



## CAMBRIDGESHIRE POLICE AND CRIME PANEL

**WEDNESDAY 31 JANUARY 2018, 2.00 PM**

**Bourges/Viersen Room - Town Hall**

Contact – jane.webb@peterborough.gov.uk, 01733 452281

### AGENDA

Page No

1. Apologies for Absence
2. Declarations of Interest
3. Minutes of the Meeting held on 15 November 2017 and 19 December 2017 (Confirmation Hearing) 3 - 14
4. Public Questions/Statements  
  
(Questions must be received before 12noon on Friday 26 January 2018 to be guaranteed acceptance in accordance with Rules of Procedure)
5. Review of Complaints - IPCC Consideration of Referral of Conduct Matter 15 - 18
6. Precept Report 2018/19 and Police and Crime Plan Variation to Appendix - Medium Term Financial Plan 19 - 54
7. Fire Governance Update 55 - 56
8. Monitoring the Delivery of the Police and Crime Commissioner's Police and Crime Plan 57 - 64
9. Decisions by Cambridgeshire Police and Crime Commissioner 65 - 104
10. Meeting Dates and Agenda Plan 2017/18 105 - 114



*\*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:*

[Rules of Procedure](#)

Membership

Councillors: D Baigent, A Dickinson, D Connor, E Murphy, A Bond, D Oliver, T Sanderson, A Sharp, M Shellens, B Shelton

Independent Co-opted Members

Edward Leigh (Chairperson)

Claire George

Susan Hartropp

Substitutes

Councillors: K Cuffley, A Sinnott, A Miscandlon, N Sandford, A Pearson, L Ayres, M Howell, A Ansar, L Nethsingha

Officer Support

Jane Webb, Peterborough City Council



**MINUTES OF A MEETING OF THE CAMBRIDGESHIRE POLICE AND CRIME PANEL  
HELD AT FENLAND DISTRICT COUNCIL  
ON 15 NOVEMBER 2017**

**Members Present:** Edward Leigh (Chairperson), Councillors D Oliver (Vice-Chairperson), D Baigent, D Conner, A Dickinson, A Sharp, E Murphy, K Cuffley, and Claire George (Independent)

**Officers Present:** Jane Webb                      Secretariat, Peterborough City Council  
Stephen Gerrard                  Monitoring Officer, Peterborough City Council

**Others Present:** Jason Ablewhite              Cambridgeshire Police and Crime Commissioner  
Dr Dorothy Gregson            Chief Executive, Office of the Police and Crime Commissioner  
Alec Wood                        Chief Constable, Cambridgeshire Constabulary

**28. Apologies for Absence**

Apologies for absence were received from Councillors Shelton, Bond, Sanderson and Sandford.

- Councillor Cuffley was in attendance as substitute for Councillor Shelton.

**29. Election of Vice-Chairperson**

The Chairperson informed Panel Members that Councillor Bisby had resigned from the Panel having been chosen by the Commissioner as his preferred candidate for Deputy Commissioner. The Chairperson thanked Councillor Bisby for his support and work both as Vice-Chairperson and as a previous Panel Member.

The Chairperson informed Panel Members that he had also received notice of resignation from Susan Hartropp (Co-opted Independent Member) effective immediately.

The Chairperson asked for nominations for the role of Vice Chairperson. Councillor Oliver was nominated by Edward Leigh (Chairperson) and seconded by Councillor Connor. There were no other nominations and therefore Councillor Oliver was appointed Vice-Chairperson for the remainder of the municipal year.

### **30. Declarations of Interest**

There were no declarations of Interest.

### **31. Minutes of the meetings held on 6 September 2017.**

The minutes of the Panel meeting held on 6 September were agreed and signed.

### **32. Public Questions/Statements**

No public questions or statements were received.

### **33. 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 6 September 2017.

The Commissioner was asked if he had been aware of the allegation that his Ex-Deputy had been an undercover police officer; to which the Commissioner replied he had not.

