

SHADOW CAMBRIDGESHIRE POLICE AND CRIME PANEL

WEDNESDAY 21 NOVEMBER 2012, 1.00 PM

Civic Suite - Huntingdonshire District Council

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

AGENDA

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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 and Mike Davey



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**MINUTES OF A MEETING OF THE SHADOW CAMBRIDGESHIRE AND
PETERBOROUGH POLICE AND CRIME PANEL
HELD AT HUNTINGDONSHIRE DISTRICT COUNCIL
ON 18 OCTOBER 2012**

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

Officers Present:

Liz Bisset	Cambridge City Council
Adrian Chapman	Peterborough City Council
Mike Davey	Cambridgeshire County Council
Alex Daynes	Peterborough City Council
Dorothy Gregson	Cambridgeshire Police Authority
John Hummersone	Cambridgeshire Police Authority
Kim Sawyer	Peterborough City Council
Cristina Strood	Cambridgeshire Police Authority

1. Apologies for Absence

No apologies were received.

2. Declarations of Interest

Councillor Wilkins declared an interest as a current member of the Police Authority and was also an agent for a candidate in the forthcoming election.

3. Minutes of the meeting held 12 September 2012

The minutes of the meeting held on 12 September 2012 were agreed as an accurate record.

The need for a 'Matter Arising' type item would be considered going forward.

4. Summary of Progress

Dorothy Gregson introduced a report providing an overview of progress made by the Authority and Constabulary on key issues and topics including:

- Budget preparation;
- Role changes within the Authority and the Constabulary including Operation ReDesign; and
- Collaboration with other Constabularies.

Comments and responses to questions included:

- The tight timescale of decision making needed for setting the Police and Crime Plan and Budget will provide a challenge to officers;

- Public engagement was considered to be an important issue for the Constabulary, this included the Neighbourhood Panels;
- The Commissioner's engagement with communities would need to be determined following the election and the approach was expected to be included in the Police and Crime Plan;
- A workforce plan from the Constabulary would include provision of Police Community Support Officers (PCSOs);
- Ring-fencing of the funding for PCSOs was being removed;
- Rural and low crime areas rely on the PCSOs for a police presence;
- Neighbourhood panels were important for public engagement;
- Some excess capacity existed within in the Constabulary's estate – future use still to be determined;
- Public buildings should be used as effectively and efficiently as possible;
- Should target resources at people who commit crimes to reduce reoffending; and
- A reduction in recent crime figures could mean reassessing priorities.

ACTIONS

1. Adrian Chapman to investigate possibility of site visits to underutilised buildings; and
2. The Police and Crime Commissioner (PCC) to be referred to as 'the Commissioner' to avoid confusion with Peterborough City Council (PCC).

5. First 100 Days – decisions for the Commissioner

Dorothy Gregson introduced a report informing the Panel of the key decisions required to be taken by the Commissioner between their election on 15 November and 31 March 2013 including:

- Medium Term Financial Plan 2013-17;
- Police and Crime Objectives;
- Performance Framework for 2013-14;
- Engagement processes; and
- Governance Frameworks.

Comments and responses to questions included:

- Any new staff the Commissioner may wish to employ would need to be approved of and recruited through normal recruitment channels;
- Wording of the declaration of acceptance to be circulated to Members;
- 'Partners' includes responsible authorities such as probation services, members of public, victims groups and businesses;
- A glossary of terminology would be useful;
- An officer would assist the Commissioner in liaising with partners and a working group would continue after the election;
- Limited time available to scrutinise the budget, a date for a February meeting of the Panel needs to be agreed;
- Submission times of other non-budget documents and agreements would be determined by the Commissioner.

ACTIONS

1. Circulate wording of the declaration of acceptance;
2. Produce Glossary of terminology; and
3. Set date for February meeting to scrutinise the budget.

6. Complaints Procedure

Kim Sawyer introduced a report setting out the process for dealing with complaints made against the Commissioner and asked the Panel to consider whether it would request the Chief Executive to the Commissioner to undertake the initial review of complaints, whether to establish a sub-committee to consider complaints and to agree to receive the agreed procedures at a future meeting.

Comments and responses to questions included:

- Regulations ensured the Commissioner's Chief Executive would be a politically restricted post;
- Any risk of a politically appointed Chief Executive would lead to an impartial process;
- It was the Panel's responsibility to consider any complaints made against the Commissioner;
- The Chief Executive could sift any minor or vexatious complaints before consideration by the Panel;
- Need to keep an overview of any complaints received;
- A sub-panel for complaints would ensure the Panel would not be inundated with complaints work;
- Cannot impose sanctions so there would be a limited response available to any complaint;
- Chief Executive was also the Motoring Officer;
- A sifting process was favoured;
- A summary report of all the complaints would be regularly submitted to the Panel.

Councillor McGuire proposed that the first recommendation in the report, to allow the Chief Executive to carry out the initial sift of complaints, be put to the first meeting of the Police and Crime Panel for decision. This was seconded by Councillor Curtis and following a vote (7 for and 2 against) it was resolved that:

- (1) An initial view would be sought from the Commissioner, once appointed, to ask that all complaints concerning the Commissioner should be initially assessed by the Chief Executive to the Commissioner.

The Panel further agreed that the below to be put to the first meeting of the Police and Crime Panel for decision. :

- (2) The informal resolution of complaints would be delegated to a sub-committee or single Panel member; and
- (3) A further report would be submitted to the first formal meeting of the Panel outlining the procedures for dealing with resolution of complaints.

ACTIONS

Produce procedure for handling of complaints for submission in January.

7. Co-opted Members

Adrian Chapman introduced a report providing an update on the progress made towards recruiting two independent co-opted members of the Police and Crime Panel including that 19 recruitment packs had been issued so far and in general were for independent, community representatives or partner representatives.

Comments and responses to questions included:

- A summary of each applicant will be submitted to the interview panel;

- £920 each was available to cover validated expenses for the co-opted members;
- Councillors currently received no additional remuneration for being on the Panel;
- A second press release was going to be issued; and
- Final co-optees may need to be in place before the election to enable the full Panel to undertake any confirmation of deputies etc that may take place soon after the election.

ACTION

Agree that the ratification of the appointment of the new co-opted members to be put before the first formal meeting of the Panel.

10. Scrutiny Options

Mike Davey introduced a report providing the panel with potential options for ensuring effective scrutiny arrangements across and between agencies within Cambridgeshire.

Comments and questions included:

- Need to ensure scrutiny committees have opportunity to refer issues to the Panel;
- Partnership working to strengthen the scrutiny function could be explored going forward;
- Specific issues relating to one geographical area should be considered by that council's scrutiny;
- Some issue may cross over to other Authorities.

OUTCOME

The Panel agreed to retain the status quo with a view to reviewing the arrangements after six months.

Councillor Curtis left the meeting.

8. Ambition of the Panel

Liz Bisset circulated a guide to scrutiny for police and crime panels produced by the Local Government Association for consideration and comment including:

- Consideration of regular and any extra meetings required;
- Requesting the Commissioner attend the meetings; and
- Use of the available budget for the Panel.

ACTIONS

1. Provide an update paper at the next meeting;
2. Produce a calendar of events and related work.

9. Police and Crime Commissioner Budget

Dorothy Gregson and John Hummersone introduced a report introducing the Medium Term Financial Plan (MTFP) for the four year period 2013/14 to 2016/17 including:

- All income would be under the control of the Commissioner;
- No ring fenced PCSO funding;
- More emphasis on collaborative work with other constabularies for increased cost savings;

- the options the new Commissioner will need to choose from;
- Capital pressures includes ICT provision; and
- New funding streams to be determined by the Home Office.

Comments and responses to questions included:

- Need to show impact and how to address savings options in terms other than loss of officers - show how to manage the budget gap not what could be lost;
- The timeline for approval of the budget could be shortened if all parties agree but could be pushed into March if the first budget is rejected; and
- Council tax freeze options would affect the budget available in the long term.

ACTION

1. Set February meeting date for scrutiny of the budget for the week of 4 February 2013; and
2. Set a second provisional meeting date in the week of 18 February 2013.

11. Publicity (public meetings, private meetings and papers from other sessions)

Mike Davey requested the panel consider whether to continue to meet in private, to publish the meeting papers and whether papers from other training sessions should be made available to the public.

Comments and responses to questions included:

- Previous decision to meet in private whilst a Shadow Panel should remain;
- Should not need a Freedom of Information request to access papers for the meeting;
- Already decided to meet in private to begin with;
- Training session documents were not produced by the Panel so would not determine the publication of those.

OUTCOME

1. The Panel agreed to continue to meet, when as a Shadow Panel, in private; and
2. The Panel agreed that all previous agenda documents and future agenda documents would be publicly available.

12. Agenda Plan

The Panel received the agenda plan.

13. Date of the Next Meeting

The date of the next meeting would be 21 November and would be held at 1pm at Pathfinder House.

The meeting began at 10.00am and ended at 12.50pm

CHAIRMAN

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 4
21 NOVEMBER 2012	Public Report

Report of the Strategic Safer and Stronger Peterborough Manager

Contact Officer(s) – Gary Goose

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CO-OPTED MEMBERS – APPOINTMENT OF SELECTED CANDIDATES

1. PURPOSE

- 1.1 This report is presented to the Panel to advise members of the need to appoint two co-opted independent members to the Panel as selected by the interview panel.

2. RECOMMENDATIONS

- 2.1 It is recommended that the Panel ratifies the appointment of the two co-opted members selected by the interview panel on 19 November 2012.

3. TERMS OF REFERENCE

- 3.1 It is a requirement of the Police Reform and Social Responsibility Act 2011 (Schedule 6 Part 2 paragraph 4) to appoint two co-opted members to the Panel.

4. BACKGROUND

- 4.1 At its meeting on 12 September 2012 it was agreed by the panel to establish an interview panel, made up of Councillors Wilkins, Elsey and West, to conduct the shortlisting of applications and interviews for candidates for the two positions.
- 4.2 Following a recruitment exercise, seven candidates applied for the two positions on the panel. Shortlisting has taken place and interviews for the final four candidates will be held on Monday 19 November (after this agenda has been sent out).
- 4.3 The final two candidates will be notified to the Panel at this meeting and in order for the co-opted members to be in place ahead of the first public meeting, the Shadow Panel is required to ratify the appointment. Guidance from the Local Government Associations indicates that in the first instance, the Shadow Police and Crime Panel may need to conduct this appointment exercise.

5. KEY ISSUES

- 5.1 The Panel is required to appoint two independent co-opted members.
- 5.2 The interview panel has identified the preferred final two candidates to fulfil the roles.
- 5.3 A co-opted member shall be a member of the Panel for four years.

6. IMPLICATIONS

- 6.1 Each independent member will be entitled to claim expenses up to £920.

7. CONSULTATION

- 7.1 N/A.

8. NEXT STEPS

8.1 If appointed, the final two candidates will become members of the panel and will be expected to attend future meetings of the panel.

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 None.

Police and crime panels

Guidance on confirmation hearings



This guidance has been prepared by the Centre for Public Scrutiny and the Local Government Association. Every attempt has been made to provide a fair picture of the current state of the law, to present an accurate and comprehensive assessment of our recommended interpretation of the provisions of the Police Reform and Social Responsibility Act 2011 as it applies to police and crime panels, and to suggest ways of working to ensure that panels can be effective, and their work proportionate, relevant and timely. However:

- This guidance should not be relied upon as giving legal advice, and it will be for monitoring officers in individual authorities to come to their own decisions, working with councillors, to decide on the right approach.
- This guidance should not be interpreted as setting out the view of the Home Office, and the recommendations, suggestions and advice given should not be interpreted as being endorsed or approved by the Home Office. The views expressed in the guidance are those solely of the Centre for Public Scrutiny and the Local Government Association.

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Introduction

Background

From November 2012, structural reforms in policing in England and Wales will result in the abolition of police authorities and the creation of new arrangements for accountability. The Police Reform and Social Responsibility Act¹ creates the post of elected police and crime commissioner (PCC) for each force area, who will be responsible for holding the chief constable to account. The PCC themselves will be scrutinised by a police and crime panel (referred to in this guidance as the panel) made up of local councillors from the force area, and some co-optees. More details on the general role of the panel can be found in the companion guidance to this publication produced by LGA/CfPS in October 2011².

Under the Act³, a principal role for the new panels will be to conduct hearings for certain senior staff including the chief constable, before they are confirmed in their posts. There is little precedent for this activity in the context of local government, with the most prominent UK examples of such hearings being in the House of Commons, and the London Assembly. Even there, they are a relatively recent phenomenon.

Under the Act, a Part 2 panel operates as a local government joint committee, led by a host authority. Under Part 3, the Secretary of State reserves the right to run a panel directly where local agreement on its operation cannot be reached. All Welsh panels will be Part 3 panels. Support for the operation of Part 3 panels will be provided by the Home Office. However, it is not anticipated that there will be any material difference between Part 2 and Part 3 panels in their operation of confirmation hearings.

Key issues

Confirmation hearings will need to be handled in a different way to other evidence-gathering sessions. They will however need to operate within the requirement, in employment law, for a particular degree of fairness. They will be an important element of an appointment process that will need to focus closely on an individual's capabilities and expertise, but will need to be carried out so as to ensure that justified scrutiny of these attributes does not descend into unwarranted intrusion or lines of questioning that might be unfair or unreasonable.

¹ Referred to in this guidance as 'the Act'

² www.cfps.org.uk/publications?item=7002&offset=0%20

³ Schedules 1 and 8

Confirmation hearings will need to complement, rather than duplicate, the other internal systems for appointing staff. There is no point in a panel confirmation hearing being simply a restaging of a previous interview panel.

Lines of questioning will therefore need to be carefully designed, and used to get the maximum value out of the process – for the panel, candidate and for the local community.

