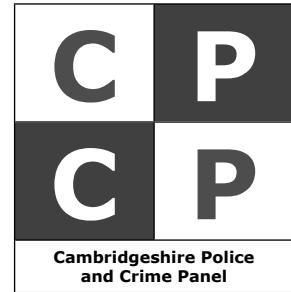


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CAMBRIDGESHIRE POLICE AND CRIME PANEL

WEDNESDAY 7 SEPTEMBER 2016, 2.00 PM
Swansley Room - South Cambridgeshire District Council
Contact – jane.webb@peterborough.gov.uk, 01733 452281

AGENDA

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1. Apologies for Absence	
2. Declarations of Interest	
3. Minutes of the Meetings held on:	3 - 22
• 29 June 2016 – 10.30am – Annual Meeting	
• 29 June 2016 – 2.00pm – Confirmation Hearing	
• 11 July 2016 – 2.00pm – Complaints Sub Committee	
4. Public Questions / Statements*	
(Questions / Statements must be received before 12noon on Friday 2 September 2016 to be guaranteed acceptance in accordance with the Rules of Procedure)	
5. Review of Complaints	23 - 24
6. Developing A Police And Crime Plan (Community Safety & Criminal Justice) For Cambridgeshire	25 - 42
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9. Meeting Dates and Agenda Plan 2016/2017	117 - 126



**Members of the public wishing to submit questions or a statement to the Panel can do so by contacting the secretariat no later than 12 noon on the third working day following the publication of the meeting agenda. Further details can be found within paragraph 7, Public Participation within the rules of procedure:*

http://democracy.peterborough.gov.uk/ecSDDisplay.aspx?NAME=Rules%20of%20Procedure&ID=742&RPI_D=2438934&sch=doc&cat=13496&path=13171%2c13496

Membership:

Councillors: B Shelton (Chairperson), D Baigent, R Bisby, D Giles, R Howe, J Lillis, M McGuire, E Murphy, D Oliver, A Pearson, M Shellens,

Independent Co-opted Members

Edward Leigh (Vice Chairperson)

Vacant

Substitutes:

Councillors: A Dickinson, A Sinnott, A Miscandlon, A Ansar, S Sandford, A Sharp, L Ayres,

Officer Support

Jane Webb, Peterborough City Council



**MINUTES OF A MEETING OF THE CAMBRIDGESHIRE POLICE AND CRIME PANEL
HELD AT PETERBOROUGH CITY COUNCIL
ON 29 JUNE 2016**

Members Present:	Councillors B Shelton (Chairperson) E Leigh, Independent Co-opted Member (Vice Chairperson), M McGuire, M Shellens, R Howe, A Miscandon, D Baigent, D Giles, E Murphy, R Bisby,	
Officers Present:	<p>Paulina Ford Secretariat, Peterborough City Council Alison Stuart Assistant Director, Legal and Democratic Services, Peterborough City Council</p> <p>Jason Ablewhite Cambridgeshire Police and Crime Commissioner Josie Gowler Director of Finance, Office of the Police and Crime Commissioner Dr Dorothy Gregson Chief Executive, Office of the Police and Crime Commissioner Alec Wood Chief Constable</p>	
1. Election of Chairperson		
2. Election of Vice-Chairperson		
3. Apologies for Absence		
4. Declarations of Interest		

The Secretariat asked for nominations for the role of Chairperson. Councillor Baigent was nominated by Councillor Murphy and seconded by Edward Leigh. A second nomination was received from Councillor McGuire and seconded by Councillor Howe for Councillor Shelton. Having received two nominations each were put to the vote. Councillor Shelton received 6 votes in favour and Councillor Baigent received 4 votes in favour. Councillor Shelton was therefore appointed Chairperson for the municipal year 2016-2017.

2. Election of Vice-Chairperson

The Chairperson asked for nominations for the role of Vice Chairperson. Edward Leigh was nominated by Councillor McGuire and seconded by Councillor Murphy. There were no other nominations and therefore Edward Leigh was appointed as Vice-Chairperson for the municipal year 2016/17.

3. Apologies for Absence

Apologies for absence were received from Councillor Oliver, Councillor Pearson and Councillor Lillis. Councillor Miscandon was in attendance as substitute for Councillor Oliver.

4. Declarations of Interest

Item 12. Review of Complaints

Councillor Murphy declared an interest in that he used to be a member of the National Executive Committee of Travellers Rights.

Item 7. Police and Crime Commissioners Approach.

Councillor Giles declared an interest in that he was a member of the Fire Authority.

5. Minutes of the meeting held 16 March 2016.

The minutes of the meeting held on 16 March 2016 were agreed as an accurate record and the action points were noted.

6. Public Questions/Statements

Two questions had been submitted to the Panel from Mr Richard Taylor and are attached at Appendix 1 of the minutes with the responses given. Mr Taylor was in attendance to present and receive the response to his questions.

The Chairperson welcomed the new Police and Crime Commissioner. The Commissioner introduced Josie Gowler, Director of Finance, Dr Dorothy Gregson, Chief Executive, and Alec Wood, Chief Constable who were also in attendance.

7. Police and Commissioners Approach

The report was introduced by the Police and Crime Commissioner and provided the Panel with an overview of his role and how he intended to take this forward and how the Police and Crime Panel would be developed.

The Commissioner informed the Panel that he would be taking a new approach to the role and would be working more collaboratively with the Panel. The move of his office from its current location to the Cambridgeshire Constabulary Headquarters at Hinchingbrooke would also be a step forward to working more collaboratively with the constabulary.

The Commissioner wished the Panel to note that any questions for the Chief Constable should be addressed through him.

The Chief Constable gave a brief introduction which provided the Panel with context as to his background and also informed the Panel that he welcomed the opportunity to work more closely with the Panel.

Observations and comments raised by the Panel included:

- The Chairperson welcomed the attendance of the Chief Constable and reiterated to the Panel that he was in attendance by invitation and that it was not a requirement for him to attend the Panel. Any questions for the Chief Constable must be addressed through the Chairperson in the first instance and then through the Commissioner. The Chairperson also welcomed the opportunity for the Panel to work more closely with the Commissioner and that it was essential that the Panel obtained a good scrutiny style working relationship.
- The Panel welcomed the Commissioners proposed new way of working.
- A response was requested from the Commissioner regarding the proposal of a forward plan of decisions and business considered.
- Better communication and stakeholder engagement would be required going forward.
- Clarification was sought on plans for using the savings made through moving the Office of the Police and Crime Commissioner to Hinchingbrooke.
- Comments were sought with regard to the Commissioners plans for community relations, Race relations and the reported rise in Hate Crime.

- Page 12, paragraph 5.7, “*collaboration with the Fire Service and youth offending*”. What was the Commissioners plans for the Fire Service and if taking on the Fire Service what could the Commissioner bring to the role of Commissioner of the Fire Service.
- How did the Commissioner propose to deal with youth offending?
- How did the Commissioner propose to get more involved with the community?
- Hate Crime. Was there any proactive public engagement to make it clear to people who may be in fear of being sent home following the EU Referendum that the police were ready and willing to assist them if required?
- Members requested that the Panel be kept informed about any information regarding the possible move of the Fire Service over to the Police and Crime Commissioner when it happened and not just at the Panel meetings.

Responses by the Commissioner to questions from the Panel included:

- All requests from the Panel would be considered and if they could be accommodated they would be put in place. The new collaborative approach to working with the Panel should assist with this.
- The Commissioner had been in post for seven weeks and had hopefully demonstrated that since being in post stakeholder engagement and public engagement had increased with the use of social media and other forms of communication. Going forward this would further increase and at least two days of the week would be spent on stakeholder and public engagement.
- The Commissioner acknowledged that there had been unintended consequences following the recent EU Referendum with regard to the rise in Hate Crime and that he had issued a clear public statement at how appalling this was. There had also been a lot of pressure put on local businesses and local communities as a consequence. The issue had been prioritised to try and keep everyone as calm as possible. The Chief Constable also responded advising the Panel that he had been in contact with Chief Constables across the country to look at the national picture around cohesion. Particular incidents against the Polish community had been reported locally. The Safer Peterborough Partnership Hate Crime Coordinator had met with members of the Polish community in Huntingdon to reassure them. Investigations were currently being undertaken into all reported incidents including where the inflammatory leaflets had come from and the perpetrators would be dealt with in accordance with the law. The situation was being monitored on a daily basis.
- The legislation to allow Police and Crime Commissioners to take responsibility for their local fire services was currently going through Parliament and was likely to be enacted by December 2016. The Commissioner advised that it was his intention to be an early adopter with respect to the Policing and Crime Bill powers. Over the last few months there had been a huge shift in front line collaboration with the constabulary and fire service. The benefits that the Commissioner would bring to the role would be by mapping out the estates and look where collaborative working could bring best value.
- There was already a lot of collaborative working between various agencies, including Children’s Services, families and vulnerable adults to find new solutions to tackle youth offending.
- There would be more public engagement events, closer working with stakeholders and identifying best practice in other areas of Cambridgeshire where community engagement had worked well to improve engagement across the whole of Cambridgeshire.
- Hate Crime. The Commissioner informed the Panel that the police were already working with affected communities to try and give them some assurance. When the government is able to provide a statement of assurance to those communities that they would not be sent home the situation would settle down.
- Any announcements regarding the Fire Service would go to staff in the first instance before going into the public domain. The Commissioner confirmed that he would be working as collaboratively with the Fire Service as he did with the Police Force.

Following debate the Panel **AGREED** to note the report.

8. Her Majesty's Inspectorate of Constabulary Inspection Reports

The report was introduced by the Police and Crime Commissioner and provided the Panel with an overview of how the findings of Her Majesty's Inspectorate of Constabulary (HMIC) Police Effectiveness, Efficiency, and Legitimacy (PEEL) reports have been addressed and how the Police and Crime Commissioner intended to address these in the future.

The Chief Constable at the request of the Commissioner provided the Panel with an update on actions that had been taken with regard to the recommendations made by HMIC following on from the PEEL assessment as published in February 2016.

Observations and comments raised by the Panel included:

- The Panel were pleased that the HMIC had made some recommendations and that they were being actioned.
- Was there any scope for the Panel to observe any future inspections?
- Members were concerned at the '*requires improvement*' rating received for '*Effective at keeping people safe and reducing crime*'.
- How did Cambridgeshire Police Force perform in comparison to Bedfordshire and Hertfordshire?
- It was noted that the dedicated officer who used to deal with vulnerable people was no longer in place. Could this be looked at and additional resources be put in place to work with migrants.
- There was concern about the fear of crime and its impact. Areas where street lighting had been switched off had provided an increase in the fear of crime. Members requested that a report looking at the fear of crime and if there had been an increase in crime figures in areas where street lighting had been switched off be brought to a future meeting.
- Domestic abuse. Would Operation Sherlock assist with improvement in the quality of investigations of domestic abuse?
- The terms 'restorative justice', 'conditional caution', 'community remedy' needed to be clearly explained to ensure that members of the public understood the distinct difference between them.
- It was noted that police officers were often sent to deal with people with mental health issues. An example was a recent attempt by someone to jump of a bridge. There was a need for a rapid response mental health team to attend such incidents rather than a team of police officers.
- The HMIC Vulnerability report from December 2015 made two specific observations:
 - 1) Not all victims of crime in Cambridgeshire are being offered the opportunity to make a victim personal statement (VPS)⁷ at the appropriate time and to explain how the crime affected them
 - 2) The use of domestic violence protection notices (DVPNs) 12 and DVPOs is low.
Had these been addressed?
- It had been noted in the press that police staff sickness levels had increased. Did this indicate that officers were overworked and off with stress?
- Was the multi-agency referral unit (MARU) based at Godmanchester still in place which had dedicated officers based in Wisbech and Peterborough that dealt with domestic violence?

Responses by the Commissioner and Chief Constable to questions from the Panel included:

- The Chief Constable responded to questions and welcomed further scrutiny around inspections but advised that it would be up to the HMIC and Commissioner to decide if there could be any involvement by the Panel.

- The Chief Constable further agreed that it was important to improve being effective at keeping people safe and reducing crime as this was the core role of the police force. The Chief Constables vision was very clear: safeguard and protect the vulnerable and protect them from criminality and bring the perpetrators to justice.
- Bedfordshire had received similar grading's to Cambridgeshire following inspection and there were several other forces around Cambridgeshire that had also received at least one grading of 'requires improvement'.
- 84% of demand was non crime related and a disproportionate amount of time was being spent on people with mental health issues which did not necessarily require police intervention. All of this impacted on the ability of the police to carry out their core roles. Mental Health nurses had now been employed to work in the control room to advise officers on the most appropriate way of dealing with people with mental health issues.
- It was clear that further new solutions needed to be found for dealing with people with mental health issues which included a multi-agency approach. The police may still have to attend an incident in the interests of public safety.
- The Commissioner assured the Panel that all the recommendations that had been made by the HMIC would be dealt with and an update report would be brought back to the Panel on progress made.
- There had been a significant increase in the fear of crime from vulnerable people and in particular the elderly but the statistics had not shown an increase in crime in areas where the street lighting had been switched off.
- Operation Sherlock was about sustained improvement, training and providing a holistic approach in the way all crimes were investigated.
- The Chief Constable confirmed that the two areas highlighted in the HMIC Vulnerability inspection report had been addressed and an improvement plan was in place and the DVPOs were increasing.
- The significant increase in sickness was related to police staff not police officers. There were some long term sickness cases which affected the overall sickness rate and the collaboration of police forces had had some effect on police staff.
- The Commissioner confirmed that the MARU unit was still in place and that dealing with domestic violence was a key priority.

ACTION

The Panel **AGREED** to note the report.

The Panel further requested that the Commissioner provide reports on the following items at a future meeting:

- 1) Public perception regarding the fear of crime in areas where street lighting had been switched off and if this has had an impact on the crime figures in those areas.
- 2) HMIC Inspection recommendations update report.

9. Police and Crime Commissioners Annual Report

The Police and Crime Commissioner introduced the Annual Report for 2015-16 and advised the Panel that although he was presenting the Annual Report it was not his report but the report of the outgoing Commissioner Sir Graham Bright. Under Section 12 of the Police and Reform and Social Responsibility Act 2011 the Panel were required to review the Annual Report and comment on it.

The Commissioner commented that he had been left with a strong financial platform to work from.

The Commissioner invited comments from the Panel on how future Annual Reports should be presented and delivered to the Panel.

Observations and comments raised by the Panel included:

- The report was a mixture of forensic fact and vague generalities. Whilst there was great detail in certain areas some of the commentary was rather subjective and bland and did not match the Police and Crime Plan and aspirations and therefore how the Commissioner could hold the police to account for their performance.
- Would the Commissioner be willing to work with the Panel and the police to devise a means by which the Panel are content that the Annual Report serves the purpose of informing the public on the performance of the Police Force?
- The presentation of data was extremely confusing which made it difficult for the Panel and members of the public to understand. The Commissioner should consult with the Panel and / or an expert to ensure better presentation and quality of data making it easily digestible.
- The data should be presented in a way which answers the questions that the public want to know the answers to.
- It was important to state all statistics as per 1000 households as this was more meaningful and a comparative figure.
- When comparing the Cambridge Constabulary with other police forces the national average was not a meaningful comparison. Comparison should be made with similar forces.
- Edward Leigh advised that he would be willing to take up the offer of working with the Commissioner on the presentation of data and information going forward to ensure it was more meaningful, accessible and digestible.
- Members referred to page 14, Youth Fund and Cadets and page 20, Police and Crime Reduction Grants in the report and was pleased to note that the grants had been ring fenced. Members requested examples of how the £2000 grant had been spent on Youth Fund Projects.
- Assurance was sought from the Commissioner that if budgets were being reduced the grant funding for the Youth Fund and Cadets would not be reduced and if possible increase the funding.
- Members referred to page 14 of the Annual Report, Modern Day Slavery. It was noted that there was funding for a migrant support worker and that the Commissioner's office had outreach support workers. The Commissioner was asked for views on also getting a dedicated police officer. Peterborough had lost a dedicated officer who had been dealing with modern day slavery and working with migrant communities. Would there be any dedicated officers going forward?
- What would the Commissioners top three priorities be for the Police Force over the next two years?
- Members referred to public perceptions and the public wanting to see more police officers on the street. Was the Commissioner considering increasing the size of the police force?
- Members requested a definition of Front Line Policing be provided in future Annual Reports.
- Members commented that Whittlesey police station had been closed and there were no longer any resident police officers as they had all been moved to Wisbech. Why had this change been made?
- It was noted that the current Annual Report had already been made public and therefore could not be amended.
- Some of the graphs were misleading and it would be helpful to members of the public for these to be made clearer, in particular by showing the number of police officers per year per 1000 households.

Responses by the Commissioner to questions from the Panel included:

- The Commissioner confirmed that he would be happy to work with the Panel collaboratively to ensure the Annual Report was presented in a format acceptable to the Panel going forward.

- The Chief Constable stated that many Chief Constables had made representation to the HMIC about the unusual groupings of the different police forces. The Cambridgeshire Constabulary was being compared with police forces that were not similar. There needed to be a bench mark but a more comparative one and the HMIC were currently looking into this.
- Tackling youth offending was about engaging with young people who did not necessarily have the same opportunities as some others early and getting them involved in local organisations such as the Police Cadets. The Commissioner advised that he could provide a report to the Panel giving an overview on how the funding was being spent on the various initiatives.
- Where possible budgets would be protected and in particular with regard to youth projects as it was a priority to provide early intervention. It was also important to look at where other grant funding could be obtained and this was being looked at on a continual basis.
- In terms of priorities the Commissioner stated that his manifesto had been clear and these would be built in to the Police and Crime Plan which would be developed over the next few months. The Commissioner invited the Panel to be involved in the development of the plan and a draft would be provided to the Panel at the September meeting.
- In terms of individual operational officers and support workers the Commissioners priority was to ensure that there were police officers first and foremost. Outreach workers provided extra help within the communities. An outreach worker was currently being replaced and the role was currently being further defined. All staff employed by the Commissioner added value.
- The Chief Constable responded to the question raised regarding the loss of a dedicated officer who had been dealing with modern day slavery and working with migrant communities in Peterborough. The police were currently working very closely with communities in Wisbech and Peterborough in a special operation dealing particularly around gang masters. The Chief Constable advised that he would look into the loss of the dedicated officer in Peterborough.
- The Commissioner confirmed that his priority was front line policing. The population had increased and this needed to be taken into account going forwards. Every option would be looked at to ensure that resilience was created.
- One of the key roles in policing was to have public confidence and the Commissioner was committed to increasing this throughout Cambridgeshire and Peterborough. If there were local communities where this was not the case it would need to be addressed. The Chief Constable added that the District Commander for Fenland had made a decision to relocate police officers from Whittlesey to other locations to improve the response times in the Fenland area. The Chief Constable would speak to the District Commander to advise him of the concerns.
- In light of the request for dedicated resources for Migrant Workers the Commissioner suggested that a separate report be presented to the Panel on Migrant Workers.

The Panel had a brief discussion on the way forward for the Panel to input into the design and improvement of narrative and content of future Annual Reports and agreed that a working party should be formed to meet with the Commissioner to discuss the points raised at the meeting. Councillor Howe and Edward Leigh put themselves forward to be members of the working party.

Having reviewed the Police and Crime Commissioners Annual Report the Panel **AGREED** to endorse the Annual Report for 2015/16. In doing so, the Police and Crime Panel made the following recommendations:

1. The Panel recommend that the Commissioner implement the suggested changes made by the Panel to future Annual Reports to improve the quality of the Annual Report going forward. Specifically to

- Ensure better presentation and quality of data making it more meaningful, accessible and easily digestible.
 - To avoid vague generalities and bland subjective commentary to ensure improvement in the narrative and content.
 - Present data in a way which answers the questions that the public want to know the answers to.
 - Provide all statistics as per 1000 households.
 - Compare if possible Cambridge Constabulary with other similar police forces rather than the national average.
 - Provide a definition of Front Line Policing within the Annual Report to provide clarity for members of the public.
- 2) In response to the invitation from the Commissioner to work collaboratively with the Panel in designing the Annual Report going forward the Panel recommend that a small working group be set up of Panel members for this purpose.

ACTION

The Panel to consider as part of its work programme the following suggested reports from the Commissioner:

- A report providing an overview on how the £2000 grant funding was being spent on the Youth Fund initiatives.
- A report on Migrant Workers to include information on resourcing to support Migrant Workers.

10. Decisions By the Commissioner

The Panel received a report to enable it to review or scrutinise decisions taken by the Police and Crime Commissioner under Section 28 of the Police Reform and Social Responsibility Act 2011. The Panel was recommended to indicate whether it would wish to further review and scrutinise the decisions taken by the Police and Crime Commissioner taken since the previous Panel meeting.

Observations and comments raised by the Panel on the following decisions included:

- A member of the Panel referred to paragraph 8.2 of the report, *Future decisions to be taken by the Commissioner* and specifically the appointment of a Deputy Police and Crime Commissioner and suggested that this might be relevant to item 12 on the agenda, Review of Complaints and suggested to the Chief Executive that the appointment of a Deputy Commissioner should be withdrawn until matters relating to item 12 had been dealt with. The Chairperson sought advice from the Legal Officer in attendance who advised the Panel that matters outside of the report should not be taken into consideration when considering matters within the context of the report currently being considered.

ACTION

The Panel noted the report and decisions that had been made by the Commissioner.

11. Rules of Procedure

The Secretariat introduced the Report which provided the Panel with an opportunity to review the Rules of Procedure at its Annual Meeting as required at paragraph 1.4 of the Rules of Procedure. The report requested that the Panel also consider suggested amendments to paragraph 7.5 and 7.9 of the Rules of Procedure.