### **34. Fire and Rescue Governance - Update**

The Panel received a report to update them on the process undertaken by the Cambridgeshire Police and Crime Commissioner (the "Commissioner") regarding the future governance arrangements for the Cambridgeshire Fire and Rescue Service (the "Fire Service").

The Panel made comment, asked questions and received responses from the Commissioner with regard to the Report, these included:

- a) Could the Commissioner give any further information as to whether this was likely to go ahead? The Commissioner explained that he knew no more than the Panel; the OPCC would like this to be a clean break in April and would continue to press for a positive solution.
- b) If the decision was delayed beyond April how was the Commissioner prepared to pave the way for whichever outcome was recommended? The Commissioner stated he worked closely with the Fire Authority and was now in the final stages of pre-application advice on a new Fire Training facility at Monkswood; and indicative plans had been looked at as to where the new operational fire Station would be situated in Huntingdon; potentially on police land with a view to release the asset for residential purposes. The Commissioner believed there would be a capital receipt; this would pay for the new station and training station without the use of money from the general public.
- c) Did the Commissioner have a planned time frame with regard to the interim Chief Finance Officer and appointing a permanent officer? The Commissioner stated that sharing officers was good practice and that the interim period be extended to March next year, when it would be reviewed again.
- d) The Chair thanked the Commissioner for his letter in response to the Panel's recommendation from the previous meeting in September. The Commissioner's advice to seek guidance from the LGA and the Essex Police, Fire and Crime Panel had already been made and the Panel were one step ahead, having already attended workshops in July and September in this capacity. The Chair explained that the Panel would ensure that it published all extra-curricular activities that Panel Members had undertaken for information.

## **ACTION**

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

### **35. Monitoring The Delivery of the Police and Crime Commissioner's Police and Crime Plan**

The Panel received a report, which provided an update on the approach for creating the delivery mechanisms to ensure the success of the Commissioner's Police and Crime Plan.

The Panel made comment, asked questions and received responses from the Commissioner with regard to the Report, these included:

- a) The Panel queried the RAG rating descriptions, as there were no indications as to what stages the yellow ratings were. The Commissioner stated both dates and delivery times would be added to future reports and any significant progress would also be iterated.
- b) The Commissioner explained the police now dealt with increasingly more non-crime issues not related to policing but to vulnerability and although partners were also under stress and strain they should still remain aware of their statutory obligations. Mental health issues where no-one was at risk should be dealt with by specialists within partner organisations. These partners should not be able to clock off at 5pm on a Friday and hand their issues over to the police to deal with. Panel Members were in a unique position of being able to highlight and help these issues from within their own authorities this in turn would then have a positive effect in terms of policing.
- c) The Panel stated how the Police always made themselves available and would always attend situations; this was their nature but asked if any work been carried out with operational police to advise them when they should walk by certain situations? The Chief Constable explained a police officer would never walk past an incident, it was their culture to stop and deal with everything; it would also be a very difficult judgement call for officer. He agreed the police responded to too many issues. Work was currently in progress to place a Demand Hub in Huntingdon which would take calls from the public and determine as to whether the call warranted a police presence, investigation via the call or a need to be signposted to another agency/partner; this would help reduce demand.
- d) The Commissioner added the police were also called into civil matters whereby council officers from children's services call the police when they have heard "something" regarding a vulnerable young person and there would be no-one around at the weekend to cover the issue and ask the police to attend instead; the police would always attend where a young vulnerable person was involved but why were the council calling the police in the first place, why are the strategic partners not doing the jobs they should be; who is holding them account for this? These were questions that Councillors should ask and must take back to their organisations.
- e) The Panel asked for an update on recruitment, especially within the voluntary sector. The Commissioner stated this would always stand as an amber RAG rating as there would never be enough volunteers. The key to future policing was that the public must participate to help within their local communities; great examples of this would be Speedwatch, Neighbourhood Watch and Countryside Watch. The Commissioner explained that as well as Special Constables, which were the backbone of volunteering in policing, there was also an increased call for those with specialisms, particularly around IT and cybercrime, there would always be on-going campaigns for different volunteers.
- f) The Chief Constable stated the role of increasing the Special Constabulary was an aim as there would always be the reoccurring issue that those who joined the Specials usually apply to become Officers and when successful the number of Specials drop.
- g) The Panel stated they were concerned about the impact of cuts within the public sector spending on the capability of the Constabulary to safely and effectively serve and protect the public and discharge its duty of care to the front line officers it employs. Of particular concern was the practice of Single Crewing as this potentially presented additional risk to