This guidance will examine in detail the steps that local authorities, and the panels they support, should take in preparing for confirmation hearings and in carrying them out. There are clear pitfalls that careful planning can avoid, but inevitably there will be occasions where quick thinking, tact and diplomacy will be required from all involved in these hearings, to ensure that they are genuinely useful.

We suggest that PCCs and panels in individual force areas review this guidance and seek to incorporate it as part of any wider protocol that will govern their relationship. This would include, for example:

- timescales (supplementing and complementing existing provisions on timescales in Schedules 1 and 8)
- mutual expectations about the detail of information which will be provided on candidates and their background
- mutual expectations about the conduct of the hearings themselves.

Reaching agreement on these issues as soon as possible following the election of the PCC will minimise the risk of delay or misunderstandings when the first Schedule 1 or Schedule 8 appointment is scrutinised. The panel should have the systems in place ready to carry out its duties from November 2012.

Drawing comparisons

Experience of hearings elsewhere

UK examples of confirmation hearings can be drawn from the House of Commons, where they have operated since 2008, and from processes established in relation to the London Assembly, which has a role in confirming certain mayoral appointments.

In the USA, a number of local areas run confirmation hearings for police officials, especially where they are appointed by an elected commissioner or chief of police.

Research elsewhere has explored these confirmation hearings and a discussion of their strengths and weaknesses goes beyond the scope of this guidance; however, we have sought to recognise the experience in the US and other jurisdictions in this document.

In the UK, confirmation hearings (or ‘pre-appointment hearings’⁴) were initially proposed by government as part of the 2007 Governance of Britain Green Paper.

A process of negotiation between the government and the Commons Liaison Committee⁵ led to the adoption of a process in 2008 that focused on the professional competence and personal independence of candidates, covering a range of public appointments. The Liaison Committee produced a process for hearings which has been adopted and followed by all select committees and, since 2008, significant numbers have been carried out.

In 2010, the Constitution Unit carried out a review of confirmation hearings that had been held to date⁶. It highlighted some concerns about the operation of such procedures but overall concluded that the aim of increasing transparency in appointments had been achieved.

On the point of the exercise of a veto (not an option open to Select Committees) it has been suggested that this might deter candidates from applying. This is a risk we will consider and suggest a way to mitigate, through panels carefully restricting their use of the veto, which we discuss in more detail below.

⁴ Schedules 1 and 8 of the Act make clear that the confirmation hearing process is a pre-appointment, rather than a post-appointment, process.

⁵ Maer L, ‘Parliamentary involvement in public appointments’ (House of Commons Library Paper SN/PC/4387), <http://www.parliament.uk/documents/commons/lib/research/briefings/snpc-04387.pdf>

⁶ Waller, P and Chalmers M, “An evaluation of pre-appointment scrutiny hearings” (UCL Constitution Unit, 2010), <http://www.ucl.ac.uk/constitution-unit/research/consultancy/consultancy-projects/PASreport>

Lessons learned

There are several lessons that can be learned from the experiences in the UK Parliament, in the USA and at the London Assembly:

- Confirmation hearings need to be rigorously and carefully planned by the panels carrying them out – but this does not mean hearings are a bureaucratic, ‘tick box’ exercise.
- Candidates need to know what to expect and panels should keep to a relatively narrow set of questions which relate directly to professional competence and personal independence – but this does not mean hearings are not challenging.
- Both the veto (where legal), and the recommendation not to appoint, should be used very rarely, based on the principle that candidates will have already been subject to an internal recruitment process – but this does not mean that hearings are simply a rubber stamp.
- Hearings should take place quickly, with minimal time taken between notification of the appointment, the hearing and reports and recommendations being made to the PCC – but this does not mean the process should be rushed.
- Candidates should be treated with courtesy and respect, not just at hearings themselves, but also in correspondence or public statements relating to recommendations made by the panel (this is particularly important if there is a decision taken to veto) – but this does not mean that panels should not be transparent about their findings.

The legislation – initial considerations

Scope

Scrutiny of senior appointments by the police and crime panel is determined in Schedules 1 and 8 of the Act. These Schedules provide information on what the panel must do, in holding a confirmation hearing.

The rest of this guidance provides details on how these obligations could be interpreted, and how confirmation hearings could be used to add value to local policing. Throughout the guidance we have used the word ‘should’ to put forward how we would suggest that panels should plan their work. There is however no legal obligation on any panel to follow our recommendations.

Schedule 1

Schedule 1 covers the appointment of the PCC’s chief executive, chief finance officer and any deputy police and crime commissioners⁷. It states that the PCC must notify the panel of such a ‘proposed senior appointment’⁸, providing the name of the candidate, the criteria used to assess his or her suitability, why the candidate satisfies those criteria, and the terms and conditions on which the candidate is to be appointed⁹.

Once this notification has occurred, the panel must review the senior appointment¹⁰, and make a report on it to the PCC¹¹, which must include a recommendation as to whether or not the candidate should be appointed¹².

This must all happen within a period of three weeks, beginning on the day that the panel receives the notification from the PCC¹³. Under Schedule 6 to the Act, confirmation hearings carried out under Schedule 1 are ‘special functions’ of the panel, and so may not be discharged by a sub-committee.

A confirmation hearing must be held before the report is submitted to the PCC. This is defined as ‘a meeting of the panel, held in public, at which the candidate is requested to appear for the purpose of answering questions relating to the appointment’¹⁴.

In response to the panel’s report, the PCC must then notify the panel whether they will accept or reject the recommendation¹⁵. There is no duty for the PCC to give reasons for their decision.

⁷ Paragraph 9(1) of Schedule 1

⁸ Paragraph 9(2) of Schedule 1

⁹ This will include the candidate’s salary

¹⁰ Paragraph 10(2) of Schedule 1

¹¹ Paragraph 10(3) of Schedule 1

¹² Paragraph 10(4) of Schedule 1

¹³ Paragraph 10(5) of Schedule 1

¹⁴ Paragraph 11(2) of Schedule 1

¹⁵ Paragraph 12(1) and (2) of Schedule 1

Schedule 8

Schedule 8 covers the appointment of the chief constable. Most of the provisions are identical to those in Schedule 1. There are two crucial differences:

- The panel has a veto¹⁶ over the appointment of the chief constable. The panel may recommend that the PCC does not make the appointment¹⁷, but in the event of a veto then the candidate must not be appointed¹⁸. What happens once the veto has been exercised will be subject to regulations¹⁹, which are likely to go into this matter in more detail. The procedure suggested at the end of this document for the exercise of the veto has been designed so that it should fit with the regulations once they are published.
- Although the panel is obliged to conduct a confirmation hearing for the chief constable and then report its recommendations to the PCC, if a report is not made following a period of three weeks, then the PCC can go ahead and appoint²⁰.

It should also be noted that the panel cannot delegate its scrutiny of the appointment of the chief constable to a sub-committee, as it is a 'special function' of the panel under Paragraph 27 of Schedule 6.

In this guidance, we will refer to appointments of the chief constable as **Schedule 8 appointments**. All other appointments subject to a confirmation hearing under the Act will be referred to as **Schedule 1 appointments**.

¹⁶ Under the Act, the panel may veto such an appointment with a two-thirds majority

¹⁷ Regulation 4(4) of Schedule 8

¹⁸ Paragraph 8 of Schedule 8

¹⁹ Paragraph 9 and 10 of Schedule 8 (Regulations to be issued)

²⁰ Paragraphs 2(3) and 6(1) of Schedule 8

Existing staff

Some staff may be transferred, via TUPE, from police authorities to the PCC's secretariat. Even if under normal circumstances such transfers would be subject to a hearing, this would not be necessary during the November 2012 transition phase when the PCC's secretariat is first being established. However, the appointment by the PCC of a deputy will require a confirmation hearing to be held.

Professional competence and personal independence

We recommend that confirmation hearings focus on issues of **professional competence and personal independence**.

These are the standards that have been adopted in the House of Commons and have been identified by MPs as providing them with the focus necessary to carry out effective confirmation hearings.

Minimum standards should be seen as applying to particular attributes; ie there should be minimum standards below which it would not be appropriate to appoint under any circumstances. Above this bar, the panel might have concerns but the candidate will be 'appointable' subject to the discretion of the PCC. We comment on minimum standards in more detail in the section on the exercise of the veto.

Professional competence relates to a candidate's ability to carry out the role. This should be apparent from a comparison of the candidate's CV and the role profile, and from the answers to questions which relate to (for example) issues around professional judgment and insight which might be asked as part of the confirmation hearing process.

Personal independence relates to the need for a candidate to act in a manner that is operationally independent of the PCC (although see below on how this will apply to deputy commissioners).

This will be particularly important for Schedule 8 candidates, but for Schedule 1 candidates the panel will still need to assure themselves that the candidate will have the ability to advise the PCC effectively, and to understand the need to respond constructively in situations when they might be held to account by the panel.

Planning and preparation

Receiving notification from the PCC

When the PCC notifies the panel of a proposed senior appointment, the panel will need information relating to the candidate in order to carry out the hearing properly.

Notification from the PCC should therefore be accompanied by some form of background information (to minimise the risk that time will be wasted chasing this information up through other means). This should usually be the same information that the PCC has had access to during the rest of the appointment process. Under the Act the panel **must** be provided with the following information:

- the names of the person whom the PCC is proposing to appoint
- the criteria used to assess the suitability of the candidate for the appointment
- why the candidate satisfies those criteria
- the terms and conditions on which the candidate is to be appointed.

The PCC might provide other information about the candidate, for example background information (such as a CV) or a personal statement.

This information would be used to allow the panel to draw together questions around whether the candidate could evidence both **professional competence and personal**

independence. It is unlikely that the panel would be able to, or would wish to, carry out its own research on the candidate within the three week timescale because:

- resource constraints would make this level of research unfeasible
- this raises the prospect of questions being asked on issues which do not relate to professional competence and personal independence.

The issue of additional information is covered in the section on pre-meetings below.

Given that notification triggers a hearing within three weeks, the first task for the panel on receiving the notification will be to set a date for a meeting. This meeting should not be used for any other business (ie if there is already a panel business meeting scheduled for that period, the appointment meeting should be held separately).

Notifying the candidate

Following the PCC's notification to the panel, and the scheduling of the hearing, the chair of the panel should write to the candidate, advising them of the date of the meeting and notifying them of the principles of professional competence and personal independence on which they propose to evaluate the candidate.

This should refer to the relevant provisions in legislation.

This letter should advise that the information provided by the candidate (see above) would need to be put on public deposit in the same manner as a standard report going to the panel.

If it has been agreed that the candidate's references will be provided to the panel, the PCC will need to advise the relevant referees that the references they submit will be put on public deposit to assist the panel in the performance of its duties.

Briefing and pre-meeting

Steps should be taken to arrange a pre-meeting for the panel to go through some of the key issues and possible questions. The pre-meeting should not be held immediately before the confirmation hearing itself, to allow sufficient time for any unexpected issues, or gaps in information provided, to be addressed.

The information provided alongside the notification by the PCC should be used by the chair of the panel and the lead officer supporting the panel to draw together a list of potential issues for the panel to discuss at a pre-meeting. This could highlight possible question topics and themes, highlight background information on which members might wish to focus and remind members of the process taken at the meeting itself.

The pre-meeting is the most important element of the preparations for the confirmation process, because it is here that members of the panel will decide on the scope and thrust of their questioning.

This meeting should be held in private, and members of the panel should be assisted by the monitoring officer and a senior HR representative from the host authority to provide specialist and technical advice, along with whichever officer is responsible for providing support to the panel (ie a scrutiny officer).

People serving on panels may already have some experience of councillor-level appointment panels, for example to fill senior management posts. However, confirmation hearings are different in several crucial ways, which require them to be managed even more carefully. The panel will need to bear these factors in mind at the pre-meeting:

- confirmation hearings will be held in public, and Schedule 8 appointments (those of the chief constable) in particular are likely to be high profile
- the appointment is being made to an external body, not the councils represented on the panel
- hearings are an integral, but independent, part of the appointments process.

The focus of questioning will, therefore, need to rest on the professional competence of the candidate and their personal independence. Questioning will need to rely on the documents provided to support the panel's deliberations.

Where members of the panel propose to consider additional information relating to the candidate, not provided by the PCC but available elsewhere, this should be considered by the monitoring officer and the HR representative to ensure that the process will be fair, and that it will help the panel assess competence and independence.

This will be of particular importance for Schedule 8 appointments, where there may be a fair amount of information in the public domain relating to the candidate on which the panel might like to draw, but care will be needed in researching and analysing this information.

Within the two broad themes of competence and independence the panel might wish to focus on particular areas. These should be discerned with reference to the role profile, and the police and crime plan, which will allow the panel to understand the regular duties that the postholder will be expected to undertake, and the key policies that they will have to implement.

Broad questioning themes should be developed, such as evidence that the candidate has:

- an understanding of the various stakeholders that would need to be involved and engaged with (and in what way, with what outcome) in the development and delivery of a major strategy (professional competence)
- a pragmatic understanding of the separation of the PCC from operational responsibility (personal independence).

Personal independence is likely to be a nuanced issue in relation to the PCC's deputy. These are likely to be political appointments, and as such a lower standard of independence might be expected, reflecting the fact that these deputies have been appointed to provide political support, and to directly assist the PCC in driving his or her particular vision and priorities.

However, the panel in these cases, will still need to be assured that the deputy recognises the separation of political and operational responsibilities.

Members of the panel should consider, at the pre-meeting, the kind of evidence they would want to adduce to demonstrate under each theme that the minimum standards for the post had been met.

Under each of these themes individual questions should be drawn out, and assigned to relevant members of the panel. It may be necessary for the panel member asking questions at the meeting to ask supplementary questions, to 'tease out' the response to an answer. The chair of the panel will, under these circumstances, need to monitor closely such supplementary questions, and their responses, to be assured that they are relevant. The chair should receive senior officer support at the meeting.

Inappropriate questions are considered below.

The hearing itself

The hearing will be a relatively focused opportunity to explore key issues relating to professional competence and personal independence.