ACTION

Following a review of the Rules of Procedure the Panel **AGREED** to approve the Rules of Procedure and accept and **AGREED** to the suggested changes at paragraph 7.5 and 7.9 as highlighted in red in Appendix 1 of the report.

12. Review of Complaints

The Assistant Director Legal and Democratic Services introduced the report which provided the Panel with an update on any complaints made against the Police and Crime Commissioner since the last report to the Panel. Two complaints had been received against the Commissioner and had been referred to the Panel by the Chief Executive of the Police and Crime Commissioners Office. In accordance with the Panels Complaints Procedure a Complaints Sub- Committee would need to be established to consider the complaints.

The secretariat had already sought nominations for members of the Complaints Sub-Committee and the following names were put forward:

- Edward Leigh, Independent Co-opted Member
- Councillor Pearson
- Councillor Giles
- Councillor Bisby
- Councillor Murphy

Clarification was sought as to the number of members required to establish the complaints Sub-Committee. The Assistant Director Legal and Democratic Services referred to paragraph 9.4 of the Rules of Procedure which stated, "*the maximum size of a Sub-Committee shall be seven members. The minimum size is three members. Size shall be determined on a case-by-case basis at the point that the review is commissioned.*" It was therefore agreed that if all five nominations were available on the date that the Sub Committee met then the Sub-Committee would comprise of five members.

ACTION

The Panel **AGREED** to:

1. Note that 2 complaints have been received against the Commissioner.
2. Agree to the complaints being referred to a Police and Crime Panel Sub Committee for consideration and a decision under Regulation 13 of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 and the Cambridgeshire Police and Crime Panel complaints procedure.
3. Agree that the complaints should not be disclosed at this time pending the decision of the Police and Crime Panel Sub Committee and/or any referral to the Independent Police Complaints Commission should this be necessary.
4. Agree in accordance with the Panels Complaints Procedure to establish a Sub Committee consisting of at least 3 members of the Panel one of whom should be an Independent Co-opted Member who will be Chairperson of the Panel.

13. Cambridgeshire Police and Crime Panel Annual Report

The Secretariat introduced the report which provided the Panel with a draft of the Annual Report for consideration and approval.

ACTION

The Panel **AGREED** to approve the report for publication.

14. Vacancy for Co-opted Member

The Secretariat introduced the report which advised the Panel of the resignation of Francesca Anderson who was an Independent Co-opted Member of the Panel. The report sought the Panels approval to go out to advertisement to recruit another Independent Co-opted Panel member as two Independent Co-opted Members were required under the Panels Arrangements.

The Panel had a short discussion on the previous recruitment process used to recruit an Independent Co-opted Member and all agreed that the same process should be followed.

The Chairperson wished to thank Francesca Anderson for her time and contribution towards the Panels work.

ACTION

The Panel **AGREED** to advertise for an Independent Co-opted Member to fill the current vacancy.

15. Meeting Dates and Agenda Plan 2016-2017

The Panel received and noted the agenda plan including dates and times for future meetings and agreed to meet before the next meeting of the Panel in September to discuss items for the work programme for the forthcoming year.

The Chairperson thanked the Panel for their contributions to the meeting and looked forward to working with all members of the Panel over the forthcoming municipal year.

ACTIONS

DATE OF MEETING	ITEM	ACTION	UPDATE
29 June 2016	Her Majesty's Inspectorate of Constabulary Inspection Reports	<p>The Panel AGREED to note the report.</p> <p>The Panel further requested that the Commissioner provide reports on the following items at a future meeting:</p> <ol style="list-style-type: none">1) Public perception regarding the fear of crime in areas where street lighting had been switched off and if this has had an impact on the crime figures in those areas.2) HMIC Inspection recommendations update report.	To be provided at 7 September meeting.
	Police and Crime Commissioners Annual Report	The Panel recommend that the Commissioner implement the suggested changes made by the Panel to future Annual Reports to improve the quality of the Annual	

DATE OF MEETING	ITEM	ACTION	UPDATE
		<p>Report going forward. Specifically to :</p> <ul style="list-style-type: none"> • Ensure better presentation and quality of data making it more meaningful, accessible and easily digestible. • To avoid vague generalities and bland subjective commentary to ensure improvement in the narrative and content. • Present data in a way which answers the questions that the public want to know the answers to. • Provide all statistics as per 1000 households. • Compare if possible Cambridge Constabulary with other similar police forces rather than the national average. • Provide a definition of Front Line Policing within the Annual Report to provide clarity for members of the public. <p>In response to the invitation from the Commissioner to work collaboratively with the Panel in designing the Annual Report going forward the Panel recommend that a small working group be set up of Panel members for this purpose.</p> <p>ACTION</p> <p>The Panel to consider as part of its work programme the following suggested reports from the Commissioner:</p> <ul style="list-style-type: none"> • A report providing an overview on how the £2000 grant funding was being spent on the Youth Fund initiatives. • A report on Migrant Workers to include information on resourcing to support Migrant Workers. 	
	Rules of Procedure	Following a review of the Rules of Procedure the Panel AGREED to approve the Rules of Procedure and accept and AGREE to the suggested changes at paragraph 7.5 and 7.9 as highlighted in red in Appendix 1 of the report.	Updated Rules of Procedure published on the Panels website.
	Review of Complaints	<p>The Panel AGREED to:</p> <p>Note that 2 complaints have been received against the Commissioner.</p> <p>Agree to the complaints being referred to a</p>	Complaints Sub-Committee met to consider complaints on 11 July 2016

DATE OF MEETING	ITEM	ACTION	UPDATE
		<p>Police and Crime Panel Sub Committee for consideration and a decision under Regulation 13 of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 and the Cambridgeshire Police and Crime Panel complaints procedure.</p> <p>Agree that the complaints should not be disclosed at this time pending the decision of the Police and Crime Panel Sub Committee and/or any referral to the IPCC should this be necessary.</p> <p>Agree in accordance with the Panels Complaints Procedure to establish a Sub Committee consisting of at least 3 members of the Panel one of whom should be an Independent Co-opted Member who will be Chairperson of the Panel.</p>	
	Cambridgeshire Police and Crime Panel Annual Report	The Panel AGREED to approve the report for publication.	Annual Report published on Panels website.
	Vacancy for Co-opted Member	The Panel AGREED to advertise for an Independent Co-opted Member to fill the current vacancy.	Advert went out on Friday 12 August with a closing date of 2 September.

The meeting began at 10.30am and ended at 12.40pm

CHAIRPERSON

Appendix 1

**Question/s for Cambridgeshire Police and Crime Panel
Meeting held on 29 June 2016**

Questioner	Mr Richard Taylor
Questions addressed to which Member of the Panel	Chairperson
Date Question was submitted	24 June 2016
Question 1	
1. Will the panel make clear which decisions it expects the Police and Crime Commissioner to report to it for scrutiny?	
Currently the Police and Crime Commissioner decides what to report to the panel for scrutiny.	
I am surprised that only one decision taken by the new Police and Crime Commissioner has been reported to-date.	
I suspect many decisions, such as those relating to the Police and Crime Commissioner's operating arrangements will have been made since the Police and Crime Commissioner came into office. Material published on the Police and Crime Commissioner's website indicates for example that the new Police and Crime Commissioner has decided, like his predecessor, to hold private Business Coordination Board meetings to take decisions behind closed doors without pre-published papers.	
Perhaps the panel could request that where a recommendation is formally put to the Police and Crime Commissioner, for example by the Chief Constable or the Chief of Staff of the Police and Crime Commissioner's Office, then the Police and Crime Commissioner's decision on it, or decision not to make a decision, ought be reported to the panel for scrutiny. Such a policy would, for example, have resulted in a decision on the relocation of the Office of the Police and Crime Commissioner to Police HQ being reported to this meeting for scrutiny.	
I am also surprised no decisions relating to the appointment of a Deputy Police and Crime Commissioner have been reported to the panel under the "decisions" item.	
Response	
Edward Leigh on behalf of the Panel responded and made the following points:	
<ul style="list-style-type: none">• There were some valid points in the question presented.• The Panel were not driven solely by the decisions submitted to the Panel by the Commissioner and were free to exercise judgement and research more widely the minutes published on the Commissioners website.• The agenda was not set on the basis of the decisions reported to the Panel.• The Panel had asked the previous Commissioner to provide a forward plan of decisions and this request will be reiterated to the new Commissioner.• The Panel may also request a summary of business considered by the Commissioner to assist the Panel in identifying items for the work programme.• The Panel do commission reports from the Commissioner and an example of this	

is the HMIC Inspection Report on the current agenda at item 8.

Question 2

Will the panel, at the confirmation hearing scheduled for the afternoon of the 29th of June, hold those elements of its deliberation on the proposed appointment of the Deputy Police and Crime Commissioner which do not involve a likelihood of disclosure of any specified exempt information in public?

In particular I would like to suggest any votes be held in public session; and if votes are held in private they should be recorded and minuted.

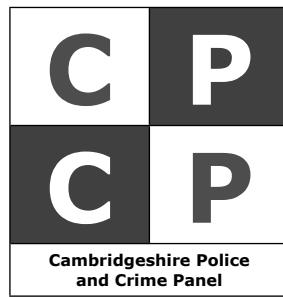
When the panel held a confirmation hearing in September 2015 for the Chief Constable it returned to a public session to announce its decision, I suggest this approach is taken again for the hearing in respect of the Deputy Police and Crime Commissioner appointment.

I note the Public Questions / Statements agenda item has been omitted from the agenda for the 29 June 2016 confirmation hearing.

Response

The Local Government Association Confirmation Hearings Guidance for Police & Crime Panels states that "Immediately following the confirmation hearing the panel should go into closed session to decide on its recommendations" Therefore the Panel is operating in accordance with this guidance.

The guidance also suggests 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.



**MINUTES OF A MEETING OF THE
CAMBRIDGESHIRE POLICE AND CRIME PANEL, CONFIRMATION HEARING
HELD AT
PETERBOROUGH CITY COUNCIL
ON 29 JUNE 2016**

1. Apologies for Absence

Apologies were received from Councillors M McGuire, D Oliver, A Pearson, M Shellens, E Murphy and J Lillis.

Councillor A Miscandlon was in attendance as a substitute for D Oliver.

2. Declarations of Interest

There were no declarations of interest.

3. Proposed Appointment of the Cambridgeshire Deputy Police and Crime Commissioner

Chairperson's Statement

The Chairperson welcomed the proposed candidate for the position of Chief Constable, members of the public and officers present at the meeting. The Chairperson then read out a statement outlining to the Panel and those present at the meeting the procedure for the Confirmation Hearing.

The Chairperson reminded the Panel that the purpose of the Confirmation Hearing was not to re-run the selection panel interview but to assure themselves that the applicant's professional competence and personal independence for the role has been adequately proven. Matters concerning the terms and conditions of service of the appointment were not within the remit of the Confirmation Hearing.

The Chairperson informed the Panel and members of the public present that in accordance with Part 1 of schedule 12A of the Local Government Act 1972, the Panel would after questioning the candidate be required to go into private session to deliberate and determine a recommendation to the Commissioner on whether to approve or refuse the appointment. With the Panel's consent, the press and public would be excluded from those deliberations as there would be further discussion regarding the suitability of the candidate for the role.

The Chairperson stated that the Commissioner would be advised of the Panel's recommendation the following day and Andy Coles would be copied into the notice. It would be for the Commissioner to decide whether to accept or reject the Panel's recommendation.

3. Proposed Appointment of the Cambridgeshire Deputy Police and Crime Commissioner

The meeting constituted the Confirmation Hearing for the proposed appointment of a new Deputy Police and Crime Commissioner which was required to be held under Schedule 1 of the Police Reform and Social Responsibility Act 2011 to enable the Panel to report to the Police and Crime Commissioner on that proposed appointment.

The Panel considered the report of the Police and Crime Commissioner for Cambridgeshire in respect of the proposed appointment which in accordance with the requirements of the Police Reform and Social Responsibility Act 2011, Schedule 8, Part 1, Paragraph 3 (2), provided details of:

- The name of the person whom the commissioner is proposing to appoint ("the candidate"),
- The criteria used to assess the suitability of the candidate for the appointment
- Why the candidate satisfied those criteria and
- The terms and conditions on which the candidate is to be appointed

Panel Members questioned the candidate in relation to his proposed appointment to consider his suitability for the role and to assure themselves of the applicant's professional competence and personal independence for the role. At the conclusion of the Panel's questions and responses from the candidate the Chairperson thanked Andy Coles for attending the hearing.

4. Local Government Act 1972 – Exclusion of the Public

The Panel was requested to consider whether to pass a resolution under Section 10(A) (4) of the Local Government Act 1972 to exclude the press and public from the remainder of the meeting on the ground that consideration of the item of business was likely to involve the disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A, Access to Information: Exempt Information to the Act (as amended).

The Panel **RESOLVED** that they would go into private session to deliberate and determine a recommendation to the Commissioner regarding the proposed candidate for the position of Cambridgeshire Deputy Police and Crime Commissioner.

5. To deliberate upon the Proposed Appointment of the Deputy Police and Crime Commissioner and Determine the Panel's Recommendation to the Commissioner in respect of the proposed appointment

At this point the press and public were excluded from the meeting room.

The Panel deliberated and formulated a recommendation for the Commissioner, which the Chairperson advised would be published onto the Cambridgeshire Police and Crime Panel website within five working days.

The Chairperson thanked the Panel Members for attending and carrying out the Confirmation Hearing and Officers in attendance for their support to the Panel in undertaking the process.

The meeting began at 2.00pm and ended at 2.55pm.

CHAIRPERSON

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**MINUTES OF A MEETING OF THE CAMBRIDGESHIRE POLICE AND CRIME PANEL –
COMPLAINTS SUB COMMITTEE
HELD AT
PETERBOROUGH CITY COUNCIL
ON 11 JULY 2016**

Members Present: E Leigh (Chairperson) Independent Co-opted Member, Councillors A Pearson, D Giles, E Murphy, R Bisby

1. Apologies for Absence

There were no apologies for absence.

2. Declarations of Interest

Declarations of interest were received as follows:

Councillor Murphy declared an interest in that he used to be a member of Labours National Executive Committee for Travellers Rights and previously held a position at Peterborough City Council as a Travellers Liaison Officer.

Councillor Giles declared an interest in that he knew Jason Ablewhite in a professional capacity as a councillor through Huntingdonshire District Council and confirmed that he could consider the matter as he had an open mind.

3. Exclusion of the Press and Public

In accordance with Standing Orders, the Committee was asked to determine whether item 4, Complaint Against the Cambridgeshire Police and Crime Commissioner which contained exempt information as defined by Paragraph 1 of Schedule 12A of Part 1 of the Local Government Act 1972, 'Information relating to any individual'. should be exempt and the press and public excluded from the meeting when the item was discussed, or whether the public interest in disclosing this information outweighed the public interest in maintaining the exemption.

The Committee **RESOLVED** to the exclusion of the press and public for agenda item 4.

4. Complaint Against the Cambridgeshire Police and Crime Commissioner

The Complaints Sub-Committee had received 2 complaints against the Cambridgeshire Police and Crime Commissioner (PCC) for consideration and were required to determine whether the 2 complaints should be referred to the Independent Police Complaints Commission under Regulation 13 of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 as they were serious or whether they could be considered by the Sub Committee under Regulation 15 or 28 of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

As agreed at agenda item 3 the meeting moved into exempt session.

In accordance with the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 and following consideration of the complaints, the Sub Committee **RESOLVED** to refer the 2 complaints to the Independent Police Complaints Commission.

Reasons for the decision

The Sub Committee considered the two complaints and determined in line with Regulation 13 of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 that they should be referred to the Independent Police Complaints Commission as serious complaints.

The meeting began at 2.00pm and ended at 2.45pm

CHAIRPERSON

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 5
7 SEPTEMBER 2016	Public Report

Report of: Paulina Ford, Secretariat, Peterborough City Council

Contact Officer(s) – Paulina Ford
Contact Details – paulina.ford@peterborough.gov.uk

REVIEW OF COMPLAINTS

1. PURPOSE

- 1.1 To update the Cambridgeshire Police and Crime Panel on complaints received against the Cambridgeshire Police and Crime Commissioner or his Deputy.

2. RECOMMENDATIONS

- 2.1 To note that no complaints have been received against the Commissioner since the Panel last met on 29 June 2016.
- 2.2 To note the outcome of the Complaints Sub Committee which met on 11 July 2016.

3. TERMS OF REFERENCE

- 3.1 This report discharges the responsibility for the panel to have an overview and record complaints made against the Commissioner or his Deputy.

4. BACKGROUND

- 4.1 At the Annual meeting of the Police and Crime Panel held on 29 June 2016 it was noted that two complaints had been received regarding the Cambridgeshire Police and Crime Commissioner. The complaints had been recorded by the Panel as part of their statutory duty as a consequence of the Office of the Police and Crime Commissioner's (OPCC) Chief Executive and Monitoring Officer referring the matter to the Panel in line with the Panel's Complaints Procedure.
- 4.2 The Panel agreed in accordance with the Panels complaints procedure to establish a Sub Committee consisting of at least 3 members to consider the complaints following the referral from the Chief Executive and Monitoring Officer of the OPCC to the Police and Crime Panel. The remit of the Sub Committee was to determine whether the complaints were serious complaints or whether they could be dealt with by informal resolution.
- 4.3 The Sub Committee met on 11 July 2016 to consider the complaints. The membership of the Sub Committee consisted of the following members of the Panel:
- Edward Leigh, Independent Co-opted Member – Chairperson
 - Councillor Andy Pearson
 - Councillor Derek Giles
 - Councillor Ed Murphy
 - Councillor Ray Bisby

4.5 In accordance with the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 and following consideration of the complaints, the Sub Committee AGREED to refer the two complaints to the Independent Police Complaints Commission.

4.6 **Reasons for the decision**

The Sub Committee considered the two complaints and determined in line with Regulation 13 of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 that they should be referred to the Independent Police Complaints Commission as serious complaints.

5. KEY ISSUES

5.1 During the course of this reporting period there were no complaints made against the Commissioner or his Deputy.

6. IMPLICATIONS

6.1 The Panel must have due consideration of the Provisions of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.

7. BACKGROUND DOCUMENTS

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

- Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012
- Cambridgeshire Police and Crime Panel complaints procedure.

8. APPENDICES

8.1 None

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 6
7 SEPTEMBER 2016	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

Contact Details – cambs-pcc@cambs.pnn.police.uk 0300 333 3456

DEVELOPING A POLICE AND CRIME PLAN (COMMUNITY SAFETY & CRIMINAL JUSTICE) FOR CAMBRIDGESHIRE

1. PURPOSE

- 1.1 The purpose of this report is to update the Police and Crime Panel (the “Panel”) on the development of the Police and Crime Commissioner’s (the “Commissioner”) first Police and Crime Plan (the “Plan”) and to share key elements of the draft Plan with members of the Panel.

2. RECOMMENDATIONS

- 2.1 The Panel are asked to note the direction of travel and progress made on the Plan and share their views on its content as part of the formal consultation process. As previously discussed Panel members have been invited to create a working group to support the development of the Performance Framework to monitor the Plan’s progress.

3. TERMS OF REFERENCE

- 3.1 Item 1 - To review and make a report or recommendation on the draft Plan, or draft variation, given to the Panel by the Commissioner.

4. BACKGROUND

- 4.1 The Commissioner is required to issue a Plan as soon as practicable after taking office - specifically before the end of the financial year which they are elected (31st March 2017). The Plan must determine, direct and communicate the Commissioner’s priorities during their period in office and set out for the period of issue:

- the Commissioner’s **police and crime objectives** for the area;
- the policing of the area which the Chief Constable is to provide;
- the financial and other resources which the Commissioner is to provide the Chief Constable;
- the means by which the Chief Constable will report to the Commissioner on the provision of policing;
- the means by which the Chief Constable’s performance in providing policing will be measured;
- the services which the Commissioner is to provide or arrange to support crime and disorder reduction or help victims of witness of crime and anti-social behaviour (**crime and disorder reduction and victims’ service grants**);
- any grants which the Commissioner is to make and the conditions if any of those grants.

- 4.2 In preparing the Plan the Commissioner must ‘have regard to the relevant priorities of each responsible authority’ – the authorities have a duty to co-operate with the Commissioner for the purpose of formulating the Plan. The Commissioner must also make arrangements to obtain the views of the community (including victims of crime) on policing and ensure an efficient and effective criminal justice system.
- 4.3 The Plan must achieve value for money, ensure the Chief Constable fulfils his duties relating to equality and diversity and have regard to the need to safeguard and promote the welfare of children, the Strategic Policing Requirement and guidance or codes of practice issued by the Secretary of State.

5. PROPOSED APPROACH TO CAMBRIDGESHIRE PLAN

- 5.1 The Commissioner has committed to produce a strategic four-year Plan in which the **vision** is of all agencies ‘Working together to keep Cambridgeshire safe’.
- The Plan sets four overarching themes – essentially the ‘Police and Crime Objectives’:
- Victims – safeguarding the vulnerable
 - Offenders – attacking criminality
 - Communities – preventing crime and reassuring the public
 - Transformation – achieving the best use of resources
- 5.2 The Plan also includes Forewords by the Commissioner, the Deputy Commissioner, and the Chief Constable. The Chief Constable’s Foreword includes a graphic showing the current demand on Cambridgeshire Constabulary (the “Constabulary”). These are given at Appendix 1.
- 5.3 Each theme has its own **aim** and suggests a framework through a series of **shared outcomes** to enable all agencies with a part to play in community safety and criminal justice to strategically direct the future delivery of services through these common goals. This headline information is presented in a ‘Plan on a Page’ executive summary format at Appendix 2.
- 5.4 The proposed **priorities** for each overarching Police and Crime Objective are set out in a series of second pages at Appendix 2. They will enable the delivery of the following **shared outcomes and aims**:

	Shared outcome	Aim
Victims	Victims and witnesses are placed at the heart of the criminal justice system and have access to clear pathways of support	Deliver a victim first approach
Offenders	Offenders are brought to justice and are less likely to re-offend	Reduce re-offending
Communities	Communities have confidence in how we respond to their needs	Support safer and stronger communities
Transformation	We deliver improved outcomes and savings through innovation and collaboration	Ensure value for money for tax-payers now and in the future

6. CRIME AND DISORDER REDUCTION GRANTS AND VICTIMS' SERVICES GRANTS

- 6.1 The 2016/17 crime and disorder reduction grants and victims' services grants (referred to in 4.1) have previously been presented to the Panel at their meeting in March 2016¹ and remain relevant until the end of this financial year. The grants for 2017/18 will be integrated into the Plan once confirmed.

