



CAMBRIDGESHIRE POLICE AND CRIME PANEL

WEDNESDAY 1 FEBRUARY 2017, 2.00 PM
Civic Suite - Huntingdonshire District Council
Contact – jane.webb@peterborough.gov.uk, 01733 452281

AGENDA

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| 1. | Apologies for Absence | |
| 2. | Declarations of Interest | |
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| | (Questions / Statements must be received before 12noon on Friday 27 January 2017 to be guaranteed acceptance in accordance with the Rules of Procedure) | |
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**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&RPID=2438934&sch=doc&cat=13496&path=13171%2c13496>

Membership

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

Independent Co-opted Members

Edward Leigh (Vice Chairperson)

Claire George

Substitutes

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

Officer Support

Jane Webb, Peterborough City Council

4. Public Questions/Statements

One question had been submitted to the Panel from Mr Richard Taylor, who was not in attendance; and is attached at Appendix 1 of the minutes with the response given.

5. Appointment of Independent Co-opted Members

The Panel received a report which provided an update on the process for recruiting to the vacancy of Independent Co-opted Member. There had been sixteen applications with five of these shortlisted and invited for interview. The level and quality of these candidates was very impressive. Interviews took place on 28 September 2016 with the interview panel being Edward Leigh, Councillors Bisby and Shelton. The outcome of the interviews was that Claire George had been offered the position of Independent Co-opted Member.

The report also requested agreement to seek the approval of the Secretary of State under Schedule 6 Part 2 Paragraph 4(4) of the Police Reform & Social Responsibility Act 2011 to increase the number of independent co-opted members from 2 or 3.

ACTION

The Panel unanimously endorsed and **AGREED** the recommendation to appoint Claire George as the second Independent Co-opted Member of the Panel. The Chairperson invited Claire George to join the panel for the rest of the meeting.

The Panel unanimously **AGREED** to seek the approval of the Secretary of State under Schedule 6 Part 2 Paragraph 4(4) of the Police Reform & Social Responsibility Act 2011 to increase the number of independent co-opted members from 2 to 3.

The Panel unanimously **AGREED** for the recruitment process to be commenced, in the same manner as previous, once approval from the Secretary of State had been received.

6. Review of Complaints

The Panel received a report which stated that no complaints had been made against the Police and Crime Commissioner since the Panel met on 7 September 2016 and the outcome of the Complaints Sub Committee which met on 13 October 2016.

The Panel received an update from Edward Leigh informing Members that the Complaints Sub Committee determine that no further action would be taken against the Police and Crime Commissioner and resolved to make three recommendations:

- That, within a reasonable period of time, the Commissioner sends the complainant a written apology; acknowledging that his earlier comments had caused offence;
- That the Commissioner invite the Complainant to a meeting to discuss the complaint;
- That the Commissioner engage with representatives of the traveller community.

The Secretariat explained that the recommendations had been made with regard to the non-anonymous complaint and not with regard to the anonymous complaint; albeit they had been of a similar nature.

The Commissioner reiterated that he was deeply sorry for any offence he may have caused with regard to the complaint against him. He stated that:

- It was a pity this had been politicised, the complainant was a known opposition activist but the Commissioner did accept that his comments could have caused offence to which he apologised.

- It had taken two months since the IPCC Report was available before the Panel made a decision and in his opinion this was too long.
- He had accepted the recommendations from the Complaints Sub Committee and had offered a meeting to the complainant which he had received no response.
- His activity since elected had showed how he works with all communities and would continue to do so.

ACTION

The Panel **AGREED** to note the report and that no complaints had been received against the Police and Crime Commissioner or his Deputy since the last report received.

The Panel **AGREED** to note the outcome of the Complaints Sub Committee which met on 13 October.

The Panel **AGREED** that the Complaints Procedure be refreshed, using best practice from other Panels, and brought back to a future meeting.

7. Budget Strategy

The Commissioner explained that the Deputy Chief Constable had given his apologies as he had been urgently called away to deal with a serious incident.

The report was introduced by the Police and Crime Commissioner and the Director of Finance:

Responses by the Commissioner to questions and comments from the Panel included:

- A seven force police collaboration (Cambridgeshire, Bedfordshire, Hertfordshire, Norfolk, Suffolk, Essex, and Kent) had been mentioned; how far was collaboration likely to be taken. The Commissioner explained that a seven force collaboration would be at a high strategic level regarding efficiencies but not taking away the element of local policing and the governance of this, which would remain with the Cambridgeshire Constabulary. The collaboration would be about high level skills that would only be needed occasionally and therefore sharing these across the forces would be more productive and cost effective.
- The Panel very much welcomed the Commissioner's comments with regard to the seven force procurement initiative. The Commissioner informed the Panel that he was minded to raise the precept for 2017/18. The Panel were pleased to hear the possibility of a small rise in the precept as there were concerns that standards needed to be maintained. The Commissioner reiterated that every penny raised from the precept would go into frontline policing.
- The report stated underspends and efficiency savings but was there any intention to increase frontline policing in Cambridgeshire. The Commissioner explained this was the intention but in reality there was another £7million to be found; it was hoped that a large amount of this could be done by benefits realisation.
- With regard to inflationary pressures and the Bank of England forecasting inflation rising to 2.7% next year; this could put pressure on the budget and potentially the precept rise would have to be used to cover inflation costs. The Commissioner agreed that this would bring additional pressures but resilience needed to be built in to combat these; there were areas that further money could be saved from.
- What benefits would be gained from Devolution. The Commissioner explained that public services and authorities as individuals had been excellent at breaking down the siloes within their own services but not between each other and devolution would allow the opportunity to rebuild public services together to provide excellent services across the region.

- 'Plan on a Page' had been developed by Huntingdonshire District Council to help navigate between financial years; as the Constabulary were facing financial challenges it would be helpful within the budget process if the Commissioner could produce a document to show what the "road map" looked like; with details to follow at a later date. The Commissioner stated this was already being developed, the Police and Crime Plan was a "plan on page" and as promised the figures and narrative would be developed around it. This helps inform partners and is easier for the public to understand where the pressures and challenges were.
- Would the collaboration between the Constabulary and local authorities work well with regard to developing assets. The Commissioner stated he was willing to talk to other authorities about possibilities as there were many opportunities; there are three control rooms in the vicinity of Hinchingsbrooke; one each for the ambulance service, the police and the fire service along with back offices for each service and the on costs of these buildings; therefore there were clearly savings to be made with just blue light services. With regard to Councils, a new governance model should be looked at allow decisions to be made in a timely fashion especially around commercial estates. If the police estate allowed the opportunity to reduce overall costs and bring in income then this would be done but there were also parts of the police estate where people could be moved and buildings rented out. Some of the police rural areas are conversing with the fire authority to move the police into fire stations. If these opportunities can be realised then savings could be made beyond what was required.
- The Panel noted that there was a golden opportunity to incorporate all the call centres under one roof; this would create time savings and be beneficial during major incidents.
- The Panel welcomed the potential for 20% saving from procurement especially when the budget for the seven forces was £190million; potentially allowing a local saving across the eastern region of more than the amount that needed to be saved.
- The number of frontline officers have been maintained over the years but this was not the perception of the public. Did the number include just officers on the streets or did it include those that were tackling cybercrime from a desk, dog handlers and armed response? The Commissioner stated frontline officers would include those that tackle crime, disorder and were dealing with those in distress on an hourly basis; these were not back office officers. Cybercrime does bring its own pressures as a cybercrime criminals' return on investment can be considerably more than drug dealing. Some vulnerable people will pay when they receive an email; the complexities are huge as these were global problems and therefore need to be tackled in a certain manner.
- 50 hours a day of police time can be spent in hospitals dealing with those who are suffering mental health crisis. The Commissioner explained he had met with the new Chief Executive of Clinical Commissioning Group to look at a new protocol with the NHS whereby there would be a 15 minute prescriptive handover from the police to the hospital, which would save an enormous amount of police hours. There were challenges regarding the security at some hospitals during the night therefore the police would be called when there was an incident; as a result partners put pressure on the police when there was a need to look at their own processes.

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

8. Realising the Opportunities from the Policing and Crime Bill

The Panel received a report which provided an update on the progress being made between the Police and Crime Commissioner (the "Commissioner"), Cambridgeshire Constabulary (the "Constabulary"), the Cambridgeshire Fire and Rescue Service, the Cambridgeshire and Fire Rescue Authority (the "Fire Authority") and East of England Ambulance Service NHS Trust on realising the opportunities of the Policing and Crime (the "Bill").

Responses by the Commissioner to questions and comments from the Panel included:

- The collaboration made perfect sense as the Fire Authority had many assets that could be shared with the Police.
- The operational delivery would need to remain separate. Was it the Commissioner's intention to become the "Police and Fire Commissioner"? The Commissioner confirmed that this was his aspiration. The Chairperson stated there would be a need for this to become a rolling agenda item to ensure the Panel were kept updated with the progress as this was likely to go through Government quite quickly. The Commissioner explained this was progressing fast as much of the legislation was wrapped up in the mayoralities from the same Bill therefore there was a deadline to be adhered to.
- It was noted that already in Peterborough there were ambulances parking up in Fire Stations and using the facilities to enable them to be nearer to any calls and this was working well. The Commissioner agreed that shared utilising of the estate was the way forward and was happening in other areas; it made sense to collaborate as this would enable central costs to be driven out whilst protecting frontlines. It was imperative to ensure that operational independence of the Chief Fire Officer remained as he would be in command of his officers, training programmes etc. The legislation was due to gain Royal Assent in January 2017.
- The Panel noted that the Fire service were now dealing with some ambulance 999 calls and this had a huge amount of merit. The public perception of the Fire Service was good and therefore there would be huge operational and attitudinal benefit in keeping the Fire Service visibly separate from the Police on a day to day basis. Any move to unify the arrangements such that the Chief Fire Officer could only be asked questions through the Commissioner and not include operational matters would be considered deeply prejudicial. The Commissioner explained that with regard to governance arrangements and legislation it was envisaged that the Police and Crime Panels would become Police, Crime and Fire Panels but there would always be other ways that would give the Panel the opportunity to ask those pertinent questions directly.
- Collaboration makes sense but under 4.3 of the report; which option would the Commissioner prefer? The Commissioner stated it would be the second option: "Commissioners have the option of putting forward a business case which may include arrangements to take on the responsibility for the governance of fire and rescue".
- Financially; what was the cost and would the regionally combined control rooms be used? The Commissioner confirmed this was why a singular person was needed to help direct the services together and realise opportunities for the communities.
- How would the budget work with regard to pensions for the police and fire? The Commissioner confirmed these were challenges and a complex area.
- The Panel commented With regard to the merging of back room staff from different authorities, particularly between the fire and police services; there was a potential challenge with the differentials in terms of conditions, salaries and the harmonisation problem would be a great one and could be an impediment to progress.
- It was suggested that the Treasury Management documents from all the authorities could be combined.

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

9. Hate Crime

The Panel received a report to make the Panel aware of how the Police and Crime Commissioner and Cambridgeshire Constabulary deal with hate crimes and incidents.

Responses by the Commissioner to questions and comments from the Panel included:

- Any form of hate crime was deplorable and it was encouraging to hear that the Commissioner's Office and the Constabulary were tackling this.
- The Panel were pleased that the numbers were dropping but asked for reassurance that the Constabulary understood the incitement that flags and emblems could have and that these would be removed and action taken. The Commissioner stated that if the Deputy Chief Constable were present he would be able to give his assurances on this.
- On the Constabulary website there was not one single mention of hate crime except in an FOI document; this was a shocking omission. TrueVision which was an excellent website was only referred to very deep down in a document on the Constabulary website when it should be promoted at a much higher level given the high profile nature of this particular crime. The Commissioner agreed this was a good point and it would be taken away as an action to review.
- The Panel found it pleasing that there had been a lot of Constabulary activity in the follow up to the leaflets but no prosecutions in respect of this had occurred and it was these that would be the deterrent. The Commissioner stated he could not comment on on-going operations but there had been no prosecutions to date. He asked for the help from the public as there was a need to tackle this together.
- The document did not state how the Constabulary plans to tackle hate crime and this was a major flaw; what were the plans to deal with the sources of hate crime and to reduce it. The Commissioner stated the Deputy Chief Constable would have been able to answer operationally as to what the police were doing to tackle hate crime but he gave his reassurance that there would be enough money in the budget to be able to tackle this. Hate crime was being tackled along with respective partners, with the Eastern Region Special Operations Unit also providing support as required. Local Community leaders were needed to encourage the public to report this crime as it was under reported and intelligence needed to be collected.
- The Panel mentioned that the police service may gain from the proactive services of the fire service; if the fire service were dealing with hate crime then they would be proactive and ensure their message was heard in the innocent and positive way that the fire service manage to operate in. Would it be a good idea for the police to be proactive and state there was no intention to send people back. The Commissioner responded stating that this was about collaborative working, that the Fire Service should be able to give assurances within the community. The constabulary were also currently undertaking outreach work, especially around schools, NHS areas, disability groups, community collectors and community members. One of the advantages the police force had was that they have one of the most senior Muslim police officers in the country; Assistant Chief Constable and he had done a tremendous amount of work in terms of community assurance around Peterborough especially and also the wider community.
- Was the Commissioner aware that the Deputy Chief Constable, Janette McCormick from Cheshire had written to the Lord Chancellor to have Gypsy or Irish Traveller Ethnicity added to the census, with the justification being that updating the ethnicity monitoring systems in youth justice to include Gypsy and Irish travellers would be an integral step in helping to address the disproportionate number of gypsy, roma and traveller children in both secure training centres and youth offender institutions; this seemed a sensible suggestion which the Commissioner would be encouraged to follow, if he had not already done so. The Commissioner agreed he would look into this.
- Had any work been done in the Oxmoor with regard to the distribution of leaflets? The Commissioner stated there had been visits to the local schools in the area but would send the Panel the details confirming this.

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

ACTIONS

The Commissioner's Office to promote the subject of Hate at a much higher level on the Constabulary's website, given the high profile nature of this particular crime.

The Commissioner's Office to consider the work of Janette McCormick, Deputy Chief Constable – Cheshire, in the adding of Gypsy or Irish Traveller ethnicity to the census.

The Commissioner's Office to send out the details of the work that had been carried out around the Oxmoor regarding the distribution of leaflets; visits to local schools etc.

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:

Funding to support the reduction of collisions on the county's roads through effective and sustainable prevention and early intervention. – CPCC 2016-033

- The Panel welcomed the Commissioner's initiative on reducing road accidents but would this include the 'young boy racers' as these were accidents waiting to happen. *The Commissioner responded that the role would add benefit by providing education, especially to sixth formers*
- There have been several fatalities caused by mobile phone users; was there an initiative to catch these offenders? *The Commissioner explained that the Force were well aware of the consequences of mobile phone usage, having an officer killed by a lorry driver whilst using his mobile phone last year. Mobile phone users were hard to catch as they tend to drop their phones resulting in no evidence. The Commissioner gave his assurances that these people were being caught via the Constabulary's unmarked cars.*
- Another cyclist had been killed in the Peterborough area and there was a need to educate cyclists to be lit appropriately and drivers to leave sufficient space. *The Commissioner explained there was a joint approach undertaken this time of year; the police do local campaigns but there were also initiatives the local council could do regarding road safety which the Panel may want to suggest to their local Community Safety Partnerships.*
- Could the Business Co-ordination Board Agenda papers be published as a single pack, instead of separate files. *The Commissioner agreed to look into this.*

Areas where Decisions were likely to be considered.

- The Panel thanked the Commissioner for supplying this information which gives the Panel the opportunity to scrutinise beforehand and raise any relevant questions.

A request was made to the Commissioner to audit the CCTV figures jointly to determine if the efficiency of the CCTV network was being maximised, particularly in regard to the increase in calls to the police versus the response levels from the police alongside falling arrest levels. *The Commissioner responded stating he would ask the Chief Constable to look into this.*

ACTION

The Commissioner to ask the Chief Constable to look into auditing the figures with regard to the CCTV networks.

11. Meeting Dates and Agenda Plan 2016-2017

The Panel received and noted the agenda plan including dates and times for future meetings.

The following suggestion with regard to Custody Suites (February 2017) was made and agreed to.

1 February 2017

- Budget Report
- Custody Suites – This will remain on the agenda; unless the Panel decide they have received sufficient information beforehand.

March 2017

- Disposal of Property Assets
 - List of current assets and their status/future proposal
 - What is the Commissioner’s objective with disposal of assets
 - Invite Property Officer

DATE OF MEETING	ITEM	ACTION	UPDATE
9 November 2016	Appointment of Independent Co-opted Members	<p>The Panel unanimously endorsed and AGREED the recommendation to appoint Claire George as the second Independent Co-opted Member of the Panel. The Chairperson invited Claire George to join the panel for the rest of the meeting.</p> <p>The Panel unanimously AGREED to seek the approval of the Secretary of State under Schedule 6 Part 2 Paragraph 4(4) of the Police Reform & Social Responsibility Act 2011 to increase the number of independent co-opted members from 2 to 3.</p> <p>The Panel unanimously AGREED for the recruitment process to be commenced, in the same manner as previous, once approval from the Secretary of State had been received.</p>	
	Review of Complaints	<p>The Panel AGREED to note the report and that no complaints had been received against the Police and Crime Commissioner or his Deputy since the last report received.</p> <p>The Panel AGREED to note the outcome of the Complaints Sub Committee which met on 13 October.</p> <p>The Panel AGREED that the Complaints Procedure be refreshed, using best practice from other Panels, and brought back to a future meeting.</p>	

Agenda Item 3

DATE OF MEETING	ITEM	ACTION	UPDATE
	Budget Strategy	Following debate the Panel AGREED to note the report.	
	Realising the Opportunities from the Policing and Crime Bill	Following debate the Panel AGREED to note the report.	
	Hate Crime	<p>Following debate the Panel AGREED to note the report.</p> <p>The Commissioner's Office to promote the subject of Hate at a much higher level on the Constabulary's website, given the high profile nature of this particular crime.</p> <p>The Commissioner's Office to consider the work of Janette McCormick, Deputy Chief Constable – Cheshire, in the adding of Gypsy or Irish Traveller ethnicity to the census.</p> <p>The Commissioner's Office to send out the details of the work that had been carried out around the Oxmoor regarding the distribution of leaflets; visits to locals schools etc.</p>	
	Decisions By the Commissioner	The Panel NOTED the report and decisions that had been made by the Commissioner.	
	Meeting Dates and Agenda Plan 2015-2016	The Panel received and NOTED the agenda plan including dates and times for future meetings.	

The meeting began at 2.00pm and ended at 4.15pm

CHAIRPERSON

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 5
1 FEBURARY 2017	Public Report

Report of: Jane Webb, Secretariat, Peterborough City Council

Contact Officer(s) – Jane Webb

Contact Details – jane.webb@peterborough.gov.uk

REVIEW OF COMPLAINTS

1. PURPOSE

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

2. RECOMMENDATIONS

2.1 To note the details of this report

3. TERMS OF REFERENCE

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

4. BACKGROUND

4.1 Regular quarterly update to the panel on any complaints received for investigation.

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 None

7. CONSULTATION

7.1 None

8. NEXT STEPS

8.1 N/a.

9. BACKGROUND DOCUMENTS

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

9.1 *None*

10. APPENDICES

10.1 *None*

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 6
1 February 2017	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

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

PRECEPT REPORT 2017/18

1. PURPOSE

- 1.1 To notify the Cambridgeshire Police and Crime Panel (the “Panel”) of the Cambridgeshire Police and Crime Commissioner’s (the “Commissioner”) proposed budget and precept for 2017/18 and to enable the Panel to review the proposed precept.