As we have made clear it should not be treated as a chance for the panel to explore the candidate's views on various areas of the PCC's policies, national policy issues, or their plans once they assume the post, except insofar as those questions might relate directly to professional competence and personal independence.

Confirmation hearings should therefore be relatively short and focused. Members will have agreed questions, and questioning themes, at the pre-meeting and these should be kept to (other than to ask necessary supplementary questions – see above).

In broad terms, the meeting should be framed so as to allow the panel to make an informed decision about the candidate. In the next section the decision-making process is looked at in more detail but, fundamentally, it comprises two linked steps:

- Does the person meet the criteria set out in the role profile for the post?
 - Do they have the professional competence to carry out the role?
 - Do they have the personal independence to carry out the role? (although see comments elsewhere in this guidance on political appointments)

- Should, consequently, the panel recommend that the candidate should not be appointed or use its power of veto?

The chair should open the meeting by welcoming the candidate, and others present, and outlining for the benefit of the candidate the key themes that the panel hopes to explore. The chair should explain the process for approval, refusal or veto of appointments and allow the candidate to ask any procedural questions that he or she might have before the questioning gets under way.

The chair should be aware – notwithstanding the pre-meeting – of the risk that inappropriate questions might be asked. An inappropriate question is one that does not relate to the professional competence or personal independence of the candidate. Some questions that may appear to the questioner to relate to one or both of these issues might still be inappropriate. Some examples might be questions:

- relating to the personal political (or other) views of the candidate – eg whether the candidate agrees or disagrees with the police and crime plan, and so on
- seeking to substantively hold to account the candidate for decisions made in a previous role, unless they are phrased in such a way that directly relates to (for example) learning lessons from past experience

- on what the candidate will do, substantively, once in the post (ie questions relating to operational strategy)
- which are hypothetical and designed to obtain the candidate's views on a position of local controversy.

This is not an exhaustive list. The panel's senior HR adviser will be able to further advise the panel and the chair as to appropriate, and inappropriate, questions in this context.

The panel should also be able to use its own considered judgment on this matter, and does not have to take the officer advice it is given.

At all times the candidate should be treated fairly and politely. The panel should avoid getting into debate and discussion with the candidate on any issue, remembering that it has a task to perform and a limited amount of time to do it.

Members of the panel should refrain from making general statements about any issue, other than the short opening and closing statements referred to above.

At the end of the session the candidate should be given the opportunity to clarify any answers that he or she has given in the course of the hearing, and ask any questions of the panel, for example about the next steps or the decision-making process.

The decision-making process

Immediately following the confirmation hearing, the panel should go into closed session to decide on its recommendations. Whilst the Local Government Act 1972 Schedule 12A would normally apply to the panel's operation at this point, the Home Office suggests that panels are joint committees under the Police Reform and Social Responsibility Act rather than the Local Government Act 1972. The Home Office will shortly issue Regulations to clarify how parts of the 1972 Act will apply to panels. The monitoring officer and a senior HR professional should be present to provide advice to the panel on its deliberations.

Meeting the role profile requirements

The following questions follow on from the issues mentioned in the section above. They are indicative only, suggesting the kind of issues that the panel would most need to be able to evaluate in order to come to a judgment on the suitability of the candidate.

Depending on the role, and the role profile, different questions could be asked specific to the candidate's forthcoming responsibilities, for example:

- Whether the panel feels that the candidate has the professional competence to exercise the role, as set out in the role profile
 - Do they have the ability and insight to work across multiple different agencies to achieve the PCC's priorities, and wider priorities for the area?
 - Do they have the ability to respond, credibly and proportionately, to pressures such as the need to make short-term responses to unexpected requirements?
 - Do they have the ability to translate strategic objectives into operational change on the ground?
- Whether the panel feels that the candidate has the personal independence to exercise the role, as set out in the role profile
 - Do they have the ability to advise the PCC, but to resist any attempt at improper influence?
 - Do they have the ability and confidence to take personal responsibility for relevant successes and failures?

Minimum standards

In an earlier section we made reference to 'minimum standards' of professional competence and personal independence. Members should be familiar with the required minimum standards in the role profile and should use these to make an assessment as to whether the candidate fulfils those standards.

Where a candidate does not meet these standards it should be self-evident, and this will be suggestive of a significant failure in the appointments process undertaken by the PCC.

Under these circumstances (and only these circumstances) it may be appropriate to use the veto, if the candidate is a Schedule 8 appointment.

Where a candidate meets these standards, but there is still a cause for concern about his or her suitability, it may be appropriate to outline these concerns in the panel's response to the PCC.

Where a Schedule 1 candidate does not, in the panel's view, meet the minimum requirements for the post, providing advice to the PCC in the form of a letter is the only option open to the panel. For these situations for Schedule 8 candidates, making a recommendation provides an alternative to use of the veto.

Making recommendations on Schedule 1 and Schedule 8 appointments

Under the Act the panel may recommend to the PCC that the appointment be made, or that it not be made. A recommendation that an appointment is not made is not the same as a veto, and the PCC can, if he or she chooses, ignore such a recommendation.

The only example of a pre-appointment hearing in the Commons leading to a recommendation not to appoint was that of the proposed children's commissioner. In this section, we will draw lessons from that experience and examine how a process for recommending approval, and rejection, might work in practice.

It is important to appreciate that any negative determination by the panel could have an undesirable effect on the candidate's career options. It is suggested therefore that the affected candidate should ideally have at least a few days to consider their position and ask any further questions they may have about the process before information is released to the press and general public.

To achieve this, it is suggested that a five working day period should elapse between the hearing and the release of information about ANY recommendation from the panel whether positive or otherwise.

An understanding about this arrangement would need to be discussed and agreed with the PCC and their staff who might otherwise release information about appointments separately from the panel.

Delaying any announcement about favourable panel recommendations and associated appointment announcements would be necessary to avoid unfavourable recommendations becoming automatically associated with a delay. This would in effect create the same outcome for unfavourable recommendations as if the information had been released straight away.

Although the five day period is suggested in order to ensure fairness to the candidate, it is recognised that there may be some circumstances where their best interest would be served by a quicker release of information. In all cases, a consistent approach to the release of information would need to be discussed and agreed with the PCC and their staff.

Recommending approval

This will be straightforward. The Act requires that recommendations to appoint should be communicated to the PCC in writing. This should happen immediately following the making of the decision (ie the next working day).

The candidate should be copied into the communication. It is suggested however that the PCC should be asked not to make the result of the appointment public until five days has elapsed following the date of the hearing for the reasons explained above.

Similarly the panel should wait five working days before it releases any information about its recommendations. In any event the panel should also ensure that the PCC has received and acknowledged the panel's recommendations before making its recommendations public.

Recommending refusal

This will involve more work. Refusal should only be recommended rarely, under the circumstances identified in the section on the decision-making process.

Where refusal is recommended, on the next working day the PCC should be notified of the refusal in writing. Appended to the refusal should be a summary of the principal reasons for that refusal.

Both should be treated as separate documents so that the letter recommending refusal can later be formally published without risking a breach of the Data Protection Act.

The next four working days will be available to all parties – including the candidate – to consider their next moves before the recommendation is made public. The reason why we suggest that no information be disseminated publicly until after this time is to ensure that the process is fair to the candidate as explained above.

There are three likely scenarios that might follow a refusal recommendation by the panel:

- The PCC continues with the appointment. If this happens the recommendation to refuse would be published after five working days, along with a summary as to why the recommendation was made. The PCC should make a response at the same time as the publication of the recommendation, focusing on why he/she felt that the candidate did in fact meet the minimum standards for the post.
- The candidate decides to withdraw. If this happens the recommendation to refuse would be published after five working days along with the relevant summary, but no further information would be published from either side.
- The PCC decides not to appoint. If this happens, the recommendation to refuse, and the summary, would be published alongside a statement by the PCC setting out a timetable and process to make a new appointment.

At each point the candidate will need to liaise with the PCC. The panel should not attempt to liaise with the candidate either directly, or through the host authority's monitoring officer or leading HR officer.

The panel may wish to recommend refusal, rather than exercising the veto, in the case of a Schedule 8 appointment.

This might be considered when the panel feels that the candidate essentially meets the minimum standards, but has shortcomings that mean it would be inappropriate to appoint. It is envisaged that the veto would only be used in exceptional situations.

The veto (for Schedule 8 appointments only)

Use of the power of veto

In an earlier section we considered the effect that the veto might have on potential candidates for the role of chief constable. Research carried out by the Constitution Unit in 2010 concluded that the introduction of a veto into the existing system of select committee pre-appointment hearings might well act to dissuade candidates from coming forward.

It should be recognised that the PCC's power to appoint – subject to the confirmation hearings process – has been provided by the Government to allow the PCC to appoint the person thought most appropriate. This will be a corporate decision, led by the PCC as an individual, but backed up through their secretariat, whose HR functions and internal appointment procedures will provide a 'due diligence' check on the candidate's suitability. The veto should only be exercised where it is clear to the panel that there has been a significant failure of those 'due diligence' checks, to the extent that the candidate is not appointable. This is, rightly, a very high bar.

Systems and processes will therefore need to be designed to ensure that the veto is used extremely rarely. It should be used only where the panel feels that the candidate fails to make the minimum standards for the post.

Process for the veto

A possible process for the veto is set out below. In designing arrangements for the use of the veto, the content of any relevant Home Office Regulations should also be considered carefully²¹.

Where the veto is exercised on a Schedule 8 appointment, the PCC must not appoint. The veto should be notified to the PCC on the next working day following the hearing. The PCC will be responsible for notifying the candidate.

It is suggested that after five working days the panel will publish its veto and the PCC, alongside this information, will publish information setting out the steps that will be taken to make another appointment. As we have suggested for recommendations of refusal of appointments, the five day period following the hearing can be used by the relevant parties to consider their responses. If however the candidate's interests would be better served by a quicker release of information, this can be discussed and agreed with the PCC.

²¹ At the time of writing this guidance, the content of pending Home Office Regulations covering the use of the veto has not been finally determined. Early drafts of the Regulations indicate that the panel will not be able to veto the PCC's second choice of candidate if the panel has already used its veto on the previous candidate.

The exercise of the veto (or a recommendation for refusal) should act as the impetus to a discussion between the panel and PCC about how HR processes within the PCC's secretariat might be reviewed.



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We consider requests on an individual basis.



Peterborough

Cambridgeshire

Cambridgeshire Police Authority
Local Policing Plan
 2012 - 2015

**GET CLOSER
 AND SUPPORT THE FORCE!**



Contact

Cambridgeshire Police Authority (until November 2012)

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Fax: 01480 425748

Email: police.authority@cambs.pnn.police.uk

Website: www.cambs-pa.gov.uk

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**The Office of the Police and Crime Commissioner
will replace Cambridgeshire Police Authority on
November 22, 2012.**

Cambridgeshire Constabulary

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Crimestoppers

To give information anonymously about crime contact
Crimestoppers, an independent charity.

In an emergency always dial 999

Who we are working with

Cambridgeshire Countywide Strategic Community
Safety Board
www.cambridgeshire.gov.uk

Greater Peterborough Partnership
www.gpp-peterborough.org.uk

Cambridge City Community Safety Partnership
www.cambridge.gov.uk

South Cambridgeshire Crime Reduction and Disorder
Partnership
www.scambs.gov.uk

East Cambridgeshire Community Safety Partnership
www.eastcambs.gov.uk

Fenland Community Safety Partnership
www.fenland.gov.uk

Huntingdonshire Community Safety Partnership
www.huntsdc.gov.uk

Safer Peterborough Partnership
www.peterborough.gov.uk

Cambridgeshire Criminal Justice Board
www.lcjb.cjsonline.gov.uk/Cambridgeshire

The Children's Trust
www.cambridgeshire.gov.uk

Victim Support
www.victimsupport.org.uk

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What do you think of this plan?

You can let us know by contacting Cambridgeshire Police Authority using any of the methods detailed above. If you are interested in helping to shape policing in your area, or would like to become a volunteer you can speak to your local police officers face to face at your area's local police meeting. You can find the dates of these meetings across Cambridgeshire and Peterborough on the constabulary website www.cambs.police.uk

A full list of all Cambridgeshire Police Authority's meetings, the agendas, papers and minutes until November 2012 are available from www.cambs-pa.gov.uk

From November 22, 2012 the authority website will be replaced with the website for Cambridgeshire and Peterborough's Police and Crime Commissioner.

Executive Summary

External Influences

The reduction in police funding has been a driving force for much of this plan. To be able to balance the budget of £127.6 million the authority has relied on savings made from an internal change programme and increased collaboration with Bedfordshire Police and Hertfordshire Constabulary. This work will continue into 2013 and look at the collaboration of organisational support services such as information communication technology, finance and human resources. There still remains a budget gap of £8.5 million for the following three years 2013-16.

The plan has also been shaped by the arrival of an elected police and crime commissioner in November 2012 and takes into account the priorities of authorities in the wider community safety and criminal justice arena. Work has also begun to better understand the needs of victims, witnesses and offenders in Cambridgeshire and Peterborough.

Our People

Cambridgeshire and Peterborough have a diverse and rapidly growing population with both wealthy and socially deprived communities in close proximity. Unemployment in the north of the county, although still below the national average, is twice that of the south. Inward migration poses challenges for the constabulary and partner agencies not least through the number of languages spoken, but also in helping new communities settle and integrate with long standing resident populations. When putting together this plan the constabulary also had to consider the county's large transient student population, Gypsy and Traveller communities and the needs of vulnerable adults.

The constabulary strives to reflect the community it serves both through its workforce and how service is delivered. It has set five equality objectives to advance this agenda which includes improving community engagement and ensuring policies do not discriminate against anyone.

The constabulary and authority have maintained their commitment not to reduce the number of officers engaged in policing local communities.

How we developed the plan

This year's plan has been informed by the constabulary's strategic assessment which looks at current and emerging crime trends, but it also reflects the strategic priorities of partner agencies much more than in previous years. The plan has been influenced by the Strategic Policing Requirement which requires police forces to have a greater understanding of national threats such as terrorism, cyber crime and maintaining public order.