7. KEY ISSUES

- 7.1 The Commissioner has made clear his commitment to protecting frontline police services – using innovation and collaboration to create savings and to seek new efficiencies to put more money into frontline policing. The Commissioner will be making important leadership decisions on the transformation agenda which are crucial to create the financial environment to support the delivery of the objectives set within the Plan. A continual process is in place to look forward to find suitable projects and initiatives to help meet future savings requirements.
- 7.2 While savings of £16.1 million have been made in the last four years, budgetary pressures are set to continue, with further savings of over £6 million to be found by the end of the financial year 2019/20. Short-term measures are never taken at the expense of long-term financial stability and long-term borrowing is not used for short-term needs.
- 7.3 The Policing and Crime Bill requires the police, fire and rescue, and ambulance services to collaborate with one another, where it would be in the interests of their efficiency or effectiveness to do so. This Bill has prompted an early dialogue between the Commissioner and Cambridgeshire Fire Authority to explore the best way to progress the opportunities it presents. These are locally enabling and recognise local leaders are most informed to determine the collaboration which best meet the needs of their communities.

7.4 Victims

- 7.4.1 A policing service must be provided which responds to an individual's immediate needs and safeguards them from future potential victimisation. This is a key measure in Her Majesty's Inspectorate of Constabulary inspections measuring the effectiveness of the Constabulary in keeping people safe. The Commissioner is responsible for commissioning emotional and practical support services for victims of crime which can be accessed by victims and witnesses at all stages of the Criminal Justice Service (CJS) process. The Code of Practice for Victims of Crime (the Victims' Code) sets out the minimum level of service victims should receive from the CJS. The Commissioner wants to work with partners to ensure this standard is met as part of an 'efficient and effective criminal justice system' which treats victims and witnesses with respect and acknowledges their needs.
- 7.4.2 The demand on policing services from victims, offenders and/or vulnerable people with mental health issues is significant. The local Mental Health Crisis Care Concordat declaration sets out the partnership response to deliver the right care, at the right time from the right service to people in mental health crisis.

7.5 Offenders

- 7.5.1 Tackling criminality is a core policing role, but one which needs to take place in partnership with a range of stakeholders. Police enforcement should focus on disrupting offenders and would-be offenders. Offenders must be brought to justice in a way which delivers the best outcomes for victims. Locally all agencies coming into contact with offenders must play their role in ensuring the causes of criminality are addressed. This partnership approach will protect communities from crime in particular through the effective management of the most complex offenders. The Constabulary's strategic assessment identifies local priorities, themes which cut across all

¹ 'Police and Crime Plan Variation – Appendix 1 Finances', Agenda Item 7.0, 16th March 2016
<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3476&Ver=4>

crime types (such as mental health) and intelligence requirements which are considered emerging threats.

- 7.5.2 A partnership approach to reducing re-offending is being driven through an innovative virtual offender hub. This uses a range of tactics, including restorative justice approaches, to tackle the underlying causes of low-level offending.

7.6 **Communities**

- 7.6.1 There is a statutory requirement for the Commissioner, Chief Officers and statutory agencies to consult with the public, listen and respond in a co-ordinated way to day to day community safety issues and other concerns. Local people need to know which service to contact to get the help and information they need and should be able to do this easily. Where possible agencies should work in partnership with other service providers (through co-location and information sharing) so members of the public receive co-ordinated responses. Communities should be encouraged to get involved with tackling community issues to improve their understanding of them – for example through volunteering.

- 7.6.2 All public servants must be inspired to maintain the highest levels of ethical behaviour. This will ensure the public retain trust and confidence in them, and the service they represent, when they respond to their needs.

7.7 **Transformation**

- 7.7.1 Significant local and regional transformation work is also already in train including:

- Local partnership working through joint enforcement teams, releasing front-line officer and PCSO time through investment in mobile technologies and strategic use of estates, including where appropriate the disposal of sites that are surplus to operational requirements to minimise operating costs.
- A strategic alliance with Bedfordshire Police and Hertfordshire Constabulary collaborating on operational and organisational support functions, armed policing, procurement, the professional standards department and roads policing.
- Joint working across the six forces in the Eastern Region to tackle the threat of organised crime.

- 7.7.2 Cambridgeshire and Peterborough Councils and Local Enterprise Partnership leaders are proposing a devolution deal for Cambridgeshire and Peterborough to form a Combined Authority. The potential benefits for community safety are significant and the Commissioner is working with local public sector bodies to ensure that these benefits are fully realised.

8. **CONSULTATION**

- 8.1 A programme of public and further more detailed partner engagement will run in tandem with this formal consultation. This will be led by the Commissioner, his Deputy and staff from the Office of the Police and Crime Commissioner (OPCC). A range of engagement techniques will be used.

- 8.2 Consultation to date has focused on asking partners:

- Is the framework right for you? Do you agree this is the right focus? If not, what how could we frame it differently?
- If yes, how would this framework allow you to direct your work/resources or to tackle the key issues for your partnership/organisation?
- This is a plan to address Community Safety and Criminal Justice. What organisations are key to delivering this plan?

- We cannot all work in isolation - what part could your organisation/partnership play in working towards the shared outcomes?
 - What are the biggest risks that might prevent us achieving our desired outcomes?
- 8.3 The OPCC is in contact with the Panel to identify the most appropriate means for the Panel to engage with the development of the Plan.

9. NEXT STEPS

- 9.1 Work will continue to develop the additional elements of the Plan, including a robust performance framework, and make refinements where appropriate, following feedback from both the Panel and the public.

10. BACKGROUND DOCUMENTS

- 10.1 Police Reform and Social Responsibility Act 2011

<http://www.legislation.gov.uk/ukpga/2011/13/contents>

11. APPENDICES

- 11.1 Appendix 1 – Forewords and Demand Infographic

Appendix 2 - ‘Plan on a Page’ executive summary format and ‘Priorities for each overarching Police and Crime Objective’

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Appendix 1

DEVELOPING A POLICE AND CRIME PLAN (COMMUNITY SAFETY & CRIMINAL JUSTICE) FOR CAMBRIDGESHIRE - Forewords and Demand Graphic

Foreword from the Police and Crime Commissioner

"On being elected as Police and Crime Commissioner for Cambridgeshire and Peterborough in May 2016 I knew I wanted to take the opportunity to develop a Police and Crime Plan that looked afresh at the challenges and opportunities that lie ahead and not be ruled by previous Plans and ideas. It was clear to me that we would need to continue to transform the way we work, thinking innovatively and collaborating with others to provide the public with an effective, joined up service.

I therefore decided to take some time to get to know the business in order to prepare a Plan that addressed the key issues, was easily understandable and provided clear direction to Cambridgeshire Constabulary and others about what needs to be done.

This led to me spending my first six months in office getting out and about, meeting as many people as possible to gain a firm understanding of the issues faced by all involved in tackling crime and disorder in the county, the wider region and nationally.

As a result this Plan has not been developed in isolation. I have worked closely with the Chief Constable and his team to make sure this Plan ties in with the Constabulary's strategic policing priorities. I have listened to the public, police officers, police staff and involved our many partners. I would like to thank everyone who has helped me in the development of this Plan.

I am a big fan of keeping things simple and not trying to overcomplicate. The challenge to my team was to develop a Plan that could be explained on a single page. As a result, this Plan is centred around four key themes:

1. Victims
2. Offenders
3. Communities
4. Transformation

The Plan puts people at the heart of what we do, focussing on the most vulnerable members of society, making sure that victims and witnesses receive the help and support they need.

Alongside this we will be attacking criminality, bringing offenders to justice and deterring them from reoffending.

The police never work in isolation. Looking ahead we need to drive forward increased collaboration with others so people can feel confident that they will receive the right support from the right place at the right time. This may be from the police, local government, the health sector or local communities. The main thing is we need to work together to get it right.

I am a realist and I will not pretend that this will be easy. As I know from my continued experience as a local Councillor in Huntingdonshire, and now as Commissioner, the economic and social challenges faced by the nation, and by our county, continue to put pressure on everyone. We will need to think and act differently, transforming the way we work through

collaboration and use of the latest technology in order to deliver an effective service that provides value for money to the tax payer.

Through this Plan I aim to meet the needs of our many and diverse communities and provide a police service that we can all trust and be proud of. By working together we can keep Cambridgeshire safe.”

Jason Ablewhite
Police and Crime Commissioner

DRAFT

Foreword from the Deputy Police and Crime Commissioner

"I was honoured to have been appointed to serve as Deputy to the Commissioner in July 2016 and have been closely involved with the development of this plan. I have been able to bring to bear my 30 years of experience as a police officer in London and with a varied career in both core policing and specialist detective roles in Scotland Yard. I have witnessed incredible change over the 30 years and, whilst the passion and commitment of officers remains the same, the technology available to both the police and to criminals has changed the face of crime and how we tackle it.

I am an elected Councillor for Fletton and Woodston Ward in Peterborough and also take part in a variety of community roles on a voluntary basis across Cambridgeshire and Peterborough. I understand the need to communicate effectively with residents and to ensure their concerns are recognised. This is a vital part of my role and I pledge always to be available to listen to the people of Cambridgeshire.

I fully support the new joint engagement strategy the Chief Constable and the Commissioner have agreed, where both have committed to listen and be alert to what matters to people, to respond professionally to concerns, and to build positive relationships. Communication is the key to keeping Cambridgeshire safe and I will be visible and available to support the Commissioner in this important responsibility.

The Commissioner has asked me to have a particular focus on the needs of victims, and I will apply myself particularly to ensuring that victims of crime receive an effective response. This will include meeting their immediate needs, protecting them from further harm, supporting them through any court or restorative justice process and reassuring them that the constabulary will do all it can to bring offenders to justice."

**Andy Coles
Deputy Police and Crime Commissioner**

Foreword from the Chief Constable

"Cambridgeshire Constabulary is an organisation of hard working, dedicated and professional individuals who constantly strive to respond to the needs of all those who live, work and visit Cambridgeshire. This is not a simple task. Cambridgeshire continues to be one of the fastest growing areas in the country with an estimated further growth of 25% by 2031. Coupled with this the nature of crime and threat from terrorism is rapidly changing, requiring us to be flexible and forward thinking to continue to keep our communities safe. Despite these challenges I am proud that Cambridgeshire continues to be one of the safest counties in the country. I am confident that all those working as police officers, police staff, special constables or volunteers for the force understand and share my mission to safeguard the most vulnerable, support victims of crime and robustly investigate and bring offenders to justice.

To continue to keep our communities safe we need to understand and manage our demand and look for new, effective and efficient ways to deliver policing. By understanding and managing our demand we are better able to target those individuals who pose the greatest threat and risk of harm to society. It must be recognised that while a growing proportion of the crime and threat we now face is cyber enabled, the impact on the victims has not changed. The individuals who commit these crimes operate across national and international boundaries, rapidly developing and adapting their technology and methods used to exploit people. It is therefore important that we work with our policing partners across the region and country to ensure we are able to effectively prevent and investigate these crimes to keep the country safe.

It is important that we remember our duty to the tax payer to deliver a police service in the most efficient and effective way, providing the best value for money. This means exploring new and innovative approaches, investing in technology and working with others, be that in our strategic alliance with Bedfordshire Police and Hertfordshire Constabulary or with our partners in the local authority, fire, health and the voluntary sector. Through working together we are all able to deliver a more coherent response to communities needs whilst providing resilience for now and in the future.

My priorities for the year ahead remain unchanged, to provide the best possible police service to the people of Cambridgeshire, to keep our communities safe from harm and to respond to the changing nature of crime in an effective and efficient way."

**Alec Wood MA
Chief Constable
Cambridgeshire Constabulary**

STATEMENTS ABOUT DEMAND ON POLICING IN CAMBRIDGESHIRE

"As inspired by the College of Policing demand graphic"



Incoming Demand

On a typical day in Cambridgeshire...

There is approximately one officer on duty for every 1,849 people living in the force area.¹

*Respond to approximately 21 incidents flagged as being associated with people with mental health issues.

*Undertaking less than 1 place of safety order under Section 136 of the Mental Health Act per week.

In Cambridgeshire, officer numbers have fallen by 8% since 2010 (1,347 FTE Police Officers 31 March 2016 compared to 1,471 31 March 2010 baseline) (Source: HR). This is compared to a 12% reduction in officer numbers since 2010 across England and Wales. (Source: Home Office Statistics, Police Workforce, England and Wales; 31 March 2015, Table 2 and 3).

*Respond to approximately 8 missing person reports. 5 will be classified as high/medium risk, each of which will take an average of 18 hours of police time.

*Attend 7 road traffic collisions where there were casualties. Undertake 33 breath tests. *Carry out 9 stop and searches². Of these 5 are drug-related. Of the 9 stop and searches, one will result in an arrest.

*Deal with 62 ASB incidents.

As well as dealing with crime, officers will*:

Statements about demand based on data recorded in the rolling 12 months to March 2016



Creating a safer
Cambridgeshire



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Cambridgeshire Police and Crime Plan – Community Safety & Criminal Justice

DRAFT

VISION

**Working
together to keep
Cambridgeshire
safe**

STRATEGIC THEME

Victims

Safeguarding the
vulnerable

Offenders

Attacking criminality

Communities

Preventing crime
Reassuring the public

Transformation

Achieving best use
of resources

AIM

Deliver a victim
first approach

Reduce re-offending

Support safer and
stronger communities

Ensure value for money
for tax payers now and
in the future

SHARED OUTCOME

Victims and witnesses are placed at the heart of the criminal justice system and have access to clear pathways of support

Offenders are brought to justice and are less likely to reoffend

Communities have confidence in how we respond to their needs

We deliver improved outcomes and savings through innovation and collaboration

Police and Crime Objectives 1 – Victims

SHARED OUTCOME: Victims and witnesses are placed at the heart of the criminal justice system and have access to clear pathways of support

AIM: Deliver a victim first approach

OBJECTIVES

A policing service is provided which responds to an individual's immediate needs and safeguards them from potential future victimisation.

Victims and witnesses of crime can access appropriate and proportionate needs-led emotional and practical support at all stages of the CJS process

Victims and witnesses are treated with respect and their needs are acknowledged during the criminal justice process.

PRIORITIES FOR ACTION

- Victims from the three priority groups (serious crime, vulnerable or intimidated or persistently targeted) are identified and provided with an appropriate response based on their level of risk at the initial point of contact.
- Victims of anti-social behaviour receive a proportionate response bespoke to their needs.
- People in mental health crisis have their needs met through the provision of the right care at the right time and from the right service.
- Victims of crime receive a consistently high quality investigation.
- Victims and witnesses are seamlessly supported throughout the criminal justice process wherever they live in the county. For example victims of burglary and other serious crimes will always be visited by a police officer.
- Victim and witnesses support services are commissioned in a cost efficient way, have clear referral pathways and effective handovers between agencies as the victim's needs change.
- A countywide partnership response is developed to reduce the harm, risks and costs of domestic abuse, child abuse (child sexual exploitation), serious sexual offences, trafficking and modern day slavery and 'Violence Against Women and Girls' (VAWG) which keeps victims safe from future victimisation.
- Victims of crime are given the opportunity to ask to meet their offender in a Restorative Justice conference at a time and in the way that is right for them.
- Processes within the CJS are reviewed to ensure they consider their impact upon the experience of victims and witnesses.

Police and Crime Objective 2 – Offenders

DRAFT

SHARED OUTCOME: Offenders are brought to justice and are less likely to reoffend

AIM: Reduce reoffending

OBJECTIVES

Police enforcement disrupts offenders and deters would-be offenders

Offenders are brought to justice while ensuring the best outcomes for victims

All agencies coming into contact with offenders play their role in ensuring causes of criminality are addressed

A partnership approach to protect local communities from crime and manage the most complex offenders

PRIORITIES FOR ACTION

- A partnership approach to tackle crimes which are of concern to the public such as violent, drink and drug related crime, burglary and rural crime
- Police investigations deal with the offenders while ensuring the best outcomes for victims
- Improve partnership working to ensure resilience of services and effective and efficient action to address enduring causes of offending
- Ensure that the criminal justice system puts reducing reoffending at the heart of its work
- Increase the use of restorative justice into wide-ranging environments to improve victim satisfaction and reduce reoffending
- Protect local communities from those who present a risk of serious harm to their local communities through effective and efficient management and partnership working
- Hold the responsible authorities to account for meeting their duties to protect their local communities from crime and to help people feel safer
- Work with the voluntary sector and other partners to enable the rehabilitation of offenders
- Create a performance monitoring system for reoffending so that progress can be reviewed
- Contribute to national policing needs including counter-terrorism, serious and organised crime, cyber security, public order, civil emergencies, child sexual abuse

DRAFT

Police and Crime Objective 3 – Communities

SHARED OUTCOME: Communities have confidence in how we respond to their needs

AIM: Support safer and stronger communities

OBJECTIVES

Joining-up service provision to listen and respond to day to day community safety issues

Increase public involvement to improve community understanding and resilience

Inspire all public servants to maintain the highest levels of ethical behaviour to ensure public confidence and trust

PRIORITIES FOR ACTION

- Knowing who to contact – helping service users understand which service to contact
- Making contact easy – Have easy and effective ways for the public to contact service providers, with access to the information they need
- Responding in a coordinated way – Bring together services and systems to respond to community issues in a sustained and effective way E.g. co-location, co-ordination, information sharing
- Re-defining and re-stating the neighbourhood policing position
- Extending the use and scope of police designated powers inside and outside of the organisation
- Promoting active citizenship and supporting initiatives aimed at building community resilience
- Using community information and intelligence to prevent crime: high levels of witnesses, low levels of crime
- Increasing community understanding of vulnerability and issues such as hate crime and the support available thereby creating opportunities to reduce them
- Ensuring a representative workforce
- Embedding the College of Policing Code of Ethics across the organisation
- Supporting staff development to maximise their potential
- Operating in a way that is value-led (respect, honesty, integrity, openness and innovation) and characterised by high ethical standards.

Police and Crime Objective 4 –Transformation

SHARED OUTCOME: We deliver improved outcomes and savings through innovation and collaboration

AIM: Ensure value for money for taxpayers now and in the future

OBJECTIVES

Drive efficiency and effectiveness in policing through local, BCH, regional and national collaboration

Working with partners realise the benefits for community safety which can be derived from improved governance and integrated delivery

Continue to drive the transformation within Cambridgeshire Constabulary

Identify the best way for fire and policing to work together in the future

PRIORITIES FOR ACTION

- Embedding tri-force collaboration with Bedfordshire and Hertfordshire to continue to realise savings
- Enhance frontline policing services by maximising all opportunities to work collaboratively with other police forces, driving out further efficiencies in the most ambitious police collaboration programme yet with Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent police forces
- Through the national role of our Chief Constable actively support the national specialist capability review
- Work closely with Cambridgeshire and Peterborough public sector leaders to identify the potential benefits for community safety through new governance mechanisms to enable realisation of identified benefits from the proposed creation of a combined authority and devolution
- Develop the capacity and capability to undertake effective community safety and criminal justice commissioning, using grants and commissioning as strategic leverage for evidence-based change
- Use and improve understanding of demand to drive efficiency to protect frontline services
- Ensure the benefits of new and historical investment in technology are realised
- Use reserves strategically and work in partnership to maximise the use of and value from our estate
- Ensure frontline staff have the skills and support to deliver their objectives
- Work with the Fire Authority to explore the best way for fire and police to work together to take forward the opportunities arising from the Policing and Crime Bill

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 7
7 SEPTEMBER 2016	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

Contact Details – cambs-pcc@cambs.pnn.police.uk 0300 333 3456

HER MAJESTY'S INSPECTORATE OF CONSTABULARY INSPECTION - UPDATE

1. PURPOSE

- 1.1 The purpose of this report is to provide the Police and Crime Panel (the “Panel”) with an update on how the findings of the Her Majesty’s Inspectorate of Constabulary (HMIC) Police Effectiveness, Efficiency, and Legitimacy (PEEL) reports are being monitored by the Police and Crime Commissioner (the “Commissioner”).

2. RECOMMENDATIONS

- 2.1 The Panel is asked to note the report.
- 2.2 The Panel is also asked to refer to the paper that was submitted to their meeting on the 29th June 2016 entitled ‘Her Majesty’s Inspectorate Of Constabulary Inspection Reports’.

3. TERMS OF REFERENCE

- 3.1 Item 6 – To review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner’s functions.
- Item 8 – To support the effective exercise of the Police and Crime Commissioner’s functions.

