, and people, to deliver his or her priorities.
- 4.3 The PCP will, in carrying out its scrutiny role, need to work in partnership with others including the PCC and other relevant bodies and organisations that deal with police and crime matters locally and may work with the PCC. Principally, this will be community safety partners (CSPs), which might receive funding from their PCC after April 2013.

#### **Overview and Scrutiny Committees**

- 4.4 CSPs are scrutinised by crime and disorder overview and scrutiny committees. Under the 2006 Police and Justice Act, councils are under an obligation to allocate this function to one of their committees. (This is a power that relates to the partnership as a whole rather than the individual partners. However, it should be noted that, through other mechanisms, scrutiny applies to some of these partners individually such as local authorities and NHS bodies). The work they carry out is

an important part of the landscape and the outcomes from their scrutiny should be shared, and passed between relevant bodies (particularly where matters of concern arise). This should help to make sure that scrutiny happens in the right place, at the right time and involves the right people.

- 4.5 The PCP should have a good overview of how resources might be effectively spent locally by CSP partners and others. Good links with CSP scrutiny committees of local authorities will help the PCP advise the PCC accordingly

### **Other scrutiny bodies**

- 4.6 Scrutiny and accountability will be exerted in other ways too. Her Majesty's Inspectorate of Constabularies (HMIC) has an inspection role to which the PCP will need to have regard, in considering how the PCC addresses potential performance concerns within the local force. The local press, and the public, will also seek to exert influence, sometimes through consultation processes operated by the PCC or the local force.
- 4.7 As part of the landscape, there may also need to be links with local authorities' health scrutiny powers under the Health and Social Care Act 2012, given that joint or co-commissioning between the PCC and directors of public health may prove important both in reducing re-offending, and with early intervention on various matters relating to criminal justice and community safety. Such areas will provide further opportunities for the PCP to work together with local authority scrutiny functions. Furthermore the PCP may need to consider how they work with other panels given the joint working and collaboration already existing between forces and the desire by the government for this to increase.
- 4.8 Against this background it will be important for the PCP to remember its own specific role – that of holding the PCC to account. It will need to work with these other people, agencies and organisations to make sure that its work complements, rather than duplicates their own. This argument is further strengthened because ensuring the PCP provides effective scrutiny of the PCC could be a challenge given the limited resources available to fund PCPs even where a panel limits itself to carrying out just the functions provided for in legislation.

### **How might the PCP and Local Authority Scrutiny work effectively together?**

- 4.9 Under the Police and Justice Act 2006, local authorities must scrutinise their area's community safety partnership (CSP). Under the 2006 Act they are only able to hold the partnership as a whole to account, rather than the individual partners. However councils can scrutinise some of the individual bodies, such as the NHS, within the partnership through other scrutiny legislation. These powers of scrutiny will remain under the new arrangements for policing, and as such CSP scrutiny and the PCP will need to work to avoid duplication in their work.
- 4.10 The PCC will not be a 'responsible authority' for the purposes of community safety partnerships. We have, however, noted above that PCCs will have the power to make grants to CSPs, and so there is the potential for CSP scrutiny to cut across areas of the panel's responsibility.
- 4.11 To avoid duplication, CSP scrutiny and the PCP will need to work together in:

Identifying issues of mutual interest and concern and selecting the best forum to investigate those issues. It may even be worthwhile under certain circumstances to consider joint panel/CSP scrutiny investigations into certain issues.

Ensuring that the panel is plugged in to local level issues within the force area, which will be impacted by PCC decision-making. The PCP will need some means to connect their work down to neighbourhood level. CSP Scrutiny provides them with a mechanism for doing this.

Sharing evidence. Joint working will mean a better use of resources as the panel is able to draw on evidence collected by CSP scrutiny and vice versa.

- 4.12 Where the panel includes non-executive councillors, some may also sit on CSP scrutiny



committees, making joint working between the two more straightforward. Where the panel is composed predominantly or entirely by executive-side members, the authorities in the force area will need to identify ways – relevant to each area – to achieve effective liaison between the PCP and CSP scrutiny committees.

- 4.13 This effective liaison could be achieved in a number of ways and is likely to evolve over time. Potential options for consideration by the Cambridgeshire PCP are outlined below.