2. RECOMMENDATION

- 2.1 The Panel is recommended to review and make a report to the Commissioner on the proposed precept for 2017/18.

3. TERMS OF REFERENCE

- 3.1 Item 5 - To review and make a report and recommendation (as necessary) on the proposed precept.

4. BACKGROUND

- 4.1 Under the Police Reform and Social Responsibility Act 2011 and the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012, the Commissioner must notify the Panel of the precept which the Commissioner is proposing to issue for the financial year by 1 February. The Panel must review the proposed precept notified to it by 8 February.

5. KEY ISSUES

- 5.1 Since taking office in May 2016, the Commissioner has been ensuring that, in the face of complex economic and social pressures, the Commissioner and Cambridgeshire Constabulary (the “Constabulary”) think and act differently and continue to transform the way they work through collaboration and new technology. The Constabulary never works in isolation.
- 5.2 Transformation of the way in which the Commissioner and the Constabulary deliver public services in the county is key to providing the savings required to deliver the Commissioner’s Police and Crime Plan (the “Plan”). This work is not limited to collaboration with other police forces, through tri-force or seven-force alliances, but is now looking much more widely. The Policing and Crime Bill provides a framework for joint working with the Fire and Rescue Service. In Cambridgeshire this has already begun with a review of estates. This builds on the existing work maximising the use and value of the £35m police estate. The creation of a combined authority for Cambridgeshire and Peterborough, along with the devolution of powers also provides an opportunity to work more closely to improve community safety.
- 5.3 When considering the precept, the Commissioner has ensured all efficiencies are identified, performance is protected, and that the reserve levels are at an appropriate level to meet the needs of policing. The Commissioner’s guiding principle in setting the precept is to achieve value for money policing and he stated during his election campaign in early 2016 that he would ensure frontline services continue to be protected.

5.4 The Constabulary and the Office of the Police and Crime Commissioner are able to balance the books with a 1.97% increase to the policing element of the council tax for 2017/18. The savings plans indicated in the full report at Appendix A show the means of balancing the budgets from 2018/19 to 2020/21. The budget will enable continued delivery of the Commissioner's Plan

5.5 The Panel is recommended to review the proposed precept in the context of ensuring continued and sustainable effectiveness and efficiency in policing in Cambridgeshire.

6. IMPLICATIONS

6.1 The draft budget the Commissioner's presents to the Panel is balanced for 2017/18 and further details of how this has been achieved are presented in the Commissioner's precept-setting report at Appendix A. If accepted, the precept will ensure a £130.9m budget for policing in Cambridgeshire for 2017/18. This would see the policing element of a 2017/18 Band D council tax increasing from £183.15 to £186.75 per annum, an increase of 7p per week.

7. CONSULTATION

7.1 As well as the Commissioner's extensive public engagement via meetings, surgeries and his newsletter, a Survey Monkey survey was made available from November 2016 to January 2017 with a link to the survey being available on the Commissioner's website as well as being flagged in the monthly newsletter which is sent to 16,000 email addresses each month. News of the Commissioner's proposal was also covered by the media across Cambridgeshire and on social media. Around 1,500 survey responses were received with 86% of respondents in agreement with a precept increase.

8. NEXT STEPS

8.1 The Panel must make a report to the Commissioner on the proposed precept.

9. BACKGROUND DOCUMENTS

9.1 Police Reform and Social Responsibility Act 2011

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

Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012

<http://www.legislation.gov.uk/uksi/2012/2271/made>

Provisional Police Grant Report (England and Wales) 2017/18, Home Office, December 2016

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/577359/police-grant-report-2017-18.pdf

10. APPENDICES

10.1 Precept Report 2017/18 – Appendix A



PRECEPT REPORT 2017/18

1. Purpose of the Report

- 1.1 The purpose of this report is to enable the Cambridgeshire Police and Crime Panel (“the Panel”) to approve the precept proposal set out by the Cambridgeshire Police and Crime Commissioner (“the Commissioner”). The appendices to this report provide background information to inform the precept recommendation and include the latest Medium Term Financial Plan (“MTFP”).

2. Police and Crime Plan

- 2.1 The budget enables delivery of the Commissioner’s Police and Crime Plan (“the Plan”). A Police and Crime 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 (i.e. by 31 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.

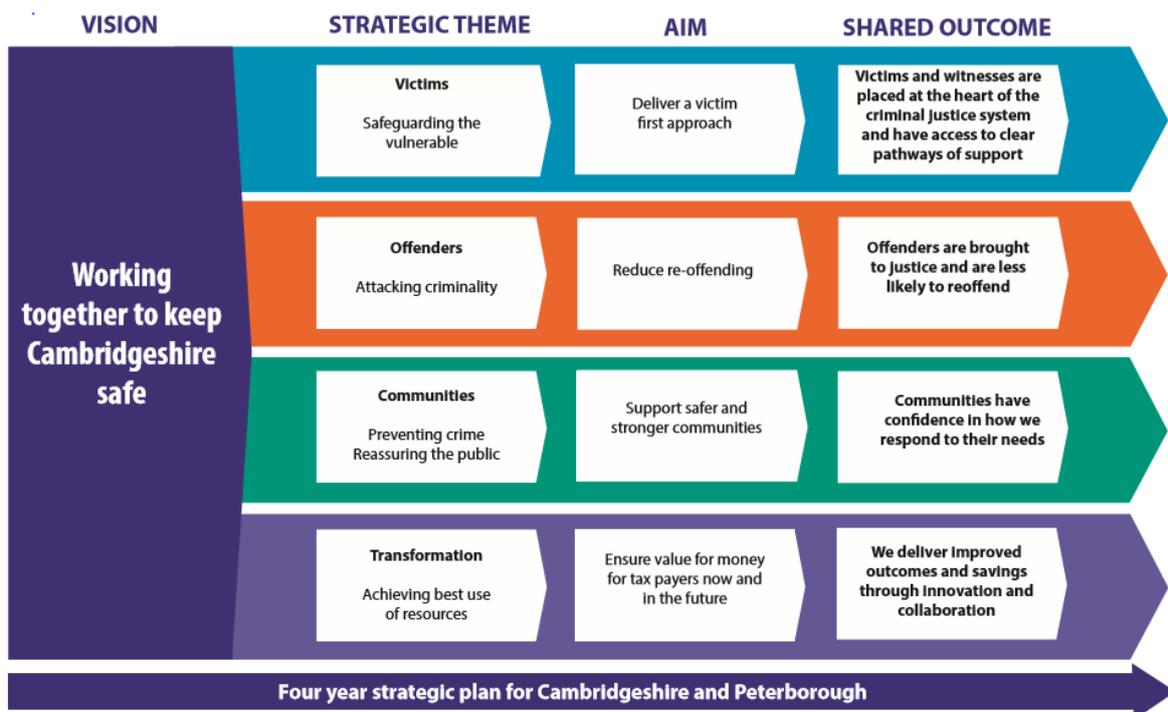
- 2.2 In preparing the Plan the Commissioner must ‘have regard to the relevant priorities of each responsible authority’ – the authorities have a duty to co-operate with the Commissioner for the purpose of formulating the Plan. The Commissioner must also

1.3.

make arrangements to obtain the views of the community (including victims of crime) on policing and ensure an efficient and effective criminal justice system.

- 2.3 The Plan must achieve value for money, ensure the Chief Constable fulfils their 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. Commissioners must consult Chief Constables on their draft Plans before they are sent to the Panel for consideration. Commissioners must have regard to the crime and disorder reduction priorities set by partners, the strategic direction of the criminal justice system and the national Strategic Policing Requirement.
- 2.4 The Plan incorporates the Commissioner’s objectives for ensuring efficiency and effectiveness in policing and tackling crime, based on the issues the public tells the Commissioner they are concerned about (e.g. fighting anti-social behaviour, burglary and timely response to telephone calls).

Police and Crime Plan – Community Safety and Criminal Justice



- 2.5 In preparing the Plan the Commissioner was keen to understand the views of the public. Since his election in May 2016 he has spent a considerable amount of time talking to members of the public at police contact points, surgeries, community meetings and while on patrol with officers. In addition the Commissioner undertook a survey to ask the public what was important to them regarding crime and policing. Over 3,500 people responded and these views have been used to help shape the priorities. Further information on public engagement is provided in section 3 below.
- 2.6 The Commissioner’s Business Co-ordination Board approved the Plan on 16 December 2016; the final version of the Plan will be submitted to the Panel for their review on 1 February 2017.

1.3.

- 2.7 Transformation is crucial to allow the police and partners to deliver the objectives in the Plan. A continual process is in place to look forward to find different ways of working which are more effective and efficient and in this way balance the budget and protect frontline policing. This is coupled with a need to have a comprehensive understanding of demand and ways of working with partners to reduce these demand.

3. Public engagement

- 3.1 Public engagement between the Commissioner and the public is continuous, using a range of methods all of which inform the decisions of the Commissioner.
- 3.2 Public opinion is fed back directly to the Commissioner through the correspondence received, typically in excess of 120 pieces per month. Communication by phone, post, e-mail, website and via social media are all utilised by the public. The Commissioner also visits different towns and cities and meets the public on the street listening to the views and concerns of the community. One-to-one appointments are offered to any member of the public wishing to discuss particular issues with the Commissioner at one of his “surgeries”. In the monthly newsletter financial issues are regularly raised and people are invited to comment on what they read. The Commissioner has made engagement a priority in his first year of office, spending 1-2 days per week meeting the public, police staff, police officers and partner agencies.
- 3.3 Extensive engagement is also achieved through various meetings with elected representatives, such as councillors and MPs, through attendance at, and feedback from, neighbourhood meetings, parish council meetings, Community Safety Partnership meetings and Neighbourhood Watch.
- 3.4 Further information on public engagement on the proposed precept is detailed in paragraph 6.6 below.

4. Budget and Medium Term Financial Strategy Development

- 4.1 During the autumn the Commissioner oversaw work to update the MTFP. The Provisional 2017/18 Police Grant Settlement was announced on 15 December 2016, stating a flat cash settlement provided that precepts are maximised, however top-slicing and reallocations of the grant for national initiatives such as the Police Transformation Fund and the Emergency Services Network have increased by 42% on 2016/17. Once legacy council tax grants are taken into account, the settlement is equivalent to a £1,020k cash reduction (1.28%) in overall policing grant for Cambridgeshire. The Provisional Settlement covers 2017/18 only. A prudent assumption has been made that the grant will be reduced by 1.28% per annum for the remainder of the MTFP period.
- 4.2 Appendix 1 sets out the updated 2017/18 to 2020/21 MTFP including the 2017/18 budget which is based on detailed budget work undertaken by the Constabulary over the past few months. The 2016/17 budget showed a section of functions ‘To Be Collaborated’; this has now been moved to a ‘New Collaboration’ section which splits these functions into their constituent departments for clarity, rather than the expenditure types. With the decision to delay implementation of the collaboration of Public Contact until after Athena (a ‘one-stop’ IT system which will help police to identify criminals more quickly and increase the potential to catch criminals) is implemented, and only collaborate the Senior Leadership Team at this stage, this

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function has been split from 2017/18 between ‘New Collaboration’ for the Senior Leadership Team and ‘Local Policing’ for all other staff and officers.

- 4.3 Appendix 2 sets out the assumptions underpinning the budget and MTFP and also the estimates of the following which are yet to be determined but will be finalised in the budget-setting report that will be presented to the Commissioner’s Business Co-ordination Board on 6 February 2017 and to the Panel on 15 March 2017:
- The Provisional Grant Settlement 2017/18 was received on 15 December 2016 and final figures are expected to be received in February 2017
 - Provisional notification of Cambridgeshire’s allocation of the capital grant has been received and equates to a £90k reduction in grant to £506k (a 15% fall compared to 2016/17); final figures will not be received from the Home Office until February 2017.
 - Figures for the increase in the number of Band D equivalent properties in Cambridgeshire (known as the Council Tax base) will not be finalised until late January 2017.
 - The cost of the police helicopter under the National Police Air Service contract and the cost of the custody suite at Kings Lynn will not be finalised until February 2017.
 - The budgets for services within the collaborated functions of Joint Protective Services (JPS), Operational Support and Organisational Support are in the process of being finalised and this is due to be completed in January 2017.
- 4.4 Appendix 3 sets out the details of the Provisional Police Grant Settlement for 2017/18.
- 4.5 Table 1 below sets out in broad terms how the budget has been balanced and Table 2 shows a high level analysis of the total budget.

Table 1 – Budget changes 2016/17 to 2017/18

	£m
Budget 2016/17	130.5
Funding Changes	
Reduction in Formula Grant	-1.0
Increase in Precept receipts	1.7
Change to Collection Fund Surplus	-0.2
Net Budget Requirement 2017/18	131.0
Net Revenue Expenditure Changes	
Inflation and budgetary pressures	0.7
Decreased requirement for capital funding from revenue	-1.2
Savings:	
Collaboration savings	-0.6
Supplies and services	-0.3
Estates	-0.1
Total Savings Identified	-1.0
Change in Use of Reserves – none to be used in 2017/18	2.0
	131.0

Table 2 – High Level Budget Analysis

	£m
Policing Budget – delegated to the Chief Constable	126.4
Office of the Police and Crime Commissioner	1.1
Victim, restorative justice, and crime and disorder grants	2.3
Capital Financing and Reserves	1.2
Net Budget Requirement	131.0

5. Council Tax Base and Collection Funds

5.1 Final council tax base figures and details of estimated losses/surpluses on collection funds as at 31 March 2017 are currently being awaited. The tax base figures within the budget are based on estimates received from the individual councils. Net losses or

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surpluses on collection funds can either contribute to or be financed from the General Reserve. Compared to 2016/17 the council tax base for 2017/18 is estimated to have increased by 1.4%. The impact of greater funding for housebuilding as a result of devolution has been factored into the assumptions, with the council taxbase rising by 2.3% in 2020/21 as a result.

6. Precept 2017/18

- 6.1 Since taking office in May 2016, the Commissioner has been ensuring that, in the face of complex economic and social pressures, the Commissioner and Constabulary think and act differently and continue to transform the way they work through collaboration and new technology: the police never work in isolation.
- 6.2 Transformation of the way in which the Commissioner and Constabulary deliver public services in the county is key to providing the savings required to deliver the Plan. This work is not limited to collaboration with other police forces, through tri-force or seven-force alliances, but is now looking much more widely. The Policing and Crime Bill (the “Bill”) provides a framework for joint working with the Fire and Rescue Service and in Cambridgeshire this has already begun with a review of estates. This builds on the existing work maximising the use and value of the £35m police estate. The creation of a combined authority for Cambridgeshire and Peterborough along with the devolution of powers also provides an opportunity to work more closely to improve community safety.
- 6.3 When considering the precept, the Commissioner has ensured all efficiencies are identified, performance is protected, and that the reserve levels are at an appropriate level to meet the needs of policing. The Commissioner’s guiding principle in setting the precept is to achieve value for money policing and he stated during his election campaign in early 2016 that he would ensure frontline services continue to be protected.
- 6.4 The Provisional Police Grant Settlement announced that no Police and Crime Commissioner would face a cash reduction in Formula Funding, plus legacy council tax grants, plus precept income, as long as they maximise their precept.
- 6.5 For the above reasons, and also due to projects currently in place to deliver future efficiencies, the Commissioner will be recommending to the Panel an increase of 1.97% in council tax for 2017/18. This would see the policing element of a 2017/18 Band D council tax increasing from £183.15 to £186.75 per annum, an increase of 7p per week.
- 6.6 As well as the Commissioner’s extensive public engagement via meetings, surgeries and his newsletter, a Survey Monkey survey was made available from November 2016 to January 2017 with a link to the survey being available on the Commissioner’s website as well as being flagged in the monthly newsletter which is sent to 16,000 email addresses each month. News of the Commissioner’s proposal was also covered by the media across Cambridgeshire and on social media. Around 1,500 survey responses were received with 86% of respondents in agreement with a precept increase.
- 6.7 Details of the precepts due from each collection authority net of any loss or surplus on the collection funds are set out at Appendix 4.

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7. Collaboration

7.1 Work to balance the budget for the period 2018/19 to 2020/21 continues to focus on collaboration initiatives as part of Cambridgeshire Constabulary's three-way Strategic Alliance with Bedfordshire Police and Hertfordshire Constabulary (BCH). Collaboration is delivering a significant contribution to the overall goal of the three forces to scale back office costs by up to £20m each year from a baseline of £120m. The Strategic Alliance enables the three forces to develop plans to collaborate on a range of operational support and organisational support functions. Latest projections (as at January 2017) indicate that the following collaborated functions will create savings of £3.3m for Cambridgeshire across the MTFP period:

- Human Resources and Learning and Development: a single organisational support function covering recruitment, knowledge and skills building, managing change programmes, health and safety, and application of regulations, terms and conditions in a unified way.
- Information Management and ICT: the Information Management Department ("IMD") business case transformation seeks to unify the Information Management functions of BCH police services into a single operational support function. As a key initiative of the BCH Strategic Alliance, the transformation is being delivered to provide effective and efficient organisational support at a reduced cost whilst sufficiently enabling local policing in each force/constabulary. The purpose for creating a three force single ICT Department is to provide a consistent approach to ICT service delivery enabling day-to-day delivery of policing services, a converged infrastructure which brings standardisation and consistency to service users, better cost control and contract management, delivery of enabling solutions to standardise, simplify, self-serve, automate and mobilise value-adding operational and business processes, and cost savings.
- Criminal Justice: a collaborated Criminal Justice ("CJ") function across BCH to make significant progress in bringing offenders to justice as effectively and as expeditiously as possible by ensuring evidence is available and prepared in line with statutory obligations and within nationally agreed Criminal Justice Service ("CJS") timescales, by introducing efficient common business processes, deliver savings and ensure that the use of technology and IT solutions have been maximised across the CJ functions within BCH and the wider CJS.
- Finance: further to the implementation of a common finance and Human Resources Enterprise Resource Planning system across the three forces, collaboration of the finance function will be considered.
- JPS and Eastern Regions Special Operations Unit: it is predicted that the ongoing collaboration of these functions will continue to realise savings over the MTFP period.

8. Workforce

8.1 Despite ongoing budget pressures, the total number of police officer posts in the Constabulary establishment is budgeted to remain almost level at 1,349 in 2017/18.

8.2 PCSO establishment numbers are budgeted to remain at 150.

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- 8.3 Police Staff budgeted numbers are estimated to remain steady at 803.
- 8.4 The target for Special Constabulary numbers continues to be 300.
- 8.5 As referred to in para 7.1, the Constabulary is already collaborating in several areas. This has enabled each Force/Constabulary to have access to a greater number of resources. It is anticipated the total number of resources the Constabulary will have access to will increase as collaboration continues to develop.