4. BACKGROUND

- 4.1 The Policing Protocol Order 2011 (the “Protocol”) sets out some key guiding principles for all Police and Crime Commissioners, Chief Constables and Police and Crime Panels.
- 4.2 Under the Protocol, the Commissioner has the legal power to scrutinise, support and challenge the overall performance of Cambridgeshire Constabulary (the “Constabulary”) and hold the Chief Constable to account for the performance of the Constabulary’s officers and staff. The Protocol is clear that the Commissioner must not fetter the operational independence of the Constabulary and the Chief Constable.
- 4.3 In turn, the Protocol enables the Panel to scrutinise the Commissioner in the exercise of his statutory functions, but does not provide for the Panel to scrutinise the Chief Constable.

5. HMIC

- 5.1 HMIC independently assesses and routinely monitors the performance of police forces in order to ensure that:
- emerging problems with the efficiency or effectiveness of individual forces are spotted quickly, and Chief Constables and Commissioners are aware of these problems and are taking corrective action; and
 - if problems with efficiency or effectiveness of a force are enduring and there is a low prospect of them being resolved, those problems are raised formally with the Commissioner, so that they can respond.
- 5.2 PEEL is an annual assessment of police forces in England and Wales on their effectiveness, efficiency and legitimacy. They are judged as 'outstanding', 'good', 'requires improvement' or 'inadequate' on these categories (or pillars) based on inspection findings, analysis and Her Majesty's Inspectors' (HMIs) professional judgment across the year. In addition, as part of the PEEL inspections, HMIC assess how the police forces are led at every rank and grade.
- 5.3 HMIC has begun its 2016 round of inspections of the Constabulary. They will build their Effectiveness inspection (which is scheduled for mid-September 2016) and key lines of enquiry on the 2015 Effectiveness recommendation and areas for improvement to assess the Constabulary's progress against these. It is worth noting that HMIC inspections are 'backward looking', in the respect that they look at progress made since previous inspections but there is a time-lapse between inspection and the findings being published, in some cases a six month time-lag. This means that the Constabulary are acting upon any recommendations and or areas for improvement months before the inspection reports are published. The inspection findings for the 2016 inspections are likely to be published between Autumn 2016 and February 2017.

6. HMIC PEEL INSPECTION OF CAMBRIDGESHIRE CONSTABULARY

- 6.1 HMIC undertook their PEEL inspection of the Constabulary throughout 2015, with individual inspection reports being published in October and December 2015 and February 2016. In addition, in February 2016 HMIs brought together all the judgments made throughout the year together with other findings and information, to produce a rounded annual assessment of the Constabulary.
- 6.2 The Constabulary's overall PEEL assessment, as published in February 2016, by HMIs judged that the extent to which the Constabulary was:
- Effective at keeping people safe and reducing crime = 'requires improvement';
 - Efficient at keeping people safe and reducing crime = 'good';
 - Legitimate at keeping people safe and reducing crime = 'good';
 - Leadership = no formal grading.
- 6.3 As part of the inspection, HMIC identify areas for improvement which HMIC define as follows:
- If HMIC's inspection identifies an aspect of a force's practice, policy or performance that falls short of the expected standard, it will be reported as one or more area(s) for improvement. Area(s) for improvement will not be accompanied by a recommendation.
- If HMIC's inspection identifies a serious or critical shortcoming in a force's practice, policy or performance, it will be reported as a cause of concern. A cause of concern will always be accompanied by one or more recommendations. HMIC will recommend that the force(s) (and sometimes other bodies) make changes to alleviate or eradicate it.

6.4 HMIC's PEEL inspection findings for 2015 resulted in one recommendation and seven Areas for Improvement: two for vulnerability, four for effectiveness, and two for legitimacy. These are given in Appendix 1 along with the Constabulary's progress against these. No causes for concern or formal recommendations were contained in the Leadership inspection.

7. DELIVERING AGAINST THE RECOMMENDATION AND AREAS FOR IMPROVEMENT

7.1 HMIC's PEEL reports, are by their nature, comprehensive and contain a number of observations, findings and areas for improvement. The Constabulary's focus is towards the recommendation and areas of improvement identified in the reports but equally some of the observations and narrative are key to inform and improve the Constabulary's work. However, action against all of these are balanced and prioritised against threat, risk, harm, and demand and resources.

7.2 HMIC reports, the recommendation and areas for improvement identified within the reports, have been noted and accepted by the Constabulary. The Constabulary maintain responsibility for the assurance and progression of activity against HMIC recommendations. The Deputy Chief Constable has taken responsibility for HMIC progress. The Constabulary track the recommendations and area for concern through their Organisational Improvement Group, with critical risks flagged to their Force Executive Board.

7.3 The Commissioner has spent time on the 'front-line' both with the Constabulary and engaging with the public, local communities and representative groups through regular attendance at public contact points, holding surgery appointments, and through correspondence received. This engagement has enabled the Commissioner to not only gain an understanding first-hand of the invaluable work the Constabulary do, how they are progressing with the HMIC recommendations in practice, and an understanding from the public's perspective of their experience of the Constabulary. All of this provides the basis for the Commissioner to provide the Constabulary with feedback and to hold the Chief Constable to account. The Commissioner will continue to aim to spend at least one day a week on public engagement and or with specific front line operational police services.

7.4 To illustrate, the Commissioner has met with officers to discuss the Constabulary's approach to how they are tackling burglary, challenges around investigations and getting positive outcomes as part of Operation Hunter. The key aims of the Operation Hunter are to provide the highest level of victim care and support and to keep victims informed throughout, from initial report to the conclusion of the criminal justice process and beyond, if necessary. This should help victims cope and recover from their experience by providing emotional and practical support.

7.5 The Commissioner has witnessed first-hand the Constabulary's use of body worn video and has sought reassurance from the Chief Constable regarding their use and roll-out across the Constabulary. The Chief Constable is clear that where the body worn video is worn, it will be used when attending incidents of domestic abuse and also when conducting stop searches. This is a position that the Commissioner supports.

7.6 The Commissioner has also visited the Constabulary's Victim and Witness Hub to see how the Hub not only supports victims but also provides support to witnesses through the criminal justice process. This then benefits victims by ensuring their case has the best possible opportunity to proceed. The Victim and Witness Improvement Group remains in place in order to drive up victim care standards.

7.7 The Commissioner is also supportive of the Constabulary's local Community Scrutiny Group. This group meets quarterly and holds the Constabulary to account on any stop and search issues. The group is chaired by an Independent Member and is made up of a broad range of backgrounds, ages, faiths and ethnicities. The overall aim of the group is to achieve transparency, community involvement and improve public confidence and trust in how stop search is used. The group scrutinises the use of the power, disproportionality, complaints, actual stop searches conducted and Body Worn Video use. The minutes and agenda of the

Community Scrutiny Group, together with force stop and search data is available on the Constabulary's website.

- 7.8 In addition, a 'reasonable grounds' Community Scrutiny Group examines purely the justification of a randomly selected number of individual stop searches. The group meets bi-monthly and is chaired by a local Police Inspector, with the panel made up from a small number of community representatives. Feedback from the panel is sent to officers, supervisors and fed into the wider scrutiny and governance groups.
- 7.9 In terms of the Commissioner gaining assurance against delivery and monitoring, the Commissioner has weekly 1:1 meetings with the Chief Constable, where the Commissioner is able to feedback observations from visits and contacts and discuss progress on policing priorities. The Commissioner also seeks his assurance directly from HMIC. This is through 'live-time' de-briefs directly following inspections which enable the Constabulary to immediately look at any recommendations and put in place any implementation requirements.
- 7.10 The Commissioner's Business Coordination board, Performance Working Group and the work his officers do with the Constabulary, enable the Commissioner to both scrutinise and support the Constabulary against their progress on HMIC recommendations and other areas of the business. As an example, updates on the Constabulary's Project Sherlock have been given to the Commissioner both at 1:1 level and at formal governance meetings. Project Sherlock's aims, in response to HMIC recommendations, are to improve how effective the Constabulary are at investigating crime and managing offenders, with victims needs at its core. Another example is the regular updates the Commissioner receives on the Constabulary's response to domestic abuse.
- 7.11 The Panel will note the previous reports they have received on how the Constabulary are tackling domestic abuse, against which subsequent HMIC inspections have assessed the Constabulary's progress.

8. CURRENT DELIVERY

- 8.1 The Constabulary's current performance (as at the end of June 2016) in respect of those matters relating to protecting the vulnerable are given below. All areas of service delivery relating to these vulnerable victims are currently subject to increased Constabulary scrutiny, with tactical activity focused on driving through improved suspect management in the coming weeks.
- 8.2 Overall victim satisfaction with the overall service they received from the Constabulary remains stable in the recent months, with no significant trend emerging. The Constabulary recognise that maintaining proactive communication with victims remains a challenge. The recently implemented Project Sherlock has victim needs at its core, thus improvements in this indicator should be evident in the coming months.
- 8.3 Burglary Dwelling crime levels remain comparable to the year-end position in the 12 months to June, with levels remaining below last years for the fifth consecutive month. The renewed focus on investigative activity through Project Sherlock, together with the operational focus of Operation Hunter, is designed to deliver ethical and sustained improvements in the coming months in burglary dwelling prosecutions. Burglary victim satisfaction has improved to 91.4% in the 12 months to June 2016 driven by month on month improvements since April 2016.
- 8.4 The Constabulary prioritises the protection of the most vulnerable people in our communities, especially those at risk of domestic abuse. Safeguarding is delivered via a partnership response through the Multi Agency Safeguarding Hub.
- 8.5 Domestic incident response times remains a priority in all local policing areas in order to drive performance improvements. Reassuringly, response to the higher priority incidents remains

acceptable, however, resourcing prompt response incidents within the desired 'golden hour'¹ remains a challenge. The Assistant Chief Constable has requested that work is completed to explore ways in which demand can be diverted away from front line response officers at times when demand outstrips resources available, thus providing opportunities for improving response times. The recommendations from this work are due to be discussed at the forthcoming Constabulary's Performance Management Meeting.

- 8.6 Domestic Abuse recorded crime continues on an upward trend and remains significantly higher than at year end. However, crime has increased at a faster rate than public calls for service relating to domestic abuse (which have remained relatively stable), thus reinforcing the impact of improved National Crime Recording Standard compliance continues. Territorial policing areas are now dealing with an increasing proportion of the investigative demand but this abated during June 2016.

9. BACKGROUND DOCUMENTS

- 9.1 'Her Majesty's Inspectorate of Constabulary Inspection Reports', Agenda Item 8.0, Cambridgeshire Police and Crime Panel, 29th June 2016
PEEL – overview report from Her Majesty's Inspector of Constabulary, February 2016
<http://www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2015/cambridgeshire/>
'PEEL: Police Efficiency 2015 – An inspection of Cambridgeshire Constabulary', October 2015
'PEEL: Police Effectiveness 2015 – An inspection of Cambridgeshire Constabulary', February 2016
'PEEL: Police Effectiveness 2015 (Vulnerability) – An inspection of Cambridgeshire Constabulary', December 2015
'PEEL: Police Legitimacy 2015 – An inspection of Cambridgeshire Constabulary', February 2016

¹ The term used for the period immediately after an offence has been committed, when material is readily available in high volumes to the police.

HMIC Inspections 2015 – Recommendation and Areas for Improvement

Please note: HMIC will be assessing progress on these during their September 2016 inspection

Appendix 1

RECOMMENDATION	RESPONSE	PROGRESS
VULNERABILITY INSPECTION – HMIC recommendation - The Constabulary should immediately take steps to improve its response in the following areas:		
The use of body-worn video cameras by officers attending incidents of domestic abuse	The Chief Constable has set out a clear expectation that when attending a domestic incident, body worn video will be worn and switched on.	In use
The use of voluntary attendance at police stations for perpetrators of domestic abuse and in cases of breaches of orders.	A default position in domestic abuse cases has been set: offenders should be arrested, with voluntary interviews only considered where arrest is not appropriate.	In place
The use of domestic violence protection orders (DVPOs) to safeguard victims.	The use of DVPOs to safeguard victims has been reviewed. The number in use has increased from four in 2014-15 to 21 between 30 th June 2015 and 30 th June 2016.	On-going
The capacity within the Domestic Abuse Investigation Unit to provide an effective service.	Review of the capacity within the Domestic Abuse Investigation and Safeguarding Unit completed by the Constabulary's Public Protection Department and an increase of resource identified.	Completed
VULNERABILITY INSPECTION		
The Constabulary should improve its compliance with its duties under the Code of Practice for victims of crime specifically in relation to Victim Personal Statements.	Around 140 case files (anticipated Not Guilty pleas and file upgrades) are dip-sampled monthly to check compliance with the Code of Practice.	On-going
	Over the 12 months to end of March 2016, 90% of files compiled with the requirements for Victim Personal Statements.	On-going
	A bespoke Victim Personal Statement template has now been produced, which focusses on best evidence and areas to cover within the statement.	Completed

AREA FOR IMPROVEMENT	RESPONSE	PROGRESS
EFFECTIVENESS INSPECTION		
<p>The Constabulary should use evidence of 'what works' drawn from other forces, academics and partners to continually improve its approach to the prevention of crime and anti-social behaviour. There needs to be routine evaluation of tactics and sharing of effective practice.</p>	<p>Constabulary currently looking at both governance arrangements for strategic and tactical level approach. Both these groups will be responsible for identifying organisational learning across all areas of the Constabulary (as well as Joint Protected Services and external partners / agencies) and taking appropriate action / disseminating learning across the organisation. This specifically includes good practice as well as organisational learning necessitating remedial action.</p> <p>The Constabulary has also recently joined 14 other police forces who are part of the Open University's Policing Consortium. The consortium is a collaboration which aims to carry out policing research and use it in practice to help forces adapt to the changing policing landscape.</p>	In Progress
EFFECTIVENESS INSPECTION		
<p>The Constabulary should ensure that there is regular and active supervision of investigations to check quality and progress.</p>	<p>Assistant Chief Constable launched Project Sherlock in June 2016 to improve how effective the Constabulary are at investigating crime and managing offenders.</p>	On-going
LEGITIMACY INSPECTION		
<p>The Constabulary should improve its ability to retrieve digital evidence from mobile phones, computers and other electronic devices quickly enough to ensure that investigations are not delayed.</p>	<p>Under review by the Constabulary's Crime & Operations Support and oversight by Head of Crime.</p>	In progress
<p>The Constabulary should improve the awareness of organised crime groups among neighbourhood teams to ensure that they can reliably identify these groups, collect intelligence and disrupt their activity.</p>	<p>Designated Single Points of Contact have now been established in local policing areas to ensure effective information sharing, tasking and awareness raising between the Central Intelligence Bureau and neighbourhood teams. Management of local Organised Crime Groups now sits with policing districts as appropriate.</p>	Completed

AREA FOR IMPROVEMENT	RESPONSE	PROGRESS
LEGITIMACY INSPECTION		
<p>Stop Search – note: the areas for improvement given below arose from HMIC's 2015 Legitimacy Inspection. HMIC re-visited the Constabulary between June and August 2016 to assess their compliance with Best Use of Stop and Search (BUSS) Scheme. HMIC's report will be published in September 2016 alongside a national overview report that will inform the Home Secretary's decision on membership of the BUSS Scheme. The responses given below are the actions taken by the Constabulary towards achieving compliance with BUSS.</p>		
<p>The Constabulary should ensure that officers understand the features of the BUSS scheme and how to apply the National Decision Model (including the Code of Ethics) when using the power.</p>	<p>Training for frontline officers in Cambridgeshire took place at a district/departmental level, and delivered by the Constabulary's Senior Management Team in each area.</p>	Completed
<p>The Constabulary should comply with the BUSS scheme in relation to: recording and publishing outcomes; the community complaints trigger; and monitoring the impact of stop and search on young people and black, Asian and minority ethnic groups.</p>	<p>A Gold Group, chaired by the Assistant Chief Constable has been established to progress compliance with BUSS, with representation from all of the Constabulary's operational departments, Learning & Development, Corporate Communications and Corporate Performance. This group is also responsible for governance and scrutiny around the legitimacy of the use of stop search by the Constabulary.</p>	Completed
	<p>The latest version of tuServ is now live, which will enable compliance around the publication of stop search locations. (tuSeve provides officers with access to force systems via the use of mobile devices and includes a range of features e.g the ability to take photographs, record videos, make freehand sketches and take audio recordings).</p>	Completed

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 8
7 SEPTEMBER 2016	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

Contact Details – cambs-pcc@cambs.pnn.police.uk 0300 333 3456

DECISIONS BY CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER

1. PURPOSE

- 1.1 This report is being presented to the Cambridgeshire Police and Crime Panel (the “Panel”) to enable it to review or scrutinise decisions taken by the Police and Crime Commissioner (the “Commissioner”) under Section 28 of the Police Reform and Social Responsibility Act 2011 (the “Act”).

2. RECOMMENDATIONS

- 2.1 The Panel is recommended to indicate whether it would wish to further review and scrutinise the decisions taken by the Commissioner. In these circumstances further information would be provided for a future meeting.
- 2.2 The Panel is asked to note future areas where decisions are to be taken by the Commissioner.

3. TERMS OF REFERENCE

- 3.1 Item 6 - To review or scrutinise decisions made, or other action taken, by the Commissioner in connection with the discharge of the Commissioner’s functions.

4. BACKGROUND

- 4.1 This report is presented to enable the Panel to carry out its functions as noted in paragraph 3. The Panel is required to review or scrutinise decisions made, it is also required to support the effective exercise of the functions of the Commissioner.

5. KEY ISSUES

- 5.1 The decisions taken by the Commissioner which have been notified to the Panel is attached at Appendix 1.
- 5.2 The relevant decision records are attached at Appendix 2.
- 5.3 All papers relating to Decision Records are available on the Commissioner’s website. The Panel receive notification when the Commissioner publishes Business Co-ordination Board papers.

6. IMPLICATIONS

- 6.1 Subject to the Panel’s need for further information or scrutiny on any of the decisions above, it may be required that further information is submitted to a future meeting of the Panel.

7. CONSULTATION

- 7.1 The decisions are in line with the direction set by in the Commissioner's Police and Crime Plan. These decision records have been placed on the Commissioner's website.

8. NEXT STEPS

- 8.1 The Panel members may request further information about the decisions detailed in Appendices 1 and 2.
- 8.2 Future decisions taken by the Commissioner will continue to be notified to the Panel. The Act introduced a number of statutory decisions to be taken by the Commissioner. Future areas where decisions are likely to be taken are given at Appendix 3.

9. BACKGROUND DOCUMENTS

- 9.1 Decisions records notified to the Panel.

10. APPENDICES

Appendix 1 - Decision records notified to the Panel

Appendix 2 - Decision records

Appendix 3 - Areas for future decisions

Decisions records notified to the Cambridgeshire Police and Crime Panel

Date	Decision Record	Decision	Decision Summary
23 rd June 2016	CPCC 2016-020	Updated S22A Agreement under the Police Act 1996 (as amended) of the collaboration agreement of Joint Protective Services function between the six corporations sole (the Chief Constables of Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary and the Police and Crime Commissioners for Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary)	To sign the updated Section 22A Agreement under the Police Act 1996 (as amended) for Cambridgeshire Constabulary for the development of a fully collaborated Joint Protective Services function with Bedfordshire Police and Hertfordshire Constabulary
	CPCC 2016-021	Awaiting final version of the updated S22A Agreement under the Police Act 1996 (as amended) for the Professional Standards Department function of Cambridgeshire Constabulary, Bedfordshire Police and Hertfordshire Constabulary before consideration and decision.	
30 th June 2016	CPCC 2016-022	Treasury Management Strategy Statement 2016/17 (including Minimum Revenue Provision Policy Statement and Annual Investment Strategy)	To approve the Treasury Management Strategy Statement 2016/17 (including the Minimum Revenue Provision Policy Statement and Annual Investment Strategy)
23 rd June 2016	CPCC 2016-023	S22A Agreement under the Police Act 1996 (as amended) for the collaboration agreement for the Electronic Monitoring GPS Pilot between the eight corporations sole (the Chief Constables of Bedfordshire Police, Northamptonshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary and the Police and Crime Commissioners for Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire)	To sign the Section 22A Agreement under the Police Act 1996 (as amended) for Cambridgeshire Police and Crime Commissioner for the Electronic Monitoring GPS Pilot with Cambridgeshire Constabulary, Northamptonshire Police, Bedfordshire Police and Hertfordshire Constabulary and the Police and Crime Commissioners for Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire

Date	Decision Record	Decision	Decision Summary
11 th August 2016	CPCC 2016-024	Sawtry Police Office	To approve the freehold disposal of Sawtry Police Office
30 th June 2016	CPCC 2016-025	Appointment of Deputy Police and Crime Commissioner for Cambridgeshire	To appoint Andy Coles as Deputy Police and Crime Commissioner for Cambridgeshire
25 th July 2016	CPCC 2016-026	Annual Report 2015/16	To approve the previous Police and Crime Commissioner's Annual Report for 2015/16
27 th July 2016	CPCC 2016-027	Transfer of Sexual Assault Referral Centre (SARC) staff to Mountain Healthcare – admission of Mountain Healthcare to Local Government Pension Scheme	To approve the decision to seal the agreement to accord Mountain Healthcare Admitted Body status within the Cambridgeshire Pension Fund via a pass-through admission agreement in order for the three staff transferred from Cambridgeshire Constabulary to participate in the Local Government Pension Scheme
11 th August 2016	CPCC 2016-028	S22A Agreement under the Police Act 1996 (as amended) for the: <ul style="list-style-type: none"> • ACRO Criminal Records Office • National Police Freedom of Information and Data Protection Central Referral Unit, National Vehicle Crime Intelligence Service and National Wildlife Crime Unit 	To sign the updated Section 22A Agreement under the Police Act 1996 (as amended) for Cambridgeshire Constabulary for the: <ul style="list-style-type: none"> • ACRO Criminal Records Office • National Police Freedom of Information and Data Protection Central Referral Unit, National Vehicle Crime Intelligence Service and National Wildlife Crime Unit

Date	Decision Record	Decision	Decision Summary
11 th August 2016	CPCC 2016-029	<p>Capital funding for:</p> <ul style="list-style-type: none"> • tuServ development work • Automatic Number Plate Recognition ("ANPR") cameras <p>Release of funding for the Wide Area Network ("WAN") capital spending, as approved in principle on Decision Notice CPCC 2016-011, being Infrastructure for BCH – Identity and Infrastructure for BCH – Email Archiving</p>	<p>To approve the funding request for Cambridgeshire Constabulary for:</p> <ul style="list-style-type: none"> • £75k for tuServ development work • £150k for Automatic Number Plate Recognition ("ANPR") cameras <p>Release of funding for the Wide Area Network ("WAN") capital spending, as approved in principle on Decision Notice CPCC 2016-011, being Infrastructure for BCH – Identity (£9k) and Infrastructure for BCH – Email Archiving (£57k).</p>
11 th August 2016	CPCC 2016-030	Funding allocations from Road Casualty Reduction and Support Fund to part-fun resource for three years to look in detail at crashes that cause severe injury and death, in particular examining the types of drivers that are involved in these	To approve the funding request for part-funding (£28,967) a PhD student from Loughborough University for three years to look in detail at crashes that cause severe injury and death, in particular examining the types of drivers that are involved in these
11 th August 2016	CPCC 2016-031	Police Office at 11/12 Ferrars Road, Huntingdon	To approve the freehold disposal of 11/12 Ferrars Road.