officer and public safety, there was also a national petition gaining momentum specifically seeking to end this practice. The Panel were also concerned about changes to the Police Pension Scheme and whether these had created an additional impact on officer morale, the retention of experienced officers and the subsequent stability and longevity of the workforce. The Panel asked the following questions, to either be answered at the meeting or provided within a report at a later date:

- Did Cambridgeshire Constabulary have a policy/Service Level Agreement in relation to the practice of Single Crewing/Double Crewing? If so, was it consistently delivered?
  - How had the workforce profile changed in the last 10 years specifically in relation to length of service and experience?
  - How were the concerns and views of frontline officers gathered and responded to?
- h) The Commissioner responded to the above questions with the following:
- The Chief Constable was constantly concerned about the morale of officers and carried out a lot of work around morale.
  - The Budgetary challenges were being met in Cambridgeshire but not in other areas. Cambridgeshire were not asking the government for more money but had instead come up with an indicative plan that would not only meet the savings target but go beyond it to allow the Chief Constable, over the next year, to employ more constables than the constabulary currently had, which was not being delivered anywhere else in the UK. The Local Policing Review was fundamental to this process; it would reduce command structures, be more innovative, would have large and more concise action groups/teams rather than localised smaller groups. The Commissioner stated that his biggest singular risk was budgetary surprise, for example another 1% pay rise that covered all police staff; would cost an estimated additional £600,000, which would have an indicative knock on effect for future budgets. The Commissioner made it clear that he would not ask the government for more money but instead would ask for a fair settlement, the average cost per head is 55p yet Cambridgeshire only receive 43p per head; if this was only equalised; this would have a fundamental difference on not only the financial strategy but would result in more money being invested in policing at a time of increased demand.
  - The Chief Constable explained that double crewing had been an on-going debate with the Police Federation. He explained it was risk assessment based and there were certain areas and times of the day where they would always endeavour to have double crewed vehicles. The Constabulary did not routinely double crew otherwise the ability to respond would be reduced; there was a balance needed and where there was a risk based need to double crew otherwise it would be a single response.
  - The Chief Constable explained that morale across policing had taken a dip over the last few years but Cambridgeshire had not suffered from the same dip as the rest of the country; this result was borne out of surveys and whilst there was no doubt that there were feelings of being under pressure, there was still the appetite to serve and do the best job possible which put Cambridgeshire at the top of similar forces. There were pockets of lower morale regarding current reviews around restructures which was inevitable but he stated he would not swap the culture and morale of Cambridgeshire for any other force.
- i) The Panel asked what opportunities were there for agencies to come together more strategically as there was a need to work better and more effectively together and to share responsibilities and pressures. The Commissioner stated there was a definite need to do things differently and to have a buy in from all strategic partners to result in a better service delivery model; this was currently being worked on and the Commissioner asked for any ideas to be suggested.
- j) The Panel asked how many more police officers would there be and would these be frontline officers? The Commissioner explained he hoped it would be double figures in the first year but this was currently being finalised; it was known there would be 7 constable intakes next

year which would result in more officers on the ground to deal with the increased demand in Cambridgeshire.