Table 3 – Workforce projections (establishment)

	2016/17	2017/18
Police Officers:		
Local Policing	1,047	1,047
Other Policing	212	212
To be collaborated	93	90
Total Officers	1,352	1,349
Police Staff:		
Police Staff	803	803
PCSOs	150	150
Total	953	953

9. Capital Financing

- 9.1 The replacement for Parkside Custody in Cambridge City is now underway, with searches for suitable sites progressing. Detail project plans are in the process of being drawn up.
- 9.2 Other than the Parkside replacement project, other Capital Programme expenditure for 2017/18 to 2020/21 will be financed without the need for external borrowing. Financing of the programme will be through a number of different sources which include Capital Grant from Government, Capital Receipts and the use of Capital Reserves and the Budget Assistance Reserve.
- 9.3 The Capital Programme’s 2017/18 to 2020/21 revenue effects are included in the budget and the MTFP.

10. Specific Grants

- 10.1 The Commissioner has allocated £2.26m in 2017/18 of grants to fund work to reduce crime and disorder and support victims of crime to cope and recover from their experience. These specific grants have controls in place and recipients must demonstrate that the money has been used for the correct purpose. This is outlined below:

1.3.

- The Police Reform and Social Responsibility Act 2011 gave Police and Crime Commissioners the powers to make crime and disorder reduction grants. During 2014/15 the Commissioner took over grants previously issued by the Constabulary and integrated them with the Community Safety and Crime and Disorder Reduction Grants. The Commissioner made grants of £1,300k in 2016/17 and will be making grants of £1,276k in 2017/18. Community Safety Partnerships are being asked to submit spending plans for approval before funds are released by the Commissioner for 2017/18.
- The Commissioner received £981k during 2016/17 from the Ministry of Justice to put in place support services for victims of crime and will receive £986k for this purpose in 2017/18. This funding is allocated to enable all Police and Crime Commissioners to provide:
 - (i) services for victims of crime and particularly victims in the priority categories outlined in the Victims' Code: victims of the most serious crime, persistently targeted victims, and vulnerable or intimidated victims, to help them cope with the immediate impacts of crime and, as far as possible, recover from the harm they have experienced
 - (ii) services for victims of sexual and/or domestic violence;
 - (iii) support services for family members;
 - (iv) capacity and capability building for restorative justice services (this element of the grant is unringfenced).

10.2 The move from national to local commissioning of victim support services has enabled the Commissioner to integrate and enhance the provision of evidence based support services for victims of crime in the county. A mixed model of funding services has been used in line with the Commissioning and Grants Strategy.

10.3 A police-led locally-based Victim and Witness Hub is staffed by local people who understand local crime trends and the local support services available. It is also available to vulnerable victims of anti-social behaviour. The services to support witnesses and those to support victims were brought together in June 2016. This provides a more streamlined service for both victims and witnesses and where possible a single point of contact.

10.4 A range of specialist services have been commissioned by the Commissioner to enable victims of crime to cope and recover and move on from their experience. This ranges from a dedicated post to support migrant victims of exploitation to another who supports young victims of crime and their families. A team of Mental Health Pathfinders (Community Psychiatric Nurses) provide a range of services from providing self-help techniques on relaxation, stress and anxiety management along with personal face to face visits and pathfinding victims to the most appropriate primary care services.

10.5 **Domestic and Sexual Violence Support Services:** The Victim and Witness Care Co-ordinators within the Victim and Witness Hub provide support to standard and medium risk victims of domestic violence where a specialist support service is not assigned and they work closely with the Public Protection Department and Independent Domestic Violence Advisers across the county. A Young Person

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Independent Domestic Violence Adviser is also funded to sit within the force's Multi-Agency Safeguarding Hub. The Commissioner's office has recently led work to pool funding for support services of victims of sexual violence and has commissioned a single end-to-end countywide service from April 2017.

- 10.6 **Home Security for elderly victims of crime:** A charity is commissioned to provide practical support to elderly victims of crime to secure their homes make them feel safe and reduce repeat victimisation.
- 10.7 **Road Traffic Victims:** The bereaved families of those killed on the county's roads in fatal road traffic collisions are being supported by a local charity. The work of the charity's volunteers professionalises the support offered to families in what are often traumatic circumstances and saves officer time.
- 10.8 The Office of the Police and Crime Commissioner (OPCC) has stayed true to the 'Understand, Plan, Do and Review' methodology in line with the Commissioning and Grant Strategy. This has ensured all commissioned services are evidence-based and regularly evaluated to ensure they are meeting the needs of the people of Cambridgeshire.

11. Office of the Police and Crime Commissioner

- 11.1 The OPCC budget for 2017/18 is £1,114k, a decrease of 9% (£115k) on 2016/17.
- 11.2 Staffing changes are the primary cause of the decrease in budget:
- During 2016/17 the Outreach Worker Posts both became vacant. The North Outreach Worker post has been refocussed to a countywide role and renamed Engagements Officer to enable the office to achieve the Commissioner's objectives from the new Plan. The South Outreach Worker post became vacant in April 2016 and is being held vacant and under review.
 - The Volunteer Co-ordinator post became vacant in mid-2016 and has been remodelled as a Partnerships and Communities Officer.
 - Additionally, the Director of Estates post moved back to the Constabulary as of 1 October 2016 to address strategic requirements within the Constabulary's Estates Team. The budget moved to the Constabulary with the role from that date and therefore does not form part of the OPCC staffing budget for 2017/18.
- 11.3 Taking account of the changes above results in a staffing budget for 2017/18 of £893k (2016/17 budget: £977k).
- 11.4 The office of the OPCC moved from South Cambridgeshire District Council offices to Police Headquarters in Hinchingsbrooke in July 2016, therefore the rents and leases budget has fallen to zero for 2017/18 (2016/17 budget: £28k).
- 11.5 The detailed budget for the OPCC is shown at Appendix 5.

12. Robustness of estimates

- 12.1 Under Section 25 of the Local Government Act 2003, the Commissioner's Chief Financial Officer (CFO) is required to report on the robustness of the estimates made for the purposes of the budget calculations.

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- 12.2 Work on the 2017/18 budget gap started at the beginning of 2016/17, as the Constabulary identified savings during the financial year which contribute towards balancing the budgets for the next financial year. This is the established practice, which ensures that the savings and efficiencies are achievable and the Constabulary continually strives to ensure effective and efficient policing.
- 12.3 A sound financial strategy is the key enabler to the achievement of the pledges in the Plan, the objectives of the operational policing strategy and the protection of front-line policing. One of the best ways to keep people safe and maintain police resources and people's confidence in the police is to place an emphasis on long-term financial and strategic management as a whole. The Commissioner and Constabulary never look at expenditure numbers in isolation.
- 12.4 Analysing and setting the Commissioner's and Constabulary's budgets is an iterative and ongoing process. Initial drafts of the following year's budget are prepared throughout the current year. The budget setting process continues in earnest in September. The known factors including contractual commitments, cost pressures and savings identified during the current financial year, alongside assumptions relating to central government funding. These factors set the financial landscape for the coming year. The Constabulary's Budget Managers are tasked with reviewing their budgets and recommending savings. This work is undertaken in close co-operation with the Constabulary's Finance Team.
- 12.5 The Commissioner's CFO and Constabulary Director of Finance and Resources meet regularly from September to consider the draft budget and MTFP, challenging assumptions and analysing savings in order to improve a realistic and sustainable financial plan that enables the Constabulary to bring the operational policing strategy to fruition.

13. Use of Reserves

- 13.1 Section 25 of the Local Government Act 2003 requires the CFO to report on the adequacy of the proposed financial reserves as part of budget setting considerations.
- 13.2 Appendix 6 sets out the Commissioner's reserves including estimated movements in 2016/17 and 2017/18.
- 13.3 Earmarked Reserves have been built up over the last few years specifically for the financing of capital (via the Capital Reserve). The Capital Reserve has been applied to fund legacy schemes (schemes approved pre-2013) and use of the Capital Reserve in this way reduces the pressure on the revenue costs required to fund the capital programme. An ICT Development Reserve was created in 2015/16 to ensure that the necessary resources are available for the replacement of the Airwaves police communications system by the Emergency Services Network; the balance on this reserve currently stands at £458k. The Budget Assistance reserve, which stood at £9.8m as at 31 March 2016, will also be used to assist with the financing of capital projects.
- 13.4 The Commissioner holds a General Reserve, primarily as a contingency for the cost of major police operations. This reserve currently totals £7.2m or 5.5% of the Net Budget

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Requirement for 2017/18 which is considered a prudent percentage of the total budget to hold as a general reserve for operational contingencies.

14. The Medium Term Outlook

- 14.1 As set out in Appendix 1 the projected budget gap in the three years 2018/19 to 2020/21 is a further £8.8m. The Chancellor's Autumn Statement only announced a one year funding settlement, with no firm future commitments. This has made financial planning more challenging.
- 14.2 Work to balance the budget for the period 2018/19 to 2020/21 continues to focus on collaboration initiatives as part of Cambridgeshire Constabulary's three-way Strategic Alliance with Bedfordshire Police and Hertfordshire Constabulary. This collaboration, coupled with the embedding of Metis (the IT streamlining of processes to deliver information directly to the front-line) and further local savings in areas such as procurement and strategic use of estates, are projected to deal with the funding gap in the medium term.
- 14.3 The Bill, once enacted will require 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. These are locally enabling and recognise local leaders are most informed to determine the collaboration which best meet the needs of their communities. The Commissioner and Cambridgeshire Fire Authority are exploring the best way to progress the opportunities presented by the Bill. In recognition of the impending enactment of the Bill, the Commissioner's Business Co-ordination Board, at its meeting on 21 September 2016, agreed that the Commissioner should seek to initiate joint work with the Fire Authority, and the East of England Ambulance Service NHS Trust, to develop business cases to determine the:
- most appropriate future governance model for police and fire; and
 - best use of the emergency service land and buildings in Huntingdon
- 14.4 Meetings of the Huntingdon Accommodation Review Board took place on 3 November and 6 December 2016. The terms of reference of the group have been agreed and the status of existing Blue Light estates in Huntingdon and the vicinity has been considered; further work is in progress.
- 14.5 A Police and Fire Business Case Strategic Governance Group has been established to launch joint work to complete a business case to identify the opportunities presented by the Bill.
- 14.6 Eastern Region collaboration (being Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent) is in its relatively early stages and already significant opportunities have been identified in areas such as regionalising procurement.
- 14.7 Cambridgeshire and Peterborough Councils and Local Enterprise Partnership leaders have all agreed to enter into 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.

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14.8 Due to the emerging nature of collaboration between the Eastern Region, police and fire and the implementation of the devolution deal, no savings are yet assumed from these areas in the MTFP period at this point.

14.9 The Commissioner's Finance Sub Group is being remodelled and refocused to drive forward the transformation objectives contained in the Commissioner's Plan and ensure that savings from transformation are realised within the MTFP period.

15. Conclusion

15.1 Robust plans are in place for maintaining police performance, protecting frontline policing, and continuing to work with partners to reduce offending and improve support for victims.

15.2 The Commissioner has sought to ensure that the Constabulary are delivering policing effectively and efficiently. The adoption of new technology and working in collaboration with other forces will continue to deliver further efficiencies in future years to ensure that the front line is protected, without having to burden the people of Cambridgeshire through increases in council tax.

16. Recommendation

16.1 Taking into account all the information contained in the report the Commissioner is asking the Panel to endorse his recommendation to increase the policing element of council tax by 1.97%; this will increase the policing element of Band D council tax from £183.15p in 2016/17 to £186.75 per annum, an increase of 7p per week.

DRAFT Medium Term Financial Strategy 2017/18 to 2020/21					Appendix 1
	Budget	Forecast	Forecast	Forecast	Forecast
	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000
Local Policing Expenditure					
Police Officer Pay	41,650	44,395	45,105	45,827	46,560
Police Officer Overtime	1,819	1,862	1,900	1,900	1,900
Police Pensions	8,671	8,965	9,109	10,169	10,332
Police Staff	5,058	12,943	13,150	13,624	14,114
Police Staff Overtime	55	151	152	157	162
PCSO Pay & Allowances	4,968	4,965	5,045	5,226	5,414
Total Local Policing Expenditure	62,222	73,282	74,461	76,903	78,482
Business Support Expenditure					
Police Officer Pay	1,377	1,042	1,723	1,757	1,792
Police Officer Overtime	0	0	0	0	0
Police Pensions	2,757	2,681	2,724	2,767	2,812
Police Staff	3,006	2,216	3,665	3,812	3,964
Police Staff Overtime	0	0	0	0	0
Training	0	0	0	0	0
Other Employee Expenses	4	4	4	5	5
Premises Costs	3,750	3,752	3,865	3,981	4,100
Transport Costs	1,026	941	969	998	1,028
Supplies & Services	4,324	4,792	4,850	4,947	5,046
Agency & Hosted Services	1,115	1,246	1,271	1,296	1,322
Total Business Support Expenditure	17,359	16,675	19,851	20,193	20,699
Collaboration Expenditure					
Regional Change team	171	75	76	77	78
Business Support	94	282	287	291	296
Athena - Athena Management Office (AMO)	425	130	133	135	137
Collaboration Team - Change	1,358	1,178	800	600	600
Collaboration Team - Athena	292	270	274	279	283
Armed Policing	2,410	2,357	2,395	2,433	2,472
Cameras, Tickets and Collisions (CTC)	0	0	0	0	0
Dogs Unit	752	736	747	759	771
Major Crime	3,131	3,062	3,111	3,161	3,211
Operational Planning	296	320	326	331	336
Procurement	268	290	295	300	304
PS Command	198	194	197	200	203
Professional Standards Department (PSD)	944	946	961	977	992
Roads Policing Unit	4,706	4,602	4,675	4,750	4,826
Scientific Services	2,563	2,416	2,454	2,494	2,534
Country Terrorism (CT) and Domestic Extremism (DE)	630	632	642	653	663
Eastern Regions Special Operations Unit (ERSOU)	2,359	2,297	2,334	2,371	2,409
Helicopter	489	437	446	455	464
Kings Lynn Police Investigation Centre (PIC)	913	922	940	959	978
Total Collaboration Expenditure	21,998	21,147	21,094	21,224	21,560
New Collaboration					
Information Management Department (IMD)		783	795	808	821
ICT		7,210	7,325	7,442	7,561
HR/L&D		4,057	4,122	4,188	4,255
Force Resilience		121	123	125	127
Firearms Licensing		192	195	198	202
Criminal Justice		915	930	945	960
Custody		3,161	3,212	3,263	3,315
Cambs Criminal Justice Board (CCJB)		34	34	35	36
Information Assurance		66	67	68	69
Public Contact		117	119	120	122
Total New Collaboration		16,655	16,922	17,192	17,467
To be collaborated					
Police Officer Pay	4,464				
Police Officer Overtime	61				
Police Pensions	949				
Police Staff	15,129				
Police Staff Overtime	126				
Training	500				
Other Employee Expenses	27				
Premises Costs	91				
Transport Costs	96				
Supplies & Services	5,176				
Agency & Hosted Services	296				
Other Income	-635				
Total To Be Collaborated	26,278	0	0	0	0

1.3.

DRAFT Medium Term Financial Strategy 2017/18 to 2020/21					Appendix 1
	Budget 2016/17 £'000	Forecast 2017/18 £'000	Forecast 2018/19 £'000	Forecast 2019/20 £'000	Forecast 2020/21 £'000
OPCC					
Police Staff & Commissioner	977	893	907	922	937
Other Employee Expenses	2	1	1	1	1
Premises Costs	28	0	0	0	0
Transport Costs	25	24	24	25	25
Supplies & Services	196	196	199	202	204
Total OPCC Expenditure	1,229	1,114	1,131	1,149	1,167
Police National ICT Company Subscription	60	60	60	60	60
Community Safety / Crime Reduction Grants	1,300	1,276	1,276	1,276	1,276
MoJ Victims Grant	981	986	986	986	986
Capital Financing Costs					
Revenue Contribution to Capital	1,212	0	0	1,500	1,500
Interest	434	413	684	684	684
MRP	774	774	1,077	1,048	1,020
Total Capital Financing Costs	2,420	1,187	1,761	3,232	3,204
GROSS REVENUE EXPENDITURE	133,847	132,381	137,542	142,215	144,901
Total Income	-1,376	-1,421	-1,421	-1,421	-1,421
NET REVENUE EXPENDITURE	132,471	130,960	136,121	140,794	143,480
Contributions +To /- From Reserves	-1,967	0	0	0	0
NET BUDGET REQUIREMENT (NBR)	130,504	130,960	136,121	140,794	143,480
Budget -Decrease / +Increase Year on Year	1.0%	0.3%	3.9%	3.4%	1.9%
Financed by:					
Formula Grant	79,431	78,411	77,408	76,417	75,439
Actual Grant Reductions	-0.52%	-1.28%	-1.28%	-1.28%	-1.28%
MoJ Victims Grant	981	986	986	986	986
Precept	49,682	51,388	53,459	55,613	58,024
Legacy Council Tax Grants		0	0	0	0
Council Tax Freeze Grant New					
Council Tax Support Grant					
Collection Fund - Deficit / +Surplus	410	174	200	200	200
TOTAL FINANCING	130,504	130,960	132,052	133,216	134,649
	1.02%				
BUDGET GAP	0	0	-4,069	-7,578	-8,831
	0	0	-4,069	-3,510	-1,253
Band D Council Tax £	£183.15	£186.75	£190.47	£194.26	£198.13
KEY ASSUMPTIONS INCLUDED IN THE FORECASTS ABOVE					
Council Tax base increases					
Actual	1.98%				
Forecast		1.44%	2.00%	2.00%	2.30%
Council Tax	0.99%	1.97%	1.99%	1.99%	1.99%
Tax base	271,265	275,165	280,668	286,282	292,866
Grant increase / Decrease (-)	-0.52%	-1.28%	-1.28%	-1.28%	-1.28%
Police officer pay rise (w.e.f 01/09)	1.00%	1.00%	1.00%	1.00%	1.00%
Police staff pay rise	0.58%	1.00%	1.00%	1.00%	1.00%
Increment increase		0.60%	0.60%	0.60%	0.60%
Staff Pension Increase	0.60%	0.00%	0.00%	2.00%	2.00%
General Inflation	1.00%	1.00%	2.00%	2.00%	2.00%
Energy Inflation	1.50%	3.00%	3.00%	3.00%	3.00%
Figures may not cast exactly due to rounding					

DRAFT Budget Assumptions and Main Risks and Uncertainties

1. The following assumptions (some now confirmed) underpin the estimates/forecasts:
 - Pay awards – 1.0% for both Police Officers and Police Staff from 2017/18 onwards
 - General (price) inflation is now projected at 1.0% in 2017/18 and 2.0% thereafter
 - Energy and fuel inflation assumption 3.0% for the whole MTFP period
 - A precept increase of 1.97% for 2017/18 and 1.99% for the remainder of the MTFP period
 - A formula grant reduction of 1.28% from 2018/19 onwards
2. The main risks and uncertainties in the MTFP comprise:
 - Pay awards and increments and pension costs
 - Inflationary pressures
 - Energy costs – predicting whether and to what extent the current low energy costs will continue and the impact of increasing import prices due to the weakness of Sterling
 - The exact Police share of the £1bn for the Emergency Services Network system (the replacement for Airwaves) is not yet known and costs will become clearer as the year progresses
 - The future costs of the Athena system (a ‘one-stop’ IT system which will help police to identify criminals more quickly and increase the potential to catch criminals) can only be estimated at this stage as the project is in development.
 - In his Autumn Statement, the Chancellor confirmed that the departmental spending plans announced in last year’s Spending Review would remain in place, and efficiency savings worth £3.5bn would be found by 2019/20. The police funding settlement for 2017/18 covered one year only.
 - In October 2016, a project was launched by the Home Office to develop a new police funding formula and this will probably now come into force in 2018/19. Transitional arrangements will mean that implementation is likely to be very slow.
 - Overtime claims for undercover officers – the claim is passing through the courts at present and the outcome remains uncertain

DRAFT Details of the Provisional Grant Settlement 2017/18

1. Formula Grant

- 1.1 The Provisional 2017/18 Police Grant Settlement represents a flat cash settlement provided that precepts are maximised, however top-slicing and reallocations of the grant for national initiatives such as the Police Transformation Fund and the Emergency Services Network have increased by 42% on 2016/17. Once legacy council tax grants are taken into account, the settlement is equivalent to a £1,020k cash reduction (1.28%) in overall policing grant for Cambridgeshire.
- 1.2 The Provisional Settlement covers 2017/18 only.
- 1.3 The final grant settlement is expected to be received in early February 2017.