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Cambridgeshire Police & Crime Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-020	
Subject	S22A Agreement under the Police Act 1996 (as amended) for the updated collaboration agreement of Joint Protective Services function between the six corporations sole (the Chief Constables of Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary and the Police and Crime Commissioner for Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary).
Decision	To sign the updated Section 22A Agreement under the Police Act 1996 (as amended) for Cambridgeshire Constabulary for the development of a fully collaborated Joint Protective Services function with Bedfordshire Police and Hertfordshire Constabulary.
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner's Business Co-ordination Board ("the Board") meeting on the 23rd June 2016 discussed and agreed the proposal for the existing Section 22A Agreement for Joint Protective Services (JPS) function of Bedfordshire Police, Cambridgeshire Constabulary ("the Constabulary"), and Hertfordshire Police to be updated into a shared services framework which also provides and updates the apportionment rates between the six corporations sole (the Chief Constables of Bedfordshire, Cambridgeshire and Hertfordshire and the Police and Crime Commissioners for Bedfordshire, Cambridgeshire and Hertfordshire).</p> <p>The Board approved that the Police and Crime Commissioner and the Constabulary should sign the updated Section 22A Agreement to effect the collaborative arrangements for the purpose of providing efficient and effective policing.</p>

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	SEC 22A Collaboration Agreement for JPS – Business Coordination Board 23 rd June 2016. http://www.cambridgeshire-pcc.gov.uk/work/BCB

Jason Ablewhite, Cambridgeshire Police and Crime Commissioner

I confirm that I have reached the above decision after consideration of the facts above.

Signature

A handwritten signature in blue ink, appearing to read "Jason Ablewhite".

Date

23 - 6 - 16



Agenda Item 12.0

To: Business Coordination Board

From: Chief Executive

Date: 23 June 2016

SECTION 22A COLLABORATION AGREEMENTS FOR: JOINT PROTECTIVE SERVICES AND PROFESSIONAL STANDARDS DEPARTMENT

1. Purpose

1.1 The purpose of this report is to provide the Business Coordination Board ("the Board") with details of the rationale for signing the updated Section 22A Collaboration Agreements under the Police Act 1996 (as amended) ("the S22A Agreements") for the continued collaboration of Joint Protective Services (JPS) and Professional Standards Department (PSD) for the six corporations sole (the Chief Constables of Bedfordshire, Cambridgeshire and Hertfordshire and the Police and Crime Commissioners for Bedfordshire, Cambridgeshire and Hertfordshire) that have formed a Strategic Alliance Summit (the "Alliance").

2. Recommendation

2.1 The Board is recommended to approve the signing of the S22A Agreements to update the existing Section 22 Agreements for Joint Protective Services and the Professional Standards Department.

- 2.2 The Police and Crime Commissioner (“the Commissioner”) signs the Decision Notices to sign the S22A Agreements approve the updated Section 22A Agreements for the ongoing collaboration of JPS and PSD.

3. Background

- 3.1 Sections 22A and 23 Police Act 1996 (as amended) (“the Act”) enable the Chief Officers of one or more police forces and two or more policing bodies to make an Agreement relating to:

- *the discharge of functions of the members of the Chief Officer’s forces (“force collaboration provision”) and for such other provision as shall be referred to in this agreement. “Functions” comprise all and any of the powers and duties of police forces, and/or*
- *the provision about support by a policing body for the police force which another policing body is responsible for maintaining (“policing body and force collaboration provision”). “Support” includes the provision of premises, equipment, staff, services and facilities.*

Provided that:

- *the Chief Officers think that such an agreement is in the interests of the efficiency or effectiveness of one or more police forces, and*
- *the policing bodies think that the agreement is in the interests of the efficiency and effectiveness of one or more policing bodies or police forces.*

- 3.2 Through the Police Reform and Social Responsibility Act 2011 (Section 89) the presumption is now in favour of collaboration, i.e. joint working should be taken forward where in the opinion of Chief Officers or policing body collaboration delivers greater efficiency or effectiveness.
- 3.3 The Alliance has already collaborated a number of operational (e.g. JPS functions), operational support (e.g. Local Criminal Justice Board administration) and organisational support (e.g. PSD, Procurement) functions. In December 2013 they signed a ‘Memorandum of Understanding’ to foster further organisational and operational support service collaboration where greater efficiency and effectiveness is supported. To date seven business cases have been agreed and section 22A Agreements signed (i.e. Firearms Licensing, Human Resources, Public Contact implementation, Criminal Justice phase 1, Custody, Information Communication Technology and Information Management) in addition to progressing a number of joint enabling initiatives (i.e. the Athena policing system and a single Human Resource & Finance system).
- 3.4 The Offices of the Police and Crime Commissioners Chair governance boards have been established for JPS, Operational Support and Organisational Support to provide more detailed scrutiny.

4. Joint Protective Services (JPS)

- 4.1 The function which is the subject of the proposed updated Section 22A Agreement is the continued development of a fully collaborated Bedfordshire, Cambridgeshire and Hertfordshire (“BCH”) JPS Department as well as the senior management structure which will have operational responsibility and accountability for ‘business as usual’ service provision. The purpose of the function is to plan and manage the transition to a BCH JPS Department as a fully collaborated function whilst ensuring current service continues to be delivered.
- 4.2 The following functions are within the scope of the agreement:
- Camera Tickets and Collisions
 - Roads Policing and Automatic Number Plate Recognition
 - Dogs Section
 - Armed Policing Unit
 - Ops Planning Support
 - Civil Contingencies
 - Scientific Services
 - Major Crime Unit
- 4.3 The proposed Section 22 Agreement for JPS builds on the previous section 22 agreement (signed by the six corporations sole in December 2013), places it into the shared services framework and provides and update to the apportionment rates between the organisations.

5. Professional Standards Department (PSD)

- 5.1 The function which is the subject of the proposed updated Section 22A Agreement is the maintenance of a fully collaborated BCH PSD as well as maintaining a senior management structure which will have operational responsibility and accountability for ‘business as usual’ service provision. The purpose of the function is to ensure current service continues to be delivered.
- 5.2 The functions within scope are as follows:
- Anti-Corruption Unit
 - Gross Misconduct Investigation
 - Complaint Investigations
 - Business Support
 - Recording
 - Performance
 - Appeals
- 5.3 The proposed Section 22A Agreement for PSD builds on the previous Section 22 Agreement (signed by the six corporations sole in March 2015), places it into the shared services framework and provides and update to the apportionment rates between the organisations.

6. Next steps

- 6.1 The Section 22 Agreements are in the process of being finalised and are due to be signed by the six corporations sole at the Strategic Alliance Summit on 19 July 2016.

7. Recommendation

- 7.1 The Board is recommended to approve the signing of the S22A Agreements to update the existing Section 22 Agreements for Joint Protective Services and the Professional Standards Department.
- 7.2 The Police and Crime Commissioner (“the Commissioner”) signs the Decision Notices to sign the S22A Agreements approve the updated Section 22A Agreements for the ongoing collaboration of Joint Protective Services and the Professional Standards Department.

BIBLIOGRAPHY

Source Document(s)	Draft Sec 22A agreements as discussed at the BCH Strategic Alliance 3 rd June 2016
Contact Officer	Dorothy Gregson, Chief Executive, Office of the Police and Crime Commission



CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-022

Subject	Treasury Management Strategy Statement 2016/17 (including the Minimum Revenue Provision Policy Statement and Annual Investment Strategy)
Decision	To approve the Treasury Management Strategy Statement 2016/17 (including the Minimum Revenue Provision Policy Statement and Annual Investment Strategy)
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner and Constabulary's Joint Audit Committee were presented with the Treasury Management Strategy 2016/17 at their meeting held on 23rd June 2016. The committee was recommended to note the following, as set out below:</p> <p>The strategy for 2016/17 covers two main areas:</p> <p>Capital issues</p> <ul style="list-style-type: none">• the capital plans and the prudential indicators;• the minimum revenue provision (MRP) strategy. <p>Treasury management issues</p> <ul style="list-style-type: none">• the current treasury position;• treasury indicators which limit the treasury risk and activities of the Commissioner;• prospects for interest rates;• the borrowing strategy;• policy on borrowing in advance of need;• debt rescheduling;• the investment strategy;• creditworthiness policy; and• policy on use of external service providers. <p>These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, Department for Communities and Local Government (CLG) Minimum Revenue Provision (MRP) Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.</p>

Contact Officer	Josie Gowler, Chief Finance Officer Tel: 0300 333 3456 Email: josie.gowler@cambs.pnn.police.uk
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Background Papers	Treasury Management Strategy 2016/17 – Joint Audit Committee 23 rd June 2016 http://www.cambridgeshire-pcc.gov.uk/work//joint-audit-committee
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Jason Ablewhite, Cambridgeshire Police and Crime Commissioner

I confirm that I have reached the above decision after consideration of the facts above.

Signature



Date

33/6/2016



Treasury Management Strategy Statement

Minimum Revenue Provision Policy Statement and Annual Investment Strategy

Cambridgeshire Police And Crime Commissioner
2016/17

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1 INTRODUCTION

1.1 Background

The Police and Crime Commissioner (“the Commissioner”) is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Commissioner’s low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Commissioner’s capital plans. These capital plans provide a guide to the borrowing need of the Commissioner, essentially the longer term cash flow planning, to ensure that the Commissioner can meet the capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet the Commissioner’s risk or cost objectives.

CIPFA defines treasury management as:

“The management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

1.2 Reporting requirements

The Commissioner is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

Prudential and treasury indicators and treasury strategy (this report) - The first, and most important report covers:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

A mid year treasury management report – This will update members with the progress of the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, the Commissioner will receive quarterly update reports.

An annual treasury report – This provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Commissioner. This role is undertaken by the Finance Sub Group.

1.3 Treasury Management Strategy for 2016/17

The strategy for 2016/17 covers two main areas:

Capital issues

- the capital plans and the prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Commissioner;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.

1.4 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. The Police and Crime Commissioner (“the Commissioner”)/Deputy Police and Crime Commissioner (“the Deputy Commissioner”) and members of the substantive Joint Audit Committee will be provided with appropriate training. The training needs of treasury management officers are periodically reviewed.

1.5 Treasury management consultants

The Commissioner uses Capita Asset Services, Treasury solutions as its external treasury management advisors.

The Commissioner recognises that responsibility for treasury management decisions remains with the Commissioner at all times and will ensure that undue reliance is not placed upon our external service providers.

The Commissioner also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Commissioner will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

2 THE CAPITAL PRUDENTIAL INDICATORS 2016/17 – 2018/19

The Commissioner's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

2.1 Capital expenditure

This prudential indicator is a summary of the Commissioner's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. The table summarises the capital expenditure and how the plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Capital expenditure £000's	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Total	5,634	4,434	4,824	3,032	3,028
Financed by:					
Capital receipts	12	16	1,000	-	-
Capital grants	1,205	987	597	597	597
Capital reserves	1,040	2,147	500	-	-
Revenue	3,377	1,284	2,727	2,435	2,431
Net financing need for the year	-	-	-	-	-

2.2 The Commissioner's borrowing need (the Capital Financing Requirement)

The second prudential indicator is the Commissioner's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Commissioner's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the borrowing need in line with each assets life.

The CFR includes any other long term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Commissioner's borrowing requirement, these types of scheme include a borrowing facility and so the Commissioner is not required to separately borrow for these schemes. The Commissioner currently has £76k of such schemes within the CFR.

The Commissioner is asked to approve the CFR projections below:

£000's	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Capital Financing Requirement					
Total CFR	24,435	23,627	22,816	22,036	21,256
Movement in CFR	-842	-808	-811	-780	-780

Movement in CFR represented by					
Net financing need for the year (above)	-	-	-	-	-
Less MRP/VRP and other financing movements	-842	-808	-811	-780	-780
Movement in CFR	-842	-808	-811	-780	-780

2.3 Minimum revenue provision (MRP) policy statement

The Commissioner is required to pay off an element of the accumulated General Fund capital spend each year (the CFR) through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

CLG regulations have been issued which require the Commissioner to approve **an MRP Statement** in advance of each year. A variety of options are provided to councils and authorities, so long as there is a prudent provision. The Commissioner is recommended to approve the following MRP Statement:

For capital expenditure incurred before 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP policy will be:

- **Existing practice** - MRP will follow the existing practice outlined in former CLG regulations; these options provide for an approximate 4% reduction in the borrowing need (CFR) each year.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

- **Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction); this options provide for a reduction in the borrowing need over approximately the asset's life.

2.4 Core funds and expected investment balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year end balances for each resource and anticipated day to day cash flow balances.

Year End Resources £000's	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Fund balances/reserves	27,453	26,413	22,948	16,116	16,116
Capital receipts	706	1,556	701	843	982
Provisions	4,634	4,634	792	792	792
Total core funds	32,793	32,603	24,441	17,751	17,890
Working capital	-3,299	-	-	-	-
Under/over borrowing	-14,168	-13,805	-13,450	-13,147	-12,866
Expected investments	15,326	18,798	10,991	4,604	5,024

2.5 Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Commissioner's overall finances. The Commissioner is asked to approve the following indicators:

2.6 Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the net revenue stream.

%	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Ratio	0.9%	0.9%	0.9%	0.9%	0.8%

The estimates of financing costs include current commitments and the proposals in this budget report.

2.7 Incremental impact of capital investment decisions on council tax

This indicator identifies the revenue costs associated with proposed changes to the three year capital programme recommended in this budget report compared to the Commissioner's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three year period.

Incremental impact of capital investment decisions on the band D council tax

£	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Council tax (band D)	-0.23	-0.13	0.03	-0.11	0.00

3 BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Commissioner. The treasury management function ensures that the Commissioner's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 Current portfolio position

The Commissioner's treasury portfolio position at 31 March 2015, with forward projections are summarised below. The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

£000's	2014/15 Actual	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
External Debt					
Debt at 1 April	10,602	10,191	9,762	9,313	8,844
Expected change in Debt	-411	-429	-449	-470	-491
Other long-term liabilities (OLTL)	-	-	-	-	-
Expected change in OLTL	-	-	-	-	-
Actual gross debt at 31 March	10,191	9,762	9,313	8,844	8,353
The Capital Financing Requirement	24,435	23,627	22,816	22,036	21,256
Under / (over) borrowing	14,244	13,865	13,503	13,192	12,903

Within the prudential indicators there are a number of key indicators to ensure that the Commissioner's activities are operated within well-defined limits. One of these is that the Commissioner needs to ensure that the gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2016/17 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

The Director of Finance reports that the Commissioner complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

3.2 Treasury Indicators: limits to borrowing activity

The operational boundary. This is the limit beyond which external debt is not normally expected to exceed. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt.

Operational boundary £000's	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Debt	11,841	11,412	10,963	10,494
Other long term liabilities	-	-	-	-
Total	11,841	11,412	10,963	10,494

The authorised limit for external debt. A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the Commissioner. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all authorities and councils' plans, or those of a specific authority or council, although this power has not yet been exercised.
2. The Commissioner is asked to approve the following authorised limit:

Authorised limit £000's	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate
Debt	14,841	14,412	13,963	13,494
Other long term liabilities	-	-	-	-
Total	14,841	14,412	13,963	13,494

3.3 Prospects for interest rates

The Commissioner has appointed Capita Asset Services as its treasury advisor and part of their service is to assist the Commissioner to formulate a view on interest rates. The following table gives their central view:

Capita Asset Services Interest Rate View													
	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19
5yr PWLB Rate	2.00%	2.10%	2.20%	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%
10yr PWLB Rate	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%	3.60%	3.60%	3.70%
25yr PWLB Rate	3.40%	3.40%	3.50%	3.60%	3.70%	3.70%	3.80%	3.90%	4.00%	4.00%	4.10%	4.10%	4.10%
50yr PWLB Rate	3.20%	3.20%	3.30%	3.40%	3.50%	3.60%	3.70%	3.80%	3.90%	3.90%	4.00%	4.00%	4.00%

UK. UK GDP growth rates in 2013 of 2.2% and 2.9% in 2014 were the strongest growth rates of any G7 country; the 2014 growth rate was also the strongest UK rate since 2006 and although the 2015 growth rate is likely to be a leading rate in the G7 again, it looks likely to disappoint previous forecasts and come in at about 2.2%. Quarter 1 of 2015 was weak at +0.4% (+2.9% y/y) though there was a slight increase in quarter 2 to +0.5% (+2.3% y/y) before weakening again to +0.4% (2.1% y/y) in quarter 3 followed by a slight recovery in quarter 4 to an initial reading of +0.5%. The February Bank of England Inflation Report included a forecast for growth to remain around 2.2% – 2.4% over the next three years, driven mainly by strong consumer demand as the squeeze on the disposable incomes of consumers has been reversed by a recovery in wage inflation at the same time that CPI inflation has fallen to, or near to, zero since February 2015. However, these forecasts are approximately 0.2% lower than those of the November Inflation Report. Investment expenditure is also expected to support growth. However, since the second half of 2015, most worldwide economic statistics have been weak and financial markets have been particularly volatile in early 2016. The November Inflation Report flagged up particular concerns for the potential impact of these factors on the UK and this theme was maintained in the February Inflation Report.

The February Inflation Report was notably subdued in respect of the forecasts for inflation in the near-term; this was expected to barely get back up to the 1% level within the next 12 months but was expected to marginally exceed the 2% target on the 2-3 year time horizon. The increase in the November Inflation Report forecast for inflation at the three year horizon was the biggest in a decade and at the two year horizon was the biggest since February 2013. However, the first round of falls in oil, gas and food prices over late

2014 and also in the first half 2015, will fall out of the 12 month calculation of CPI during late 2015 / early 2016 but a second, more recent round of falls in fuel and commodity prices will delay a significant tick up in inflation from around zero. There is, therefore, considerable uncertainty around how quickly pay and CPI inflation will rise in the next few years and this makes it difficult to forecast when the MPC will decide to make a start on increasing Bank Rate. There is also the uncertain impact of the EU referendum which may take place as early as June 2016.

The weakening of UK GDP growth during 2015 and the deterioration of prospects in the international scene, especially for emerging market countries, have consequently led to forecasts for when the first increase in Bank Rate would occur being pushed back to quarter 1 of 2017. There is downside risk to this forecast i.e. it could be pushed further back and the markets are currently betting on a quarter 1 2018 increase.

USA. The American economy made a strong comeback after a weak first quarter's growth at +0.6% (annualised), to grow by no less than 3.9% in quarter 2 of 2015, but then pulled back to 2.0% in quarter 3 and retreated to +0.7% in quarter 4. However, the uninterrupted run of strong monthly increases in non-farm payrolls figures for growth in employment in 2015 prepared the way for the Fed. to embark on its long awaited first increase in rates of 0.25% at its December meeting. However, the accompanying message with this first increase was that further increases will be at a much slower rate, and to a much lower ultimate ceiling, than in previous business cycles, mirroring comments by our own MPC.

EZ. In the Eurozone, the ECB fired its big bazooka in January 2015 in unleashing a massive €1.1 trillion programme of quantitative easing to buy up high credit quality government and other debt of selected EZ countries. This programme of €60bn of monthly purchases started in March 2015 and it was intended to run initially to September 2016. At the ECB's December meeting, this programme was extended to March 2017 but was not increased in terms of the amount of monthly purchases. The ECB also cut its deposit facility rate by 10bps from -0.2% to -0.3%. This programme of monetary easing has had a limited positive effect in helping a recovery in consumer and business confidence and a start to some improvement in economic growth. GDP growth rose to 0.5% in quarter 1 2015 (1.3% y/y) but has then eased back to +0.4% (+1.6% y/y) in quarter 2 and to +0.3% (+1.6%) in quarter 3. Financial markets were disappointed by the ECB's lack of more decisive action in December and it is likely that it will need to boost its QE programme if it is to succeed in significantly improving growth in the EZ and getting inflation up from the current level of around zero to its target of 2%.

Greece. During July, Greece finally capitulated to EU demands to implement a major programme of austerity and is now cooperating fully with EU demands. An €86bn third bailout package has since been agreed though it did nothing to address the unsupportable size of total debt compared to GDP. However, huge damage has been done to the Greek banking system and economy by the resistance of the Syriza Government, elected in January, to EU demands. The surprise general election in September gave the Syriza government a mandate to stay in power to implement austerity measures. However, there are major doubts as to whether the size of cuts and degree of reforms required can be fully implemented and so Greek exit from the euro may only have been delayed by this latest bailout.