- k) The Panel noted that the key to reducing re-offending in prisoners with a less than 12 month sentence, was employment and secure housing. This was a difficult challenge as it was not only prisoners struggling with housing but the general public too, albeit that some partners within the criminal justice system had a contractual obligation to providing housing, the Panel asked if the Commissioner was looking at homes or hostels. The Commissioner explained housing would be secured wherever possible; hostels were not ideal due to the mix of people within them; he stated the Criminal Justice System did not help itself as a prison sentence of six to eight weeks would mean that any small amount of stability the offender had would be lost and therefore more likely to return to criminality. For many offenders prison did not work; there were now a total of 87,000 people in prison (7,000 increase in the last year) at an average cost of £30,600 per prisoner per year. Interventions like the Offenders Hub support these people meaning the money saved could be used towards behavioural and mental health issues to give them stability. The Commissioner explained policies were being developed around vulnerability and not just criminality as homelessness was a huge issue that needed to be tackled. Cambridgeshire have also taken part in a pilot scheme regarding electronic tagging. The Commissioner stated it was important this issue was picked up as it was a huge cost to the public purse with every agency needing to become proactive rather than reactive to the issue.
- l) The Panel were concerned with plummeting satisfaction figures for both victims, prosecutions and hate crime contained within the BCB performance update papers, these were deeply disturbing as these had been a good news story regarding hate crime satisfaction at the previous meeting. This showed a stark illustration of the demands that the police were facing and the Panel asked for reassurances that the Local Policing Review would be able to reverse this trend. The Commissioner explained that over the previous 6 months demand had shifted and increased, especially with the vulnerable; he reassured the Panel this was being monitored and he would continue to challenge the Chief Constable regarding performance and productivity. The Commissioner believed these figures showed the summer months at a time the police had struggled to keep up with demand but he now believed this had quietened down with the introduction of the Local Policing Review and the new ATHENA computer system; the concern was that these now start to deliver and that performance does not dip in the meantime. He added that the vast majority of the public still felt safe in their locations and he was satisfied that his Senior Management team were capable of delivering the change and provide an upward trend for the future.
- m) The Panel were concerned that confidence in the police had dropped and that a decision had been made by the Home Office to cease collection of user satisfaction data. The Commissioner explained that Cambridgeshire continued to carry out their own monitoring and that local confidence was still one of the highest in the UK.
- n) The Chief Constable added that a previous HMIC Inspection regarding data had rated Cambridgeshire as requiring improvement which resulted in Cambridgeshire effectively taking crime recorded to a high level; therefore the volume increased. The bulk of the increase was violence without injury which had rocketed due to the way crime was recorded.
- o) The Panel asked why hate crime satisfaction had fallen to just 37%. The Chief Constable stated this was being looked into as it was not understood as to why this had dropped by half.
- p) The Panel discussed the issue of increased crime of violence with injury and burglary; this should not be defended but it should be acknowledged that the service was having difficulty managing and were under constant pressure. The Commissioner explained he had spoken with the Home Secretary and Shadow Secretary and would continue to have regular meetings with the Policing Minister and Association of Police and Crime Commissioners to hammer out these issues and for Cambridgeshire to be given its fair share.

## **ACTION**

Having reviewed the Report of the Police and Crime Commissioner the Panel AGREED to NOTE the Report and made the following RECOMMENDATIONS in response:

- RAG ratings to include the direction of travel
- The item to become a standing item on the agenda at each panel meeting
- Graphs plotting annual trends along with number of incidences should use the same vertical scale for both.

*Claire George and Commissioner to meet to discuss how agencies/partners/stakeholders can come together to work more strategically and share responsibilities. Panel to explore with the Commissioner actions that Panel members can take to assist cooperation and collaboration between the police and local authorities.*

### **Reasons for the decision**

The Panel understands has requested that this report becomes a standing item at every meeting; the recommendations have been suggested to enable the Panel to have a better understanding of performance and monitoring.