The authority understands the importance of listening to the views of the public when setting its priorities and to allow for the differing needs of individual communities. The move towards a six-area policing command structure, aligned to local authority boundaries, will ensure the priorities are tackled in a way which is locally tailored.

The plan also gives local officers and residents the opportunity to set truly local people's priorities to address issues as they arise.

Past and future priorities

The constabulary and authority are set to go through a period of unprecedented change and the local policing plan will ensure that focus is not lost. Within the past year the constabulary has worked to deliver a better service differently with fewer resources. Officers and staff, supported by members of the special constabulary and volunteers, have been empowered to use their professional judgement to decide on the best outcome for victims, witnesses and offenders. In more than 1,000 cases restorative justice has met that need.

Despite the funding pressures local policing has been maintained and invested in, this has enabled officers and staff to tackle the crime which has the greatest impact in local areas. Thanks to the savings made by delivering specialist policing collaboratively the constabulary has also been able to renew its focus on keeping people safe. The creation of the Multi-Agency Referral Unit, which brings together staff from all agencies to tackle domestic abuse and sexual offences is expected to contribute significantly to this..

Priorities for 2012/13

- 
- 1. Maintain local police performance** – to provide an effective policing service which makes innovative use of existing resources and extends public involvement.
 - 2. Deliver policing within the available budget** – to identify and implement activity which will help reduce our costs or improve efficiency.
 - 3. Reduce crime and disorder** – to continue to drive crime and disorder to lower levels, transferring the fear of crime from the law abiding public to those who persistently commit crime.
 - 4. Keeping people safe** – resources are dedicated to ensure those people at most risk from harm are protected.
 - 5. Maintain the resilience of protective services** – the management of resources and delivery of service is maintained to support both local policing and national requirements.

The term protective services relates to a number of areas of police activity which are aimed at protecting the public from serious harm. It includes, for example, policing the road networks, responding to firearms incidents, planning for emergencies and critical incidents.

The authority is working hard to ensure a smooth transition to an elected police and crime commissioner. The commissioner must hold the chief constable to account on behalf of the public, engage with communities, work with partners to tackle crime and disorder, set the constabulary budget and future priorities. These will be detailed in a police and crime plan. The police and crime commissioner's work will be scrutinised by a police and crime panel. For more information about police and crime commissioners visit the Home Office website: <http://www.homeoffice.gov.uk/police/>

Foreword



Chair of Cambridgeshire Police Authority Ruth Rogers

Funding and the organisational change needed to balance the budget will dominate the authority's work until the reins are handed over to the elected police and crime commissioner in November 2012. We have worked extremely hard within the authority to ensure the commissioner is given not only a balanced budget, but a budget which can grow rather than be restricted by a one-off Government grant. It was a challenging decision to increase the council tax for the people of Cambridgeshire and Peterborough, but crucial to ensure longer-term sustainability of our policing services.

We have supported the constabulary in its efforts to take a fresh look at how it delivers policing in the county. The new structures and processes are being embedded throughout the year and will ensure local policing is maintained, while also investing in specialist policing skills to deal with the more complex cases. Collaboration with Bedfordshire Police and Hertfordshire Constabulary will enable us to provide this

specialist support 24/7 and more cost effectively. Further joint working in organisational support functions such as finance, human resources and IT is also being explored.

But none of this changes your right to have a say in what the officers and staff on your patch focus their resources on locally through People's Priorities. This ethos of policing through consultation will be bolstered even more when you, as the residents of Cambridgeshire and Peterborough, have the opportunity to choose who you want to be your police and crime commissioner. The votes on November 15 will dictate who is responsible for supporting the Chief Constable Simon Parr on the next stage of his journey to make Cambridgeshire Constabulary the best it can be.

Chief Constable Simon Parr

A year ago, I promised we would transform every part of our service to ensure we continue to deliver flexible and affordable policing that keeps the people who live in, work in or visit Cambridgeshire even safer.

I remain focussed on dealing with those policing issues that create the greatest levels of risk, threat and harm within the communities we serve. Those who are most vulnerable are still at the heart of this commitment. I intend to maintain the number of officers dedicated to local policing.

Performance in 2011 has continued to improve, in spite of this radical programme of change. Recorded crime has fallen further which means, most importantly, there have been fewer victims of crime and disorder. My pledge to lead a force that relentlessly targets those who commit crime and disorder and brings offenders to justice has been reflected in improved detection rates.

The coming 12 months will be the proving ground for the exceptional amount of dedication and professionalism that has gone into transforming our services. The changes we are making have been developed to be the most effective we can devise within the budget we have been given. We are thinking differently and working differently - we have fewer police officer supervisors and police staff, and are relying on colleagues to shoulder increased responsibility.

It is unlikely that all our new systems and processes will work perfectly first time, every time. We will be closely monitoring our performance to see that things are working - if not, I promise that we will change again.

I ask every person we serve to appreciate the extent of the changes we have made and must continue to make, and understand that at every turn, as we make operational decisions, we have a single question that must be answered - 'does this make people safer?'



Our Mission:
Creating a safer Cambridgeshire

Our Vision:
To provide a first class policing service in which the public have total confidence

Our Values:
Sensitivity, integrity, respect



Key responsibilities of Cambridgeshire Police Authority

- Consulting with the community - the authority provides an important link between the police and the public.
- Setting an annual plan for policing the area, taking into account of the views of the community - this includes setting priorities and targets for the constabulary.
- Reporting back to the community - the local policing summary tells the public whether the constabulary has achieved the targets set in the plan.
- Setting the police budget for the year and deciding how much money is needed to be raised through local council tax towards the cost of policing.
- Appointing and, if necessary, dismissing the chief constable, the deputy chief constable and the assistant chief constable.
- Ensuring the service provided by the constabulary is value for money and makes the best use of available resources.
- Having regard to duties under the Equality Act 2010.

Transition to Police and Crime Commissioners

A locally elected police and crime commissioner (P&CC) will replace Cambridgeshire Police Authority on November 22, 2012. The commissioner, whose role is to strengthen the link between the police and communities, is also responsible for:

- Delivering an effective and efficient police force
- Holding the chief constable to account for force performance
- Regularly engaging with the public
- Working with partners including local authorities, health services and the criminal justice system to tackle crime and disorder and set the police and crime objectives for Cambridgeshire and Peterborough through the police and crime plan.
- Being responsible for the police force budget and approving the policing element of the council tax
- Working with partners to ensure the efficiency and effectiveness of the criminal justice system in the police area
- Hiring, and if necessary dismissing, the chief constable.

The commissioner will be scrutinised by a police and crime panel made up of local councillors and lay members. To find out more visit www.homeoffice.gov.uk/police/police-crime-commissioners/

Transition Planning

The journey to an elected police and crime commissioner in Cambridgeshire has been well planned. The authority has detailed the work needed in an Organisational Development Plan and Transition Checklist which is scrutinised by members of the authority through established committees.

Staff in the authority have been working with colleagues in partner agencies to help them understand the change through face-to-face briefings, the provision of written briefing material, attendance at meetings and the hosting of a formal stakeholder event. The authority's chief executive has been engaging with counterparts in the local criminal justice system and within voluntary groups who are expected to be affected by the change in governance.

It is expected that a shadow police and crime panel will be established in June 2012 to allow members to get to know each other and ensure its smooth running by November 2012. The panel will be made up of councillors from Peterborough City Council, Cambridgeshire County Council and each of the district councils. The panel will be administered with £53,300 of funding from the Government. There will also be an additional £920 per member available to pay for necessary expenses.

The new arrangement will see this local policing plan replaced by a police and crime plan written by the police and crime commissioner. The plan will need to be written with the chief constable and considered by the police and crime panel by March 2013. This new plan will detail the commissioning arrangements for services, such as the Drugs and Alcohol Team, which from 2013 will be funded from the police and crime commissioner's budget.

The people we serve

Cambridgeshire Constabulary polices the five Cambridgeshire district and Peterborough unitary authority areas through six coterminous policing command units.

Cambridgeshire and Peterborough have a diverse and rapidly growing population of an estimated 790,000 people. The results of the 2011 Census will provide us with more detailed demographic information later this year.

Cambridge's population is increased during term times by the transient student population. More than 17,000 students attend the University of Cambridge and 9,000 students study at Anglia Ruskin University. Many more attend the city's language schools. Of the 1,500 overseas visitors who were required to register with the police this year the majority were from China, Russia and Saudi Arabia.

The county, in particular Peterborough, Huntingdon and Cambridge, is home to a large number of London commuters who take advantage of lower house prices and the 50 minute train journey to the capital. On the flipside many of the county's workers live outside its boundaries and travel to work in the specialist industry, retail and service sectors – in particular agricultural and food production businesses.

Cambridgeshire and Peterborough both have wealthy and socially deprived communities in close proximity. The current economic challenges also highlight the diverse characteristics of the county, with unemployment in Peterborough at 4.5 per cent which is twice that of the south of the county. However this is still well below the national average of 8.4 per cent (figures from December 2011).

The two main conurbations of Cambridge and Peterborough together with market towns and rural farming areas present the police force with a wide range of policing challenges. From managing the city centre night-time economies to tackling rural policing issues the constabulary's officers and staff develop all-round policing skills.

Migration

In Cambridgeshire as a whole 15.7 per cent of the population is of an origin other than white British, with 4.75 per cent declaring themselves of Asian origin and 2.1 per cent identifying themselves as black. Approximately 1.4 per cent of the population within the whole county are non UK nationals.

Cambridgeshire continues to see inward migration which can pose problems as people adapt to new cultural lifestyles and laws. This makes some migrants vulnerable and they can become targets for exploitation. As people become settled, a critical mass is reached, which encourages further migration into the county. The key to ensuring cohesion and protection from vulnerability is early integration between existing and new communities. The constabulary intends to work with partners to strengthen its understanding of migration patterns and to engage with new communities at the earliest opportunity.

Analysis of data from National Insurance Registrations suggests Cambridgeshire has among the highest numbers of migrant workers in the East of England, while the East of England ranks third in the country after London and the South East.

The number of languages spoken within Cambridgeshire and Peterborough now exceeds a hundred. This brings with it additional challenges for officers and staff when they are engaging with non –English speakers or dealing with them as victims, witnesses or offenders. The constabulary has recruited a number of multi-lingual PCSOs to address this such as Latvian and Lithuanian PCSOs and a Lithuanian special constable.

The county also has long standing resident populations of Chinese, Polish, Italian, Indian, Pakistani, West African, African-Caribbean and Bangladeshi decent.

Gypsies and Travellers

Cambridgeshire and Peterborough attracts both transient and residential Gypsy and Traveller communities onto both private and public caravan parks. There are clear cultural distinctions between the Irish Traveller communities and the English Gypsy communities.

According to figures from Communities and Local Government a quarter of the estimated 18,600 Gypsy and Traveller caravans recorded in July 2011 were located in the East of England – the highest of any area in England and Wales. Of those caravans in Cambridgeshire and its neighbouring counties 28 per cent were on unauthorised sites and more than half (59 per cent) were on non-Gypsy owned land. The issue of Gypsy and Travellers establishing unauthorised encampments causes problems for all authorities in the area and often leads to complaints from local residents. For example in Peterborough in 2011 there were 50 reports of unauthorised encampments.

Racism towards Gypsy and Travellers is still wrongly regarded by some as socially acceptable fuelling discrimination and increasing their distrust of support services including the police. Members of both of these communities are hesitant to seek police support. This has been addressed through a Gypsy and Traveller Engagement Action Plan which involved targeting under reporting of crime by building trust and confidence in the police service. This work has now been integrated into community cohesion plans within each neighbourhood policing area.

Members of the Gypsy and Traveller community also joined the constabulary- run Cambridgeshire Independent Advisory Network (CIAN) and have provided advice and guidance on working with their communities.

Vulnerable Adults

There are many people who because of mental health or another disability, age or illness, are not as able as others to protect themselves from harm. The last year has seen the constabulary progress its approach to the safeguarding of vulnerable adults. Officers and staff are working in partnership with colleagues from statutory and voluntary services through the Multi-Agency Referral Unit (MARU). This unit prevents duplication of effort between service providers and ensures the right information is made available to the professionals who need it. Within the MARU cases are referred to the Safeguarding of Vulnerable Adults (SOVA) Team to assess the risk and discuss the case with safeguarding professionals. This will lead to an agreed multi-agency plan to protect the vulnerable adult in question.

Victim and Offender Needs Assessments

Cambridgeshire Police Authority is working with partner agencies to create a Victim and Offender Needs Assessment to inform the 2013 police and crime plan. While this work was not complete in time to fully inform this year's local policing plan it has allowed the authority to get a picture of victims and offenders in 2010 and ensure a greater awareness of their needs.

In 2010 38,433 people (21,123 men and 17,310 women) became victims of crime. Of this number the highest proportion of victims were aged between 20 and 29 accounting for 8,800 victims. Just over 1,000 of the total number of victims were under 14 years of age and 1,348 victims were aged 75 and over. Just short of 30,000 victims in 2010 were white British.

The constabulary is committed to supporting victims of crime and transferring the fear of crime from those victims, and the witnesses who provide evidence, to those people who commit crime. Much work is being done to reduce the number of new offenders and the number of people re-offending.

There has been a focus on ensuring officers are able to use discretion and take the most appropriate course of action in light of all the circumstances. This includes assessing the need to arrest people. In 2011 more than 20,000 people were arrested, but this was a reduction of approximately 20 per cent on the year before. However we have seen a rise in positive justice outcomes where the arrested person is charged, cautioned or summonsed, from 59 per cent to 64 per cent, which indicates that the original arrest was proportionate. This reduction in custody numbers also reflects officers using different disposal methods – such as restorative justice (see page 18) and interviewing people at home. This also frees up officer time.