Portugal and Spain. The general elections in September and December respectively have opened up new areas of political risk where the previous right wing reform-focused pro-austerity mainstream political parties have lost their majority of seats. An anti-austerity coalition has won a majority of seats in Portugal while the general election in Spain

produced a complex result where no combination of two main parties is able to form a coalition with a majority of seats. It is currently unresolved as to what administrations will result from both these situations. This has created nervousness in bond and equity markets for these countries which has the potential to spill over and impact on the whole Eurozone project.

- Investment returns are likely to remain relatively low during 2016/17 and beyond;
- Borrowing interest rates have been highly volatile during 2015 as alternating bouts of good and bad news have promoted optimism, and then pessimism, in financial markets. Gilt yields have continued to remain at historically phenomenally low levels during 2015. The policy of avoiding new borrowing by running down spare cash balances, has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times, when authorities will not be able to avoid new borrowing to finance new capital expenditure and/or to refinance maturing debt;
- There will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.

3.4 Borrowing strategy

The Commissioner is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Commissioner's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is relatively high.

Against this background and the risks within the economic forecast, caution will be adopted with the 2016/17 treasury operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp FALL in long and short term rates* (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.
- *if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast*, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised with the likely action that fixed rate funding will be drawn whilst interest rates are still lower than they will be in the next few years.

Any decisions will be reported to the appropriate decision making body at the next available opportunity.

Treasury management limits on activity

There are two debt related treasury activity limits. The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on fixed interest rate exposure. This identifies a maximum limit for fixed interest rates based upon the debt position net of investments
- Maturity structure of borrowing. These gross limits are set to reduce the Commissioner's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Commissioner is asked to approve the following treasury indicators and limits:

£000's	2016/17	2017/18	2018/19
Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	11,412	10,963	10,494
Maturity structure of fixed interest rate borrowing 2016/17			
	Lower	Upper	
Under 12 months	0%	100%	
12 months to 2 years	0%	100%	
2 years to 5 years	0%	100%	
5 years to 10 years	0%	100%	
10 years and above	0%	100%	

3.5 Policy on borrowing in advance of need

As the Commissioner is not planning to borrow to finance the Capital Programme over the next four years there is no expectation of borrowing in advance of need.

3.6 Debt rescheduling

As short term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt.

All rescheduling will be discussed with the Commissioner or Deputy Commissioner prior to any decision being taken.

4 ANNUAL INVESTMENT STRATEGY

Introduction: changes to credit rating methodology

The main rating agencies (Fitch, Moody's and Standard & Poor's) have, through much of the financial crisis, provided some institutions with a ratings "uplift" due to implied levels of sovereign support. Commencing in 2015, in response to the evolving regulatory regime, all three agencies have begun removing these "uplifts" with the timing of the process determined by regulatory progress at the national level. The process has been part of a wider reassessment of methodologies by each of the rating agencies. In addition to the removal of implied support, new methodologies are now taking into account additional factors, such as regulatory capital levels. In some cases, these factors have "netted" each other off, to leave underlying ratings either unchanged or little changed. A consequence of these new methodologies is that they have also lowered the importance of the (Fitch) Support and Viability ratings and have seen the (Moody's) Financial Strength rating withdrawn by the agency.

In keeping with the agencies' new methodologies, the rating element of our own credit assessment process now focuses solely on the Short and Long Term ratings of an institution. While this is the same process that has always been used for Standard & Poor's, this has been a change in the use of Fitch and Moody's ratings. It is important to stress that the other key elements to our process, namely the assessment of Rating Watch and Outlook information as well as the Credit Default Swap (CDS) overlay have not been changed.

The evolving regulatory environment, in tandem with the rating agencies' new methodologies also means that sovereign ratings are now of lesser importance in the assessment process. Where through the crisis, clients typically assigned the highest sovereign rating to their criteria, the new regulatory environment is attempting to break the link between sovereign support and domestic financial institutions. While this authority understands the changes that have taken place, it will continue to specify a minimum sovereign rating of AAA. This is in relation to the fact that the underlying domestic and where appropriate, international, economic and wider political and social background will still have an influence on the ratings of a financial institution.

It is important to stress that these rating agency changes do not reflect any changes in the underlying status or credit quality of the institution. They are merely reflective of a reassessment of rating agency methodologies in light of enacted and future expected changes to the regulatory environment in which financial institutions operate. While some banks have received lower credit ratings as a result of these changes, this does not mean that they are suddenly less credit worthy than they were formerly. Rather, in the majority of cases, this mainly reflects the fact that implied sovereign government support has effectively been withdrawn from banks. They are now expected to have sufficiently strong balance sheets to be able to withstand foreseeable adverse financial circumstances without government support. In fact, in many cases, the balance sheets of banks are now much more robust than they were before the 2008 financial crisis when they had higher ratings than now. However, this is not universally applicable, leaving some entities with modestly lower ratings than they had through much of the "support" phase of the financial crisis.

4.1 Investment policy

The Commissioner's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM

Code"). The Commissioner's investment priorities will be security first, liquidity second, then return.

In accordance with the above guidance from the CLG and CIPFA, and in order to minimise the risk to investments, the Commissioner applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To this end the Commissioner will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment instruments identified for use in the financial year are listed in Appendix 5.3 under the 'specified' and 'non-specified' investments categories. Counterparty limits will be as set through the Commissioner's treasury management practices – schedules.

4.2 Creditworthiness policy

The primary principle governing the Commissioner's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Commissioner will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Commissioner's prudential indicators covering the maximum principal sums invested.

The Chief Constable's CFO will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to the Commissioner for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Commissioner may use, rather than defining what types of investment instruments are to be used.

Credit rating information is supplied by Capita Asset Services, our treasury consultants, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing. For instance, a negative rating Watch applying to a counterparty at the minimum of the Commissioner's criteria will be suspended from use, with all others being reviewed in light of market conditions.

The criteria for providing a pool of high quality investment counterparties (both specified and non-specified investments) is:

- Banks 1 - good credit quality – the Commissioner will only use banks which:
 - i. are UK banks; and/or
 - ii. are non-UK and domiciled in a country which has a minimum sovereign Long Term rating of AAA
- and have, as a minimum, the following Fitch, Moody's and Standard and Poors credit ratings (where rated):
- iii. Short Term – F1
 - iv. Long Term – A-
- Banks 2 – Part nationalised UK bank – Royal Bank of Scotland. This bank can be included provided it continues to be part nationalised or it meets the ratings in Banks 1 above.
 - Banks 3 – The Commissioner's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
 - Money market funds (MMFs) – AAA
 - UK Government (including gilts and the DMADF)
 - Local authorities, parish councils, Commissioners etc

A limit of 0% will be applied to the use of non-specified investments.

Use of additional information other than credit ratings. Additional requirements under the Code require the Commissioner to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating Watches/Outlooks) will be applied to compare the relative security of differing investment counterparties.

Time and monetary limits applying to investments. The time and monetary limits for institutions on the Commissioner's counterparty list are as follows (these will cover both specified and non-specified investments):

	Fitch Long Term Rating (or equivalent)	Money and/or % Limit	Time Limit
Banks 1 - higher quality	A- / F1 (Short term)	25% of available funds up to £5m per institution	364 days
Banks 2 – part nationalised	A- / F1 (Short term)	25% of available funds up to £5m per institution	364 days
Limit 3 category – Commissioner's banker (not meeting Banks 1)		£5m	Overnight
DMADF	AAA	unlimited	6 months
Local authorities	N/A	£5m	364 days
	Fund rating	Money and/or % Limit	Time Limit

Money market funds	AAA	100% of available funds. If over £5m, spread over 2 funds.	liquid
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The proposed criteria for specified and non-specified investments are shown in Appendix 5.3 for approval.

4.3 Country and sector limits

Due care will be taken to consider the country, group and sector exposure of the Commissioner's investments.

The Commissioner has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AAA from Fitch or equivalent. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

In addition:

- no more than 10% will be placed with any non-UK country at any time (this applies to Banks 1 only, not Money Market funds);
- limits in place above will apply to a group of companies;
- sector limits will be monitored regularly for appropriateness.

4.4 Investment strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Investment returns expectations. Bank Rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 1 of 2017. Bank Rate forecasts for financial year ends (March) are:

2016/17 0.75%
 2017/18 1.25%
 2018/19 1.75%

The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year are as follows:

2016/17 0.60%
 2017/18 1.25%
 2018/19 1.75%
 2019/20 2.00%
 2020/21 2.25%
 2021/22 2.50%
 2022/23 2.75%
 2023/24 2.75%
 Later years 3.00%

The overall balance of risks to these forecasts is currently to the downside (i.e. start of increases in Bank Rate occurs later). However, should the pace of growth quicken and / or forecasts for increases in inflation rise, there could be an upside risk.

Investment treasury indicator and limit - total principal funds invested for greater than 364 days. These limits are set with regard to the Commissioner's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The Commissioner is asked to approve the treasury indicator and limit: -

Maximum principal sums invested > 364 days			
£	2016/17	2017/18	2018/19
Principal sums invested > 364 days	£0	£0	£0

For its cash flow generated balances, the Commissioner will seek to utilise its business reserve instant access and notice accounts, money market funds and short-dated deposits (overnight to 364 days) in order to benefit from the compounding of interest.

4.5 Investment risk benchmarking

These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report.

Security - The Commissioner's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.007% historic risk of default when compared to the whole portfolio.

Liquidity – in respect of this area the Commissioner seeks to maintain:

- Bank overdraft - £100k
- Liquid short term deposits of at least 75% available with a week's notice.

Yield - local measures of yield benchmarks are:

- Investments – internal returns above the overnight LIBOR rate -0.25%

4.6 End of year investment report

At the end of the financial year, the Commissioner will report on its investment activity as part of its Annual Treasury Report.

5 APPENDICES

1. Interest rate forecasts
2. Economic background
3. Treasury management practice – credit and counterparty risk management
4. Treasury management scheme of delegation
5. The treasury management role of the section 151 officer

Agenda Item 14 Appendix A

5.1 APPENDIX: Interest Rate Forecasts 2016 - 2019

PWLB rates and forecast shown below have taken into account the 20 basis point certainty rate reduction effective as of the 1st November 2012.

Capita Asset Services Interest Rate View													
	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Dec-18	Mar-19
Bank Rate View	0.50%	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%
3 Month LIBID	0.50%	0.50%	0.50%	0.60%	0.80%	0.90%	1.00%	1.10%	1.30%	1.30%	1.60%	1.80%	1.90%
6 Month LIBID	0.70%	0.70%	0.70%	0.80%	0.90%	1.00%	1.20%	1.40%	1.60%	1.70%	1.80%	2.00%	2.20%
12 Month LIBID	1.00%	1.00%	1.00%	1.10%	1.20%	1.30%	1.50%	1.70%	1.90%	2.00%	2.10%	2.30%	2.40%
5yr PWLB Rate	1.70%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%
10yr PWLB Rate	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.30%	3.40%	3.50%	3.60%
25yr PWLB Rate	3.20%	3.20%	3.30%	3.30%	3.50%	3.50%	3.60%	3.60%	3.70%	3.70%	3.70%	3.80%	3.80%
50yr PWLB Rate	3.00%	3.00%	3.10%	3.10%	3.30%	3.30%	3.40%	3.40%	3.50%	3.60%	3.60%	3.70%	3.70%
Bank Rate													
Capita Asset Services	0.50%	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.50%	1.75%
Capital Economics	0.50%	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	-	-	-	-	-
5yr PWLB Rate													
Capita Asset Services	1.70%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%
Capital Economics	2.10%	2.20%	2.50%	2.55%	2.80%	2.80%	3.05%	3.05%	-	-	-	-	-
10yr PWLB Rate													
Capita Asset Services	2.30%	2.40%	2.50%	2.60%	2.70%	2.80%	2.90%	3.00%	3.10%	3.30%	3.40%	3.50%	3.60%
Capital Economics	2.85%	2.85%	3.10%	3.10%	3.30%	3.30%	3.45%	3.45%	-	-	-	-	-
25yr PWLB Rate													
Capita Asset Services	3.20%	3.20%	3.30%	3.30%	3.50%	3.50%	3.60%	3.60%	3.70%	3.70%	3.70%	3.80%	3.80%
Capital Economics	2.85%	2.85%	3.10%	3.10%	3.30%	3.30%	3.45%	3.45%	-	-	-	-	-
50yr PWLB Rate													
Capita Asset Services	3.00%	3.00%	3.10%	3.10%	3.30%	3.30%	3.40%	3.40%	3.50%	3.60%	3.60%	3.70%	3.70%
Capital Economics	2.90%	2.90%	3.15%	3.15%	3.35%	3.35%	3.50%	3.50%	-	-	-	-	-
Please note – The current PWLB rates and forecast shown above have taken into account the 20 basis point certainty rate reduction effective as of the 1st November 2012													



**Cambridgeshire
Police & Crime
Commissioner**

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-023

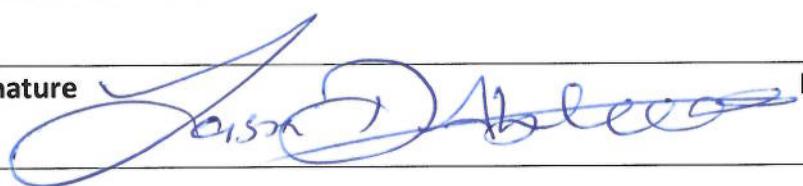
Subject	S22A Agreement under the Police Act 1996 (as amended) for the collaboration agreement for the Electronic Monitoring GPS Pilot between the eight corporations sole (the Chief Constables of Bedfordshire Police, Northamptonshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary and the Police and Crime Commissioners for Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire).
Decision	To sign the Section 22A Agreement under the Police Act 1996 (as amended) for Cambridgeshire Police and Crime Commissioner for the Electronic Monitoring GPS Pilot with Cambridgeshire Constabulary, Northamptonshire Police, Bedfordshire Police and Hertfordshire Constabulary and the Police and Crime Commissioners for Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire.
Decision Summary	The Cambridgeshire Police and Crime Commissioner's Business Co-ordination Board ("the Board") on the 23 rd June 2016 discussed and endorsed the arrangements for the Electronic Monitoring GPS Pilot. The Board approved that the Police and Crime Commissioner and the Constabulary should sign the Section 22A Agreement to effect the collaborative arrangements for undertaking the Electronic Monitoring GPS Pilot.

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	Section 22A Collaboration Agreement for Electronic Monitoring GPS Pilot – Business Coordination Board 23 rd June 2016. http://www.cambridgeshire-pcc.gov.uk/work/BCB

Jason Ablewhite, Cambridgeshire Police and Crime Commissioner

I confirm that I have reached the above decision after consideration of the facts above.

Signature

A handwritten signature in blue ink, appearing to read "Jason Ablewhite".

Date

23-6-16



To: Business Coordination Board

From: Chief Executive

Date: 23 June 2016

SECTION 22A COLLABORATION AGREEMENTS FOR: ELECTRONIC MONITORING GPS PILOT

1. Purpose

1.1 The purpose of this report is to provide the Business Coordination Board (“the Board”) with details of the rationale for signing the Section 22A Collaboration Agreement under the Police Act 1996 (as amended) (“the S22A Agreements”) for the Electronic Monitoring GPS Pilot for the eight corporations sole (the Chief Constables of Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire and the Police and Crime Commissioners for Bedfordshire, Northamptonshire, Cambridgeshire and Hertfordshire (“BeNCH”).

2. Recommendation

- 2.1 The Board is recommended to approve the signing of the S22A Agreement for the Electronic Monitoring GPS Pilot.
- 2.2 The Police and Crime Commissioner (“the Commissioner”) signs the Decision Notice to approve and sign the S22A Agreement.

3. Background

- 3.1 Sections 22A and 23 Police Act 1996 (as amended) (“the Act”) enable the Chief Officers of one or more police forces and two or more policing bodies to make an Agreement relating to:

- *the discharge of functions of the members of the Chief Officer's forces ("force collaboration provision") and for such other provision as shall be referred to in this agreement. "Functions" comprise all and any of the powers and duties of police forces, and/or*
- *the provision about support by a policing body for the police force which another policing body is responsible for maintaining ("policing body and force collaboration provision"). "Support" includes the provision of premises, equipment, staff, services and facilities.*

Provided that:

- *the Chief Officers think that such an agreement is in the interests of the efficiency or effectiveness of one or more police forces, and*
- *the policing bodies think that the agreement is in the interests of the efficiency and effectiveness of one or more policing bodies or police forces.*

- 3.2 Through the Police Reform and Social Responsibility Act 2011 (Section 89) the presumption is now in favour of collaboration, i.e. joint working should be taken forward where in the opinion of Chief Officers or policing body collaboration delivers greater efficiency or effectiveness.
- 3.3 Following the introduction of the government's 'Transforming Rehabilitation' agenda, the Commissioners and Chief Constables in the BeNCH area have been working together through the BeNCH Area Reducing Offending Board.

4. Electronic Monitoring GPS Pilot

- 4.1 The intention to launch a GPS tagging pilot was announced in the Prime Minister's speech on 8th February and again by the Ministry of Justice (MoJ) alongside the Queen's Speech on 18 May. The Ministry of Justice (MoJ) wish to pilot GPS tagging for appropriate offenders to test a range of factors including how the GPS tag might impact on the behaviour of offenders, how those who are imposing the tags respond when given the option of a GPS tag, and what other benefits GPS tagging could bring.
- 4.2 Following an expressions of interest exercise, the MoJ has selected 2 pilot schemes, one for the East Midlands area and one for the BeNCH area. Pilots will be independently evaluated and the results will feed in to the broader Electronic Monitoring Strategy which is currently in development and will seek to identify how the range of tagging technology can be utilised to support rehabilitation, reduce reoffending, protect the public and support improved outcomes throughout the Criminal Justice System.
- 4.3 Benefits to the police in carrying out the pilots include building local capability, for example in the use of non-voluntary tagging, monitoring of a significantly larger cohort of offenders and the application of a range of different approaches to tagging offenders and increased capability to detect reoffending.
- 4.4 The pilot for this area will look at tagging offenders who would otherwise be refused early release or re-release, be recalled to prison or refused parole. The pilot project will require local police forces to fit the tags, monitor offenders and follow up breaches of conditions. This has been decided because the police have experience of

working with GPS tags, although there is a need to build in existing probation and CRC processes.

- 4.5 In order to achieve this, the MoJ requires a lead force, in the BeNCH area that is Hertfordshire. The funding will be provided to Hertfordshire Police and Crime Commissioner on behalf of the partners involved in the project. Procurement of the tags will be undertaken by the pilot areas, with support from the MoJ.
- 4.6 There will be a grant agreement between the MoJ, the four Commissioners and the four Chief Constables identifying the conditions on the grant and the purposes for which it is being given. Because the Commissioner for Hertfordshire will receive the grant on behalf of the partners a collaboration agreement will be needed between the four PCCs and four Chief Constables to allow Hertfordshire to carry out the functions required by the MoJ on behalf of all corporations sole.
- 4.7 Regular reports will go to the BeNCH steering group of progress with the project including financial reports. Dispute resolution, should this be necessary, also escalates to the BeNCH steering group and then the BeNCH Area Reducing Offending Board if that should be necessary including receipt of advice from the MoJ to assist with this role.

5. Next steps

- 5.1 The Section 22 Agreement will be considered by the BeNCH Area Reducing Offending Board on 27 June and will be taken through individual governance arrangements accordingly.

Recommendation

- 6.1 The Board is recommended to approve the signing of the S22A Agreement for the Electronic Monitoring GPS Pilot.
- 6.2 The Police and Crime Commissioner (“the Commissioner”) signs the Decision Notice to approve and sign the S22A Agreement.

BIBLIOGRAPHY

Source Document(s)	Draft Sec 22A agreement as discussed at the BeNCH Steering Group, 9 June 2016
Contact Officer	Cristina Strood, Head of Policy and Performance, Office of the Police and Crime Commissioner



**Cambridgeshire
Police & Crime
Commissioner**

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-024

Subject	Sawtry Police Office
Decision	To approve the freehold disposal of Sawtry Police Office.
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner's Business Coordination Board (BCB) meeting on the 23rd June 2016 discussed and agreed the proposal for the freehold disposal of Sawtry Police Office based on the information set out in the BCB paper presented to them, as set out below:</p> <ul style="list-style-type: none">• Sawtry Police Office is vacant and has been subject to marketing with seven offers received from five bidders.• Preference is given to unconditional bids with the highest offer of £310,000 representing a reduction of less than 5% from the best conditional bid.• The Board is recommended to approve the next highest unconditional offer In the event that the highest bidder does not proceed• Subject to Board approval the sale should be completed during August 2016

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	'Sawtry Police office' – paper as presented to Business Coordination Board, 23 rd June 2016 http://www.cambridgeshire-pcc.gov.uk/work/BCB

Jason Abblewhite, Cambridgeshire Police and Crime Commissioner
I confirm that I have reached the above decision after consideration of the facts above.