## **36. Monitoring the Delivery of the Police and Crime Commissioner's Police and Crime Plan - Communities**

The Panel received a report to update them on the delivery of the Communities theme within the Police and Crime Commissioner's Police and Crime Plan.

The Panel made comment, asked questions and received responses from the Commissioner with regard to the Report, these included:

- a) The Commissioner stated that although some forces had stated that they would not respond to shoplifting below a certain monetary value that this was not the way of Cambridgeshire but added if there were a threat of risk and harm; this would always be responded to as a priority.
- b) The Commissioner stated he would be attending a meeting the Federation of Small Businesses and would bring details of this back to the Panel.
- c) Cambridgeshire has a separate 101 suite to the 999 suite; capital had been made available to bring these two services together; this would take place over the next quarter and would help the 101 service act in a more coherent manner and subsequently improve.
- d) The Panel were interested in the breakdown of calls and whether action had been required; the Commissioner agreed to provide this using data that had already been collected.
- e) There were not the resources available to be able to respond to every incident reported.
- f) The Panel congratulated the Commissioner on Cambridgeshire Constabulary's refreshed website. The Commissioner stated that further work was being carried out on the website to make it easier to navigate and ensure no data was lost from the previous website but that he was very proud of the final product which enabled the public to easily report crime and receive up to date news.
- g) The Commissioner explained that Fire Safety Community Officers were from the PES team and not the Fire and Rescue Services. Any delegation of police powers would only be carried after agreement with the Fire and Rescue Chief.
- h) The Commissioner explained that anyone working under the Community Safety Accreditation Scheme operated under a Code of Conduct with their local council and

therefore anyone wishing for further information or to make a complaint should be sign posted to the relevant authority.

## **ACTION**

Following discussions the Panel **AGREED** to note the report and asked for the following:

- *OPCC to provide a report informed by the Commissioner's planned meeting with representatives of the retail sector. (January or March meeting) briefing.*
- *OPCC to provide a breakdown of gradings and responses to 999 and 101 calls, in the first instance using data already collected.*

### **37. 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.

#### **Decision Record – CPCC 2017-20 – Commissioning Arrangements for the Integrated Mental Health Team in the Force Control Room**

The Panel asked if the three Mental Health nurses previously employed were still in the Control Room.

The Commissioner explained these nurses were still in the Control Room but the Constabulary were now commissioned their services rather than via direct employment. Analysis had shown that 400 hours a month had been saved due to the nurses but that there had been disadvantages in not being able to share information across the agencies, the Commissioner would continue to challenge this as it would bring huge benefits.

## **ACTION**

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

*(At this point the Police and Crime Commissioner and his staff left the meeting.)*

### **38. Media Protocol and Communications Support**

The Chairperson presented the report to the Panel and proposed some minor amendments.

## **ACTION**

Following discussions the Panel **AGREED** to **ADOPT** the Media Protocol subject to including the additions/amendments agreed.