The Cambridgeshire and Peterborough Probation Trust worked with 2,890 people commencing a new community order during 2010. A quarter of these offenders were aged between 20 and 24. A third were aged over 35. Of the 2,890 a third were identified as having problems with alcohol, a quarter with drugs. This is recognised by the community safety partnerships across the county and is reflected in their strategic priorities.

The constabulary is working with partner agencies to tackle the issue of re-offending through, for example, the Integrated Offender Management scheme (see page 28).

The authority supports the constabulary in undertaking local surveys to measure victim satisfaction (see page 14).

Equality Duties

The constabulary strives to reflect the community it serves, both through its workforce and how services are delivered. The Equality Act 2010 sets out the general duty and specific duty of public sector bodies to ensure that discrimination, harassment and victimisation among those individuals with 'protected characteristics' is eliminated and equality is promoted. The term 'protected characteristics' refers to the personal characteristics of individuals such as age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

This means that public bodies, including the constabulary have a responsibility to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic and those who do not.

The constabulary has set five equality objectives to advance this agenda:

1. To maintain and improve community engagement in the development and delivery of services
2. To ensure the constabulary's employment policies and procedures are non-discriminatory and compliant with equalities legislation as a minimum standard
3. To work towards a more representative workforce
4. To maintain an open trusting workplace culture to encourage a diverse workforce

5. To meet the requirements of the Equality Act

Staff employed by the constabulary have access to local and national staff support associations. The Stonewall Workplace Equality Index, which measures efforts to tackle discrimination and create an inclusive workplace for lesbian, gay and bisexual staff, ranked the constabulary in the top third of the 360 employers who submitted evidence. The organisation has also maintained its 'two tick' status from Jobcentre Plus which shows its commitment to support the employment of people with disabilities.

Budget cuts have hindered the constabulary's efforts to improve the representation of minority groups among its staff. However there are plans for further recruitment in 2012/13 and positive action will be taken to ensure this is publicised among under-represented groups and that applicants are supported through the recruitment process.

The workforce

- 1,370 Police Officers (990 dedicated to local policing)
- 195 Police Community Support Officers
- 837 Police Staff
- 270 Special Constables

A full review of all posts during 2011/12 has resulted in many officers being re-deployed to frontline operational policing and a greater proportion of police staff in office-based roles. This has maximised the number of operational hours available for policing in the county; extending beyond visible work within communities to armed and road policing, intelligence and surveillance work for example. This work has been bolstered by the recruitment of 58 probationary constables and 50 special constables.

Increased collaboration with Bedfordshire Police and Hertfordshire Constabulary has presented a challenge for the human resources departments to ensure harmonisation of policies and procedures across the three forces. A complete review of the provision of organisational support services (such as human resources, information communication technology and finance) has begun, exploring options for shared delivery.

Review of terms and conditions

The national review of police officer and staff pay and conditions has not yet delivered its final set of recommendations. However these are expected in 2012 and will need to be implemented during 2012/13 to bring the changes and any consequential savings to fruition. The constabulary will also continue to support staff through the process and help them plan for change.

Maximising Contribution

The constabulary recognises that with limited resources it must maximise the capacity and capability of its workforce through inspirational leadership and strong management. Managers will encourage staff to develop their skills so they can take advantage of opportunities as they arise. This will be supported by a new Personal Development Review system.

Seminars have been held to empower managers to deal with unsatisfactory performance. In 2012/13 HR Managers will be offering training and coaching on how to apply performance management procedures in different circumstances. Work is also ongoing to reduce levels of absence through ill-health.

Health and Safety

A health and safety audit carried out by the British Safety Council during 2011/12 gave the constabulary a two-star rating. Work is ongoing to review the areas for improvement identified in the audit which praised firearms, POLSAs (Police Search Advisor), first aid and DSE (Display Screen Equipment) arrangements.

Costed Workforce Plan

The table below describes the establishment (budgeted for full time equivalents) and financial costs of the workforce.

Police Officer	2011/12		2012/13		2013/14	
	Establishment (Budgeted FTE)	£000	Establishment (Budgeted FTE)	£000	Establishment (Budgeted FTE)	£000
Totals	1,391	56,910	1,370	55,478	1,347	55,274

Police Staff	2011/12		2012/13		2013/14	
	Establishment (Budgeted FTE)	£000	Establishment (Budgeted FTE)	£000	Establishment (Budgeted FTE)	£000
Police Staff	896	29,413	837	27,375	837*	27,284
PCSOs	195	5,941	195	5,983	195	6,072
Total	1,091	35,354	1,028	33,358	987	33,356

*The budgeted number of police staff posts will reduce in 2013/14 when collaboration outcomes are clearer.

	2012/13 Budget £000	2013/14 Projected £000
Overtime		
Police	2,000	2,000
PCSO	-	-
Other	288	238
Total	2,288	2,238

Other workers

	2011/12	2012/13	2013/14
Special Constabulary			
Special Constables	202	270	300

Community Engagement

Effective engagement is a key part of the work we do. It is not only a statutory duty, but a social responsibility to ensure that our policies and operational work reflect both the views and the needs of the people of Cambridgeshire.

Engagement across the constabulary and authority has been reviewed during 2011 as part of Operation ReDesign. A joint engagement strategy written following consultation with staff and partners, has now been launched which reaffirms the commitment of the force and authority to be listening, predictive and responsive organisations.

The engagement strategy provides a framework for this while also giving area commanders the flexibility to tailor their work to fit the needs of the particular communities they serve. It is also more closely aligned to this local policing plan, ensuring all communication and engagement contributes to the work needed to meet the five local policing priorities. Members of the authority remain committed to engaging with the public as part of their role in ensuring the constabulary provides a service which addresses local needs.

Engagement within local policing

- Engagement across the policing area will seek to meet the needs of the communities.
- Senior officers and staff will attend key strategic meetings.
- Local officers and staff will use a mix of engagement tactics including street briefings, local surgeries and panel meetings.
- There will be greater use of social media including the force's Facebook page, E-cops service, You Tube channel and Twitter accounts @CambsCops @PboroCops and @FootyCops

Locally-set People's Priorities

People who live and work in the county are able to suggest priorities for policing in their particular area. These 'people's priorities' are set at 'neighbourhood panels' and enable people to have an ability to truly affect policing at a local level. This process also allows officers to highlight their achievements in tackling previously-set priorities in a publically accountable way.

Corporate Performance

The Policing in Cambridgeshire (PIC) survey asks 300 people (3,600 each year) chosen at random each month: "What would you say is the one key issue that you would want the police to tackle as a priority in the neighbourhood where you live?" In the past 12 months just under a third of respondents stated there were no issues in their area that they wished police to tackle as a priority. Of those who did cite issues: 20 per cent highlighted speeding and 15 per cent shared that teenagers or youths gathering in groups worried them even though they knew they were not doing anything wrong. It was suggested that there needs to be a collective discussion with partners and communities to address youth provisions. There remained a steadfast desire for an increase in visible patrolling to increase reassurance within communities.

Regular telephone surveys are also carried out to understand whether victims are satisfied with the service they have received. In the 12 months ending January 2012 84.4 per cent of victims of burglary, vehicle and violent crime were satisfied with the service provided by the constabulary.

Integrity, Inspections and Audits

The constabulary and police authority will continue to work in an open and transparent manner. This extends beyond the accountability of every employee through to working practices and financial management.

The authority and constabulary are inspected by Her Majesty's Inspectorate of Constabulary (HMIC), the Office of the Surveillance Commissioners. These organisations, along with external and internal auditors, provide scrutiny to ensure integrity and correct practices are followed. The new collaborated professional standards unit will continue to promote personal integrity and ensure the highest standards are maintained by all staff.

Dealing with Complaints

Cambridgeshire Constabulary

Complaints, which can be reported by letter, telephone, email and in person at a police station, about the conduct of police officers or police staff are always taken seriously. The nature of the complaint determines who will deal with it. For issues where a simple resolution can be achieved a local supervisor usually deals with the complaint with guidance from specialist officers and staff. More serious matters are referred to the professional standards unit who oversee the complaints process to ensure investigations are appropriate and retain the public's confidence. There has been a slight rise in the number of complaints recorded from 730 in 2011 to 756 in 2012. The constabulary seeks to learn from all complaints and where necessary provides the appropriate support and training to help staff develop. In some cases matters will be referred to the Independent Police Complaints Commission.

Cambridgeshire Police Authority

The authority is responsible for handling complaints about the conduct of police officers of the rank of assistant chief constable and above and for the general oversight of the conduct of complaints and professional standards through its People and Professional Standards Committee. Complaints can be made in writing, by phone or online via the IPCC website. The authority will then decide whether to record and then investigate the complaint. If the complainant is unsatisfied with the outcome they have the right to appeal to the IPCC within 28 days. Complaints against members of the authority can be made to the chief executive, who is the Monitoring Officer. Complaints against the chief executive can be directed to the chair of the police authority. More information on how complaints are dealt with can be found on at www.cambs-pa.gov.uk

How we developed the local policing plan

The three-year plan, which is refreshed annually, is drafted jointly by the authority and constabulary. It sets out the future direction for policing in Cambridgeshire and Peterborough by outlining what our priorities and objectives will be, and how we will achieve them.

The plan's priorities are informed by the constabulary's annual strategic assessment. This looks at previous, current and emerging trends in criminal and related activity, the priorities identified by the six community safety partnerships (detailed below), national policing issues and public engagement. This information is then used to identify long-term risks to the people of Cambridgeshire and Peterborough which for 2012-13 are:

- Domestic abuse
- Missing from home
- Metal theft
- Organised crime
- Drugs misuse
- Anti-social behaviour

The constabulary has also identified the need to understand the impact migration has on criminality and community cohesion.

External Influences

The plan has been developed against a backdrop of significant change – not least the deep cuts to police funding and the change in the governance of policing. The impending move from a police authority to a police and crime commissioner with a wider responsibility for community safety has encouraged the authority to have a greater focus on the priorities of other agencies in this plan. The removal of centrally set targets has enabled the constabulary to produce a truly local plan and still take into account the following external influences detailed below.

1. Community Safety Panel Priorities

Peterborough

- Reducing re-offending
- Developing modern, effective and efficient substance misuse (drugs and alcohol) schemes
- Developing the neighbourhood management model
- Developing an over-arching strategy on domestic abuse
- Improving perceptions of safety in Peterborough City Centre by prioritising violent crime linked to the night time economy
- Making Peterborough's roads safer
- Anti-social behaviour and improving the quality of life in our neighbourhoods
- Targeting the family networks that cause most harm, cost and disruption to the city

Fenland

- Violent crime (initial focus on Wisbech)
- Domestic violence
- Anti-social behaviour
- Serious acquisitive crime (including Integrated Offender Management)
- Shoplifting
- Substance misuse as a theme through the above

Cambridge City

- Alcohol-related violent crime
- Anti-social behaviour
- Domestic violence
- Preventing re-offending

East Cambridgeshire

- Domestic violence
- Anti-social behaviour
- Adult re-offending
- Young people at risk of offending
- Emerging issues
- Road safety and community cohesion

South Cambridgeshire

- Reducing offences against businesses
- Anti-social behaviour
- Supporting at a county level
- Road safety
- Domestic violence
- Reducing re-offending

Huntingdonshire

- Prevention, awareness and intervention
- Anti-social behaviour
- Domestic violence
- Preventing re-offending
- Vulnerable locations - currently alcohol-related violence in Huntingdon

2. Criminal Justice Board Priorities

The Cambridgeshire Criminal Justice Board (CCJB) formally brings together in partnership the constabulary's senior officers, Her Majesty's Court & Tribunal Service, Crown Prosecution Service, Youth Offending Teams, the National Offender Management Service (NOMS – incorporating Cambridgeshire Probation Area and the Prison Service), Victim Support and the Legal Services Commission to provide a 'joined up' criminal justice system aimed at being effective and efficient. Collective focus is being given to protecting the public, reducing re-offending and improving the service to victim and witnesses. The Criminal Justice System (CJS) is undergoing unprecedented reform and modernisation, implementing the creation and transmission of electronic evidence throughout the criminal justice system. In turn this will speed up the joint processes and security of distribution of evidence and deliver significant efficiencies to all partners. Co-operation between the local criminal justice agencies has increased since the creation of the CCJB, through joint planning and identification of local priorities, followed up by agreeing co-ordinated strategies and establishing responsibilities.

3. Strategic Policing Requirement (SPR)

The forthcoming Strategic Policing Requirement describes the national responsibilities police forces have and the expectations on how chief constables and police and crime commissioners will meet these national needs (see page 30).

4. Government Strategies

The constabulary and authority have also considered a number of specialist relevant strategies on a range of themes, including:

- Drugs Strategy 2010
- Counter-Terrorism Strategy
- Organised Crime Strategy
- National Infrastructure Plan 2011
- Cyber Crime Strategy 2010

5. Home Office Business Plan 2011-15

- empower the public to hold the police to account for their role in cutting crime
- free up the police to fight crime more effectively and efficiently
- create a more integrated Criminal Justice System
- secure our borders and reduce immigration
- protect people's freedoms and civil liberties
- protect our citizens from terrorism
- build a fairer and more equal society

Priorities for a safer Cambridgeshire

1. Maintain local police performance

Last year this priority was set to ensure that the constabulary considered performance in the widest sense, rather than being constrained by numerical targets. The emphasis was on delivering a better service with less money through redesigning how policing is delivered, collaborating with Bedfordshire and Hertfordshire forces and focusing on the priorities set. The constabulary has improved its performance from the previous year, with an increase in public satisfaction from 83.1 per cent to 84.5 per cent and confidence from 87.3¹ per cent to 89.3 per cent.

Operation ReDesign

This change programme has drawn together officers and staff experienced in continuous improvement to develop and implement a new operational policing model. The model enables the constabulary to maintain performance and balance its budget.

The team has worked in consultation with officers and staff to identify opportunities to:

- streamline processes
- reduce bureaucracy
- encourage the application of professional judgement, and
- redistribute the reduced resources.