### **Potential Options**

#### **Policing Protocol**

- 4.14 The Home Office has produced a national protocol to define the relationship between the PCC, the PCP and the chief constable, which emphasizes these issues. In brief, the protocol affirms that:

the PCC will have responsibility for setting the ‘strategic direction and objectives of the force’, and monitoring performance including against the priorities in the police and crime plan;

the PCC will be responsible for holding the chief constable to account (but not fettering the chief constable’s operational independence, or that of the force);

the PCC will provide the ‘local link’ between the police and the public, working to ‘translate the legitimate desires and aspirations of the public into action’;

the PCC must comply with all formal requests from the PCP to attend their meetings;

the PCC must prepare and issue an annual report to the PCP on delivery against the objectives in the police and crime plan;

the PCC has wider responsibilities as well – making crime and disorder reduction grants, delivery of community safety, enhancement of the delivery of criminal justice in the area and bringing together CSPs at force level, and, importantly, the ‘ability to enter into collaboration agreements between other PCCs and force’.

- 4.15 The PCP’s role in the accountability landscape sits within this framework. The protocol, like the legislation, makes clear that it is not the responsibility of the PCP to scrutinise the chief constable, but instead the way that the PCC exercises his or her statutory function of providing strategic direction in local policing. This separation is a fundamental element of the new arrangements.

- 4.16 One potential way of ensuring effective liaison and engagement in the process may be to supplement the protocol with more practical detail about how accountability will be exercised, including the scrutiny arrangements for CSPs, and health, in the area as well. Some force areas are planning to prepare a ‘memorandum of understanding’ to ensure that shared expectations between the PCC, and other partners, are promoted. Were Cambridgeshire to consider such memoranda the role of PCP could also be considered. PCP’s or shadow PCP’s should be involved in the production of memoranda.

### **Cambridgeshire Scrutiny Protocol on Inter-Agency Cooperation**

- 4.17 This option is a lighter touch, less binding version of the Policing protocol identified in 3.6.1 above. It is not without precedent in Cambridgeshire and such a protocol was developed under the auspices of Cambridgeshire Together in 2010. This original Protocol, which may serve as a blueprint for a similar agreement between local authority scrutiny arrangements and the Cambridgeshire PCP, is attached as Appendix 1.

- 4.18 The rationale for the development of such a protocol was that in order for local scrutiny bodies to exercise their broader role effectively and to improve outcomes locally, there needed to be close interaction between the relevant authorities and agencies. This has the potential to raise the quality of scrutiny work, enable good practice to be shared, coordinate the demands placed on

partners and may offer opportunities to pool resources.

- 4.19 One of the key principles, and one which is applicable in the context of the relationship between the Cambridgeshire PCP and the local authority overview and scrutiny bodies is that “all authorities and partners will work together respectfully constructively to maximise the exchange of information and experience, minimize bureaucracy and make best use of the time of Members and Officers of local authorities and other agencies”.

## 5. KEY ISSUES

### 5.1 Synopsis of Options

Option	Pros	Cons
<b>Policing Protocol</b>	Encompasses local authority scrutiny within the protocol arrangements between the PCP, the PCC and the Chief Constable	May be too early, and too restrictive to tie local authority scrutiny into the policing protocol where the relationships between the other players are more prescribed in the legislation.
<b>Inter –authority Protocol</b>	Limits the agreement and commitment to the local authorities and the PCP. Is light touch and flexible. Has precedent and can be built upon	May not go far enough in terms of defining the rules of engagement between local authority scrutiny and the PCP.
<b>Structural Change</b>	Potential to maximise resources and ensure solid close links between local authority scrutiny and the PCP.	It is potentially too early to assess the impact of the PCP. Such changes may not be palatable, or be too fundamental. They may not be warranted
<b>Status Quo</b>	Allow flexibility. Buys time to assess the role, scope and impact of the PCP.	Means that no arrangements are in place as the PCP begins its business which could potentially lead to overlap, confusion and duplication.