### **39. Meeting Dates and Agenda Plan 2017-2018**

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

ITEM	ACTION
<b>Election of Vice-Chair</b>	Following the resignation of Cllr Bisby from the Panel, Cllr David Oliver was duly elected as Vice-Chair of the Panel for the remainder of the municipal year.
<b>Fire and Rescue Governance - Update</b>	Following discussions the Panel AGREED to NOTE the report.  <i>Panel to ensure extracurricular activities are published in future</i>
<b>Monitoring the Delivery of the Police and Crime Commissioner's Police and Crime Plan</b>	Having reviewed the Report of the Police and Crime Commissioner the Panel AGREED to NOTE the Report and made the following RECOMMENDATIONS in response: <ul style="list-style-type: none"> <li>• RAG ratings to include the direction of travel</li> <li>• The item to become a standing item on the agenda at each panel meeting</li> <li>• Graphs plotting annual trends along with number of incidences should use the same vertical scale for both.</li> </ul>  <i>Claire George and Commissioner to meet to discuss how agencies/partners/stakeholders can come together to work more strategically and share responsibilities. Panel to explore with the Commissioner actions that Panel members can take to assist cooperation and collaboration between the police and local authorities.</i>
<b>Monitoring the Delivery of the Police and Crime Commissioner's Police and Crime Plan - Communities Theme</b>	Following discussions the Panel AGREED to NOTE the report.  <i>OPCC to provide a report informed by the Commissioner's planned meeting with representatives of the retail sector. (January or March meeting) briefing</i>  <i>OPCC to provide a breakdown of gradings and responses to 999 and 101 calls, in the first instance using data already collected. .</i>
<b>Decisions by Cambridgeshire Police and Crime Commissioner</b>	Following discussions the Panel AGREED to note the report.
<b>Media Protocol and Communication Support</b>	Following discussions the Panel AGREED to ADOPT the Media Protocol subject to including the additions/amendments agreed.
<b>Meeting Dates and Agenda Plan 2017-2018</b>	The Panel received and noted the agenda plan including dates and times for future meetings.

The meeting began at 2.00pm and ended at 4:20pm

CHAIRPERSON



**MINUTES OF A MEETING OF THE  
CAMBRIDGESHIRE POLICE AND CRIME PANEL, CONFIRMATION HEARING  
HELD AT  
ABAX STADIUM, PETERBOROUGH  
ON 19 DECEMBER 2017**

**Members Present:** Edward Leigh – Independent Co-Optee (Chairperson)  
Councillors L Ayres, A Dickinson, E Murphy, M Shellens, A Sharp  
and T Sanderson

**Officers Present:**

Fiona McMillan	Interim Director of Law and Governance, Peterborough City Council
Paul Smith	HR, Peterborough City Council
John Mear	HR, Peterborough City Council
Jane Webb	Senior Democratic Services Officer, Peterborough City Council

**Others Present**

Ray Bisby	Proposed Candidate for Deputy Police and Crime Commissioner
-----------	--

**1. Apologies for Absence**

Apologies were received from Councillors D Oliver, D Baigent, A Bond, N Sandford, K Cuffley and Claire George (Independent Co-optee).

**2. Declarations of Interest**

There were no declarations of interest.

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

**Chairperson's Statement**

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

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

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

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

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

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

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

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

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

### **4. Local Government Act 1972 – Exclusion of the Public**

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

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

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

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

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

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

The meeting began at 11.00am and ended at 12.15pm.

CHAIRPERSON

This page is intentionally left blank

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No.</b>
<b>31 JANUARY 2018</b>	<b>Public Report</b>

**Report of: Fiona McMillan, Interim Director of Law and Governance & Monitoring Officer, Peterborough City Council**

Contact Officer(s) – Fiona McMillan  
Contact Details – [fiona.mcmillan@peterborough.gov.uk](mailto:fiona.mcmillan@peterborough.gov.uk)