The constabulary has transformed how non-emergency calls for service are handled and while staff answered 85 per cent of all calls in the first month (July) this has improved to 97 per cent of calls in January. A centralised appointment team provides expert advice to callers and makes appointments where appropriate for non-emergency incidents, releasing officers to respond to emergencies. Almost 4,500 home appointments have been made with a further 11,000 appointments at police stations. More than a third of calls for service (36 per cent) have not required the deployment of officers.

In challenging bureaucracy the constabulary has undertaken a culture change empowering the workforce to think differently and use their professional judgement to focus on the best outcomes for communities and individuals. The restorative justice scheme involved training more than 800 officers and PCSOs enabling them to seek alternative resolutions to incidents. In one case two youths stole food and drink from a milk float. The offenders attended the milk depot, apologised and donated £5 to the British Heart Foundation. This resolution met the

needs of the victim and preventing the youths from being criminalised. In the last year restorative justice has been used, with positive feedback, to deal with more than 1,000 people saving £780,000 of police time.

The constabulary has developed two new centralised structures, an Investigation Management Unit (IMU) to manage crime and a Central Intelligence Bureau (CIB) to improve the handling and use of intelligence. The economies of scale achieved by centralisation will release some police officers, including constables, sergeants and inspectors, to return to frontline policing. A review of business support functions has allowed the force to reduce costs while maintaining frontline delivery.

Making the best use of resources

Special Constabulary

Special constables are an integral part of modern policing and the constabulary increased its establishment in 2011/12 to 274 officers, an increase of 52 officers. These officers have provided in excess of 80,000 duty hours, including 1,500 extra hours of patrols during the disorder in summer of 2011, supporting regional ANPR (Automatic Number Plate Recognition) initiatives and the policing operation at Dale Farm in Essex. Special constables also work within training, economic crime and public protection departments.

Police Support Volunteers

In the past year 18 local people have supported the constabulary working in departments such as crime support investigation and hate crime administration. In East Cambridgeshire volunteers, trained by local officers, act as CCTV operators. The constabulary has supported the 'Future Jobs Fund', providing young people with policing experience to enhance their career opportunities. Within the authority 38 people act as volunteers for the Independent Custody Visitors' Scheme, checking on the conditions of detainees in the constabulary's cells.

Watch Schemes

The constabulary supports five watch schemes which provide an invaluable service as additional eyes and ears, but also by ensuring information is shared among local communities. Neighbourhood Watch, Countryside Watch, Boat Watch, SpeedWatch and local business against crime schemes all contribute to this.

Community Safety Accreditation Scheme (CSAS)

The scheme was launched in 2009 and enables the chief constable, under the Police Reform Act 2002, to confer powers to accredited people wearing a recognisable uniform featuring the CSAS emblem. A total of 23 members of staff at Addenbrooke's Hospital have been accredited with a number of police powers, including being able to issue fines, to help them deal with low-level disorder within the hospital estate. In June 2011 two traffic management companies were accredited with traffic control powers for the duration of Burghley Horse Trials, reducing the number of police officers required.

Local Policing

The challenge for the forthcoming year is to maintain the performance of the constabulary by reducing crime and maintaining the standards of professionalism, integrity and confidence in the services we deliver. Despite the budgetary constraint the constabulary will continue to focus on those areas which local people say causes them most harm.

The new local policing delivery model will be implemented. It is designed around existing local authority and community safety partnership boundaries and creates six local policing areas: Peterborough, Fenland, Huntingdonshire, East Cambridgeshire, South Cambridgeshire and Cambridge City.

Local policing will be based on the principle of officers and police staff being dedicated to their local district, understanding their communities and being visible and responsive to the local demands. This structure will ensure that the most appropriate resource is deployed and that areas are supported by specialist teams to ensure quality investigations and resolutions. The traditional barriers between investigation, response and neighbourhood policing are being removed so that 195 PCSOs, 550 constables and special constables form local policing teams under the leadership of the six area commanders.

OUTCOME: A policing model which provides better local policing, effective responses and uses resources efficiently.

ACTIONS

- **Promote a policing style based on threat, harm, risk and opportunity.**
- **Support, and develop with partners, initiatives which promote community involvement in policing.**
- **Evaluate the effectiveness of service delivery.**

The current climate reinforces the need to extend the policing family. The constabulary will continue to develop innovative ways of including the community in delivering policing, both through statutory partners and increased engagement with voluntary, faith and community groups. The support these groups can provide is invaluable and enables the constabulary to deliver a truly locally influenced service.

OUTCOME: Enhanced local policing, responding to local priorities through close working relationships with communities and volunteers.

ACTIONS

- **Develop the contribution from, and feedback to Watch schemes.**
- **Provide effective engagement processes to identify local priorities.**
- **Extend the Community Safety Accreditation Scheme in traffic management and community policing.**

MEASURES OF SUCCESS

- **An increase in the percentage of local people who feel the police are dealing with issues of greatest concern in their area as measured by a local engagement survey.**
- **An increase in the percentage of victims of crime who are satisfied with the overall service provided by the police as measured by a local satisfaction survey.**
- **Achieve and maintain 300 special constables.**

¹ Mar – Feb Policing in Cambridgeshire survey

2. Deliver policing within the available budget

Her Majesty's Inspectorate of Constabulary (HMIC) has reported that the constabulary is efficient in that it has the second lowest cost for its services in the country, the second lowest workforce, and yet has achieved a 10 per cent reduction in crime². This is better than any other police force in the Eastern region. This year around £170 per person is being spent on policing in Cambridgeshire and Peterborough. The constabulary has the fifth lowest number of police officers per head of population and the third lowest number of police staff. Despite this low funding, the constabulary deals with an above average number of recorded offences and detects 30 per cent of recorded crimes. The constabulary has reduced police officer numbers by 36 and police staff by 75 during 2011/12.

Cambridgeshire	Crime per 1000 people	Victim Satisfaction ³ with police service	Cost of policing per head of population	Workforce per head of population
National ranking (out of 43)	25th (mid table)	22nd (mid table)	2nd lowest	2nd lowest

During 2011/12, the learning and development department centralised the training activity for new students from the previous three bases. This has not only ensured consistency of training, but has also delivered savings in trainer requirements.

Through the strategic alliance with Bedfordshire Police and Hertfordshire Constabulary the constabulary has collaborated its procurement and professional standards departments. A single stores facility is also now operating in Huntingdon and saves £465,000.

No less significant is how the constabulary has developed a responsible approach to energy use. Total spend on utilities between April and October 2011 has decreased by £136,000 compared to the same period in 2010. This is in part due to the re-negotiation of utility contracts and a reduction in force establishment.

While the budget constraints define the parameters within which the constabulary must deliver a service, it has not been a limiting factor in ensuring the service provided is the best it can be. This year 84.5⁴ per cent of people felt satisfied with the service they received from the constabulary, which demonstrates improved working practices.

Balancing the Budget

There are three strands which will enable the constabulary to deliver policing in Cambridgeshire over the next four years:

- Continuous improvement
- Strategic collaboration with other forces or local authorities
- Enhanced partnership working.

Continuous Improvement (Operation ReDesign)

The constabulary will continue to provide a leaner, less bureaucratic and more efficient service through a process of continuous improvement. Business areas being evaluated to ensure they are delivering the most effective service possible include:

- Officer skills
- Asset management
- Fleet
- Contact management

Information Communication Technology (ICT)

An effective ICT infrastructure offers many opportunities to release officers to carry out visible front line policing within the community. The constabulary will progress these opportunities, brought about through collaboration and specific projects, by implementing software to support more efficient working practices and reduce bureaucracy such as:

- Mobile data technology
- Inter-force connectivity
- Paperless systems
- Project Athena– which is a multi-force project to provide an ICT system to streamline crime and custody processes.

Estates

The estates department is carrying out an analysis of all sites used by officers and staff in each new locality team. This process will identify where savings can be made from properties which are under used. The team is working with partners to look at opportunities for shared resources – both with officers and staff moving into partner-owned premises and the sub-letting of unused space in police-owned buildings. In Peterborough this is part of the 'Green Shoots' initiative, in Cambridgeshire it is called 'Making Assets Count'. In 2011 the police opened facilities at Linton Fire Station and Melbourn Village College, put up for sale a piece of unused land in Bretton, Peterborough and moved the enquiry office function in Peterborough city centre into a building shared with the city council. The future of Bridge Street Police Station site is now being reviewed. The estates department is also looking at bidding for funding from third parties such as developers.

Strategic Collaboration

The strategic alliance is set to save between £15 -£20 million by the end of 2015/16. While at its heart collaboration is about saving money it will also deliver equal or improved effectiveness and resilience for the three forces. It is anticipated that collaboration will meet future demands for the next three to 10 years, taking account of new and emerging developments. It will cover all aspects of:

- **Protective services** (Dogs, roads policing, counter terrorism and domestic extremism, contingency planning, serious and organised crime)
- **Organisational support services** (including ICT, finance, HR, corporate communications, estates and facilities)
- **Operational support services** (including contact management, criminal justice, administration and custody)

An established three-force programme team is responsible for researching, designing and implementing collaborative approaches to areas of work agreed by the force executives and police authorities and, in due course, police and crime commissioners. The team will also be responsible for ensuring that each implementation is followed by an effective evaluation process – to include a rigorous assessment of benefits realisation/return on investment.

It is anticipated that savings of £800,000 over three years will be realised when the scientific support unit, major crime and the tactical firearms units are conjoined in April 2012. The major crime unit, which will investigate all serious crime, will operate from two centres in Welwyn Garden City and Huntingdon and will consist of four operational teams with a fifth team to provide all the support functions.

² Recorded crime by police force area, English region and Wales, percentage change between 12 months to September 2010 and September 2011

³ Victims of burglary, vehicle crime and violent crime

⁴ Mar 2011 – Feb 2012

Enhanced Partnership Working

An effective policing service will meet the needs of local communities, whilst also being able to support the national demands of the forthcoming Strategic Policing Requirement. The six district-based statutory community safety partnerships bring together police, police authorities, local authorities, fire and rescue, primary care trusts, probation and other local representatives to tackle issues of crime and disorder. It is expected this partnership will be strengthened by the new police and crime commissioner who will have a wider remit for community safety and will bring the criminal justice agencies on board. The Cambridgeshire County Community Safety Board attended by members of the community safety partnerships, influenced by the Shadow Health and Wellbeing Board, is set to shape future partnership working.

The authority has balanced the budget for 2012/13 by making savings of £6.6 million. The challenge remains to identify further savings of £8.5 million in the period 2013-16. There is a relentless drive to challenge all spending within policing functions due to the 'overhanging' of police officer salaries (officers outside planned structures) over the next two years.

The reduction in police officers, other than those in the rank of constable, will be controlled by recruitment and retirement and this is not predicted to be concluded until well into 2014. Therefore the authority will close the gap in these years by one-off use of reserves, ensuring the local policing capability is maintained.

OUTCOME: High standards of local policing are sustained within the budget available through the most effective use of resources.

ACTIONS

- Establish a continuous improvement regime to identify efficiencies.
- Pursue collaborative opportunities.
- Implement the new engagement strategy to enhance partnership working.

MEASURES OF SUCCESS

- The budget for 2012/13 set at £127.5 million will be balanced within +/- 0.5 per cent.

3. Reduce crime and disorder

The challenge has been to achieve this goal within the budgetary constraints. There has also been a significant emphasis on the need to work with communities, both in terms of tackling the issues which have the most impact on their lives, but also in improving the confidence communities have in the police.

Crime has fallen by 9.2 per cent, which means 563 fewer victims of burglary, 188 fewer victims of robbery and 736 fewer victims of assaults⁵. This has been achieved by focussing on those who persist with a life of crime and holding them to account, and by ensuring support and diversion programmes are available. Maintaining high standards extends beyond the behaviour of the workforce and includes how business is conducted. A recent HMIC inspection of how the constabulary records incidents and crimes showed comprehensive and effective processes for ensuring incidents are recorded correctly and the contact between staff and victims was generally very good.

The constabulary has maintained a focus on those who cause most harm to our communities for example:

- In one investigation, 20 burglars and thieves who made Cambridge residents' lives a misery were imprisoned for a combined total of 47 years.
- More than 60 people were caught in the year-long crackdown on burglary and theft in Cambridge. The operation resulted in a 49 per cent drop in burglaries from April to June (compared to 2010) which equates to 133 fewer victims.
- Twenty-six drug dealers, caught as part of a crackdown in Peterborough, were jailed for more than 70 years as part of a continuous initiative to tackle the misuse of drugs and improve the environment of law abiding communities.
- There has been many successes dealing with organised crime where proceedings are still active which prevents details being given here, but include cases of people trafficking, prostitution, the supply and importation of Class A drugs and rogue trader offences targeting the most vulnerable.
- The Economic Crime Unit with partner agency colleagues have obtained 79 confiscation orders worth £375,000 and a further 19 restraining orders this year.
- The constabulary has tackled drug misuse at a street and organised crime level where a substantial number of cannabis factories have been closed down.

There has been a 15.7 per cent reduction in the number of anti-social behaviour incidents during March 2011 to February 2012 compared to the same period in 2010/11. Surveys also show only 1.14⁶ per cent of the county's population feels there is a high level of anti-social behaviour in their area. This success is down to joint initiatives between the constabulary and partner agencies. A pilot project in Fenland has changed the way anti-social behaviour is dealt with as a result of the police, council and residential social landlords working together.

The constabulary response to incidents of anti-social behaviour is now no different to that for reports of crime. Resources are deployed according to the needs of a situation. The most recent British Crime Survey shows that 66.9 per cent of our population agree the police are dealing with local concerns⁷. A significant challenge is to continue the recent good performance and, where possible, drive crime and disorder to lower levels, transferring the fear of crime from the law abiding public to those who persistently commit crime.