Signature	Date
	11-8-16



CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-025	
Subject	Appointment of Deputy Police and Crime Commissioner for Cambridgeshire
Decision	To appoint Andy Coles as Deputy Police and Crime Commissioner for Cambridgeshire
Decision Summary	<p>Under section 18 of the Police Reform and Social Responsibility Act 2011 (“the Act”), the Cambridgeshire Police and Crime Commissioner (“the Commissioner”) is entitled to appoint one Deputy Police and Crime Commissioner (“Deputy Commissioner”) and to delegate certain function and responsibilities to that person.</p> <p>The Commissioner notified the Cambridgeshire Police and Crime Panel (“the Panel”) under Schedule 1 of the Act of his proposal to appoint Andy Coles as Deputy Commissioner.</p> <p>In accordance with Schedule 1 of the Act, the Panel undertook its Confirmation Hearing relating to the appointment of the Deputy Commissioner on the 29th June 2016.</p> <p>Following the Confirmation Hearing, the Panel made a report under the Act recommending Andy Coles as the Deputy Commissioner. Under Schedule 1 of the Act, the Commissioner may accept or reject the Panel’s recommendation and give the Panel a response to any such report or recommendations. The Commissioner considered the Panel’s decision and their reasons for their decision in their report and has decided to appoint Andy Coles to the role of Deputy Commissioner. The Commissioner’s then informed the Panel of his decision to accept their recommendation.</p>

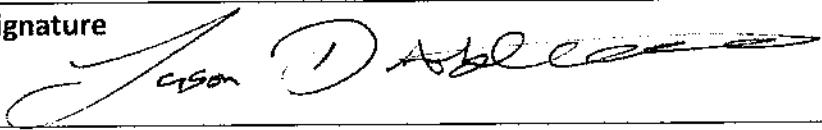
Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	Cambridgeshire Police and Crime Panel Confirmation Hearing – Public Document Pack – ‘Appointment of the Deputy Police and Crime Commissioner for Cambridgeshire’– Confirmation Hearing’, 29 th June 2016 http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3787&Ver=4 Cambridgeshire Police and Crime Panel’s Report http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3787&Ver=4 Police and Crime Commissioner’s response to the Police and Crime Panel report http://www.cambridgeshire-pcc.gov.uk/work/decisions/

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Jason Ablewhite, Cambridgeshire Police and Crime Commissioner

I confirm that I have reached the above decision after consideration of the facts above.

Signature



Date

30 - 6 - 16



Cambridgeshire Police & Crime Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-026

Subject	Annual Report 2015/16
Decision	To approve the previous Police and Crime Commissioner's Annual Report for 2015/16.
Decision Summary	<p>Under Section 12 of the Police and Reform and Social Responsibility Act 2011 ("the Act") each Police and Crime Commissioner ("the Commissioner") must produce an Annual Report on the exercise of the organisation's functions in the financial year and the progress in meeting the police and crime objectives in the Police and Crime Plan.</p> <p>The Annual Report reflects the previous Commissioner's work for the period between 1st April 2015 and the 31st March 2016.</p> <p>The Commissioner's Business Coordination Board meeting on the 26th May 2016 discussed the Annual Report, noted the content and approved the Report to be taken to the Police and Crime Panel ("the Panel") on the 29th June 2016</p> <p>The Commissioner presented the Annual Report to the Panel on the 29th June 2016. The Panel reviewed the Annual Report and the Commissioner responded to the Panel's questions. The formal report of the meeting can be found at:</p> <p>http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3670&Ver=4</p> <p>The Annual Report is published on the Commissioner's website:</p> <p>http://www.cambridgeshire-pcc.gov.uk/</p>

Contact Officer	Dorothy Gregson Chief Executive, Office of Police and Crime Commissioner Tel: 0300 333 3456
Background Papers	http://www.cambridgeshire-pcc.gov.uk/work/BCB

Jason Ablewhite, Cambridgeshire Police and Crime Commissioner

I confirm that I have reached the above decision after consideration of the facts above.

Signature

A handwritten signature in blue ink, appearing to read "Jason Ablewhite".

Date

25-7-16,



Cambridgeshire
Police & Crime
Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-027

Subject	Transfer of Sexual Assault Referral Centre (SARC) staff to Mountain Healthcare – admission of Mountain Healthcare to Local Government Pension Scheme
Decision	To approve the decision to seal the agreement to accord Mountain Healthcare Admitted Body status within the Cambridgeshire Pension Fund via a pass-through admission agreement in order for the three staff transferred from Cambridgeshire Constabulary to participate in the Local Government Pension Scheme (LGPS).
Decision Summary	Further to the award of the contract for the provision of Sexual Assault Referral Services to Mountain Healthcare, three staff were transferred from the employment of Cambridgeshire Constabulary to the employment of Mountain Healthcare via Transfer of Undertaking of Parent Entity (TUPE) transfer. Mountain Healthcare is to be accorded Admitted Body status within the Cambridgeshire Pension Fund via a pass-through admission agreement in order for the three staff transferred from Cambridgeshire Constabulary to participate in the Local Government Pension Scheme.

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Paper	Contract for provision of Sexual Assault Referral Services between Cambridgeshire PCC and Mountain Healthcare from 1 April 2016 Pass-Through admission agreement to participate in LGPS

Jason Ablewhite, Cambridgeshire Police and Crime Commissioner

I confirm that I have reached the above decision after consideration of the facts above.

Signature

Date

27-7-16



CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-028

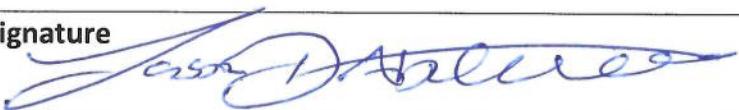
Subject	<p>S22A Agreement under the Police Act 1996 (as amended) for the:</p> <ul style="list-style-type: none">• ACRO Criminal Records Office• National Police Freedom of Information and Data Protection Central Referral Unit, National Vehicle Crime Intelligence Service and National Wildlife Crime Unit
Decision	<p>To sign the updated Section 22A Agreement under the Police Act 1996 (as amended) for Cambridgeshire Constabulary for the:</p> <ul style="list-style-type: none">• ACRO Criminal Records Office• National Police Freedom of Information and Data Protection Central Referral Unit, National Vehicle Crime Intelligence Service and National Wildlife Crime Unit
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner's Business Co-ordination Board ("the Board") meeting on 11 August 2016 discussed and agreed the proposal for the signing of Section 22A Agreements for the:</p> <ul style="list-style-type: none">• ACRO Criminal Records Office• National Police Freedom of Information and Data Protection Central Referral Unit, National Vehicle Crime Intelligence Service and National Wildlife Crime Unit <p>The Board approved that the Police and Crime Commissioner and the Constabulary should sign the updated Section 22A Agreement to effect the collaborative arrangements for the purpose of providing efficient and effective policing.</p>

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	Section 22A Collaboration Agreements – National Units http://www.cambridgeshire-pcc.gov.uk/work/BCB

Jason Ablewhite, Cambridgeshire Police and Crime Commissioner

I confirm that I have reached the above decision after consideration of the facts above.

Signature



Date

11-8-16.



To: Business Coordination Board

From: Chief Executive

Date: 11 August 2016

SECTION 22A AGREEMENTS – NATIONAL UNITS

1. Purpose

- 1.1 The purpose of this paper is to provide an update to the Business Coordination Board (“the Board”) on the undertaking of NPCC national functions by national units, namely:
- ACRO Criminal Records Office
 - National Police Freedom of Information and Data Protection Central Referral Unit, National Vehicle Crime Intelligence Service and National Wildlife Crime Unit

2. Recommendation

- 2.1 The Board is recommended to approve the Collaboration Agreements under section 22A of the Police Act 1996 (as amended) in respect of:
- ACRO Criminal Records Office
 - National Police Freedom of Information and Data Protection Central Referral Unit, National Vehicle Crime Intelligence Service and National Wildlife Crime Unit

- 2.2 The Commissioner is asked to sign Decision Notices to approve the Collaboration Agreements under section 22A of the Police Act 1996 (as amended).

3. Background

- 3.1 Following the review of the Association of Chief Police Officers (ACPO) by General Sir Nick Parker, it was recommended that National Units were to be hosted by forces in order to sustain their core business activities. Collaboration Agreement have been prepared and these set out how this will operate and amongst other matters describe how the funding arrangements and governance are to be put in place.

4. ACRO Criminal Records Office

- 4.1 Following the review of the Association of Chief Police Officers (ACPO) by General Sir Nick Parker, the ACRO Criminal Records Office (ACRO) was identified as having an essential responsibility for the delivery of its core areas of expertise. However, it was agreed that future public funding was to be reorganised in some cases, so as to align more effectively with individual force contributions. Police and Crime Commissioners ("PCCs") were invited to review the continuation of ACRO and the hosting arrangements. The PCCs agreed that ACRO continued to offer value for money and that the hosting provision currently in place with Hampshire Constabulary should be retained.
- 4.2 In order to ensure that ACRO can continue to be sustained, it is necessary to provide a vehicle to ensure that collaborative and co-ordinated policing activity can take place. For this purpose, the Parties, with the support of the Home Secretary have agreed to deliver national services for ACRO, which shall be hosted by the Hampshire Constabulary (the "Host Force"). Direction and Control in relation to ACRO shall rest with the Chief Officer of Hampshire Constabulary.
- 4.3 It is therefore proposed that an Agreement be made pursuant to Section 22A Police Act 1996 (as amended). In preparing the Agreement, account has been taken of the statutory guidance for police collaboration published by the Home Office in October 2012 in exercise of the Home Secretary's power under Section 23F Police Act 1996, to provide guidance about collaboration agreements and related matters. Account has also been taken of the requirements of Section 24 Police Act 1996 in respect of matters in relation to the mutual aid between forces so as to allow the Police Service of Northern Ireland, Police Scotland and other signatories to this Agreement to participate in this Agreement insofar as they are able to do so, either as a party to this agreement or through other agreements.
- 4.4 The main areas of the Section 22A agreement are as follows:
- Service Objectives: The key objectives of the Agreement are to set out the functions and responsibilities of ACRO and to ensure that the Service is provided in a way that delivers high quality, efficient and effective services constituting value for money and meeting the needs of partners and stakeholders.
 - Employment of Staff: Staff are employed by the Chief Constable for Hampshire, and under his direction and control, except where staff are seconded to the Service from another Partner Police Area, in which case they remain employed by and under the direction and control of the Chief Constable for that Area. The staff necessary for delivery of services as at the date of the Agreement are the staff currently employed/seconded to the Service. Entering into the Agreement does not necessitate the acquisition of additional staff, loss of staff, or any statutory transfers. All employer costs falling to the Chief Constable for

Hampshire, including salary and all oncosts, employment liabilities and redundancy payments properly incurred or arising by virtue of being the staff's employer, shall be met through the agreed budget for the Service and therefore met by Partners in accordance with the Formula Spending Share ("FSS") formula.

- Chief Executive: The Chief Executive of ACRO is employed by the Chief Constable for Hampshire and under his direction and control. Appointment is by the Chief Constable for Hampshire following consideration by the Governance Board. The Chief Constable for Hampshire is responsible for managing the performance of the Chief Executive, having regard to any feedback on performance from the Governance Board and, where necessary, taking any disciplinary proceedings. The Chief Executive is authorised to lead and manage the Service, staff and resources on the Chief Constable's behalf, in accordance with the agreed Strategy, Service Plan and Budget for the Service, the Host Force's Policies and procedures, and having regard to all advice and guidance received from the Governance Board.
- Host Force Policy and Procedures: The Service is to be managed in accordance with the normal policies and procedures of the Host Force, including Financial Regulations and Contract Standing Orders, and utilising Host Force support services. Where relevant, national policies and procedures apply.
- Governance Board: The role of the Governance Board is to advise, guide, and support the Chief Constable and Chief Executive to deliver their responsibilities under the Agreement. Membership is to represent Partners and stakeholders, a minimum requirement being to include representatives nominated by the Chief Constable for Hampshire and the Police & Crime Commissioner for Hampshire. The Board is to receive the draft Strategy, Service Plan and Budget for the Service and, subject to comments, consideration and amendments the Board considers appropriate, recommend this to the Chief Constable for adoption. The Board is to monitor progress and performance against the requirements of the Strategy and Service Plan, and monitor income and expenditure against the agreed Budget, and the arrangements for identification and management of risk. The Board is to act as a link to stakeholders to ensure that stakeholder views are fed into discussions regarding Service direction and the management of service delivery. The Chief Executive is to attend meetings and provide reports on progress and on relevant issues as necessary. The Board is to monitor delivery of the United Kingdom Central Authority for the Exchange of Criminal Records ("UKCA-ECR") function, and recommend to the Chief Constable any remedial action to address performance and budget issues.
- Strategy and Service Planning: In consultation with the Chief Constable, the Chief Executive will draw up a Strategy for development and delivery of the Service over a period of three years, together with an annual Service Plan for the Service, and present this to the Governance Board for consideration and

comments. The Strategy and Service Plan shall set out the arrangements for delivering the Service and fulfilling responsibilities under the Collaboration Arrangements, in accordance with the priorities and business needs of Partners and other stakeholders. As indicated above, the Governance Board will consider and agree any amendments to the draft Strategy and Service Plan for submission to the Chief Constable for Hampshire for adoption.

- Budget: At same time as preparing the annual Service Plan, in consultation with the Chief Constable, the Chief Executive shall draw up the annual Budget for the Service for consideration by the Governance Board. The Budget shall cover all planned income and expenditure for the Services in the coming financial year. The Governance Board will consider and agree any amendments to the Budget for submission to the Chief Constable for Hampshire for adoption. Partners are then required to contribute to the agreed Budget in accordance with the FSS formula. A fundamental principle is that that the Host Force shall not make any financial gain, or suffer any financial detriment, as a result of the hosting arrangement for the Service – the position is to be cost neutral. Where the Budget includes a contribution from a third party source, this to be requested and if necessary pursued by the Host Force, any costs incurred in doing so being charged to the Budget for the Services. Any Budget overspend is to be managed as far as practicable through normal Budget management processes. Where this cannot be achieved, the overspend may be met through reserves, accessed in accordance with the Agreement and the terms of a protocol to be agreed with the Police and Crime Commissioner for Hampshire.
- Finance and Accounting: The accounts for the Service form part of the overall accounts for the Police and Crime Commissioner and Chief Constable for Hampshire. The Chief Financial Officer for the Service is the Chief Financial Officer for the Chief Constable of Hampshire.
- Assets and Contracts: All land, buildings, equipment, assets and contracts necessary for the delivery of the Service shall be held by the Police & Crime Commissioner for Hampshire or, as the case may be, the Chief Constable for Hampshire, for the benefit of the Service, and shall not be appropriated for functions that are not part of the Service. This does not preclude arrangements being made for sharing of assets e.g. the co-location of staff in Host Force accommodation, where to do so meets operational needs of the Service and constitutes efficient use of resources.
- Liabilities: Insurance is to be in place to cover all liabilities properly incurred as a result of carrying out the Service, the cost of this to be met from the Service Budget. To the extent that liabilities are not met from insurance e.g. policy excess, these shall be met wherever practicable from the Service Budget (and therefore borne by the partners on an FSS basis). Where or to the extent that this is not practicable without compromising operational needs, the liability (or part thereof) is to be met from the reserves or surety, in accordance with a protocol for accessing the reserves/surety to be agreed with the Police and

Crime Commissioner for Hampshire. In the event, and to the extent that, the liability cannot be met in full from the reserves/surety, this shall be met by the Partners to the Agreement in accordance with the FSS formula, via an indemnity to the Chief Constable for Hampshire or, as the case may be, the Police & Crime Commissioner for Hampshire. In relation to UKCA-ECR, where liabilities are properly incurred in the exercise of these functions, the Police & Crime Commissioner and/or Chief Constable for Hampshire will be indemnified by the Home Secretary against all costs, liabilities and expense arising.

- Commencement and Duration: The Agreement would commence on a date to be agreed, following completion of the current discussions and consultation. The Agreement would continue until terminated by all parties, subject to a review of the arrangements at least every three years.
- Amendment: Any amendment of the Agreement (other than a minor amendment which can be agreed by the Chief Constable and Governance Board) would need to be agreed by all Parties following consideration by the Governance Board.
- Dispute resolution: Any issues are to be raised initially through the Governance Board to seek resolution, and matters to be raised and discussed with the Chief Executive and resolved wherever possible. In the event this is not possible the matter can be raised with the Chief Constable. If the matter remains unresolved it can be referred to an independent mediator to be agreed by the Chief Constable and the Governance Board or, in the event of failure to agree, an independent mediator nominated by the Police and Crime Commissioner for Hampshire.
- Termination: Any partner can withdraw on twelve months' notice, including the Host Force. Where the Host Force gives notice of withdrawal, the Governance Board and Home Office shall consider successor arrangements, for recommendation to the parties for agreement. In the absence of any such agreement being reached, the withdrawal of the Host Force has the effect of terminating the Collaboration Agreement on expiry of the twelve months' notice of withdrawal. Any cost, liabilities and expense incurred by the Police & Crime Commissioner and/or Chief Constable for Hampshire as a result of withdrawal or termination is to be met as summarised in the "Liabilities" section outlined above. Termination can also be agreed by resolution of the National Police Chiefs' Council ("NPCC") or Association of Police and Crime Commissioners ("APCC").

5. National Units

- 5.1 A further, separate Collaboration Agreement has been prepared in relation to the following national policing units: the National Vehicle Crime Intelligence Service ("NAVCIS"), the National Wildlife Crime Unit ("NWCU") and the National Police Freedom of Information and Data Protection Unit ("NPFDU"). As far as possible, the

same principles outlined above have been followed, subject to certain consequential adjustments. These stem from the fact that Chief Officer lead responsibility for each unit rests with a different Chief Officer, rather than the Chief Constable for Hampshire. Hampshire's role in relation to these units is as a provider of professional support services (via the same staffing structure that supports ACRO).

- 5.2 The key areas of the Section 22A agreement are identical to those set out for ACRO in paragraph 4.4 above.

6. Recommendation

- 6.1 The Board is recommended to approve the Collaboration Agreements under section 22A of the Police Act 1996 (as amended) in respect of:
- ACRO Criminal Records Office
 - National Police Freedom of Information and Data Protection Central Referral Unit, National Vehicle Crime Intelligence Service and National Wildlife Crime Unit
- 6.2 The Commissioner is asked to sign a Decision Notice to approve the Collaboration Agreement under section 22A of the Police Act 1996 (as amended).

BIBLIOGRAPHY

Source Document	<p>'Increasing efficiency in the Police Service: The role of collaboration', HMIC 2012 https://www.justiceinspectorates.gov.uk/hmic/publication/increasing-efficiency-in-the-police-service/</p> <p>Section 22A Agreements under The Police Act 1996 (as amended) – ACRO Criminal Records Office</p> <p>Section 22A Agreements under The Police Act 1996 (as amended) – National Police Freedom of Information and Data Protection Central Referral Unit, National Vehicle Crime Intelligence Service and National Wildlife Crime Unit</p>
Contact Officer	Josie Gowler, Chief Finance Officer, Office of Police and Crime Commissioner

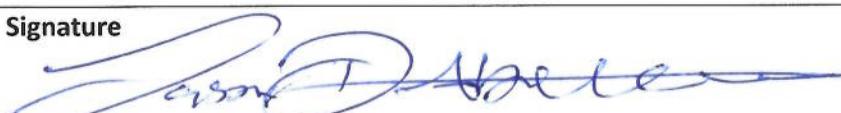


CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-029

Subject	<p>Capital funding for:</p> <ul style="list-style-type: none">• tuServ development work• Automatic Number Plate Recognition ("ANPR") cameras• Release of funding for the Wide Area Network ("WAN") capital spending, as approved in principle on Decision Notice CPCC 2016-011, being Infrastructure for BCH – Identity and Infrastructure for BCH – Email Archiving
Decision	<p>To approve the funding request for Cambridgeshire Constabulary for:</p> <ul style="list-style-type: none">• £75k for tuServ development work• £150k for Automatic Number Plate Recognition ("ANPR") cameras• Release of funding for the Wide Area Network ("WAN") capital spending, as approved in principle on Decision Notice CPCC 2016-011, being Infrastructure for BCH – Identity (£9k) and Infrastructure for BCH – Email Archiving (£57k).
Decision Summary	<p>Following approval by the Force Executive Board and subsequent approval of the capital spend by the Finance Sub Group ("FSG") on 27 July 2016, the Cambridgeshire Police and Crime Commissioner agreed to the funding as set out in the FSG paper, being:</p> <ul style="list-style-type: none">• £75k for tuServ development work, financed from the ICT Development Reserve.• £150k for Automatic Number Plate Recognition ("ANPR") cameras, further to the approval of an ANPR strategy for 2016-20 across the Joint Protective Services ("JPS") Strategic Alliance of Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary ("BCH"), to develop consistency, a shared vision and to bring together dispersed work strands, funded from the ICT Development Reserve.• Release of funding for the Wide Area Network ("WAN") capital spending, as approved in principle on Decision Notice CPCC 2016-011, being Infrastructure for BCH – Identity (£9k) and Infrastructure for BCH – Email Archiving (£57k), released from Organisational Support ICT Infrastructure. Revenue implications of this proposal amount to £17k p.a. for three years, and the provision of additional

	revenue budget within ICT is also requested and was approved at FSG on 27 July 2016.
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Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Paper	BCB paper – funding for capital projects 11 August 2016 http://www.cambridgeshire-pcc.gov.uk/work/BCB

Jason Ablewhite, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	Date
	11-8-16



**Cambridgeshire
Police & Crime
Commissioner**

To: Business Coordination Board

From: Chief Executive

Date: 11 August 2016

PROPOSAL FOR FUNDING FOR CAPITAL PROJECTS

1. Purpose

- 1.1 The purpose of this report is to seek approval from the Business Coordination Board (the "Board") for the approval of the following requests for funding for Cambridgeshire Constabulary (the "Constabulary"):
- £75k for tuServ development work
 - £150k for Automatic Number Plate Recognition ("ANPR") cameras
 - Release of funding for the Wide Area Network ("WAN") capital spending, as approved in principle on Decision Notice CPCC 2016-011, being Infrastructure for BCH – Identity (£9k) and Infrastructure for BCH – Email Archiving (£57k).