**REVIEW OF COMPLAINTS  
IPCC CONSIDERATION OF REFERRAL OF CONDUCT MATTER**

<b>1.</b>	<b>PURPOSE</b>
1.1	To update the Cambridgeshire Police and Crime Panel that no complaints were received against the Commissioner or his Deputy during the course of this reporting period.
1.2	To formally update the Cambridgeshire Police and Crime Panel on the outcome of the referral of a conduct matter by the Chief Executive of the Police and Crime Commissioner's office ("OPCC") relating to the former Deputy Police and Crime Commissioner to the Independent Police Complaints Commission ("IPCC") for investigation.
<b>2.</b>	<b>RECOMMENDATIONS</b>
2.1	To note the details of this report.
<b>3.</b>	<b>TERMS OF REFERENCE</b>
3.1	This report is due to the responsibility for the panel to have an overview of complaints made against the Commissioner or his Deputy.
<b>4.</b>	<b>BACKGROUND</b>
4.1	<p>The OPCC became aware of allegations in relation to the historical conduct of the former Deputy Police and Crime Commissioner ("DPCC") in May 2017 following the circulation of reports in the local and national media in respect of which civil proceedings against the Police had been commenced. On 15th May 2017 the former DPCC resigned with immediate effect.</p> <p>It is a statutory requirement for the Panel to record any matter in which it is notified that civil proceedings have been brought, or are likely to be brought, by a member of the public where it appears that those proceedings involve or would involve a conduct matter. Where a matter of this nature has been recorded it is then a statutory requirement to refer it to the IPCC for investigation without delay and in any case not later than the end of the day after it first becomes clear that it is a matter which must be referred.</p> <p>This statutory position is reflected in the Complaints Procedure which recognises that there are matters which cannot wait and where it would not be efficient for the Panel to meet to consider. Consequently the Chief Executive of the OPCC has delegated authority to refer a conduct matter to the IPCC on behalf of the Panel and exercised this authority to make such a referral on 15 May 2017. The Panel retains responsibility for receiving an overview of any such complaints against the Police and Crime Commissioner or the DPCC.</p>

	<p>In accordance with the Police Reform Act 2002 once a referral is made to the IPCC it must determine whether the matter should be investigated. If it decides that the matter should be investigated it must determine the mode of investigation having regard to the seriousness of the case and the public interest. If it decides that it does not need to undertake an investigation then it may refer the matter back to the Panel for local investigation or resolution. In that event appropriate arrangements will be made in accordance with the Complaints Procedure.</p>
<b>5.</b>	<b>KEY ISSUES</b>
5.1	<p>On 20th June 2017 Sarah Green, the Deputy Chair of the IPCC, responded to the OPCC regarding the conduct referral:</p> <p>"Under Section 31(1)(b) of the Police Reform and Social Responsibility Act 2011 a conduct matter is one where there is an indication (whether from the circumstances or otherwise )that a relevant office holder may have committed a criminal offence..... I do not consider there is an indication that any criminal offence may have been committed. Therefore it is not within the power of the IPCC to investigate it under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012.</p> <p>In any event the former Deputy PCC has also had a conduct matter referred to the IPCC, by the MPS, under the Police Reform Act 2002. Under that Act and the regulations made under it, a conduct matter includes behaviour which justifies disciplinary proceedings (or would have done so had he remained a police officer). I have determined that this matter should be investigated locally by the Metropolitan Police Service under paragraph 16 of schedule 3 PRA, and I anticipate, although it will be a decision for the MPS, that the investigation will be conducted as part of Operation Herne, if that is not the case please inform me. Should further information indicate a criminal offence may have been committed, it can be considered in that investigation.</p> <p>For that reason I have determined that it is not necessary, under Regulation 14 for the IPCC to investigate the matter referred by you and refer it back to you to be dealt with by that panel in such manner ( if any) as that panel may determine."</p> <p>This letter was referred by the Chief Executive of the OPCC back to the panel's Monitoring Officer on 22nd June 2017.</p> <p>On 3rd July 2017 the OPCC received an email from the Deputy Chair of the IPCC to say there was an error in her letter of 20th June regarding the reference she made to the OPCC informing her whether the MPS would deal with any investigation of the former DPCC as part of Operation Herne and confirmed that the IPCC do not expect the OPCC to do this.</p> <p>On 13th November the former Interim Director of Law and Governance wrote to Panel members to notify them that he had taken the advice of leading counsel regarding what action, if any, was now open to the Panel. He said:</p> <p>"I have to advise members that once the IPCC has concluded there is no conduct issue to investigate then there is also no conduct matter to refer to members. In essence that concludes the conduct questions and there is no matter to refer to the panel".</p> <p>This report is a formal confirmation of that advice.</p>
<b>6.</b>	<b>IMPLICATIONS</b>
6.1	<p>The Police Reform and Social Responsibility Act 2011 and Regulation 11(3) of the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 ("the Regulations") require the Panel to record any matter in which civil proceedings have or are likely to be instigated against a relevant office holder and which relate to a conduct matter. Regulation 13(2)(a) of the Regulations requires that when a matter has been recorded under Regulation 11(3) it must be referred to the IPC and Regulation 13(4) prescribes that this must be done as</p>