The constabulary will improve the links between the economic crime unit, serious and organised crime team and staff investigating volume crime to embed the principle and practices to identify and seize assets. Based on the strategic assessments from the constabulary and the six community safety partnerships, the focus will be on tackling the following key areas:

- Anti-social behaviour
- Metal theft
- Organised crime
- Drug misuse

The constabulary will continue to make effective use of restorative justice which balances the concerns and rights of victims without the need to criminalise offenders unnecessarily. It also is a cost effective tactic which helps maximise the operational visibility of officers.

MEASURES OF SUCCESS

- The overall level crime is reduced over the next 12 months.
- Reduce victim based crime⁸.

⁶ Mar 2011 – Feb 2012

⁷ Results from the British Crime Survey interviews in the year to Feb 2012

⁸ As per Home Office definition

⁵ Recorded violence with injury Apr 11 – Feb 12

Tackling Anti-Social Behaviour

Anti-social behaviour will be managed on a risk-based approach, with an emphasis on partnership working to identify and resolve the root of the problem, not just the symptoms. The implementation of a standardised risk assessment will ensure parity across the county. A key element to this is ensuring agencies share information to assist in identifying those who suffer repetitive incidents of anti-social behaviour and the most vulnerable individuals and locations.

OUTCOME: An effective police and partnership response is provided to protect the most vulnerable individuals and communities from anti-social behaviour.

ACTIONS

- Develop meaningful information sharing mechanisms to identify vulnerable victims.
- Ensure effective use of information informs resource deployment (patrol plans).
- Establish community involvement initiatives.
- Ensure an appropriate framework exists to manage and prioritise cases.
- Reduce the time taken to resolve an incident.

OUTCOME: Incidents of anti-social behaviour are dealt with to the same standard as criminal investigations, ensuring those responsible are effectively held to account.

ACTIONS

- Make effective use of anti-social behaviour contracts and orders.
- Support partners to make innovative use of civil remedies and injunctions.
- Make positive use of media opportunities.

MEASURES OF SUCCESS

- Maintain the low levels of perceived anti-social behaviour.

The majority of community safety partnerships have identified the connection between alcohol and both anti-social behaviour and other types of criminality as a priority. Whilst this is not prioritised specifically within this plan, the issue of alcohol misuse features in many of the priorities identified. The constabulary will work with the partnerships to make effective use of licensing legislation, preventative orders and will support agencies contributing to tackling this issue.

Metal Theft

Metal theft has the potential to cause significant harm, both to the infrastructure of the county and business continuity. The constabulary will focus on the theft of cable and crimes affecting rural communities by establishing a robust framework that will enable suitable responses to tackle the problem and provide reassurance to communities. There will be a drive to cause a significant interruption or setback to the criminals' activities.

OUTCOME: Create a hostile environment for criminals involved in the theft of metal by disrupting their ability to realise the value from this type of crime.

ACTIONS

- Establish a baseline for metal theft in the county
- Effective intelligence processes to enable responses
- Disrupt the illegal markets
- Establish effective response mechanisms
- Implement partnership preventative initiatives.

MEASURES OF SUCCESS

- Reduction in the number of communication and power cable thefts in the county.

Organised Crime

Organised crime can provide a driver for many types of criminality, blighting the lives of communities. The organised crime management group, chaired by the head of the intelligence bureau and attended by all key stakeholders, helps disrupt active organised crime groups.

The constabulary is also committed to tackling this problem through the support of the Eastern Region Specialist Operations Unit (ERSOU) and other partner agencies, disrupting those intent on bringing crime to the county while ensuring that assets gained through their criminality are also removed.

There will be a clear thread running from local neighbourhood policing through to our serious and organised crime teams and beyond. This will be managed through a new centralised intelligence bureau, ensuring that what impacts on communities is considered in light of the broader understanding of organised criminality and local needs. As crime groups are identified and disrupted, the constabulary will work with a variety of agencies to help make Cambridgeshire a hostile place for organised crime.

OUTCOME: At least 75 per cent of all identified crime groups will be the subject of disruption activity. Those identified as posing the greatest threat, risk and harm to our communities will be dismantled. The constabulary will aim to dismantle two appropriate groups per year and increase the volume of assets removed from organised crime groups active in the constabulary area.

ACTIONS

- Improved mapping and understanding of organised crime groups within the county.
- Improve communications between the constabulary, including the investigations directorate and affected communities.
- Work with partners to ensure unenforced assets are removed from those guilty of crime.
- Work with partners to effectively identify and target those engaged in organised crime.

MEASURES OF SUCCESS

- The value of assets removed from criminal enterprises.

Drugs Misuse

The National Drugs Strategy describes the police's responsibility to address the market availability, whilst other agencies are directed to focus on demand and recovery. The constabulary will focus on drug misuse which fuels other types of crime or has a significant impact on local communities. It is recognised that those involved in drug misuse can succumb to a myriad of problems and the new drug services provision across the county will seek to address these, often in conjunction with the Integrated Offender Management scheme.

OUTCOME: Communities feel reassured that drug misuse impacting on their communities is being tackled.

ACTIONS

- Define the drugs market within the county, identifying areas to reduce demand and restrict supply.
- Work with partners to implement initiatives, through community safety partnerships, aimed at those most vulnerable to drug misuse.
- To restrict supply by ensuring effective response mechanisms to intelligence opportunities
- Extend the Drug Testing on Arrest initiative.

MEASURES OF SUCCESS

- Reduction in the percentage of respondents who consider drug misuse to be a problem in their area.

4. Keeping people safe

The constabulary remains committed to keeping the most vulnerable in our communities safe from harm, particularly those who are vulnerable to domestic abuse and sexual offences. Agreements with Peterborough City Council and Cambridgeshire County Council led to the creation of the Multi Agency Referral Unit (MARU) in 2011, co-locating domestic abuse and child protection services for Cambridgeshire, and Adult Services for Peterborough, at Godmanchester. Work is ongoing to bring more partners into the unit. Throughout the course of the year new referral pathways, particularly within the context of safeguarding vulnerable adults, ensure that the right support is provided to the right victims. In addition, a harm reduction resource will deliver IOM and violent or sex offenders will be managed through the Multi Agency Public Protection Arrangements (MAPPA).

Domestic Abuse

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 9,500⁹ domestic abuse incidents and crimes. New agreements with local voluntary agencies working with victims of domestic abuse now provide support to victims who previously were at too low a risk to receive ongoing support. The establishment of the public protection department and their dedicated teams will tackle this complex and challenging area of crime, increasing the confidence of victims to contact the police.

A new domestic abuse safeguarding and investigation unit of specially trained officers will deal with all domestic abuse across the force. The staff will also offer a specialist service for victims of honour-based violence.

OUTCOME: The most vulnerable individuals are protected from abuse through the provision of a police and partnership response that meets the needs of the individuals and challenges the behaviour of offenders.

ACTIONS

- Develop and deliver joint marketing strategies, reaching relevant communities.
- Maximise opportunities for partners to use civil remedies.
- Promote the national decision making model to staff to improve the management of the threat risk and harm to victims.
- Work with partners to develop a perpetrator program for offenders of domestic abuse.

MEASURES OF SUCCESS

- Improvement in the ratio of reported incidents of domestic abuse to prosecutions.
- Increase in detection rate for domestic abuse crimes.

⁹ Cambridgeshire Constabulary Apr 2011 – Jan 2012

Integrated Offender Management (IOM)

A key to keeping communities safe and free from crime is to ensure that there is a clear focus on those who commit the most crime. The Integrated Offender Management program is a structured and co-ordinated approach to reduce the re-offending of those individuals whose offending behaviour causes the most harm to their communities. The constabulary has, with other statutory bodies, established a team to manage a cohort of offenders who cause most harm to the community.

Through the Operation ReDesign programme police resources dedicated to IOM are now co-ordinated through the harm reduction branch of the public protection department. Resources are now dedicated to working with high demand families through the Family Intervention Project in Cambridgeshire, and Family Recovery Project at Peterborough.

A single information sharing agreement for Cambridgeshire and Peterborough, together with a directory of interventions has also been created. A multi-agency performance framework will report on the effectiveness of IOM in reducing the volume and seriousness of re-offending and identify the effectiveness of the interventions used.

OUTCOME: Offenders who are engaged on the scheme reduce their offending and the seriousness of that offending and offending behaviour is addressed at the earliest opportunity to minimise the harm to the public.

ACTIONS

- Introduce a single structure of identification, assessment and case management to ensure that all partners understand their role and to ensure an efficient and co-ordinated approach to managing offenders.
- Ensure that appropriate engagement occurs to deter young offenders from engaging in criminal activity and those that are identified as posing the highest risk of offending are prioritised in line with IOM principles.

MEASURES OF SUCCESS

- Reduce the percentage of offenders who re-offend within the 12 month follow-up period after discharge from the IOM scheme.

Vulnerable People

Victims and witnesses look to the police to help keep them safe and guide them through the criminal justice process. The constabulary has established specialist investigators who work alongside adult social care workers to ensure that the best evidence is captured from those who are vulnerable or have specific needs. The constabulary endorse the Code of Practice for Victims of Crime and will continue with a victim-focused approach in the delivery of its service. In particular the constabulary will focus on:

- Missing persons, and
- Hate crime.

Missing Persons

People who go missing, either because of disorientation or as a result of trauma, can become vulnerable to harm, either as a victim or perpetrator of crime. In addition, there are complexities within migrating communities, where some people are reported missing, but may have just moved on, often back to their home country.

ACTIONS

- Implement a robust management process making best use of technology.
- Work with partners to address those individuals most likely to go missing.
- Identify levels of victimisation and criminality amongst those people reported as missing from home.

MEASURES OF SUCCESS

- Reduce the number of people who become victims of, or commit crime while missing.

Hate Crime

Hate crime is unique as it is about crimes committed against people because of who they are, not what they have, or what they have done. It can have a significant impact on victims, both emotionally and on their confidence in the police. The constabulary has strived to improve reporting processes to encourage people to report hate crimes. Performance in this area cannot be measured in purely quantitative terms, but we have seen detection rates of 53.5 per cent and satisfaction rates of 79.4¹⁰ per cent. The constabulary recognise that the majority of victims of hate crime are likely to be repeat victims, even if they have not contacted the police before.

ACTIONS

- **Support a third party reporting scheme.**
- **Develop partnership initiatives to promote the reporting of hate crime.**

MEASURES OF SUCCESS

- **Increase the satisfaction rate of victims of hate incidents.**

¹⁰ Mar 2011 – Feb 2012

5. Maintain the resilience of protective services

The term protective services relates to a number of areas of police activity which are aimed at protecting the public from serious harm:

- major crime investigation
- organised crime
- counter terrorism
- critical incident handling
- civil contingency planning
- domestic extremism
- firearms
- policing the strategic road network
- protecting vulnerable people
- public order

The constabulary has completed a review of all these areas of protective services and implemented improvements which had been highlighted by the National Policing Improvement Agency (NPIA). One assistant chief constable now leads the protective services for the Cambridgeshire, Bedfordshire and Hertfordshire police forces.

Locally the constabulary has:

- expanded the training to staff in managing critical incidents;
- demonstrated the ability to maintain service delivery during the peak resource demands of the summer of 2011;
- ensured a firearms capability, command structure and resilience to deliver a demand-led response;
- invested resources to help protect the most vulnerable in our communities.

The constabulary will ensure that it is able to deliver specialist skills where they are needed, both to support local policing, but also to meet national needs. The forthcoming Strategic Policing Requirement describes how chief constables and police and crime commissioners need to ensure their force's national responsibilities are fulfilled in being able to tackle threats which extend beyond local boundaries, such as public order and terrorism. Major events such as the Queen's Diamond Jubilee celebrations and the 2012 Olympic and Paralympic Games are examples where the constabulary will be contributing to national requirements.

The Government Cyber Crime strategy reflects the significance of crime through the internet, both in terms of fraud, but also in the protection of vulnerable people. The constabulary will explore its regional and collaborative capability in respect of cyber-crime, reflecting direction from the Police Central e-crime Unit (PCeU). The focus will be on achieving resilience through collaboration.

OUTCOME: The constabulary is resilient in all areas of protective services, managing local demand with the ability to support national requirements.

Policing the Roads

The constabulary will, through a careful mix of enforcement, education, engagement and technology, keep people safe on our roads and tackle the criminals who use them.

ACTIONS

- **Target illegal drivers and deny criminals the use of the roads by making best use of Automatic Number Plate Recognition.**
- **Reduce road traffic casualties by increasing the number of diversionary and education courses offered to drivers in line with National Driver Alertness Course (NDAC).**
- **Participate in national, regional and local road safety campaigns and initiatives such as BikeSafe and The Road Victims Trust.**

MEASURES OF SUCCESS

- **Reduction in the number of people killed or seriously injured in road traffic collisions.**

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 (CONTEST) which describes how all forms of extremism can undermine the stability of the country. This engagement with the community will continue throughout the forthcoming year. In addition, the constabulary will work with the National Counter Terrorism Security Office to help protect vulnerable locations.

OUTCOME: The constabulary, local partners and communities work together to understand the impact of extremism on communities and individuals, helping to support those individuals who are vulnerable to recruitment by violent extremists and increase the resilience of communities to violent extremism.

ACTIONS

- **To deliver the prevent strand of national counter terrorism strategy with partner agencies and communities to identify and close knowledge gaps around extremist ideologies.**
- **Dedicate resources to work with, and provide expert advice and guidance to partners and communities identified as being vulnerable to extremism.**
- **Work with partners to develop and implement an appropriate intervention and support mechanism to individuals vulnerable to violent extremism.**

Appendix 1

Finances

Financial Background

2011/12 was the first year of the Government's four-year Spending Review 2010 (SR10). The authority estimated that it would need to save £17 million in the four-year period to 2014/15

The authority approved the 2011/12 (balanced) budget in February 2011, having identified £7 million in savings. It was noted that a further £10 million would need to be saved in the following three years.

The budget for 2012/13 is balanced, with £6.6 million of savings identified. Reserves will be used in 2012/13 (£1.2 million) whilst some of those savings are realised.