2. Victim and Restorative Justice Grant

- 2.1 The Ministry of Justice has announced a grant of £986k to fund victims' services in 2017/18.

3 Council Tax

- 3.1 Under the Localism Act 2011, the Government sets a limit (the excessive amount) on council tax increases. The 15 December 2016 Police Finance Settlement Written Ministerial Statement set a limit of 2% for 2017/18 for policing except for the ten lowest-charging police forces for which a limit of £5 was set; therefore the limit for Cambridgeshire is 2%.

4. Capital Grant

- 4.1 The current capital plan is based on a best estimate of the Capital Grant. Provisional notification of Cambridgeshire's allocation of the capital grant has been received and equates to a £90k reduction in grant to £506k (a 15% fall compared to 2016/17); final figures will not be received from the Home Office until February 2017.

Appendix 4

DRAFT Estimated Share of Precept to be paid by each District/City Council in 2017/18

	2017/18 Council Tax Estimated Base No	Precept	Collection fund surplus (+) / deficit (-) police share	Estimated Total Payment Due	Comments
Cambridge City	41,977	7,839,242	-32,417	7,806,825	Estimated Base and Collection Fund deficit provided by the Authority
East Cambridgeshire District Council	28,946	5,405,666	8,807	5,414,473	Estimated Base and Collection Fund surplus provided by the Authority
Fenland District Council	28,397	5,303,140	88,014	5,391,154	Estimated Base and Collection Fund surplus provided by the Authority
Huntingdon District Council	60,111	11,225,729	43,000	11,268,729	Estimated Base and Collection Fund surplus provided by the Authority
South Cambridgeshire District Council	60,855	11,364,671	40,009	11,404,680	Estimated Base and Collection Fund surplus provided by the Authority
Peterborough City Council	54,879	10,248,653	27,000	10,275,653	Estimated Base and Collection Fund surplus provided by the Authority
Total	275,165	51,387,101	174,413	51,561,514	

DRAFT Office of the Police and Crime Commissioner (OPCC)

Narrative	PCC	PCC	
	2016/17 Budget £'000	2017/18 Forecast £'000	Movement £'000
Police Staff Pay & Allowances	977.0	893.1	83.9
Training - Support Staff - External	0.3	0.3	0.0
Advertising for Support Staff	2.0	1.0	1.0
Rents & Leases	28.0	0.0	28.0
Support Staff Travel Expenses	10.5	8.0	2.5
Reorganisation Travel	0.0	2.0	-2.0
Car Allowances Staff (staff mileage)	15.7	14.5	1.2
Printing & Stationery - General	7.9	5.0	2.9
Postage & Carriage Costs	0.6	0.6	0.0
Photocopier - Rentals	2.2	2.1	0.1
Photocopier Copy Charges	1.0	3.9	-2.9
Other Office Equipment	0.2	0.2	0.0
Books & Publications etc.	0.1	0.1	0.0
Printed Materials	0.5	0.3	0.2
Casual Hire of Rooms	1.0	0.5	0.5
Consultants - Non-Operational	10.0	10.0	0.0
Legal Fees - Civil	12.0	12.0	0.0
External Audit Fees	46.0	46.0	0.0
Internal Audit	52.0	56.9	-4.9
Advertising - Non Recruitment	2.0	0.0	2.0
Bank Charges	6.0	6.0	0.0
Computer Hardware - Purchase	0.5	0.3	0.2
Computer Software Purchase	0.2	3.0	-2.8
Computer Consumables & Peripherals	0.0	0.0	0.0
Telephone Rental	0.1	0.1	0.0
Support Staff Subsistence Expenses	1.5	0.8	0.7
Conference & Seminar Costs	5.0	5.0	0.0
Hospitality - Internal	1.5	0.6	0.9
Members Attendance Allowance	8.8	8.8	0.0
Members Travel Expenses	3.4	1.0	2.4
Custody Visitor-Expenses	3.6	3.6	0.0
Custody Visitor-Training & Conferences	2.0	2.0	0.0
Subscriptions Corporate	26.0	26.0	0.0
Professional subscriptions	1.1	0.2	0.9
NET REVENUE EXPENDITURE	1,228.7	1,113.9	114.8
Police ICT Subscription	60.0	60.0	0.0

DRAFT General and Earmarked Reserves - Movements

	Balance	Forecast		Balance	Forecast		Balance
	31 March	2016/17		31 March	2017/18		31 March
	2016			2017			2018
		Added to			Added to		
	£000	Reserve	Applied	Reserve	Applied	Applied	£000
	£000	£000	£000	£000	£000	£000	£000
Carry Forward Project Reserve	1,083	750	(1,083)	750	750	(750)	750
Insurance Reserve	860	-	-	860	-	-	860
Ill-Health Retirement Reserve	627	-	-	627	-	-	627
Capital Reserve	3,705	448	(500)	3,653	-	(120)	3,533
Drug Forfeiture (Operational) Reserve	100	-	(28)	72	-	(28)	44
Budget Assistance Reserve	9,797	-	(629)	9,168	-	(2,197)	6,971
Capital Carry Forward Reserve	1,627	500	(1,627)	500	500	(500)	500
Road Casualty Reduction & Support Fund	971	437	(62)	1,346	-	(92)	1,254
Collaboration & Commissioning Reserve	194	-	(14)	180	-	(48)	132
ICT Development Reserve	458	-	-	458	-	(458)	-
Total Earmarked Reserves	19,422	2,135	(3,943)	17,614	1,250	(4,193)	14,671
General Reserve	7,197	-	-	7,197	-	-	7,197
							-
Total General and Earmarked Reserves	26,619	2,135	(3,943)	24,811	1,250	(4,193)	21,868

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 7
1 February 2017	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

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

REALISING THE OPPORTUNITIES FROM THE POLICING AND CRIME BILL

1. PURPOSE

- 1.1 This report is being presented to the Cambridgeshire Police and Crime Panel (the “Panel”) to provide an update on progress being made between the Police and Crime Commissioner (the “Commissioner”), Cambridgeshire Constabulary (the “Constabulary”), the Cambridgeshire Fire and Rescue Service, the Cambridgeshire Fire and Rescue Authority (the “Fire Authority”) and East of England Ambulance Service NHS Trust on realising the opportunities of the Policing and Crime Bill (the “Bill”).

2. RECOMMENDATION

- 2.1 The Panel is asked to note the report.

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 functions of the Police and Crime Commissioner.

4. BACKGROUND

- 4.1 The Bill, which is currently making its way through Parliament, promotes closer working between police and fire. There is every expectation that the Bill will gain Royal Assent shortly.
- 4.2 The Bill introduces measures which not only allow, but in some aspects require, collaboration between the emergency services to go further and faster. These are locally enabling and recognise that local leaders are best placed to determine the sort of collaboration that is in the best interests of their communities. The 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.
- 4.3 The legislation will allow Commissioners to be represented on the relevant Fire Authority (or its committees) with full voting rights, subject to the consent of the Fire Authority. Alternatively, Commissioners have the option of putting forward a business case which may include arrangements to take on responsibility for the governance of fire and rescue; or to become the single employer for fire and police, to deliver greater improvements through the integration of back office functions and maximise the benefits of workforce flexibility.
- 4.4 The Commissioner’s draft Police and Crime Plan (the “Plan”) sets out the desire to work with the Fire Authority to explore the best way for the Constabulary and the Fire and Rescue Service can work together to take forward the opportunities from the Bill via adoption of the governance model of collaboration.

4.5 The Commissioner has shared with the Panel that he is committed to the development of a local business case as set out in the Bill, and alongside this to continue to support the ongoing front line collaboration between police and fire.

5. PROGRESS AND NEXT STEPS

5.1 While the Bill is passing through Parliament an early dialogue has been initiated between the Commissioner, the Fire Authority, and the Fire and Rescue Service senior officers to explore the best way to take forward the opportunities arising from the Bill. This represents a continuation of a collaboration journey that has been seeing front line co-operation and joint working for some time.

5.2 The Fire Authority has also identified the urgent need to rationalise the fire estate within Huntingdon to improve training facilities and ensure operational resilience.

5.3 In recognition of the impending enactment of the Bill, the Commissioner's Business Co-ordination Board meeting on the 21 September 2016, agreed that the Commissioner should seek to initiate joint work with the Fire Authority, and the East of England Ambulance Service NHS Trust, to develop business cases to determine the:

- most appropriate future governance model for police and fire; and
- best use of the emergency service land and buildings in Huntingdon.

5.4 The first meeting of the Huntingdon Accommodation Review Board took place on 3 November 2016 and agreed the terms of reference of the group and considered the status of existing Blue Light estates in Huntingdon and the vicinity, and commissioned further work. The second meeting, held on 6 December 2016, agreed that an options paper would be prepared for presentation to the Huntingdon Accommodation Review Governance Board to consider:

- what to focus on in terms of accommodation options;
- what functions are already held;
- remove sharing options that have been ruled out;
- any opportunities still possible with Ambulance Service NHS Trust.

5.5 In developing a local business case, the current requirements within the Bill are that the Commissioner must:

- develop and submit a business case to the Home Secretary, setting out why the proposed changes (governance or single employer) would be in the interests of economy, efficiency, effectiveness and public safety;
- consult top tier local authorities;
- seek the views of local people.

5.6 The Fire Authority will be under a duty to co-operate with the Commissioner in the development of a local business case.

5.7 If not all parties are in agreement, the Commissioner will still be able to submit the business case to the Home Secretary, who will be required to seek an independent assessment of the proposal and make a final decision.

6. TAKING FORWARD THE LOCAL BUSINESS CASE IN CAMBRIDGESHIRE AND PETERBOROUGH

- 6.1 Support has been sought for the Commissioner and Fire Authority to jointly commission a consultancy firm to support the development of a local business case. This will be completed after an open tender exercise which it is proposed is supported by the Commissioner's office, the Office of the Police and Crime Commissioner (OPCC), the Constabulary, the Fire Authority and the Fire and Rescue Service.
- 6.2 It was agreed at the Fire Authority meeting on 8 December 2016 that a Police and Fire Business Case Strategic Governance Group be established to launch joint work to complete a business case to identify the opportunities presented by the Bill. The first meeting of this Group was held on 20 December 2016 and the Invitation To Tender was issued on 22 December 2016.
- 6.3 The consultancy firm will commence work immediately upon appointment. They will begin by meeting with key partners to discuss the business case and options, including engagement with the Chair of the Panel.
- 6.4 The outline business case will be prepared and presented to the Fire Authority and the Commissioner's Business Co-ordination Board for discussion. It will then be submitted to the Home Office with the target date for a decision being spring 2017.

7. FINANCIAL MANAGEMENT ARRANGEMENTS FOR THE POLICE AND CRIME COMMISSIONER'S OFFICE

- 7.1 By law the Commissioner is required to have a Chief Finance Officer. Due to the resignation of the incumbent Director of Finance (a role that encompasses the roles and responsibilities of a Chief Finance Officer), the Commissioner made the decision, following discussion with the Commissioner's governance board (the Business Co-ordination Board) on the 17 January 2017 and the Fire and Rescue Authority, that the role of Chief Finance Officer is shared between his office and the Fire Authority.
- 7.2 Therefore, the current Deputy Chief Executive of the Fire Authority would become the Commissioner's Acting Chief Finance Officer (and Acting Section 151 Officer under the Local Government Act 1972) for an initial period to 31 December 2017. It is anticipated that the time commitment will be flexible and subject to business needs. To support the Chief Finance Officer in the Commissioner's office, the Commissioner has appointed an Interim Head of Finance who will work for three days per week for an initial period to 31 October 2017. This arrangement is cost-neutral to the OPCC.
- 7.3 Once the Commissioner is in a position to make a decision on the substantive arrangements for the Chief Finance Officer post, the Panel will be formally notified in accordance with the legislation so that arrangements can be made for a Confirmation Hearing.
- 7.4 The arrangement for the Acting Chief Finance Officer is in the spirit of collaboration and co-operative working and realises the opportunities being presented in the forthcoming Bill.

8. POLICE AND CRIME PANEL

- 8.1 It is anticipated that the Panel will become the Police, Crime and Fire Panel with a role to support and scrutinise the exercise of the fire and rescue functions of the Commissioner as well as the police and crime functions.

9. BACKGROUND DOCUMENTS

9.1 Policing and Crime Bill

<http://services.parliament.uk/bills/2015-16/policingandcrime.html>

‘Realising the Opportunities From The Policing And Crime Bill’, Agenda Item 6, Business Co-ordination Board, 21st September 2016; Police and Crime Panel, 9th November 2016

<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-september-21st-2016/>

<http://democracy.peterborough.gov.uk/ielistDocuments.aspx?CId=543&MId=3672&Ver=4>

‘Realising the Opportunities from the Policing and Crime Bill – Update’, Agenda Item 6.0, Business Co-ordination Board, 17th January 2017

<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-january-17th-2017/>

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 8
1 February 2017	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

Contact Details – cambspcc@cambspnn.police.uk 0300 333 3456

POLICE AND CRIME COMMISSIONER’S POLICE AND CRIME PLAN (COMMUNITY SAFETY AND CRIMINAL JUSTICE) FOR CAMBRIDGESHIRE AND PETERBOROUGH

1. PURPOSE

- 1.1 The purpose of this report is to provide the Police and Crime Panel (the “Panel”) with the Police and Crime Commissioner’s (the “Commissioner”) draft Police and Crime Plan (Community Safety and Criminal Justice) for Cambridgeshire and Peterborough (the “Plan”).

2. RECOMMENDATION

- 2.1 The Panel is recommended to review the draft Plan and make a report or recommendation on the draft Plan to the Commissioner.

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 Under the Police Reform and Social Responsibility Act 2011, 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 (31 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 or 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, with these authorities having 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 Requirement¹ and guidance or codes of practice issued by the Secretary of State.

5. DEVELOPMENT OF THE PLAN AND CONSULTATION

- 5.1 The Commissioner has built his Plan around an overarching 'Plan on a Page' strategic summary. The Plan is structured around four key strategic themes: Victims, Offenders, Communities, and Transformation. Each theme has its own aim and has 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. Each theme is supported by a second page that sets out the key objectives and priorities for action. The Business Intelligence Information section shows how the delivery of the Plan will be monitored.
- 5.2 The Commissioner has stated that the Plan would not be developed in isolation but would be shaped by the views of the Panel, police, partners and the public. A significant amount of engagement has taken place with the public, Cambridgeshire Constabulary (the "Constabulary") and our strategic partners to inform the final Plan.
- 5.3 In preparing the Plan the Commissioner was keen to understand the views of the public. Since his election in May 2016, the Commissioner has spent a considerable amount of time talking to members of the public at police contact points, surgeries, community meetings and while shadowing officers and staff on patrol. In addition the Commissioner undertook a survey to ask the public what was important to them regarding crime and policing. Over 3,500 people responded and these views have been used to help shape the priorities.
- 5.4 It is important that the Plan aligns with the operational priorities which are developed by the Chief Constable and his senior management team. A number of sessions have taken place jointly between the Office of the Police and Crime Commissioner and the Constabulary to make sure that both organisations planning processes are working together.
- 5.5 The Commissioner recognised that all partners need to be clear of the collective responsibility for certain actions, yet also their responsibility for leading on direct action or dealing with the underlying causes that can lead to offending or becoming a victim. This includes for example the health service effectively supporting people in mental health crisis, or local authorities dealing with deprivation. The draft Plan has been shared with strategic partners and their viewpoints taken on board.
- 5.6 The Panel has been kept informed and involved as the Plan has developed. The Panel received a report (*Developing a Police and Crime Plan (Community Safety and Criminal Justice) for Cambridgeshire*) to their meeting on the 7 September 2016. The Panel has made a series of comments and suggestions on the Plan, which the Commissioner noted.
- 5.7 Overall, in delivering the Plan and ensuring best value for Cambridgeshire, it was recognised that it was critical to get the balance right between the demands and challenges of policing and the finite resource available.
- 5.8 The draft Plan is attached at Appendix A.

6. NEXT STEPS

- 6.1 By law, once the Commissioner has issued the Plan, a copy must be sent to the Chief Constable, each of the Responsible Authorities that are wholly or partly within the relevant police area, and publish the Plan in any manner the Commissioner determines.
- 6.2 It is anticipated the Commissioner will publicly launch the Plan in March 2017. The Plan will become effective from 1 April 2017.

¹ The Strategic Policing Requirement (SPR) sets out the Home Secretary's view of the national threats and the appropriate national capabilities required to counter those threats. The SPR supports Police and Crime Commissioners and Chief Constables to ensure they fulfil their forces' national responsibilities for tackling criminal or terrorist threats and harms, or other civil emergencies.

7. BACKGROUND DOCUMENTS

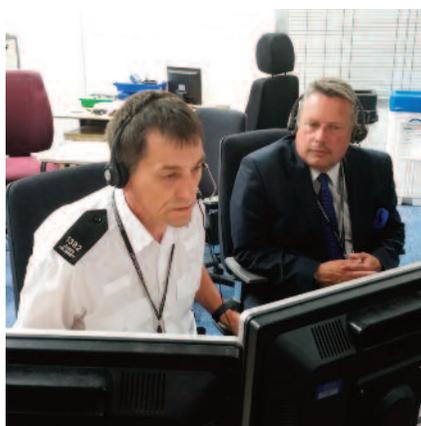
7.1 Police Reform and Social Responsibility Act 2011

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

‘Developing a Police and Crime Plan (Community Safety and Criminal Justice) for Cambridgeshire, Agenda Item 6, Cambridgeshire Police and Crime Panel, 7th September 2016

<http://democracy.peterborough.gov.uk/ieListMeetings.aspx?Committeeld=543>

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Police and Crime Plan 2017-20

Community Safety and Criminal Justice

Cambridgeshire and Peterborough

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Foreword from the Police and Crime Commissioner



Jason Ablewhite
Police and Crime Commissioner

“Through this plan I aim to meet the needs of our many and diverse communities and ensure we have a police service that we can all trust and be proud of.”

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 took a fresh look at the challenges and opportunities that lie ahead. I have spent much of my first year in office getting out and about, meeting as many people as possible to get a firm understanding of the issues faced by those involved in tackling crime and disorder across Cambridgeshire and Peterborough, 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 strategic policing priorities. I have listened to the public, police officers and staff and our partners. I would like to thank everyone who has helped me in the development of this plan.