## 6. IMPLICATIONS

### Structural Changes to CSP Scrutiny within Cambridgeshire Local Authorities

- 6.1 It may that, over time, the advent of the Cambridgeshire PCP may result in a shift in emphasis on how community safety and other related police and crime issues are scrutinised within local authorities.
- 6.2 For example this may result in local authorities reducing the amount of scrutiny they undertake in respect of their CSPs. Alternatively, there might be a greater pooling of resources between authorities to maximise effectiveness.
- 6.3 Pooling resources may also be a way of rationalising and simplifying the relationship between local authority scrutiny and the PCP. For example, in Gloucestershire, one county-wide

Community Safety Scrutiny Committee, with co-opted district council Members was established in 2009. Clearly this was well in advance of the 2011 Act but it has led to a much closer working relationship with the emerging PCP in the Gloucestershire force area.

- 6.4 Structural change, in whatever format, may not be appropriate or desirable in the Cambridgeshire context and it is unlikely that the effect and implications of the PCP and its work will be understood for some time. The level of ambition and scope of activity that the PCP undertakes will also likely to have an impact on any longer term commitments. Nonetheless it may be that consideration may be given to some form of structural change in the future and the PCP may wish to be part of, and influence, any such developments.

### **Status Quo**

- 6.5 It may be that the Cambridgeshire PCP does not want to pursue any particular approach to building and codifying its relationship with the wider scrutiny network at this point. The implementation of the Cambridgeshire PCP is uncharted territory and there implications are difficult to predict. The PCP may therefore wish to allow a certain period to elapse before considering developing and agreeing any kind of working protocol.

## **7. CONSULTATION**

- 7.1 N/A

## **8. BACKGROUND DOCUMENTS**

Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985

- 8.1 *List any documents and other information used to write this report. DO NOT include exempt items. Be specific as anything you list here must be available for public inspection for several years after the committee meeting.*

Police and Crime Panels: A guide to Scrutiny - LGA and CfPS, September 2012

## **9. APPENDICES**

- 9.1 Cambridgeshire Scrutiny Protocol on Inter-Authority Cooperation  
<http://www.cambridge.gov.uk/democracy/documents/s1681/County%20Scrutiny%20Protocol%20Appendix%200A.pdf>

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## Appendix A

### Cambridgeshire Scrutiny Protocol on Inter-Authority Cooperation

#### Introduction

National Government encourages local authorities to think beyond their own service provision and act, with partners, as community leaders in tackling the issues that are important to local communities.

This includes the councils' overview and scrutiny committees (OSCs) whose role is to hold decision-makers to account and provide evidence-based recommendations for improving policies and services. Within this protocol the term OSC is used to include scrutiny sub-committees, ad hoc groups, task and finish groups and other mechanisms used for conducting overview and scrutiny.

For OSCs to exercise their broader role effectively and to improve outcomes locally, there needs to be close interaction between the relevant authorities and agencies. This raises the quality of scrutiny work, enables good practice to be shared, coordinates the demands placed on partners and may offer opportunities to pool resources.

OSCs' role regarding scrutiny of and with partners is strengthened through the Police and Justice Act 2006 (both County and District Scrutiny Committees are required to undertake crime and disorder scrutiny at least once a year) and the Local Government and Public Involvement in Health Act 2007. The latter has particularly positive implications for two tier areas:

- District council OSCs may make reports and recommendations on matters relating to a local improvement target to the relevant county council or county council executive
- The county council or county executive is required to respond within two months to a district's OSC report or recommendation
- Associated authorities are required to have regard to reports and recommendations made by district OSCs.

This protocol sets out how the councils of Cambridgeshire will work together with partners in the interests of our residents. It focuses specifically on County:District scrutiny arrangements, but could also relate to District:District working.

It is important to recognise that County and District OSCs can also make recommendations to a wide range of other partners and thematic strategic partnerships in addition to the work of the Joint Accountability Committee (JAC) whose role is to provide strategic scrutiny of Cambridgeshire Together.

It will also be important to ensure that scrutiny of and with partners is managed carefully by all the councils to ensure that partners are not overburdened with simultaneous requests for data or support.

## **Aims of the Protocol**

1. To ensure that OSCs operating in Cambridgeshire's County and District Councils can scrutinise each other's and partners' functions, effectively and with efficient use of public resources to improve outcomes locally through complementary working wherever possible.