The authority refused the one year only 2012/13 council tax freeze grant (because it would have added £1.4 million to the budget gap in 2013/14) and agreed the budget and council tax on February 9, 2012. The policing part of the council tax has increased by £4.95 a year (2.92 per cent) to £174.51 (Band D).

There remains a budget gap, estimated at £5.7 million for the final two years of SR10 (2013/14 and 2014/15) and the gap in 2015/16 (which will presumably be year 1 of a new Spending Review) is estimated at £3 million. £1.2million of this is attributable to the ending of the four-year council tax freeze grant (receivable for the SR10 spending period).

The authority wished to leave its finances in good shape for the arrival of the police and crime commissioner in November 2012.

Savings

The constabulary introduced a vacancy freeze in May 2010 (when the first in-year cuts were announced). Since then every vacancy has been scrutinised and only filled if essential.

Some 150 police staff posts have been deleted and the constabulary has reviewed and radically changed the structure of the organisation. As a result some £3.5 million has been saved and 45 police officer posts are now outside the new structures. These posts (ranks of sergeant and above) will be removed as officers leave after 30 years' service over the next couple of years. The force is maintaining the number of constables (1,010) and the numbers of officers engaged in local policing (990) as promised by the authority and the chief constable and set out elsewhere in this plan.

The net budget for policing Cambridgeshire in 2012/13 is £127.6 million. About 38 per cent of this comes from council tax payers and the rest from the Government grants.

The Medium Term Financial Plan

A number of protective (operational) services will be delivered by collaborated units from April 2012 (including major crime and firearms). This means that officers employed by Cambridgeshire may carry out operations in Hertfordshire or Bedfordshire and vice versa. The table below gives an indication of the numbers of officers engaged in collaborative services and in local policing (Cambridgeshire and Peterborough only).

Police Officer Estimates	2012/13	2013/14	2014/15	2015/16
	£'000	£'000	£'000	£'000
Local Policing	39,477	40,301	41,083	41,880
1st Phase Collaboration (Protective Services)	3,523	3,557	3,596	3,636
2nd Phase Collaboration (Operational Support)	10,373	10,638	10,689	10,740
Collaboration team	118	117	119	120
Police Offices outside planned structures	1,987	661	-	-
Total	55,478	55,274	55,487	56,376
Police Officer FTE	2012/13	2013/14	2014/15	2015/16
	FTE	FTE	FTE	FTE
Local Policing	986.4	986.3	986.4	986.4
1st Phase Collaboration (Protective Services)	80.6	80.6	80.6	80.6
2nd Phase Collaboration (Operational Support)	256.0	256.0	256.0	256.0
Collaboration team	2.0	2.0	2.0	2.0
Police Offices outside planned structures	45.3	18.9	0.5	-
Total	1,370.2	1,343.9	1,325.4	1,324.9

It is intended that the budget gaps in 2013/14 and beyond are bridged by further collaboration with Bedfordshire Police and Hertfordshire Constabulary. This will ultimately result in all policing (except local policing, but eventually including organisational support being delivered by collaborated units).

The county's population continues to increase with predicted growth by 2021 of 31 per cent for Cambridge; 21 per cent for South Cambridgeshire and 21 per cent for Peterborough. This authority also has the second lowest net spending per head of population in the country (out of 41 forces in England and Wales, excluding London). All of this means continuing pressure to serve many more people with much less money.

Funding Headlines

- Government grant funding **£79 million**
- Council tax funding **£48.6 million**. That is £174.51 a year or £3.36 a week for the average council tax payer (a Band D property)

Value for Money Statement

The streams of work which drive efficiency include:

- **Efficiency in productivity and improvement in deployment of officers and staff:** The latest HMIC profiles (comparative data sets) show Cambridgeshire has the second lowest workforce per head of population of the 41 forces (excluding London) in England and Wales. The constabulary therefore depends on good productivity to be able to deliver policing services. As described in the body of this plan, the ambitious programme of redesigning the policing services for Cambridgeshire has saved over £3 million and performance has been maintained and improved.
- **Reduction in overtime spending:** over the past three years overtime spending has been driven down to £0.2 million. The use of a single resourcing unit ensures deployment across the county are fully co-ordinated, and the next phase of the development of the workforce system will promote further opportunities to rationalise overtime.
- **Programme of business process improvement:** business support functions have been centralised under the resources directorate and this has driven out £0.7 million of back office savings. Collaboration will drive out further savings in the future. The constabulary has put in place 'Professional Judgement' and 'Restorative Justice' initiatives during 2011/12. This has had a positive impact on front line policing and reduced costs, not least by a lower throughput in custody suites.
- **Reduction in bureaucracy:** the constabulary continues to make best use of technology and has continued its programme of upgrading the outdated IT infrastructure, for example, providing laptop computers and improving the functionality of other hand held devices.
- **Adoption of national frameworks for procurement:** where possible national framework contracts are adopted to ensure best prices in the procurement of, for example, fleet and uniform. The new joint procurement and stores arrangements with Hertfordshire and Bedfordshire will help to further align purchasing contracts over the next five years. A three-force uniform and dress code has been agreed with Hertfordshire and Bedfordshire and this will drive efficiencies in the purchase of uniforms.
- **Local approaches and collaboration:** Bedfordshire, Hertfordshire and Cambridgeshire have agreed joint arrangements for major crime, firearms teams, scientific services and professional standards. These are delivering efficiencies and cost savings. The Eastern Regional Special Operations Unit is now fully operational and delivering efficiencies for regional crime, particularly around witness protection, organised crime groups and undercover unit capability. The next major task for the collaboration team is to look at organisational support services (e.g. finance, HR and ICT). These are likely to move to a shared service and then outsourcing.sds

Cambridgeshire Police Authority - Medium Term Financial Forecasts

Council Tax Increase at 2.92%

	Ref.	Budget 2011/12 £'000	Estimate 2012/13 £'000	Incr %	Forecast 2013/14 £'000	Forecast 2014/15 £'000	Forecast 2015/16 £'000
Police Office Pay & Allowances	1	56,911	55,478	-2.5%	55,274	55,487	56,376
Police Officer Overtime	2	2,060	2,000	-2.9%	2,000	2,000	2,000
PCSO Pay & Allowances	3	5,941	5,983	0.7%	6,072	6,224	6,411
Police Staff	4	29,413	27,375	-6.9%	27,284	27,737	28,197
Police Staff Overtime	5	238	238	0.2%	238	238	238
Training	6	790	800	1.3%	800	800	800
Other Employee Expenses	7	57	123	100.0%	123	123	123
Police Pensions	8	15,175	14,648	-3.5%	14,712	14,859	15,007
Total Employee Costs	9	110,585	106,645	-3.6%	106,503	107,468	109,152
Premises Costs	10	4,352	4,570	5.0%	4,844	5,038	5,239
Transport Costs	11	2,281	2,487	9.0%	2,636	2,742	2,851
Supplies & Services	12	17,021	17,720	4.6%	18,703	19,245	19,288
Capital Financing Costs	13	2,287	2,929	28.1%	3,363	4,334	4,958
Revenue Contribution to Capital	14	-	-	0.0%	-	-	-
Third Party Payments	15	681	683	0.3%	710	732	754
Change Management Contingency	16	904	-	-100.0%	-	-	-
GROSS REVENUE EXPENDITURE	17	138,110	135,033	-2.2%	136,760	139,558	142,242
Grant Income	18	-4,505	-3,862	-14.3%	-3,765	-3,708	-3,675
Other Income	19	-2,087	-2,139	2.5%	-2,225	-2,291	-2,360
Total Income	20	-6,592	-6,001	-9.0%	-5,990	-6,000	-6,035
NET REVENUE EXPENDITURE	21	131,518	129,032	-1.8%	130,770	133,558	136,207
Contributions +To/-From Reserves	22	137	-1,417	-	-534	-	-
NET BUDGET	23	131,655	127,615	-2.9%	130,236	133,558	136,207
Budget -Decrease/+Increase Year on Year	24	-	-3.1%	-	2.1%	2.6%	2.0%
Financed by:							
Formula Grant	25	83,445	77,852	-	75,907	74,768	74,095
Precept	26	46,900	48,793	-	50,346	51,955	53,622
Council Tax Freeze Grant	27	1,173	1,173	-	1,173	1,173	-
Collection Fund - Deficit / +Surplus	28	137	-202	-	-	-	-
TOTAL FINANCING	29	131,655	127,615	-	127,426	127,896	127,717
BUDGET GAP (Cumulative)	30	-	-	-	-2,811	-5,662	-8,489
Year on Year	31	-	-	-	-2,811	-2,851	-2,828
Band D Council Tax	32	£169.56	£174.51	-	£177.93	£181.44	£185.04
	33	-	+2.92%	-	+1.96%	+1.97%	+1.98%

NB Figures may not cast exactly due to rounding.

KEY ASSUMPTIONS INCLUDED ABOVE

Council Tax base increases						
Actual	1.21%	1.08%				
Forecast				1.20%	1.20%	1.20%
Council Tax Band D increases						
Actual	0.00%	2.92%				
Forecast				2.00%	2.00%	2.00%
Taxbase	276,599	279,599		282,954	286,350	289,786
Grant increase / Decrease (-)						
Actual	-5.14%					
Forecast		-6.70%		-2.50%	-1.50%	-0.90%
Police officer pay rise (w.e.f 01/09)	0.00%	0.00%		1.00%	1.00%	1.00%
Police staff pay rise (w.e.f 01/09)	0.00%	0.00%		1.00%	1.00%	1.00%
General Inflation	2.50%	4.00%		4.00%	3.00%	3.00%
Fuel & Energy Inflation	4.00%	6.00%		6.00%	4.00%	4.00%

Appendix 2

Cambridgeshire Police Authority Risks

The authority's risks are grouped into five broad areas of police authority accountability as detailed below:

- Strategic – setting the constabulary's strategic direction, determining strategic objectives and providing clear definitions of responsibility.
- Resources – ensuring that the necessary human and financial resources to enable the constabulary and the authority to meet their key objectives.
- Performance – setting and monitoring performance of the management of the constabulary.
- Engagement – ensuring that the authority's strategic objectives for the constabulary are informed by the wishes of the public and are widely known and understood by partners and local people.
- Values and Standards – setting clear standards for the authority and the constabulary including standards of behaviour and standards of service delivery.

Risks linked to not achieving each of the key accountable activities are documented in the authority's risk register, this also takes into account the wider issue of strategic collaboration and ensuring an efficient and effective transition to a police and crime commissioner. All risks are available to view in full at www.cambs.pa.gov.uk

The police authority's ambition for risk management is to embed the new risk register and risk management processes and move the organisation from a risk-managed to a risk-enabled organisation. This is the highest level of risk maturity according to the Institute of Internal Auditors.

Appendix 3

Performance Framework

Maintain Local Performance	Baseline
Dealing with local concerns	68.6%
Satisfaction with service delivery	84.8%
Achieve and maintain 300 Specials Constables	267

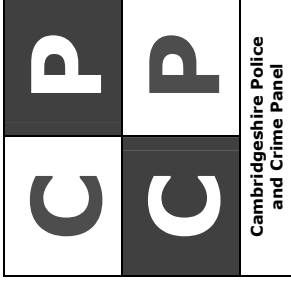
Reduce Crime and Disorder	Baseline
Perception of high anti-social behaviour	1.4%
All recorded crime	51,658
Victim-based crime	44,156
Theft of power and communication infrastructure	No Baseline Available
Asset recovery	No Baseline Available
Perception of drug misuse	17.1%

Keeping People Safe	Baseline
Ratio of domestic violence incidents to prosecutions ¹	8.9%
Detection rate for domestic abuse crime	41.8%
Integrated Offender Management re-offending	No Baseline Available
Missing person involvement in crime	No Baseline Available
Satisfaction with service delivery - racist incidents ²	78.9%
Reduce the number of people killed and seriously injured on the roads	404 ³

¹ Number of domestic violence cases where the Crown Prosecution Service has authorised a charge and which have gone through the court system, as a percentage of all domestic violence incidents.

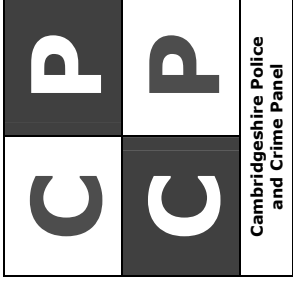
² This is a measure of racist incidents only.

³ Provisional data for 12 months to March 2012



**CAMBRIDGESHIRE POLICE AND CRIME PANEL
AGENDA PLAN**

DATE OF MEETING	TITLE/ PURPOSE	OFFICER
Wednesday 21 November 2012, 1pm, Huntingdon, Civic Suite 1a	<i>Meet the Commissioner</i>	
	Co-opted Members – Agree and appoint selected candidates	Adrian Chapman/Gary Goose
	Process for Confirmation Hearings – role of the Panel and power of veto	Kim Sawyer / Diane Baker
	Scrutiny of the Police and Crime Plan and Budget	Adrian Chapman
<hr/>		
6 December 2012 2pm – <i>provisional meeting,</i> <i>Peterborough, Council</i> <i>Chamber</i>	<i>Confirmation Hearing for Deputy Commissioner</i>	
Wednesday 9 January 2013, 2pm, Huntingdon, Civic Suite 1a	Confirm Procedure for Handling of Complaints	
	Confirm Rules of Procedure	
	Confirm Protocol Between Commissioner, Constabulary and the Panel	
	Scrutiny of the Police and Crime Plan	



DATE OF MEETING	TITLE/ PURPOSE	OFFICER
7 February, February 2013, 12-4pm	Scrutiny of the Medium Term Financial Plan and 2013 Budget	Dorothy Gregson / Commissioner
21 February 2013, 12-5pm	Scrutiny of revised Medium Term Financial Plan and 2013 Budget	Dorothy Gregson / Commissioner
6 March 2013 Civic Suite 1a		