Cambridgeshire is one of the fastest growing counties in the country both in terms of its economy and its population. In the Centre for Cities report¹ of the towns and cities that had the fastest population growth between 2004-13, Peterborough is 2nd (15.20% growth) and Cambridge 5th (12.70% growth). Whilst our cities generate the highest demand on policing, Cambridgeshire remains largely rural in nature with its own demands and pressures.

It is clear to me that in the face of complex economic and social pressures we must think and act differently and continue to transform the way we work through collaboration and new technology. The police never work in isolation. We need to think innovatively about how we work with others to provide the public with effective, joined up services.

Cambridgeshire's decision to support a devolution deal provides an opportunity to do this. Devolution will drive changes to the way public services work together in the county, aligning activity, improving efficiency and reducing cost. This strategy has the same ambitions at its heart. Devolution will bring significant extra investment and will see the election of a mayor to oversee growth and development of the county.

I am a big fan of keeping things simple and not trying to over complicate. The challenge to my team was to develop a plan that could be explained on a single page. This plan focuses on 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, putting victims at the centre of our work, bringing offenders to justice and deterring them from re-offending.

I am a realist and I will not pretend that this will be easy. Through this plan I aim to meet the needs of our many and diverse communities and ensure we have a police service that we can all trust and be proud of. Cambridgeshire is one of the safest counties – but we cannot become complacent as there are real and emerging challenges. We must embrace all the new opportunities available to us and continually seek out new ways of delivering our services. It is only by working together that we can keep Cambridgeshire safe.

¹SOURCE: CENTRE FOR CITIES/ONS: CITIES OUTLOOK 2015
<http://www.centreforcities.org/wp-content/uploads/2015/01/15-01-09-Cities-Outlook-2015.pdf>

Foreword from the Chief Constable



Alec Wood MA
Chief Constable
Cambridgeshire Constabulary

“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.”

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 per cent 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 the country to ensure we are able to effectively prevent and investigate these crimes to keep the county 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.

Policing Cambridgeshire and Peterborough

OUR COUNTY

The force area covers **1,309** square miles



Population of **800,000** has increased **13%** in 10 years

Highly diverse population with over **100** languages spoken

18.6% of the population are non-white British

Population includes **25,000** students

Crime has reduced by **8.4%** in Cambridgeshire since 2010

RESOURCES

In Cambridgeshire, officer numbers have fallen 8% since 2010 compared to the national average of 12% ¹

76% of Police officers are frontline

£16.1 million has been saved between 2013/14 – 2016/17

Policing costs 43p a day per person compared to a national average of 55p – Cambridgeshire Constabulary is the cheapest force outside London

50

ON A TYPICAL DAY IN CAMBRIDGESHIRE...

There is **one** officer on duty for every **1,849** people living in the force area ²



Officers will make **34 arrests**. **1.5** of these will be for sexual offences



Amongst other crimes, officers will deal with – **6** dwelling burglaries **66** thefts **9** thefts from a motor vehicle **2** thefts of a motor vehicle **30** violence crimes **1** robbery, and **4** sexual offences including **1** rape

They will issue **4 cautions**, **one** Penalty Notice for Disorder and **one** Cannabis Warning

300 calls to **999** and **1000** calls to **101** are received



133 crimes are reported



AS WELL AS DEALING WITH CRIME EACH DAY, OFFICERS WILL...

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

Respond to **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 searches**³. Of these **5** are drugs related. Of the **9 stop and searches**, one will result in an arrest

Deal with **62 ASB incidents**

ONGOING DEMAND

In addition, to reacting to calls for service from the public, on a typical day the police will also be undertaking proactive work to safeguard the public



Supporting **1245 families** enrolled in the troubled families programme

Supporting **1385 cases** where domestic abuse victims were discussed at Multi-Agency Risk Assessment Conferences

Managing **761 sexual and violent offenders** under Multi-Agency Public Protection Arrangements in partnership with other local bodies

Supporting **766 children** and young people subject to a Child Protection Plan

Mental health is a contributory factor in one in seven calls for service

29,218 victims known to the police

A third of victims live in most deprived areas

¹ Source: Home Office Statistics, Police Workforce, England and Wales: 31 March 2015, Table 2 and 3. 1,347 Full Time Equivalent (FTE) Police Officers 31 March 2016 compared to 1,471 31 March 2010.

² Using the FTE number of police officers in Cambridgeshire as at the end of March 2016 (Source: HR) (divided by 3 as a proxy for shifts). This was divided into the population of Cambridgeshire (Source: IQanta, Foresight, Mid-2014 Population estimates based on the 2011 Census).

³ Each stop and search is estimated to take 15 minutes (a government estimate but no source) to complete – that's 135 minutes or 2.25 hrs per day.

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

What people say

The types of crime that people are most concerned about:

- House burglary
 - Road safety – including speeding, drink driving and dangerous driving
 - General anti-social behaviour
 - Criminal damage, vandalism
 - Cybercrime/internet enabled crime
- (based on 3,489 responses to survey)

The things people would like the police to prioritise:

- More local policing to increase police visibility
 - Bringing offenders to justice
 - Road safety – including speeding, drink driving and dangerous driving
 - House burglary
 - General anti-social behaviour
- (based on 3,489 responses to survey)

'The use of technology should spread to allow a linking up of databases to combat crimes and to support the growing concern of cybercrime'

'Try to involve the public more in fighting crime. Most people will be more likely to help if Police are more active in using this resource'

'More visible policing and keeping on top of anti-social behaviour'

'I strongly believe that because of the general good will among law abiding citizens, in the main, the public want to assist the local Police particularly with burglary and anti-social behaviour. The use of CCTV and easier access to named Police personnel would aid in that process'

'Keep the e-cops email. It is very helpful to know when there have been a spate of thefts. We can all be more vigilant about spotting crimes and keeping things and people safe'

'I believe the Police do a good job with limited resources. They need more funding either through the Council Tax or Government Grants to increase Police Officer numbers'

'Have a better website, more information and more interactive. Have a better online presence and engagement processes. Be honest about not being able to do everything and that some things are not priorities and will not be actioned'

Police and Crime Plan – Community Safety and Criminal Justice

VISION

STRATEGIC THEME

AIM

SHARED OUTCOME

Working together to keep Cambridgeshire safe

Victims
Safeguarding the vulnerable

Deliver a victim first approach

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

Offenders
Attacking criminality

Reduce re-offending

Offenders are brought to justice and are less likely to reoffend

Communities
Preventing crime
Reassuring the public

Support safer and stronger communities

Communities have confidence in how we respond to their needs

Transformation
Achieving best use of resources

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

We deliver improved outcomes and savings through innovation and collaboration

Four year strategic plan for Cambridgeshire and Peterborough

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

The needs of victims and witnesses must remain central to the work of criminal justice agencies in Cambridgeshire.

When they report a crime to the police they must be treated with respect and provided with the best service possible. Clearly we want to ensure that victim satisfaction levels remain high as this measure is one way we can check on the service provided – but it isn't just about numbers. It is about ensuring victims and witnesses are kept safe, given regular updates on their case and seamlessly supported throughout their experience. The new Victim and Witness Hub is already leading the way on this. The Code of Practice for Victims of Crime sets out the minimum standard of service which victims should receive. In particular the right for a victim to make a personal

impact statement and have it read out in court.

The Commissioner also has a statutory duty to ensure an 'effective and efficient criminal justice system' and is committed to championing the needs of victims within the system. Practices across the whole system in Cambridgeshire need to be reviewed to consider how they impact onto victims and witnesses. It is also crucial that victims receive the emotional and practical support they need to cope and recover. The Commissioner has responsibility for commissioning these services which must be easy to access, cost effective and responsive to the changing needs of the victim. This includes restorative justice which is offered to all victims allowing them the opportunity to understand their offender's motivation. Support must also be available for victims of anti-social behaviour who need it.

Agencies must work in partnership across the county to understand how they can prevent people, in particular those who are vulnerable, becoming victims in the first place. In particular the Commissioner and the Constabulary are already leading conversations with the Cambridgeshire and Peterborough Clinical Commissioning Group to highlight the importance of continuing to improve the multi-agency response to keeping people in mental health crisis safe. The police often become the first response in such situation – work must continue to ensure such people receive the right care at the right time and from the right service.

“The Victim and Witness Hub routinely provides support to a third of all those who report they have been a victim of crime in Cambridgeshire.”



Victims Objectives

The police respond to an individual's immediate needs and safeguard 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 Criminal Justice System process

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



PRIORITIES FOR ACTION

- Ensure that victims from the three priority groups (serious crime, persistently targeted and vulnerable or intimidated) are identified and provided with an appropriate response based on their level of risk at the initial point of contact.
- Reduce the impact of anti-social behaviour by ensuring victims receive a proportionate response that is tailored to their needs.
- Ensure victims of crime receive a consistently high quality investigation.
- Review processes so people in mental health crisis receive the right care at the right time and from the right service.
- Continue to develop services to enable victims and witnesses to be seamlessly supported through the criminal justice process wherever they live in the county. For example victims of burglary and other serious crime will always be visited by a police officer.
- Ensure support services for victims and witnesses are commissioned in a cost efficient way, have clear referral pathways and handovers between agencies as individuals' needs change.
- Develop a countywide partnership response to reduce the harm, risks and costs of domestic abuse, child abuse and exploitation (including child sexual exploitation), serious sexual offences, trafficking and modern day slavery and 'Violence Against Women and Girls' which keeps victims safe from future victimisation.
- Offer victims of crime the opportunity to ask to meet their offender in a restorative justice conference at a time that is right for them.
- Ensure that when Criminal Justice System processes are reviewed the impact on victims and witnesses is considered.

Offenders

SHARED OUTCOME: Offenders are brought to justice and are less likely to re-offend

AIM: Reduce re-offending

Nationally crime levels have fallen over the last twenty years. However, the nature of crime has changed from high volume burglary and vehicle crime to previously 'hidden' crimes like child sexual exploitation, sexual violence, domestic abuse, as well as online fraud and cybercrime.

This has also been reflected in Cambridgeshire and Peterborough. Despite recent rises in levels of recorded crime, believed to be driven by improved recording practices, the overall crime rate for Cambridgeshire remains lower than previously. However, more locally there is a mixed picture with pressures resulting from crime levels in some areas.

The Constabulary receives around 30,000 calls for service each month and there were 49,738 reports of crime in the year ending June 2016. In 2012 it was estimated that more than 50,000 people living in Cambridgeshire and Peterborough aged 10 – 65 years could have committed some sort of offence in the previous 12 months.

Tackling and investigating crime so that offenders are brought to justice, while ensuring the best outcomes for victims, is clearly a core policing role. Police resources are available at a local, regional and national level. A programme to improve crime investigation is underway.

An integrated approach is needed from statutory and voluntary sector agencies to prevent crime in the first place. The causes of criminality must be addressed to make people less likely to re-offend so that there are less victims in the future. This includes addressing longstanding issues such as drug and alcohol misuse, health needs, employment, training and education and accommodation.

For the most complex offenders a partnership approach is needed to protect local communities.

The Commissioner is responsible for holding the Constabulary to account, while respecting the Chief Constable's operational independence.

“Police powers enable us to deal with offenders. We must also focus on rehabilitation and addressing the causes of someone's offending behaviour.”



Offenders 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 ensure they address the causes of criminality

A partnership approach will be taken that protects local communities from crime and manages the most complex offenders



PRIORITIES FOR ACTION

- Ensure that police investigations deal effectively with offenders while ensuring the best outcomes for victims.
- Use a partnership approach to tackle crimes which are of greatest concern to the public such as violent, drink and drug related crime, burglary and rural crime.
- Improve partnership working to ensure resilience of services and effective and efficient action to address long-term causes of offending such as health issues, housing, drug and alcohol misuse, education, employment and training.
- Ensure that the Criminal Justice System sees reducing re-offending as a key part of its work.
- Support preventative and early intervention approaches to divert young people and adults away from offending and re-offending.
- Increase the range of environments in which restorative justice is used to improve victim satisfaction and reduce re-offending.
- Protect local communities from those people who present a risk of serious harm to them through effective and efficient offender 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.
- Review current performance management systems to ensure re-offending data is captured and monitored effectively so that progress can be reviewed.
- Contribute to national policing needs as set out in the Strategic Policing Requirement including counter-terrorism, serious and organised crime, cyber security, public order, civil emergencies and child sexual abuse.

Communities

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

AIM: Support safer and stronger communities

The police, in common with all other public service organisations, are facing challenges as budgets reduce and types of crime that people face change.

What people want is a police presence that can be seen and that deals effectively with local issues. The Constabulary has to balance this public desire for police visibility with a rise in crimes such as domestic violence, child sexual exploitation and cybercrime. These crimes tend to take place behind closed doors, not on the street, taking up officer time that is not visible to the wider public.

The work of the different agencies, such as healthcare providers, local authorities and the emergency services, are linked. The work of one impacts on the work of the others. Often agencies are dealing with the same people who have multiple issues and complex needs.

The solution is to make sure that services are aligned to support each

other and not duplicate each other's work. Public services must actively seek ways of sharing capabilities, intelligence and facilities to meet people's needs in a cost effective way. There will be a particular focus on the most vulnerable members of society such as those from minority groups, the less able and those in mental health crisis.

This partnership approach extends to the public, tapping into the knowledge, good-will and enthusiasm of our citizens to support the police, and others, in protecting our communities. Volunteers can provide specialist advice, local intelligence and community work to support safer and stronger communities. There are many ways to volunteer such as through Neighbourhood Watch, Speedwatch, Police Support Volunteers and Independent Custody Visitors.

Through these actions we will address the issues that concern our communities the most such as anti-social behaviour, road safety, hate crime, criminal damage and street crime.

It is essential the public respect and trust their Constabulary and confidence remains high. All public servants must maintain the highest level of standards and behaviour. The College of Policing's Code of Ethics defines standards of behaviour in policing. Positive engagement can support public confidence and victim satisfaction. Where service delivery or conduct is not to an appropriate standard this can have the opposite effect. We must have systems in place to deal with complaints appropriately and to learn lessons for the future. The Commissioner already has a role in monitoring police complaints. The Policing and Crime Act 2017 will enable this oversight role to be increased.

“Public services must actively seek ways of sharing capabilities, intelligence and facilities to meet people's needs in a cost effective way.”



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

- Jointly engage with all communities to understand and respond to local concerns.
- Ensure the public have easy and effective ways to contact the appropriate service provider to get the information they need.
- Bring together services and systems to respond to community issues in a sustained and co-ordinated way e.g. co-location, aligned activity and information sharing.
- Reassure the public of the Constabulary's commitment to local policing to maintain public confidence and deal with issues of local concern such as road safety, anti-social behaviour and Hate Crime.
- Extend the use and scope of police powers inside and outside the Constabulary.
- Build relationships with communities to gather information and intelligence to prevent crime: high levels of witnesses, low levels of crime.
- Promote public involvement through active participation and support initiatives aimed at building community understanding and resilience.
- Educate and support local people to recognise vulnerable members of their community and know how to help them.
- Ensure there are recruitment, retention and progression policies that result in a police force that is representative of the communities we serve.
- Ensure each member of the police force delivers the highest professional standards in service to the public, demonstrating the values of respect, honesty, integrity, openness and selflessness, in line with the Code of Ethics.

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

Transformation of the way we deliver public services in the county is key to providing the savings required to deliver this plan. This work is not limited to collaboration with other police forces, through tri-force or seven-force alliances, but is now looking much more widely. The Policing and Crime Act provides a framework for joint working with the Fire and Rescue Service and in Cambridgeshire this has already begun with a review of estates. This builds on the existing work maximising the use and value of the £35m police estate.

The creation of a combined authority for Cambridgeshire and Peterborough along with the devolution of powers also provides an opportunity to work more closely to improve community safety.

Nationally 84 per cent of what the police do is not crime-related. All agencies need to understand the current and potential future demand on their services, and whether they are the right service to respond, to enable them to decide how they can best respond to communities when they need them. Strong partnership governance is vital so that when agencies in Cambridgeshire take decisions about changing services we ensure that they do not have unintended consequences for other organisations – we need to ensure that we shrink together, not apart. In policing, new technology is an important part of this jigsaw releasing both officer time, increasing visibility and improving the quality of investigations. For example body-worn cameras capture live evidence, mobile devices ensure



front line officers can update their records from within the community and remote links into courts save officer travelling time. Technology is already transforming the way the police service operates.

“ Budgetary pressures are set to continue, with savings of more than £6m to be found by the end of 2019/20 in policing alone. ”

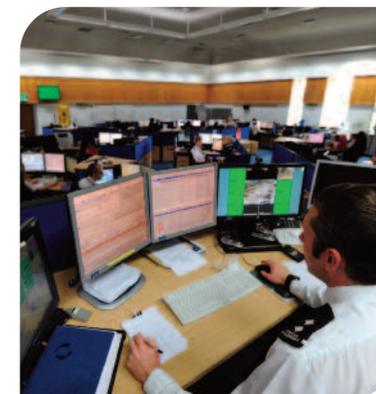
Transformation Objectives

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

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

Continue to drive transformation within Cambridgeshire Constabulary

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



PRIORITIES FOR ACTION

- Use and improve understanding of demand to drive efficiency to protect frontline services.
- Continue to embed tri-force collaboration with Bedfordshire and Hertfordshire as a means of achieving savings.
- Explore further opportunities to 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.
- Ensure the benefits of new and historical investment in technology are realised.
- Ensure Cambridgeshire's voice is heard at a national level and influences policy changes.
- Work closely with local public sector leaders to identify the potential benefits for community safety through new governance mechanisms such as the combined authority and devolution of powers.
- 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 cash reserves strategically and work in partnership to maximise the use of and value from the police estate.
- Invest in, and support the development of officers, police staff and volunteers to perform their role efficiently.
- Work with the Fire Authority to explore opportunities for fire and police to work together.

Finances

On this page we explain the main sources of finance for the Constabulary.

The budget

The main sources of funding for policing in Cambridgeshire come from a government grant and the policing element of the council tax.

Details about the sources of funding and on how the money is spent can be found in the Medium Term Financial Plan [here](#). A summary of the Medium Term Financial Plan can be found in the Appendix on Page 22.

Community Safety Funding – Police and Crime Reduction Grants

Police and Crime Commissioners have responsibility to make crime and disorder reduction grants under the Police Reform and Social Responsibility Act 2011. The Act allows grants to be made that “will secure, or contribute to securing crime and disorder reduction in the force area”.

A great deal of work has been undertaken to influence how partners approach problems in communities which impact on all agencies. Working together on mental health, addressing anti-social behaviour, responding to and preventing problems caused by alcohol and drug misuse and safeguarding vulnerable people are all issues which remain high on the Commissioner’s list of priorities.

Details of Community Safety grants awarded by the Police and Crime Commissioner can be found [here](#).



Victims

In 2014, Police and Crime Commissioners took over responsibility for commissioning local support services for victims of crime. The Ministry of Justice provides the Commissioner with a grant each year to enable services which best meet the needs of local victims of crime to be funded.

In Cambridgeshire, the Commissioner leads an integrated model of support for victims and witnesses which ensures victims receive the support they need to cope, recover and, where possible, return to the life they had before the crime occurred. Details of Victims’ support grants can be found [here](#).