## **Principles**

2. All authorities and partners recognise OSC's role in scrutinising functions that may be wider than the direct responsibility of its own authority.
3. All authorities and partners will work together respectfully constructively to maximise the exchange of information and experience, minimise bureaucracy and make best use of the time of Members and Officers of local authorities and other agencies.
4. In undertaking scrutiny of an issue beyond the responsibility of the host authority, scrutiny committees will find the most efficient and practicable way of conducting the work, which could include referral to another authority.
5. All authorities give their commitment to acting with mutual respect and seeking to resolve any disputes through constructive dialogue.
6. Each authority, or partner, will nominate a named Contact Officer for the operation of these procedures.

## **Procedures**

### Sharing Information

7. Each authority will proactively and regularly share work programmes and the reports of scrutiny reviews to promote an awareness and understanding of what each OSC seeks to achieve and has achieved. This will include the sharing of work programmes at Joint Accountability Committee meetings.

8. If an OSC wishes to investigate an issue that falls wholly or partly within the provision or responsibility of a second authority, then it should consult the contact officer within that authority about:
  - the purpose, scope and timescale of the proposed investigation
  - opportunities for collaboration
  - any investigations or consultations already underway or completed that may contribute to or preclude the proposed investigation
  - resource issues that might affect cooperation
  - any risk of overburdening shared partners or service providers
  - whether any particular Members need to be involved or informed
  - whether the proposed scrutiny would be more appropriately carried out by another council's OSC, JAC or another joint mechanism.
  - Whether members from another authority could be co-opted for example onto a scrutiny sub group
9. Consideration should be given to whether the issue could be investigated more effectively in another forum, for example the Joint Accountability Committee, or whether there is scope for joint action including co-opting members of the other authority onto a scrutiny sub group.
10. Ultimately whether an OSC decides to continue with a particular investigation is a matter for it following consultation.
11. A councillor can only raise a Councillor Call for Action with his or her own council.
12. All contacts should be through or with the knowledge of the relevant Contact Officers.

#### Requests for Evidence or Attendance at OSC Meetings

13. If an OSC wishes to invite evidence from an Officer or Member of a second authority, or partner, it should inform the Contact Officer as soon as practicably possible, giving at least 2 weeks notice. The Contact Officer will assist with the invitation process or information gathering if requested, as far as is practicable.
14. All authorities will seek to respond positively to reasonable requests for information or attendance at OSC meetings.
15. It is for each authority to decide the most appropriate persons(s) to speak on its behalf to an OSC, but consideration will be given to specific requests.

16. OSCs will seek to avoid overburdening individual organisations by coordinating investigations where possible.
17. Research that involves a partner will be undertaken sensitively, with councils taking care to avoid duplication or unreasonable requests which would require a disproportionate amount of the partners' resources. Ideally, an understanding about requests for information will be agreed with the Contact Officer at the outset, so that all other Contact Officers can be made aware.

### Sharing Reports

18. A report that concerns a particular partner will be sent to them on a confidential basis at least 2 weeks prior to publication to allow them to comment on matters of accuracy. The status of the report will be made clear; whether it is draft and when it will be published. The OSC would be under no formal obligation to accept any changes requested.

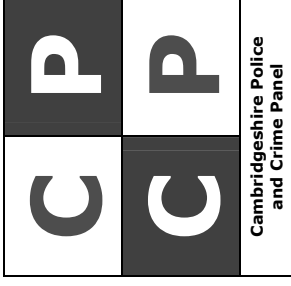
### Response to Recommendations

19. When an OSC presents a report to the Executive of another authority, or partner, the Executive will be asked to provide a formal response to the report and its recommendations within two months of receipt. *(Note; NHS bodies are required to respond to OSC reports and recommendations within 28 days of the request of the Committee).*

### Conflict Resolution

20. In the unlikely event of irreconcilable disagreement about the operation of these procedures, the Chief Executives of the relevant authorities will be asked to mediate.





**CAMBRIDGESHIRE POLICE AND CRIME PANEL**

**AGENDA PLAN**

<b>DATE OF MEETING</b>	<b>TITLE/ PURPOSE</b>	<b>OFFICER</b>
Wednesday 21 November 2012, 1pm, Civic Suite	Process for Confirmation Hearings – role of the Panel and power of veto	Kim Sawyer
Wednesday 9 January 2013, 2pm, Civic Suite		

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