2. Recommendation

- 2.1 The Board is recommended to approve the request for funding following approval at the Finance Sub Group ("FSG") on 27 July 2016 and the release of funding for the WAN capital spend approved in principle on Decision Notice CPCC 2016-011.
- 2.2 The Police and Crime Commissioner (the "Commissioner") signs the Decision Notice to approve this capital spend.

3. TuServ Development Work

- 3.1 Development of the tuServ application by Black Marble, in conjunction with ICT colleagues across Beds, Cambs and Herts, continues. The cost of this scheme is proportionally shared between the three forces, and an addition of £75k to the 2016/17 Capital Programme is proposed. This was approved at FSG on 27 July 2016.

3.2 It is proposed that the additional £75k for tuServ development work will be financed from the ICT Development Reserve.

4. Automatic Number Plate Recognition (“ANPR”) cameras

- 4.1 An ANPR strategy for 2016-20 has been developed across the Joint Protective Services (“JPS”) Strategic Alliance of Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary (“BCH”), to develop consistency, a shared vision and to bring together dispersed work strands. A business case has been submitted by JPS in relation to ANPR requesting capital funding from the three forces, Cambridgeshire Constabulary’s share of which is £150k. This scheme is again supported by the Force and an addition to the 2016/17 Capital Programme is proposed. This was approved at FSG on 27 July 2016.
- 4.2 It is proposed that the £150k of ANPR camera expenditure will be funded from the ICT Development Reserve.

5. Wide Area Network release of funding

5.1 BCH are undertaking a programme of work to better align the ICT Infrastructure across the three forces. Outline approval of a capital budget of £312k was given by the PCC in 2015/16 but requiring additional business cases/papers prior to release of the funding (Decision Notice CPCC 2016-011). £162k was subsequently fully approved for replacement of the WAN. Work is continuing to develop detailed requirements in many other areas of the programme, and two workstreams are now in a position to request release of funding:

- Infrastructure for BCH – Identity: This workstream is an automated mechanism for creating, updating and removing users in related systems and databases, which is required to provide self service capability, and includes the use of the new Active Directory for business application authentication. Systems and databases are being considered for migration requirements on an individual basis and there are five systems that are now ready to progress: GRS, ICF, iPay-View, NSPIS CuCP and DocAve for SharePoint. The release of £9k from the Organisational Support ICT Infrastructure for BCH scheme for Cambridgeshire’s share of the cost of these five systems is proposed and was approved at FSG on 27 July 2016.
- Infrastructure for BCH – Email Archiving: Beds, Cambs and Herts are moving to a single email platform, requiring a single solution for email archiving (moving old emails to a separate database) and journaling (creating a copy of all emails on a separate database that can be searched by certain restricted users such as Professional Standards Department and Freedom Of Information). Quotations have been received and options fully evaluated by the Forces; Cambridgeshire’s share of the chosen solution is £57k. The release of this funding from the Organisational Support ICT Infrastructure for BCH is proposed and was approved at FSG on 27 July 2016. Revenue implications of this proposal amount to £17k

p.a. for three years, and the provision of additional revenue budget within ICT is also requested and was approved at FSG on 27 July 2016.

6. Recommendation

- 6.1 The Board is recommended to approve the request for funding following approval at the Finance Sub Group (“FSG”) on 27 July 2016 and the release of funding for the WAN capital spend approved in principle on Decision Notice CPCC 2016-011.
- 6.2 The Police and Crime Commissioner (the “Commissioner”) signs the Decision Notice to approve this capital spend.

Contact Officer	Josie Gowler, Chief Finance Officer and Deputy Chief Executive, Office of the Police and Crime Commissioner
Background Papers	‘Capital Monitoring Report Month 2 2016/17’, Finance Sub-Group, 27 July 2016 ‘Draft minutes’, Finance Sub-Group, 27 July 2016



Cambridgeshire Police & Crime Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-030

Subject	Funding allocations from Road Casualty Reduction and Support Fund to part-fund resource for three years to look in detail at crashes that cause severe injury and death, in particular examining the types of drivers that are involved in these
Decision	To approve the funding request for part-funding a PhD student from Loughborough University for three years to look in detail at crashes that cause severe injury and death, in particular examining the types of drivers that are involved in these
Decision Summary	Following approval by the Business Co-ordination Board (“BCB”) on 11 August 2016, the Cambridgeshire Police and Crime Commissioner agreed to the funding as set out in the BCB paper, being £7,700 in 2016/17, £10,352 in 2017/18 and £10,915 in 2018/19, drawn from the wider Casualty Reduction and Support Fund. This provides the remaining necessary funding after the Cambridgeshire and Peterborough Road Safety Partnership successfully bid into a national Road Safety Trust Fund and were awarded with £100k of the £129k needed to fund a PhD student from Loughborough University for three years to look in detail at crashes that cause severe injury and death, in particular examining the types of drivers that are involved in these.

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Paper	BCB paper – funding allocations from Road Casualty Reduction and Support Fund 11 August 2016 http://www.cambridgeshire-pcc.gov.uk/work/BCB

Jason Ablewhite, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	Date
	11 - 8 - 16



To: Business Coordination Board

From: Chief Executive

Date: 11 August 2016

FUNDING ALLOCATIONS FROM ROAD CASUALTY REDUCTION AND SUPPORT FUND

1. Purpose

- 1.1 The purpose of this report is to seek approval from the Business Coordination Board (“the Board”) for the approval of a tranche of funding from the Road Casualty Reduction and Support Fund (“the Fund”). It is also to highlight future plans for additional Constabulary resources to support the reduction of collisions on the county’s roads through effective and sustainable prevention and early intervention.

2. Recommendation

- 2.1 The Board is recommended to approve the request for funding below and note the plans for additional dedicated Constabulary resources to support the reduction of collisions on the county’s roads.
- 2.2 That the Police and Crime Commissioner (“the Commissioner”) signs the Decision Notice to approve this spend.

3. Background

- 3.1 The Fund was created from the underspend from the collaborated Bedfordshire Police, Cambridgeshire Constabulary (“the Constabulary”) and Hertfordshire Constabulary’s Camera, Ticket and Collision (“CTC”) unit from 2014/15 (Decision Notice CPCC 2015-025).
- 3.2 Funds are awarded in line with the ‘Cambridgeshire and Peterborough Road Safety Partnership Strategic Declaration’ (the “Partnership”) which is in effect the Commissioning Intentions – the Commissioner is fully supportive of this declaration.

4. Proposal

- 4.1 The Partnership is keen to expand the evidence base around what causes crashes on the county's roads so they can target injury prevention work. They successfully bid into a national Road Safety Trust Fund and were awarded with £100k of the £129k needed to fund a PhD student from Loughborough University for three years to look in detail at crashes that cause severe injury and death, in particular examining the types of drivers that are involved in these.
- 4.2 The project brings together partners from the local authority, emergency services and Cambridge University Hospitals to explore whether prevention strategies targeted at groups of drivers similar to those considered culpable for crashes, rather than targeting groups who are likely to be injured, have an impact on road safety.
- 4.3 It is therefore in line with the Commissioning Intentions that the remaining funding: £7,700 in 2016/17, £10,352 in 2017/18 and £10,915 in 2018/19 is drawn from the wider Casualty Reduction and Support Fund.
- 4.4 The Commissioner and the Constabulary are keen to show their joint commitment in driving forward effective and sustainable prevention and early intervention to reduce collisions and therefore the cost to all public sector agencies and subsequent demand on policing resources. Therefore it is proposed that a proportion of this fund is allocated towards additional resources within the Constabulary to work with partners on this agenda. This is likely to comprise of an additional dedicated uniformed Police Casualty Reduction Officer and a police staff co-ordinator post for county-wide Volunteer Speedwatch schemes. A paper detailing the final projected costings will be brought to the Business Co-ordination Board meeting on 21 September 2016.

5. Recommendation

- 5.1 The Board is recommended to approve the request for funding above and note the plans for additional dedicated Constabulary resources to support the reduction of collisions on the county's roads.
- 5.2 The Commissioner signs the Decision Notice to approval this spend.

Contact Officer	Josie Gowler, Director of Finance Nicky Phillipson, Head of Strategic Partnerships and Commissioning Tel: 0300 333 3456 Email: josie.gowler@cambs.pnn.police.uk
Background Papers	'Creation of the Casualty Reduction and Support Fund' – paper as presented to the Business Coordination Board, Agenda Item 8.0, 27 August 2015 'Operation of Strategic Road Safety/Casualty Reduction Support Fund' – paper as presented to the Business

	<p>Coordination Board, Agenda Item 12.0, 26th November 2015</p> <p>‘Proposal for first round of funding allocations from Road Casualty Reduction and Support Fund’ – paper as presented to the Business Coordination Board, Agenda Item 8.0, 16 December 2015</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/BCB</p>
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Cambridgeshire Police & Crime Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-031

Subject	Police Office at 11/12 Ferrars Road, Huntingdon
Decision	To approve the freehold disposal of 11/12 Ferrars Road.
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner's Business Coordination Board (BCB) meeting on the 11th August 2016 discussed and agreed the proposal for the freehold disposal of Ferrars Road Police Office based on the information set out in the BCB paper presented to them, as set out below:</p> <ul style="list-style-type: none">• The Police Office at Ferrars Road, Huntingdon is vacant and has been subject to marketing with four offers received.• Preference is given to unconditional bids which in this instance is the highest bid of £505,000.• Subject to Board approval the sale should be completed during September 2016.

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	'Police office at 11/12 Ferrars Rd' – paper as presented to Business Coordination Board, 11 th August 2016 http://www.cambridgeshire-pcc.gov.uk/work/BCB

Jason Abblewhite, Cambridgeshire Police and Crime Commissioner

I confirm that I have reached the above decision after consideration of the facts above.

Signature

A handwritten signature in blue ink, appearing to read "Jason Abblewhite".

Date

11-8-16



Cambridgeshire Police & Crime Commissioner

To: Business Coordination Board

From: Chief Executive

Date: 11 August 2016

POLICE OFFICE AT 11/12 FERRARS RD

1. Purpose

- 1.1 To report that the Business Coordination Board ("the Board") gave approval to the freehold disposal of 11/12 Ferrars Road, Huntingdon

2. Background

- 2.1 The Constabulary use of the building ceased in January 2016 following implementation of agile working and better utilisation of the adjoining police station.
- 2.2 On 22nd January 2016 BCB were advised that the building was no longer required operationally and that a change of planning use was being investigated for a sale in 2016. The paper was also presented to the Police & Crime Panel on 3rd February 2016. On 17th February 2016 the Making Assets Count Programme Board was advised of the impending sale and on 11th July the PCC wrote to the MP, District Council and Town Council reassuring them that the disposal will have no impact on the Police services in the area.
- 2.3 The building was not used for public engagement and as such no alternative contact point is required.
- 2.4 As part of the disposal due-diligence a planning pre-application submission was made and the planning advice (received on 27th April 2016) used for marketing purposes with a view to receiving unconditional offers to purchase. The site has potential for residential redevelopment for up to 14 units, B1, A2 and other uses.
- 2.5 Following competitive selection of a marketing agent and an instruction on 16th May 2016 a for sale board was erected, details mailed to residential developers & local builders and internet marketing placed on Zoopla, Rightmove, Egi and the agents web.

3. Offers Received

- 3.1 The property was well received by the market and offers were invited on the basis that the purchaser is required to exchange contracts within 25 working days of the legal pack being provided by the vendor's solicitor and in the case of conditional offers a planning application submitted within 20 working days of exchange of contracts.
- 3.2 Completion of the sale will take place 15 working days from the date of exchange in the case of unconditional offers and 15 days following the grant of planning permission in the case of conditional offers.

4. Summary

- 4.1 The Police Office at Ferrars Road, Huntingdon is vacant and has been subject to marketing with four offers received.
- 4.2 Preference is given to unconditional bids which is also the highest bid in this instance.
- 4.3 The sale should be completed during September 2016.

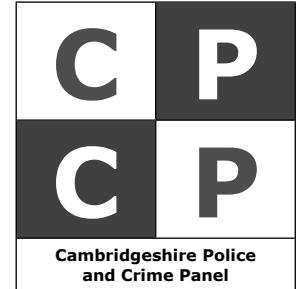
BIBLIOGRAPHY

Source Document	Cambridgeshire Constabulary Estate Management – Property Files
Contact Officers	Elly McKee Estates Management Surveyor, Cambridgeshire Constabulary Colin Luscombe, Director of Estates, Office of the Police and Crime Commissioner

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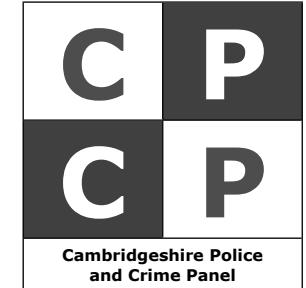
Areas for Future Decisions
Annual Report of Police and Crime Commissioner 2016 / 2017
Bedfordshire, Cambridgeshire, Hertfordshire Collaborations – updating of Section 22A Agreements
Budget - Revenue and Capital 2017/18
Custody Provision
Devolution
Estates - Agenda Item 10, Police and Crime Panel, 3rd February 2016 provides background
External funding opportunities, e.g. National Transformation Fund
Grant Funding changes
National Policing Units – Section 22A Agreements
Policing and Crime Bill 2015/16 to 2016-17 implications: Policing and Fire, Management of Police Complaints
Police and Crime Plan
Precept 2017/18
Scheme of Governance updates
Seven Force Regional Collaborations – Section 22A Agreements - vetting and procurement

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**CAMBRIDGESHIRE POLICE AND CRIME PANEL
AGENDA PLAN 2016-2017**

DATE OF MEETING	TITLE/PURPOSE	OFFICER
Wednesday 29 June 2016, 10.30am ANNUAL MEETING , Peterborough City Council, Bourges / Viersen Rooms, Town Hall	Election of Chairman Election of Vice Chairman	
	Public Questions/Statements	
	Police and Crime Commissioners Approach The Panel to scrutinise how the Police and Crime Commissioner intends to take forward his role, and how his Police and Crime Plan will be developed	Police and Crime Commissioners Office
	Her Majesty's Inspectorate of Constabulary Inspection Reports The Panel to receive an overview of how the findings of the Her Majesty's Inspectorate of Constabulary (HMIC) Police Effectiveness, Efficiency, and Legitimacy (PEEL) reports have been addressed and how the Police and Crime Commissioner intends to address these in the future.	Police and Crime Commissioners Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Police and Crime Commissioner's Annual Report 2015/2016</p> <p>The Panel to review the Police and Crime Commissioners Annual Report as required by Section 28 (4) of the Police Reform and Social Responsibility Act 2011 ("the Act")</p>	Police and Crime Commissioners Office
	<p>Decisions by the Cambridgeshire Police and Crime Commissioner</p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner ("the Commissioner") under Section 28 of the Police Reform and Social Responsibility Act 2011 ("the Act").</p>	Police and Crime Commissioners Office
	<p>Rules of Procedure</p> <p>The Panel to review the Rules of Procedure as required at paragraph 1.4 of the Panels Rules of Procedure.</p>	Peterborough City Council, Secretariat
	<p>Review of Complaints</p> <p>To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.</p>	Peterborough City Council, Secretariat



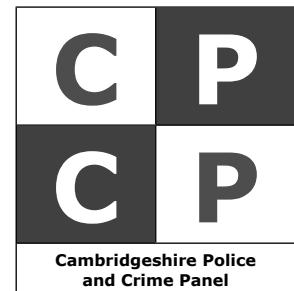
DATE OF MEETING	TITLE/PURPOSE	OFFICER
	Cambridgeshire Police and Crime Panel Annual Report 2015-2016 The Panel to consider the draft annual report of the work of the Cambridgeshire Police and Crime Panel during the last twelve months.	Peterborough City Council, Secretariat
	Independent Co-opted Member Vacancy To update the Cambridgeshire Police and Crime Panel on the vacancy for an Independent Co-opted Member.	Peterborough City Council, Secretariat
	Meeting Dates and Agenda Plan 2016/2017 Panel to note the dates of future meetings and to consider any items for future meetings which may have been highlighted during the meeting.	
Wednesday 29 June 2016, 2pm Confirmation Hearing Peterborough City Council, Bourges/Viersen Rooms, Town Hall	Confirmation Hearing The Panel to review the proposed appointment of the Deputy Police and Crime Commissioner for the Cambridgeshire Police and Crime Commissioner.	



DATE OF MEETING	TITLE/PURPOSE	OFFICER
Wednesday 7 September 2016, 2pm South Cambridgeshire District Council Swansley Room	Public Questions/Statements	
	Review of Complaints To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.	Peterborough City Council, Secretariat
	Developing a Police and Crime Plan (Community Safety & Criminal Justice) for Cambridgeshire The Panel to scrutinise and comment on the development of the draft Police and Crime Plan as part of the consultation process.	Police and Crime Commissioner's Office
	Her Majesty's Inspectorate of Constabulary Inspection - update To update the Panel on how the findings of the Her Majesty's Inspectorate of Constabulary (HMIC) Police Effectiveness, Efficiency, and Legitimacy (PEEL) reports are being monitored by the Police and Crime Commissioner.	Police and Crime Commissioner's Office



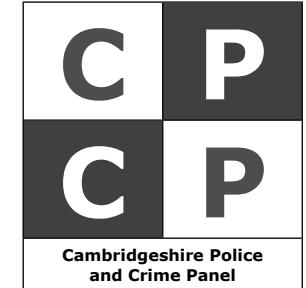
DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Decisions by the Cambridgeshire Police and Crime Commissioner</p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner ("the Commissioner") under Section 28 of the Police Reform and Social Responsibility Act 2011 ("the Act").</p>	Police and Crime Commissioner's Office
	<p>Meeting Dates and Agenda Plan 2016/2017</p> <p>Panel to note the dates of future meetings and to consider any items for future meetings which may have been highlighted during the meeting.</p>	
Wednesday 9 November 2016, 2pm Huntingdonshire District Council Civic Room 1A	<p>Public Questions/Statements</p>	
	<p>Review of Complaints</p> <p>To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.</p>	Peterborough City Council, Secretariat
	<p>Decisions by the Cambridgeshire Police and</p>	Police and Crime Commissioner's Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Crime Commissioner</p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner ("the Commissioner") under Section 28 of the Police Reform and Social Responsibility Act 2011 ("the Act").</p>	
	<p>Meeting Dates and Agenda Plan 2016/2017</p> <p>Panel to note the dates of future meetings and to consider any items for future meetings which may have been highlighted during the meeting.</p>	
Wednesday 1 February 2017 BUDGET MEETING Huntingdonshire District Council Civic Room 1A	<p>Public Questions/Statements</p> <p>Review of Complaints</p> <p>To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.</p>	Peterborough City Council, Secretariat
	<p>Budget Precept 2017/2018</p>	Police and Crime Commissioner's Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	To notify the Cambridgeshire Police and Crime of the Cambridgeshire Police and Crime Commissioner's proposed budget and precept for 2017/87. To enable the Panel to review the proposed precept.	
	Decisions by the Cambridgeshire Police and Crime Commissioner The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner ("the Commissioner") under Section 28 of the Police Reform and Social Responsibility Act 2011 ("the Act").	Police and Crime Commissioner's Office
	Meeting Dates and Agenda Plan 2016/2017 Panel to note the dates of future meetings and to consider any items for future meetings which may have been highlighted during the meeting.	
Wednesday 15 March 2017 Cambridgeshire County Council Kreis Viersen Room	Public Questions/Statements	
	Review of Complaints	Peterborough City Council, Secretariat



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.	
	Cambridgeshire Police and Crime Panel Administration Costs and Member Expenses	Peterborough City Council, Secretariat
	Police and Crime Plan Variation – Appendix 1 Finances Update The purpose of the report is to provide the Police and Crime Panel with an update of the Police and Crime Police and Crime Plan Appendix 1 – Finances	Police and Crime Commissioner's Office
	Decisions by the Cambridgeshire Police and Crime Commissioner The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner ("the Commissioner") under Section 28 of the Police Reform and Social Responsibility Act 2011 ("the Act").	Police and Crime Commissioner's Office
	Draft Meeting Dates 2017/2018 and Agenda Plan	



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	Panel to note the dates of future meetings and to consider any items for future meetings which may have been highlighted during the meeting.	

Updated: 26 August 2016

Items for consideration for 2016/2017 Work Programme

Item	Comments
Child Sexual Exploitation	
A report on the Modern Slavery Act	Requested at meeting held on 4 November 2015 To include an explanation of the act and how this is being implemented locally.
Review of cost effectiveness of offices of the Police and Crime Commissioner	Requested at meeting held on 4 November 2015
A report from the Commissioner on Surveillance & ANPR including the use of Police Drones in Cambridgeshire.	Requested at the meeting held on 4 November 2015. To include: What has the Police and Crime Commissioner done on ensuring safeguards are in place in relation to the force's use of surveillance technology, including Automatic Number Plate Recognition ANPR, and on the collection of data from electronic devices during searches and when individuals are brought into custody. Has the Police and Crime Commissioner set a clear strategy and policy in this area and is assured himself, and can assure the public, that the force's activities are lawful and proportionate.
• A report providing an overview on how the £2000 grant funding was being spent on the Youth Fund	Requested at the Annual Meeting on 29 June 2016



Item	Comments
<p>initiatives.</p> <ul style="list-style-type: none">• A report on Migrant Workers to include information on resourcing to support Migrant Workers.• A report on Public perception regarding the fear of crime in areas where street lighting had been switched off and if this has had an impact on the crime figures in those areas.	