Police and Crime Commissioner’s Youth Fund

£40k will be made available from the Police Property Act monies to fund small projects (no more than £2k) to engage young people in positive community activities. The Commissioner’s Youth Fund is managed by Cambridgeshire Community Foundation and awards are prioritised in areas linked to high levels of youth offending and child deprivation. From 2017/18, £30k of the fund will be matched against a £30k national fund aimed at encouraging young people into volunteering. This will create a total fund of £70k.

Projects awarded funds from the Commissioner’s Youth Fund can be found [here](#).



Business Intelligence Information

Nationally, there has been clear move away from a purely quantitative or numerical performance regime to one which is more qualitative and embraces an assessment of vulnerability and impact on long term demand. In 2010, the then Home Secretary abolished Home Office performance targets. This move is reflected in the assessments made by Her Majesty's Inspectorate of Constabulary.

The Chief Constable is responsible for the delivery of policing and has arrangements in place for the management of performance and the Constabulary's response to emerging issues. A vast range of performance information is monitored by the Constabulary to inform decision making and prioritisation on a daily basis. It is important to note that the indicators monitored are not targets. At a strategic level, the Constabulary's Executive Board, Force Performance Board and Force Monthly Performance Meeting each have a monitoring role.

In addition to formal reporting, the Commissioner uses feedback from the public to help him to support and challenge the provision of policing in Cambridgeshire. He also undertakes a programme of frontline visits to help him support and challenge across the system of policing, community safety and criminal justice.

The performance information monitored by the Constabulary and the Commissioner includes new data sets and will evolve over time to reflect operational developments. Given the focus on the community safety and criminal justice system as a whole, broader indicators rather than purely policing data have been incorporated, this includes Ministry of Justice data on reoffending rates and public health data. Partnership governance and the performance framework will be developed further with partner agencies.



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

- The police respond to an individual's immediate needs and safeguard 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 Criminal Justice process
- Victims and witnesses are treated with respect and their needs are acknowledged during the criminal justice process

Business Intelligence Information

- Satisfaction with service delivery
- Integrated Mental Health Team demand
- Mental health demand
- Domestic Violence Protection Notices; Domestic Violence Protection Orders
- Restorative Justice referrals
- Outcome rates
- Satisfaction with Victim and Witness Hub service delivery
- Crime Harm Index
- Failed cases data

Offenders

Shared Outcome

- Offenders are brought to justice and are less likely to re-offend

Aim

- Reduce re-offending

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 ensuring they address the causes of criminality
- A partnership approach will be taken that protects local communities from crime and manages the most complex offenders

Business Intelligence Information

- Recorded crime
- Drugs data
- Liaison and Diversion Scheme data
- Responses
- Out of court disposals
- Outcome rates
- Effective trial/ineffective trial/cracked trial/conviction rate data
- Re-offending data
- New entrants to criminal justice system data
- Violent crime

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 professionalism and ethical behavior to ensure public confidence and trust

Business Intelligence Information

- Public confidence
- How safe do communities feel?
- Hate crime
- Website usage
- Anti-social behaviour
- Volunteering
- Complaints
- Call handling
- Killed and seriously injured casualties
- Workforce diversity

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, tri-force, (Bedfordshire, Cambridgeshire, Hertfordshire) regional and national collaboration
- Work with partners to realise the benefits for community safety which can be derived from improved governance and integrated delivery
- Continue to drive transformation within Cambridgeshire Constabulary
- Identify the best way for fire and policing to work together in the future

Business Intelligence Information

- Sickness
- Savings
- Staff survey

APPENDIX

DRAFT Medium Term Financial Plan 2017/18 to 2020/21

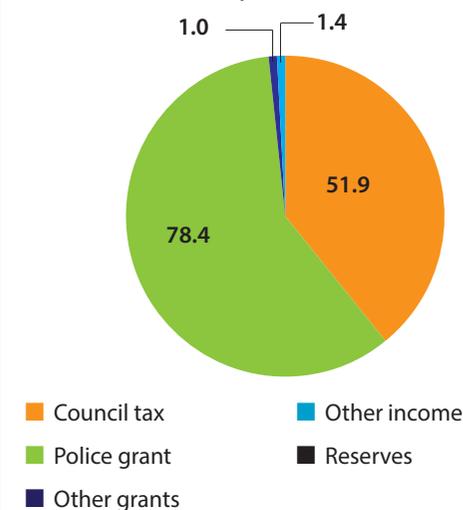
	Budget 2016/17 £'000	Forecast 2017/18 £'000	Forecast 2018/19 £'000	Forecast 2019/20 £'000	Forecast 2020/21 £'000
EXPENDITURE					
Total Local Policing Expenditure	62,222	73,282	74,844	76,533	77,824
Total Business Support Expenditure	17,359	17,072	19,858	20,128	20,558
Total Collaboration Expenditure	21,998	20,810	21,081	21,210	21,544
Total To Be Collaborated	26,278				
Total New Collaboration		16,904	17,175	17,450	17,729
Total OPCC Expenditure	1,229	1,114	1,131	1,149	1,167
Police National ICT Company Subscription	60	60	60	60	60
Community Safety / Crime Reduction Grants	1,300	1,276	1,276	1,276	1,276
MoJ Victims Grant	981	981	981	981	981
Total Capital Financing Costs	2,420	1,187	1,761	3,232	3,204
GROSS REVENUE EXPENDITURE	133,847	132,686	138,167	142,018	144,343
Total Income	-1,376	-1,421	-1,421	-1,421	-1,421
NET REVENUE EXPENDITURE	132,471	131,265	136,746	140,597	142,922
Contributions +To /- From Reserves	-1,967	0	0	0	0
NET BUDGET REQUIREMENT (NBR)	130,504	131,265	136,746	140,597	142,922
FINANCED BY					
Formula Grant	79,431	78,411	77,408	76,417	75,439
MoJ Victims Grant	981	981	981	981	981
Precept	49,682	51,673	53,755	55,921	58,346
Collection Fund - Deficit / +Surplus	410	200	200	200	200
TOTAL FINANCING	130,504	131,265	132,344	133,519	134,966

The budget gap over the plan period will be financed by savings made through Collaboration, Local Policing Review, Procurement and Estates

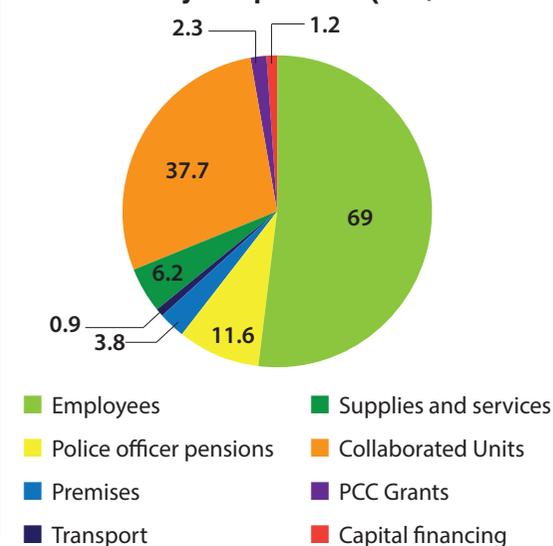
The full Medium Term Financial Plan can be found at:

www.cambridgeshire-pcc.gov.uk/transparency/financial-information/

Where the money comes from (£'m)



What money is spent on (£'m)



Produced by:
Office of the Cambridgeshire Police & Crime Commissioner
PO BOX 688, Huntingdon, PE29 9LA

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 9
1 February 2017	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 considered as required 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 where decision are likely to be considered as required

Decisions records notified to the Cambridgeshire Police and Crime Panel

Date	Decision Record	Subject	Decision
11 th November 2016	CPCC 2016-034	S22A Agreement under the Police Act 1996 (as amended) for the updated collaboration agreement for the Public Contact 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.	To sign the updated Section 22A Agreement under the Police Act 1996 (as amended) for Cambridgeshire Constabulary for the Public Contact function with Bedfordshire Police and Hertfordshire Constabulary.
11 th November 2016	CPCC 2016-035	S22A Agreement under the Police Act 1996 (as amended) for the updated collaboration agreement of the Eastern Regions Special Operations Unit (ERSOU) and the Counter Terrorism Intelligence Unit (CTIU) 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.	To sign the updated Section 22A Agreement under the Police Act 1996 (as amended) for Cambridgeshire Constabulary for the ERSOU, Regulation of Investigatory Powers Act and the CTIU function with Bedfordshire Police and Hertfordshire Constabulary.
16 th December 2016	CPCC 2016-036	Funding for the Learning Management System	To approve the funding request from Cambridgeshire Constabulary for the Learning Management System.
16 th December 2016	CPCC 2016-037	Funding for the refurbishment of the Sexual Assault Referral Centre	To approve the funding for the refurbishing costs for the Sexual Assault Referral centre.

Date	Decision Record	Subject	Decision
16 th December 2016	CPCC 2016-038	S22A Agreement under the Police Act 1996 (as amended) for the collaboration agreement for the Chiltern Transport Consortium between the eight corporations sole (the Chief Constables of Bedfordshire Police, Cambridgeshire Constabulary, Hertfordshire Constabulary, Thames Valley Police and the Police and Crime Commissioner for Bedfordshire Police, Cambridgeshire Constabulary, Hertfordshire Constabulary and Thames Valley Police.	To sign the Section 22A Agreement under the Police Act 1996 (as amended) to approve the collaboration in respect of the Chiltern Transport Consortium between Cambridgeshire Constabulary and Bedfordshire Police, Hertfordshire Constabulary and Thames Valley Police.
17 th January 2017	CPCC 2017-001	Appointment of an Acting Chief Finance Officer, Office of Cambridgeshire Police and Crime Commissioner	To appoint an Acting Chief Finance Officer with associated section 151 responsibility and duties from 1 st February 2017 until 31 st December 2017



CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-034	
Subject	S22A Agreement under the Police Act 1996 (as amended) for the updated collaboration agreement for the Public Contact 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 Public Contact 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 10th November 2016 discussed and agreed the proposal to update the existing Section 22A Agreement for Public Contact to a single leadership team for Bedfordshire Police, Cambridgeshire Constabulary (“the Constabulary”), and Hertfordshire Police. The Section 22A Agreement is made 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 Update for Public Contact: Business Coordination Board 10 th November 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 11-11-16

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-035

Subject	S22A Agreement under the Police Act 1996 (as amended) for the updated collaboration agreement of the Eastern Regions Special Operations Unit (ERSOU) and the Counter Terrorism Intelligence Unit (CTIU) 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 ERSOU, Regulation of Investigatory Powers Act (RIPA) and the CTIU 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 10th November 2016 discussed and agreed the proposal for the existing Section 22A Agreement for ERSOU, RIPA and CTIU function of Bedfordshire Police, Cambridgeshire Constabulary (“the Constabulary”), and Hertfordshire Police to be updated to include of Kent Police and transfer the lead force responsibilities from Hertfordshire Constabulary to Bedfordshire Police and incorporate feedback from the Office of the Surveillance Commissioners.</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	<p>Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk</p>
Background Papers	<p>SEC 22A Collaboration Agreement Update: Coordination Board 10th November 2016. http://www.cambridgeshire-pcc.gov.uk/work/BCB</p>

Jason Ablewhite, Cambridgeshire Police and Crime Commissioner

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

Signature



Date

11-11-16

Does this need amending to reflect Kent has been included?



To: Business Coordination Board

From: Chief Finance Officer

Date: 10 November 2016

SECTION 22A COLLABORATION AGREEMENTS UPDATE

1. Purpose

1.1 The purpose of this report is to provide the Business Coordination Board (“the Board”) with details of the progress on Section 22A Collaboration Agreements under the Police Act 1996 (as amended) (“the S22A Agreements”) for the collaboration of 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 note the signing of the updated S22A Agreements relating to Public Contact, ERSOU and CTIU and the intention to sign updated S22A Agreements relating to CJS.

2.2 The Police and Crime Commissioner (“the Commissioner”) signs the Decision Notices relating to the signing of the updated S22A Agreements as set out above.

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 of 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 Chaired governance boards have been established for JPS, Operational Support and Organisational Support to provide more detailed scrutiny.
- 3.5 Updated section 22 agreements for Joint Protective Services ("JPS"), the Professional Standards Department ("PSD") and Procurement were signed at the Strategic Alliance Summit on 28 September. These had been considered by the Board at the meeting on 23 June 2016.

4. Public Contact

- 4.1 The transitional Section 22 agreement for collaboration of Public Contact was signed on 27 November 2015. An updated section 22 for Public Contact was signed in November 2016 supporting a single Senior Leadership Team ("SLT").
- 4.2 The Single Leadership Team will promote convergence of working practices across the existing public contact centres, further develop digital public contact and also manage collaborated budgets.

5. Criminal Justice Phase 2

- 5.1 A business case for Criminal Justice Phase 2 was presented to the Summit on 28 September 2016 to outline the level of savings that could be achieved by implementing a proposed model for Criminal Justice (CJ) Phase 2 functions as from 1st April 2017 and prior to the implementation of Athena.
- 5.2 The main functions included in Phase 2 are outlined below:
- Administration of Justice (AOJ).
 - Witness Care and Co-ordination.
 - Crown Court Liaison Officers.
- 5.3 The BCH outlines a proposed Blueprint which is capable of being delivered prior to the implementation of Athena demonstrating a clear step in the direction of travel which will:
- Release savings of £654K from the AOJ function for Beds, Cambs and Herts from April 2017.
 - Improve the service to Victim and Witnesses
 - Provide a stronger more resilient and efficient model with increased capability to manage future change at both a regional and national level.;
 - Be conducive with Regional collaboration work towards alignment and convergence;
 - Position CJ in the best possible place to implement Athena by assisting to mitigate some of the business and reputational risks associated with implementation i
 - Provide a more cohesive BCH Collaborated CJ and Custody Department with increased resilience across the SMT and wider department.
- 5.4 The Section 22 Agreement is in the process of being finalised and will be presented for signing at a future Strategic Alliance Summit.

6 Eastern Region Functions

- 6.1 The current ERSOU S22 Collaboration Agreement was signed by Chief Constables and Police & Crime Commissioners on 23 July 2014; this Agreement formalised the transfer of Lead Force responsibilities from Hertfordshire to Bedfordshire.
- 6.2 The current Counter Terrorism Intelligence Unit (“CTIU”) S22 Collaboration Agreement was signed by Chief Constables and Police & Crime Commissioners on 23 July 2014; this Agreement formalised the transfer of Lead Force responsibilities from Hertfordshire to Bedfordshire.
- 6.3 In April 2015 it was agreed that Kent Police could join any of the ERSOU capabilities they wished to join. Kent have subsequently gave formal notice to SEROCU that they will be withdrawing from their current Collaboration Agreement as of 31 March 2017.

- 6.4 Three new Collaboration Agreements were therefore circulated to include Kent Police and also update the Agreements for feedback from the Office of Surveillance Commissioners:
- The ERSOU Agreement.
 - A new Regulation of Investigatory Powers Act S22 Agreement
 - A new ECTIU Collaboration Agreement has been drafted to reflect the collaboration of all force CT resources with the regional CTIU to create a single regional CT structure, overseen by Bedfordshire Police as Lead Force.
- 6.5 The draft ERSOU agreement has been reviewed by the legal services teams in all 7 forces and it takes into account and reflects all feedback received. The majority of the ECTIU agreement content is in effect a mirror image of the ERSOU agreement.
- 6.6 The ERSOU and RIPA Agreements ‘commenced’ on the date of signing; 10 October 2016. The ECTIU Agreement reflects and will facilitate new areas of change; the full collaboration of all force counter terrorism and domestic extremism resources into a single command. The ‘commencement date’ of the ECTIU Agreement will therefore be 1 April 2017 in order that the necessary HR processes and associated staff consultation can take place.
- 6.7 The final draft documents have been circulated to Chief Executives and Force Legal Teams and were presented at the Regional Alliance Summit Meeting for signature on 10 October 2016.

7 Recommendation

- 7.1 The Board is recommended to note the signing of the updated S22A Agreements relating to Public Contact, ERSOU and CTIU and the intention to sign an updated S22A Agreements relating to CJS.
- 7.2 The Police and Crime Commissioner (“the Commissioner”) signs the Decision Notices relating to the signing of the updated S22A Agreements as set out above.

BIBLIOGRAPHY

Source Document(s)	Minutes of BCH Strategic Alliance 28 September 2016 Business Co-ordination Board meeting 23 June 2016 – agenda item 12, JPS and PSD agreements
Contact Officer	Josie Gowler, Chief Finance Officer, Office of the Police and Crime Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-036

Subject	Funding for the Learning Management System
Decision	To approve the funding request from Cambridgeshire Constabulary for the Learning Management System
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner’s (PCC) Business Coordination Board (“board”) meeting on 22nd January 2016 considered and approved the proposal for a single collaborative IT system for Finance, Human Resources, Learning and Development and Duties Management, across Bedfordshire Police, Cambridgeshire Constabulary, and Hertfordshire Constabulary. See Decision Notice CPCC 2016-004.</p> <p>The 2016/17 Capital Programme included £624k for Cambridgeshire’s share of a tri-force capital scheme to purchase a joint Enterprise Resource Planning system (ERP), following the approval of the business case by the three PCCs and the three Chief Constables. The approved business case included the purchase of a Learning Management System (“LMS”), however the figure entered into the Capital Programme omitted the budget for this part of the system.</p> <p>Following the approval of the purchase of the LMS solution by the Organisational Support Board, an addition to the 2016/17 Capital Programme of £56k (Cambs’ share) is to be proposed to the PCC which is to be funded, in line with the rest of the ERP budget, from the Budget Assistance Reserve.</p> <p>Following a meeting of the PCC’s board on the 16th December 2016, the board discussed and agreed to the additional funding of £56k for the LMS from the Budget Assistance Reserve.</p>

Contact Officer	<p>Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk</p>

Jason Ablewhite, Cambridgeshire Police and Crime Commissioner

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

Signature



Date

16-12-16

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-037

Subject	Funding for the refurbishment of the Sexual Assault Referral Centre
Decision	To approve the funding for the refurbishing costs for the Sexual Assault Referral centre
Decision Summary	<p>On 17 March 2016, the Police and Crime Commissioner (PCC) approved the relocation of the Sexual Assault Referral Centre from Peterborough to Huntingdon (decision notice CPCC 2016-013), with refurbishment costs of the new site to be funded jointly with the NHS. Detailed plans have now been agreed, discussed and considered at the Cambridgeshire Police and Crime Commissioner’s Business Co-ordination Board meeting on the 16th December 2016. An addition to the 2016/17 Capital Programme of £621,662 was proposed to the PCC with 50% to be funded by NHS partnership funding (via Revenue Contribution from Capital Outlay (“RCCO”)), 25% from the Carry Forward Project Reserve (via RCCO) and 25% from the Budget Assistance Reserve</p> <p>The Commissioner approved the additions to the capital programme.</p>

Contact Officer	<p>Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk</p>

Jason Ablewhite, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	Date
	16-12-16



To: Business Co-Ordination Board

From: Chief Finance Officer, Constabulary and Chief Finance Officer, PCC

Date: 16 December 2016

CAPITAL OUTTURN MONTH 6 2016/17

1. Introduction

1.1 This report provides the Business Co-ordination Board (“BCB”) with a financial overview of the Capital Programme for the six months ending 30 September 2016.

2. Recommendation

- 2.1 BCB is asked to:
- (a) Note the report;
 - (b) Approve the additions to the capital programme to be proposed to the PCC (paras 5.1 and 5.2);
 - (c) Note the technical additions to the capital programme (paras 5.3 and 5.4).

3. Background

- 3.1 The Capital Programme comprises a range of schemes covering maintenance and development of the Force information infrastructure and specific technology/change schemes, estates schemes and the vehicle replacement programme.
- 3.2 Budgeted capital payments for 2016/17 comprise the original Capital Programme approved by the Police and Crime Commissioner (“PCC”) on 30 March 2016, with amendments for schemes brought forward from 2015/16 as approved by the PCC on 23 June 2016, and other changes subsequently approved by the Force Executive Board and/or the PCC.

4. Financial Overview

4.1 A summary of spend against the 2016/17 Capital Programme for the six months ending 30 September 2016, and the financing of this, is shown at Appendix 1. A scheme by scheme breakdown of spend and commitments against budget is set out at Appendix 2. Schemes approved in-year to be funded by Revenue Contribution to Capital Outlay ("RCCO") are shown at Appendix 3. A brief progress report for each scheme is included at Appendix 4.

4.2 Capital Payments

4.2.1 Appendix 1 shows that 64.7% of the 2016/17 Capital Programme has been spent and committed at the end of September (end of August: 63.4%). Principal spends in the year to date have been: the Vehicle Workshop scheme (£1,287k), the Vehicle Replacement Programme (£1,244k), the Org Support BCH ERP Purchase scheme (£863k) and the Major Repairs Planned Scheme (£416k).

4.2.2 'Actual & Committed YTD' represents invoices paid plus outstanding purchase orders expected to be paid in the current financial year.

4.3 Capital Financing

4.3.1 Capital resources received to date include:

- Grants from Central Government (£299k)
- Receipts from the sale of vehicles (£62k)
- Capital receipts of £581k, being the sale of a vehicle (£10k) and sale of the Papworth and Sawtry properties (£264k and £307k, respectively).

5. Matters to note

5.1 The 2016/17 Capital Programme includes £624k for Cambridgeshire's share of a tri-force capital scheme to purchase a joint Enterprise Resource Planning (ERP) system, following the approval of the business case by the three PCCs and the three Chief Constables. The approved business case included the purchase of a Learning Management System ("LMS"), however the figure entered into the Capital Programme omitted the budget for this part of the system.

Following the approval of the purchase of the LMS solution by the Organisational Support Board, an addition to the 2016/17 Capital Programme of £56k (Cambs' share) is to be proposed to the PCC which is to be funded, in line with the rest of the ERP budget, from the Budget Assistance Reserve.

5.2 On 17 March 2016, the PCC approved the relocation of the Sexual Assault Referral Centre from Peterborough to Huntingdon (decision notice CPCC 2016-013), with refurbishment costs of the new site to be funded jointly with the NHS. Detailed plans have been agreed and an addition to the 2016/17 Capital Programme of £621,662 is to be proposed to the PCC with 50% to be funded by NHS partnership funding (via Revenue Contribution from Capital Outlay ("RCCO")), 25% from the Carry Forward Project Reserve (via RCCO) and 25% from the Budget Assistance Reserve.

5.3 In recognition of the increasing number of submissions to the Digital Forensic Unit, the Constabulary took the decision to increase the resources in this area. As a result, it has been necessary to purchase additional software licences for the ICT systems used by the team at a cost of £45k. The purchase was approved by Niki Howard, Cambridgeshire Constabulary's CFO, and as such a technical addition to the 2016/17 Capital Programme of £45k is proposed, funded by RCCO within the Chief Constable's delegation.

5.4 On 6 September 2016 the Board approved the purchase of kiosk facilities for the Digital Forensic Unit to support the examination of mobile devices. The purchase includes £12k of capital expenditure, therefore a technical addition to the 2016/17 Capital Programme is proposed, funded by RCCO within the Chief Constable's delegation.

6. Recommendation

6.1 BCB is asked to:

- (a) Note the report;
- (b) Approve the additions to the capital programme to be proposed to the PCC (paras 5.1 and 5.2);
- (c) Note the technical additions to the capital programme (paras 5.3 and 5.4).

Summary of Capital Expenditure and Financing at 30 September 2016

All figures £'000	B/Fwd from previous years	Original 2016/17 Capital Programme	Previously Authorised Programme Amendments	Proposed Programme Amendments	Revised 2016/17 Capital Budget	Actual & Committed YTD	%
Capital Payments:-							
Land & Buildings	536	1,975	-	622	3,133	1,875	59.9%
IT & Communications	70	479	202	57	808	288	35.6%
Fleet	349	1,700	-	-	2,049	1,523	74.4%
Collaboration	55	786	308	56	1,205	1,104	91.6%
Schemes approved subject to further business case	-	279	(66)	-	213	-	-
TOTAL	1,010	5,219	444	735	7,408	4,791	64.7%

Capital Financing:-							
Capital Grants	-	597	-	-	597	299	50.2%
Capital Reserves	-	500	-	-	500	*	-
Budget Assistance Reserve	-	1,065	-	214	1,279	*	-
Carry Forward Reserve	1,010	-	-	-	1,010	*	-
Capital Receipts	-	1,395	-	-	1,395	581	-
Vehicle Receipts (RCCO)	-	150	-	-	150	62	41.6%
Collaboration Vehicle Recharges (RCCO)	-	300	-	-	300	*	-
RCCO - Original Capital Programme	-	1,212	-	-	1,212	*	-
RCCO - Approved In-year from Savings (Chief Constable)	-	-	202	57	259	*	-
RCCO - Approved In-year by PCC	-	-	150	464	614	*	-
RCCO - From Force JPS Revenue Budget	-	-	92	-	92	*	-
Borrowing	-	-	-	-	-	-	-
TOTAL	1,010	5,219	444	735	7,408	943	12.7%

Note: figures may not cast due to roundings

* year end adjustments

Appendix 2

Scheme by Scheme Budgetary Control Report to 30 September 2016

A	B	C	D	E	F	G	H	I	J	K
Notes at Para.	Scheme Title	Scheme No.	Budget B/Fwd £'000	Original Capital Programme as amended* £'000	Proposed Programme Amendments £'000	Revised Capital Budget 2016/17 (D+E+F) £'000	Actual YTD £'000	Commitments YTD £'000	Committed & Spent YTD (H+I) £'000	Variance (J-G) £'000
	Land & Buildings									
	HQ Bld 11 Structural Renovation	CP14/07	2	-	-	2	-	7	7	5
	Thorpe Wood Custody Ligature Risk Remedy	CP14/13	-	-	-	-	-	6	6	6
	Vehicle Workshop	CP15/10	264	1,000	-	1,264	1,164	124	1,287	23
	Major Repairs Planned	CP16/01	270	580	-	850	206	210	416	(434)
	Wisbech Fire Station Ext for Police Purposes	CP16/08	-	395	-	395	159	-	159	(236)
	Conversion Work - Replacement SARC site	CP16/18	-	-	622	622	-	-	-	(622)
	Land & Buildings Total		536	1,975	622	3,133	1,529	346	1,875	(1,257)
	ICT & Communications									
	Athena	CP12/09	-	270	-	270	31	-	31	(239)
	Programme Metis	CP13/12	-	-	-	-	-	-	-	-
	WiFi	CP13/18	-	-	-	-	-	1	1	1
	Switchboard Resilience	CP14/04	55	15	-	70	-	-	-	(70)
	Child Abuse Images Database - National Programme	CP15/04	15	-	-	15	-	-	-	(15)
	Mobilisation	CP15/06	-	88	-	88	76	44	119	31
	L&D Classroom IT Refresh	CP15/12	-	-	-	-	1	0	1	1
	Rolling Replacement Mobile Technology	CP16/04	-	159	-	159	4	83	87	(72)
	Specialist Equipment Renewal	CP16/06	-	50	-	50	8	-	8	(42)
	Custody Virtual Courts	CP16/09	-	22	-	22	19	22	41	19
	Special Constabulary Mobile Technology Roll Out	CP16/17	-	77	-	77	-	-	-	(77)
5.3	Digital Forensic Unit Additional Software Licences	CP16/19	-	-	45	45	-	-	-	(45)
5.4	Digital Forensic Unit Kiosk Technology	CP16/20	-	-	12	12	-	-	-	(12)
	ICT & Communications Total		70	681	57	808	138	149	288	(520)

Scheme by Scheme Budgetary Control Report to 30 September 2016

A	B	C	D	E	F	G	H	I	J	K	
Notes at Para.	Scheme Title	Scheme No.	Budget B/Fwd £'000	Original Capital Programme as amended* £'000	Proposed Programme Amendments £'000	Revised Capital Budget 2016/17 (D+E+F) £'000	Actual YTD £'000	Commitments YTD £'000	Committed & Spent YTD (H+I) £'000	Variance (J-G) £'000	
5.1	Fleet										
	Fleet Management System Replacement	CP15/08	-	-	-	-	2	-	2	2	
	New Vehicle Equipment	CP16/02	209	400	-	609	27	250	277	(332)	
	Vehicle Replacement Programme	CP16/03	140	1,300	-	1,440	594	649	1,244	(196)	
	Fleet Total		349	1,700	-	2,049	624	900	1,523	(526)	
	Collaboration										
	JPS CTC Camera Enforcement Vehicle Replacement	CP15/07	55	-	-	55	29	18	47	(8)	
	Org Support BCH ERP Purchase	CP16/05	-	624	56	680	444	419	863	183	
	Org Support ICT Infrastructure for BCH - WAN	CP16/07	-	162	-	162	-	183	183	21	
	Org Support ICT Infrastructure for BCH - Identity	CP16/07	-	9	-	9	6	5	11	2	
	Org Support ICT Infrastructure for BCH - Email Archiving	CP16/07	-	57	-	57	-	-	-	(57)	
	JPS Equipment Replacement Rolling Programme	CP16/10	-	92	-	92	-	-	-	(92)	
	JPS Authorised Firearms Officer (AFO) Uplift	CP16/13	-	-	-	-	-	-	-	-	
	Uniformed JPS Mobile Technology Roll Out	CP16/14	-	-	-	-	-	-	-	-	
	JPS Scientific Support Transformation Investment	CP16/15	-	-	-	-	-	-	-	-	
	JPS ANPR	CP16/16	-	150	-	150	-	-	-	(150)	
	Collaboration Total			55	1,094	56	1,205	480	624	1,104	(100)
	Schemes Approved Subject to Further Business Case										
	ICT Infrastructure for BCH	CP16/07	-	-	85	-	85	-	-	-	-
	IMD DP FOI		-	-	35	-	35	-	-	-	-
CRM/Contact		-	-	94	-	94	-	-	-	-	
Grand Total			1,010	5,663	735	7,408	2,771	2,020	4,791	(2,404)	

*Approved Capital Programme + / - previously authorised additions, deletions & virements

Note: figures may not cast due to roundings

In-year RCCO Schemes from Savings in the Chief Constable's Budget

Scheme No.	Scheme Title	Budget	Notes	Approval	RCCO Funded by
CP16/10	JPS Equipment Replacement Rolling Programme	£92,000		FEB 05/07/2016	Revenue budget
CP16/13	JPS Authorised Firearms Officer (AFO) Uplift	£69,284		FEB 05/07/2016	Revenue budget savings
CP16/14	Uniformed JPS Mobile Technology Roll Out	£20,860		FEB 05/07/2016	Revenue budget savings
CP15/06	Mobilisation	£13,000		FEB 05/07/2016	Revenue budget savings
CP15/06	Mobilisation	£75,000		FEB 05/07/2016	ICT Development Reserve
CP16/09	Custody Virtual Courts	£22,000		FEB 05/07/2016	Revenue budget savings
CP14/04	Switchboard Resilience	£15,000		FEB 02/08/2016	Revenue budget savings
CP16/17	Special Constabulary Mobile Technology Roll Out	£77,000		FEB 02/08/2016	Revenue budget savings
CP16/19	Digital Forensic Unit Additional Software Licences	£45,000	5.3		Revenue budget savings
CP16/20	Digital Forensic Unit Kiosk Technology	£12,000	5.4		Revenue budget savings
		£351,000			

In-year RCCO Schemes Approved by the Police and Crime Commissioner

Scheme No.	Scheme Title	Budget	Notes	Approval	RCCO Funded by
CP16/15	JPS Scientific Support Transformation Investment	£125,160			ICT Development Reserve
CP16/16	JPS ANPR	£150,000		CPCC 2016-029	ICT Development Reserve
CP16/18	Conversion Work - Replacement SARC site	£621,622	5.2		50% NHS partnership funding, 25% Carry Forward Project Reserve, 25% Budget Assistance Reserve
		£771,622			

JPS capital projects above will now be financed from JPS other staff and non-staffing budgets underspend for 2016/17. In addition, a Police Transformation Fund bid is in progress for the JPS Scientific Support Transformation Investment.

Progress Report

Scheme Title	Capital Proj No	2016/17 Budget £'000	Highlight Comments
Land & Buildings			
HQ Bld 11 Structural Renovation	CP14/07	2	Project was completed 2015/16; final retention invoice awaited.
Vehicle Workshop	CP15/10	1,264	On target, anticipated completion September. Additional works identified as project progresses currently approximately £100k, additional budget to be requested once further detail known.
Major Repairs Planned	CP16/01	850	Delivery of 2016/17 work plan underway. Includes asbestos removal, new ceilings and lighting across the Estate, replacement air conditioning, heating and plant upgrades at HQ, and refurbishment of buildings at Monks Wood.
Wisbech Fire Station Ext for Police Purposes	CP16/08	395	Plan is being reviewed prior to planning application. Consultant commissioned to assess feasibility of change of layout, with results now received and decision on the way forward awaited.
ICT& Communications			
Athena	CP12/09	270	The Athena Consortium forces are currently reviewing some aspects of the technical infrastructure supporting the Athena system prior to further Athena forces going live. Further updates to be provided in due course.
Switchboard Resilience	CP14/04	70	The order was placed for the system in July 2016. Following project reprioritised, the system was expected to go live by the end of November 2016. Discussions with supplier in progress regarding some additional multi-media requirements; completion of project likely to be delayed to early 2017.
Child Abuse Images Database - National Programme Mobilisation	CP15/04	15	National project awaiting invoicing.
	CP15/06	88	Work streams progressing and additional work being scoped.
Rolling Replacement Mobile Technology	CP16/04	159	A 2016/17 plan to replace the oldest devices has been drawn up with initial devices being deployed. Corporate decision taken to provide additional recruit devices as part of this project may lead to pressure on the budget; budget will be kept under review and extra resources requested if necessary.

Scheme Title	Capital Proj No	2016/17 Budget £'000	Highlight Comments
ICT& Communications cont.			
Specialist Equipment Renewal	CP16/06	50	Due to long delays in delivery, the new 'camera car' has only been on the road since July 2016. The procurement process is continuing, with technical matters being progressed with suppliers, with completion expected around the end of the calendar year.
Custody Virtual Courts	CP16/09	22	Work at Parkside has now been completed, with orders placed for work at Thorpe Wood. Project completion expected in November 2016.
Special Constabulary Mobile Technology Roll Out	CP16/17	77	New project; details awaited.
Fleet			
New Vehicle Equipment	CP16/02	609	Vehicle conversion work progressing alongside the Vehicle Replacement Programme.
Vehicle Replacement Programme	CP16/03	1,440	Rolling programme of vehicle replacement is progressing to schedule.
Collaboration			
JPS CTC Camera Enforcement Vehicle Replacement	CP15/07	55	Completion of conversion work is expected within Quarter 2.
Org Support BCH ERP Purchase	CP16/05	624	Project is progressing; meeting between SRO and Finance awaited, and a more detailed update will follow this.
Org Support ICT Infrastructure for BCH - WAN	CP16/07	162	Detailed project plan for design and implementation of proof of concept sites now in place, with high level plan in place for remainder of design and implementation phases. Preparatory work at various sites being undertaken, as resources allow. Planned for completion by March 2017.
Org Support ICT Infrastructure for BCH - Identity	CP16/07	9	Orders for migration of some systems have been placed. Requirements for further applications are being explored, but being delayed by pressure on ICT resources; request to release further budget will be made once detailed costings available.
Org Support ICT Infrastructure for BCH - Email Archiving	CP16/07	57	All Cambs users have been successfully migrated, and migration of JPS users almost completed. Department by department roll out to continue, with planned completion by the end of the financial year.
JPS Equipment Replacement Rolling Programme	CP16/10	92	The project is being managed by Bedfordshire (lead Force); recharging to take place at year end.
JPS ANPR	CP16/16	150	Further information on the progress of this project is awaited.

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-038

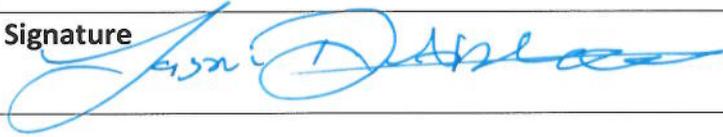
Subject	S22A Agreement under the Police Act 1996 (as amended) for the collaboration agreement for the Chiltern Transport Consortium between the eight corporations sole (the Chief Constables of Bedfordshire Police, Cambridgeshire Constabulary, Hertfordshire Constabulary, Thames Valley Police and the Police and Crime Commissioner for Bedfordshire Police, Cambridgeshire Constabulary, Hertfordshire Constabulary and Thames Valley Police.
Decision	To sign the Section 22A Agreement under the Police Act 1996 (as amended) to approve the collaboration in respect of the Chiltern Transport Consortium between Cambridgeshire Constabulary and Bedfordshire Police, Hertfordshire Constabulary and Thames Valley Police.
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner’s Business Co-ordination Board (“the Board”) meeting on the 16th December 2016 discussed and agreed the proposed Sec22A collaboration agreement for the Chiltern Transport Consortium for Bedfordshire Police, Cambridgeshire Constabulary, Hertfordshire Police and Thames Valley Police. The Section 22A Agreement is made between the eight corporations sole (the Chief Constables of Bedfordshire, Cambridgeshire, Hertfordshire and Thames Valley Police and the Police and Crime Commissioners for Bedfordshire, Cambridgeshire, Hertfordshire and Thames Valley Police).</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 Chiltern Transport Consortium: Business Coordination Board 16th December 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

16-12-16.



To: Business Coordination Board

From: Chief Executive

Date: 16 December 2016

SECTION 22A AGREEMENT – CHILTERN TRANSPORT CONSORTIUM

1. Purpose

1.1 The purpose of this paper is to provide an update to the Business Coordination Board (“the Board”) on the proposed collaboration agreement with Chiltern Transport Consortium (“Chiltern”).

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 Chiltern Transport Consortium, approval subject to review of draft s22 by Legal Dept.

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

3. Background

3.1 Chiltern Transport Consortium was established to provide greater transport resilience and efficiency gains – largely through exploiting economies of scale.

3.2 A Best Value Review for Bedfordshire Police led to a strategic collaborative partnership with Thames Valley Police (“TVP”) and as a result, Chiltern came into formal operation on 1 April 2004. The success of the initial collaboration (Bedfordshire Police and TVP) led to Hertfordshire Constabulary and the Civil Nuclear Constabulary joining in April 2008.

3.3 Chiltern currently manages a combined fleet of 2,600 vehicles and is ranked as the third largest police fleet in the UK (the Metropolitan Police is the first, with Police Scotland second).

3.4 The creation of Chiltern was based around a commercial business model (excluding profit); this ensured Chiltern members had a complete and transparent record of all costs incurred in the provision of their fleet requirements. The inclusion of all relevant expenditure/charges allows for a fair commercial comparison of costs incurred and charged. The Consortium provides member Forces with a clear financial statement of the economic benefits, enabling each to monitor the financial value of the Consortium. The Joint Governance Board ensures an equitable service to all members.

4. Detailed considerations

4.1 The key areas and advantages the Chiltern collaborative approach provides in delivering a cross border Police fleet service may be summarised as follows:

- Proven continuous evidence of delivering substantial fiscal savings coupled with greater resilience, service delivery and performance over twelve years
- All transactional and administrative activities – strategy, general fleet management, vehicle ordering, invoicing, payments, excise licensing, fuel management, management information, collision and insurance claims handling, accounting services, procurement, etc. centralised through a single lead Force removing volume transactions and the cost of provision from individual member organisations
- Chiltern provides each organisation with fixed budgeting and cost control along with absolute operational independence by invoicing each force one month in arrears for its actual vehicles on fleet and associated expenditure. This is done through a contract hire industry model enabling each member force the option to change the numbers of vehicles, profile or operational role and associated expenditure
- As a Police owned, not for profit, section 22a collaboration, Chiltern offers transparent open book accounting without any compromise on security and leaves absolute direction, control and accountability with the Chief Officers of the member forces
- Each member force is able to decide (from a local perspective) the number of fleet vehicles required and the mix of operational roles to meet their own specific policing requirements. Chiltern manage the make/models/specifications of the vehicles provided in conjunction with the users, this enables greater standardisation and volume which delivers economies of scale not achievable by smaller individual public sector bodies
- Chiltern has developed industry best practice approaches in ‘business to business’ arrangements with its key suppliers that deliver the best possible commercial and competitive private sector practices in the public sector

- Chiltern is able to provide (by using a single fleet management IT software package along with standardised policies, procedures and working practices) relevant, comparable, quality management data and financial information as required.
- 4.2 Since April 2010, Chiltern has made financial savings equating to £3m for the collaboration partners. The predicted annual saving to Cambridgeshire from joining the consortium is estimated as £200k per annum.
- 4.3 In addition to financial savings, joining Chiltern has the potential to satisfy a number of important areas for Cambridgeshire within a relatively short timescale:
- Greater resilience – five senior transport professionals instead of one, ability to use six workshops and move staff/vehicles as required
 - Alignment with the aims and objectives of the Memorandum of Understanding for Organisational and Operational Shared Services between Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary
 - Low risk due to Chiltern track record over previous twelve years and retained reserve
 - Potential for procurement savings due to increased national importance, track record and single point of order and payment covering five Police Forces
 - Hidden savings (financial and process), for example; telematics, vehicle claims handling, IT – fleet management & information systems, accounts management (invoice processing)
 - Standardisation – efficiency savings through vehicle choice aligned to role requirements, processes, contracts etc.
 - Immediate ‘buy in’ to existing structures/agreements – devolved vehicle budgets, accident management, daily rental contract, telematics
 - Ability to meet additional (ad-hoc) vehicle requirements from a larger pool of police specific vehicles
 - Reduced risk and increased flexibility as police on police
 - Quick integration – partial integration could be achieved during 2016/17 with full financial integration from April 2017

- Future-proofing

5. Recommendation

- 5.1 The Board is recommended to approve the Collaboration Agreements under section 22A of the Police Act 1996 (as amended) in respect of Chiltern Transport Consortium, approval subject to review of draft s22 by Legal Dept.
- 5.2 The Commissioner is asked to sign Decision Notices to approve the Collaboration Agreement under section 22A of the Police Act 1996 (as amended).

BIBLIOGRAPHY

<p>Source Document</p>	<p>‘Increasing efficiency in the Police Service: The role of collaboration’, HMIC 2012 https://www.justiceinspectors.gov.uk/hmic/publication/increasing-efficiency-in-the-police-service/ Section 22A Agreement under The Police Act 1996 (as amended) – Chiltern Transport Consortium</p>
<p>Contact Officer</p>	<p>Josie Gowler, Chief Finance Officer, Office of Police and Crime Commissioner</p>

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2017-001	
Subject	Appointment of an Acting Chief Finance Officer, Office of Cambridgeshire Police and Crime Commissioner
Decision	To appoint an Acting Chief Finance Officer with associated section 151 responsibility and duties from 1 st February 2017 until 31 st December 2017
Decision Summary	<p>Following the resignation of the current OPCC Chief Finance Officer, Josie Gowler, the Cambridgeshire Police and Crime Commissioner’s Business Co-ordination Board meeting on the 17th January 2017 discussed and agreed to the proposal for the Deputy Chief Executive of Cambridgeshire Fire Authority to become the OPCC Acting Chief Finance Officer (and Acting Section 151 Officer) for an initial period to 31 December 2017. It is anticipated that the time commitment will be flexible and subject to the needs of the business.</p> <p>To support the Acting Chief Finance Officer in his role, it is proposed that an Interim Head of Finance be appointed for three days per week.</p>

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	Agenda Item 7.0 OPCC Future financial Arrangements BCB meeting 17th January 2017

Jason Ablewhite, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature 	Date 17-1-17



To: Business Coordination Board

From: Chief Executive

Date: 17 January 2017

FUTURE FINANCIAL MANAGEMENT ARRANGEMENTS FOR THE OFFICE OF THE POLICE AND CRIME COMMISSIONER

1. Purpose

1.1 To update the Business Coordination Board (the “Board”) of the Police and Crime Commissioner’s (the “Commissioner’s”) plans for financial support for the Office of the Police and Crime Commissioner (the “OPCC”) further to the resignation of the OPCC Chief Finance Officer.

2. Recommendation

2.1 The Board is invited to note the proposed arrangements for financial support.

3. Background

3.1 The OPCC Chief Finance Officer resigned in October 2016 and her last day of employment will be 31 January 2017.

3.2 Under paragraph 6 of Schedule 1 to the Act a Commissioner outside London is required to appoint a Chief Finance Officer.

3.3 The role of Director of Finance, which encompasses the roles and responsibilities of the Chief Finance Officer, provides strategic advice to the Commissioner on all aspects of financial strategy, financial management and risk mitigation. The post holder plays an active role in setting and implementing strategy and in supporting the development and improvement of quality local and regional services. They are also the Deputy Chief Executive. The Director of Finance acts as the organisation’s professional expert on finance, and provides support to the Commissioner in respect of the effective, efficient and economic use of resources, delivering the required financial targets and duties, and on the best possible stewardship of over £130m of public money. They hold a fiduciary responsibility to local taxpayers. The post is politically restricted.

- 3.4 As a key member of the Commissioner's Senior Leadership Team the Director of Finance:
- Helps to develop and implement strategy and to resource and deliver strategic objectives sustainably and in the public interest;
 - Is actively involved in, and able to bring influence to bear on, all material business decisions (subject to the Commissioner's statutory responsibilities) to ensure immediate and longer term implications, opportunities and risks are fully considered, and aligned with the financial strategy;
 - Leads the promotion and delivery of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively; and
 - Is the Commissioner's Section 151 officer under the Local Government Act 1972.
- 3.5 The Director of Finance works in close liaison with the Chief Constable's Director of Finance and Resources, the Deputy Police and Crime Commissioner, local authorities and other public sector bodies, ensuring that the finance function is resourced to be fit for purpose. To perform this role the post holder must be a professionally qualified accountant and be suitably experienced.

4. Proposed arrangements

- 4.1 With the Policing and Crime Bill due to receive Royal Assent shortly, it is proposed that the role of Chief Finance Officer is shared between the OPCC and Cambridgeshire and Peterborough Fire Authority.
- 4.2 The Deputy Chief Executive of Cambridgeshire Fire Authority will become the OPCC Acting Chief Finance Officer (and Acting Section 151 Officer) for an initial period to 31 December 2017. It is anticipated that the time commitment will be flexible and subject to the needs of the business.
- 4.3 To support the Acting Chief Finance Officer in his role, it is proposed that an Interim Head of Finance be appointed for three days per week.
- 4.4 These proposals will be cost-neutral to the OPCC.

5. Recommendation

- 5.1 The Board is invited to note the proposed arrangements for financial support.

BIBLIOGRAPHY

Source Documents	Police Reform and Social Responsibility Act 2011 Policing and Crime Bill: http://www.publications.parliament.uk/pa/bills/lbill/2016-2017/0055/17055.pdf
Contact Officer	Dr Dorothy Gregson – Chief Executive, Cambridgeshire Office of the Police and Crime Commissioner

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Areas where decisions are likely to be considered

Appendix 3

	Current Background papers	Anticipated timescale/date
PRECEPT AND BUDGET		
<p>To issue precept and approve annual revenue and capital budget for 2017/18.</p>	<p>'Budget Strategy', Agenda Item 5, Business Co-ordination Board, 21st September 2016.</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-september-21st-2016/</p> <p>'Revenue Outturn Month 6 2016-17', 'Capital Outturn Month 6 2016-17', 'Medium Term Financial Plan and 2017-18 Budget Update', Business Co-ordination Board, November 2016</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-november-10th-2016/</p> <p>'Draft Precept Report 2017-18', 'Medium Term Financial Plan', Agenda Item 5.0, 17th January 2017</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-january-17th-2017/</p> <p>Final report on budget to be presented to Commissioner's governance board in February 2017.</p>	<p>Precept decision likely in February 2017 following notification to the Police and Crime Panel of the proposed police precept element of the council tax for 2017/18 at their meeting on the 1st February 2017.</p> <p>Budget decision likely in February/March 2017.</p>

	Current Background papers	Anticipated timescale/date
GRANT FUNDING		
<p>Police and Crime Commissioner crime and disorder reduction, grant to any person will secure, or contribute to securing, crime and disorder reduction in the body's area.</p> <p>Draft Police and Crime Plan sets the context within which crime and disorder grants will be made</p>	<p>'Developing a Police and Crime Plan for Cambridgeshire', Business Co-ordination Board, 11th August 2016, 21st September 2016 http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-august-11th-2016/ http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-september-21st-2016/</p> <p>'Police and Crime Plan', Police and Crime Panel, Agenda Item 6, 7th September 2016 http://democracy.peterborough.gov.uk/ieListDocuments.aspx?Cid=543&Mid=3671&Ver=4</p> <p>'Tackling re-offending through deferred prosecution', Agenda Item 13, Business Co-ordination Board, 21st September 2016 http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-september-21st-2016/</p> <p>'Commissioning and Grants Strategy 2016-20', Agenda Item 12.0, Business Co-ordination Board, 16th December 2016 http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-december-16th-2016/</p> <p>'Draft Precept Report 2017-18', 'Medium Term Financial Plan', Agenda Item 5.0, 17th January 2017</p>	<p>January/February 2017 as part of budget setting and throughout the year as required.</p>

	http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-january-17th-2017/	
	Current Background papers	Anticipated timescale/date
POLICE AND CRIME PLAN		
To publish the Police and Crime Plan having had regard to any report or recommendations made by the Police and Crime Panel.	<p>'Developing a Police and Crime Plan for Cambridgeshire', Business Co-ordination Board, 11th August 2016, 21st September 2016 http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-august-11th-2016/</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-september-21st-2016/</p> <p>'Police and Crime Plan', Police and Crime Panel, Agenda Item 6, 7th September 2016 http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&Mid=3671&Ver=4</p> <p>'Developing a Performance Framework for the Police and Crime Plan (Community Safety and Criminal Justice) for Cambridgeshire', Agenda Item 7.0, Business Co-ordination Board, 10th November 2016. http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-november-10th-2016/</p> <p>'Police and Crime Plan', Agenda Item 4.0, Business Co-ordination Board, 16th December 2016</p>	February / March 2017.

	http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-december-16th-2016/	
ANNUAL REPORT		
To approve the Annual Report to reflect the Commissioner's work for the period between April 2016 to March 2017.		Decision likely to be after June 2017.
	Current Background papers	Anticipated timescale/date
CUSTODY		
Approval on individual decisions as required as part of the Parkside Custody Replacement project.	'Launch of Custody Project', Agenda Item 12, Business Co-ordination Board, 11 th August 2016 http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-august-11th-2016/	Driven by Project timescales.

ESTATES		
Approval of individual estate decisions as required.	<p>'Estate Strategic Programme for Frontline Policing 2016', Agenda Item 5, Business Co-ordination Board, 22nd January 2016 http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-january-22nd-2016/</p> <p>'Estates and Frontline Policing', Agenda Item 10, Police and Crime Panel, 3rd February 2016 http://democracy.peterborough.gov.uk/ieListDocuments.aspx?Cid=543&Mid=3475&Ver=4</p> <p>'Estates Plan', Agenda Item 14.0, Business Co-ordination Board, 16th December 2016 http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-december-16th-2016/</p> <p>Detailed papers will be prepared as individual assets are considered.</p>	<p>Decisions as required in line with strategy.</p> <p>Police and Crime Panel paper to be submitted March 2017 meeting</p>
EXTERNAL FUNDING OPPORTUNITIES		
Approve decisions as required relating to external funding opportunities to support initiatives to transform policing, collaborative working, prevent crime, and protect vulnerable people, such as the National Transformation Fund, Innovation Funding.		Timescales for decision are driven by the Home Office bidding process.

	Current Background papers	Anticipated timescale/date
POLICE AND CRIME BILL OPPORTUNITIES		
<p>Approval on individual decisions as required as part of the process of realising the opportunities from the Police and Crime Bill including collaboration and complaints reform.</p>	<p>'Realising the Opportunities From The Policing And Crime Bill', Agenda Item 6, Business Co-ordination Board, 21st September 2016; Police and Crime Panel, 9th November 2016</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-september-21st-2016/</p> <p>http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3672&Ver=4</p> <p>'Realising the Opportunities from the Policing and Crime Bill – Update', Agenda Item 6.0, Business Co-ordination Board, 17th January 2017</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-january-17th-2017/</p> <p>'Realising the Opportunities from the Policing and Crime Bill', Police and Crime Panel, 1st February 2017</p> <p>http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3673&Ver=4</p>	<p>Driven by legislative timescales.</p> <p>Outline business case anticipated to be underway in spring 2017.</p>

	Current Background papers	Anticipated timescale/date
COLLABORATION		
To sign Section 22A Agreements under the Police Act 1996 (as amended) as required for individual collaborated business areas across Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent and for national collaborations.	<p>'Collaboration Update – Bedfordshire, Cambridgeshire and Hertfordshire and Seven Force', Agenda Item 8, Business Co-ordination Board, 21st September 2016</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-september-21st-2016/</p> <p>'Section 22A Collaboration Agreements Update', Agenda Item 15.0, Business Co-ordination Board, 10th November 2016</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-november-10th-2016/</p> <p>'Chiltern Transport Consortium Section 22A Agreement', Agenda Item 13.0, Business Co-ordination Board, 16th December 2016</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-december-16th-2016/</p>	Driven by individual collaboration project timescales.
DEVOLUTION		
Approval on individual decisions as required as part of the process of realising the benefits of any new local authority devolution arrangements	<p>'Devolution', Agenda Item 7, Business Co-ordination Board, 21st September 2016</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-september-21st-2016/</p>	Driven by local authority decision making and legislative process.

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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
	<p>Cambridgeshire Police and Crime Panel Annual Report 2015-2016</p> <p>The Panel to consider the draft annual report of the work of the Cambridgeshire Police and Crime Panel during the last twelve months.</p>	Peterborough City Council, Secretariat
	<p>Independent Co-opted Member Vacancy</p> <p>To update the Cambridgeshire Police and Crime Panel on the vacancy for an Independent Co-opted Member.</p>	Peterborough City Council, Secretariat
	<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>	
<p>Wednesday 29 June 2016, 2pm Confirmation Hearing Peterborough City Council, Bourges/Viersen Rooms, Town Hall</p>	<p>Confirmation Hearing</p> <p>The Panel to review the proposed appointment of the Deputy Police and Crime Commissioner for the Cambridgeshire Police and Crime Commissioner.</p>	



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>	
<p>Wednesday 9 November 2016, 2pm Huntingdonshire District Council Civic Room 1A</p>	<p>Public Questions/Statements</p>	Peterborough City Council, Secretariat
	<p>Budget Strategy Report</p> <p>Update on Budget Strategy</p>	Police and Crime Commissioner’s Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Realising the Opportunities from the Policing and Crime Bill</p> <p>With respect to the Policing and Crime Bill Powers</p> <ul style="list-style-type: none"> • How the Commissioner sees the collaboration working • Initial report to understand direction of travel 	Police and Crime Commissioner's Office
	<p>Hate Crime Report</p> <p>What Strategy does the Commissioner have for dealing with hate crimes?</p>	Police and Crime Commissioner's Office
	<p>Review of Complaints</p> <p>To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.</p> <p>Update – Complaints Sub Committee</p>	Peterborough City Council, Secretariat
	<p>Update – Independent Co-opted Members</p>	Peterborough City Council, Secretariat



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>	
<p>Wednesday 1 February 2017 BUDGET MEETING Huntingdonshire District Council Civic Room 1A</p>	<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



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Budget Precept 2017/2018</p> <p>To notify the Cambridgeshire Police and Crime Panel of the Cambridgeshire Police and Crime Commissioner's proposed budget and precept for 2017/87. To enable the Panel to review the proposed precept.</p>	Police and Crime Commissioner's Office
	<p>Update – Fire Authority</p> <p>To inform the Cambridgeshire Police & Crime Panel of the progress about provisions/adoption of the Fire Authority, including timetables</p>	Police and Crime Commissioner's Office
	<p>Cambridgeshire Police & Crime Plan</p> <p>Update on the Cambridgeshire Police & Crime Plan</p>	Police and Crime Commissioner's 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 Commissioner's Office

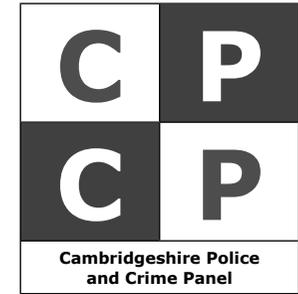


DATE OF MEETING	TITLE/PURPOSE	OFFICER
	Meeting Dates and Agenda Plan 2016/2017 Panel to note the dates of future meetings and to consider any items for future meetings which may have been highlighted during the meeting.	Peterborough City Council, Secretariat
Wednesday 15 March 2017 Cambridgeshire County Council Kreis Viersen Room	Public Questions/Statements	
	Disposal of Property Assets <ul style="list-style-type: none"> • List of current assets and their status/future proposal • What is the Commissioner's objective with disposal of assets 	Police and Crime Commissioner's Office
	Revised Complaints Procedure	Peterborough City Council, Secretariat
	Review of Complaints To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.	Peterborough City Council, Secretariat
	Cambridgeshire Police and Crime Panel Administration Costs and Member Expenses	Peterborough City Council, Secretariat



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Police and Crime Plan Variation – Appendix 1 Finances Update</p> <p>The purpose of the report is to provide the Police and Crime Panel with an update of the Police and Crime Plan Appendix 1 – Finances</p>	Police and Crime Commissioner’s 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 Commissioner’s Office
	<p>Draft Meeting Dates 2017/2018 and Agenda Plan</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>	

Updated: 26 August 2016
2017/2018 Meeting Dates



- **14 June 2017** – Annual Meeting
- **6 September 2017**
- **15 November 2017**
- **31 January 2018** – Budget Meeting
- **14 March 2018**

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