	<p>soon as is practicable and in any event not later than the end of the day following the day on which it first becomes clear to the Panel that the conduct matter is one to which Regulation 13(2) applies.</p> <p>The Panel has complied with its statutory requirements to record and refer its delegation to the Chief Executive of the OPCC.</p>
<b>7.</b>	<b>CONSULTATION</b>
7.1	None
<b>8.</b>	<b>NEXT STEPS</b>
8.1	N/a.
<b>9.</b>	<p><b>BACKGROUND DOCUMENTS</b> Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985:</p> <ul style="list-style-type: none"> <li>● Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012</li> <li>● Cambridgeshire Police and Crime Panel complaints procedure</li> </ul>
	.
<b>10.</b>	<b>APPENDICES</b>
10.1	<i>None</i>

This page is intentionally left blank

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 6</b>
<b>31<sup>st</sup> January 2018</b>	<b>Public Report</b>

## **Report of Cambridgeshire Police and Crime Commissioner**

**Contact Officer – Dorothy Gregson**

**Contact Details – [cambs-pcc@cambs.pnn.police.uk](mailto:cambs-pcc@cambs.pnn.police.uk) 0300 333 3456**

### **PRECEPT REPORT 2018/19 AND POLICE AND CRIME PLAN VARIATION TO APPENDIX – MEDIUM TERM FINANCIAL PLAN**

#### **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 2018/19 and to enable the Panel to review the proposed precept.
- 1.2 The Panel are also notified of the consequential amendment to the Commissioner’s Police and Crime Plan (the “Plan”) ‘Appendix – Medium Term Financial Plan 2018/19 to 2021/22’.

#### **2. RECOMMENDATION**

- 2.1 The Panel is recommended to review and make a report to the Commissioner on the proposed Council Tax precept for 2018/19 (as given in the report at Appendix 1). The proposed Council Tax is an increase of £11.97 bring the policing element of Council Tax (Band D equivalent) to £198.72.
- 2.2 The Panel are asked to note the Commissioner’s Medium Term Financial Strategy (MTFS) at Appendix 2.
- 2.3 The Panel to review the consequential variation to the Plan, that being ‘Appendix – Medium Term Financial Plan 2018/19 to 2021/22’, as given at Appendix 3.

#### **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
- 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 ways of working. 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 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 Commissioner awaits a decision from the Home Secretary on the business case for the governance of Fire and Rescue. The Commissioner has a seat on the Combined Authority and works closely with Community Safety Partnerships to deliver his Plan.
- 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 MTFs was approved by the Commissioner's Business Co-ordination Board at its meeting of the 16<sup>th</sup> January 2018. The Board approved:
- The MTFs 2018/19 to 2021/22
  - The 2018/19 Revenue Budget
  - The 2018/19 Capital Programme
  - The increase of the policing element of Council Tax (Band D equivalent) of £11.97 bringing the council tax to £198.72 per annum.
- 5.5 As a result of the new 2018/19 budget and forecast budgets for 2019/20 and 2020/21 there is a need to update Appendix of the Plan. The updated Appendix is given at Appendix 3 of this report.
- 5.6 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 2018/19 and further details of how this has been achieved are presented in the Commissioner's precept-setting report at Appendix 1. If accepted, the precept will ensure a £137.1m budget for policing in Cambridgeshire for 2018/19. This would see the policing element of a 2018/19 Band D council tax increasing from £186.75 to £198.72 per annum, an increase of £1 a month.

## **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 5<sup>th</sup> to 29<sup>th</sup> January 2018 with a link to the survey being available on the Commissioner's website. News of the Commissioner's proposal was also covered by the media across Cambridgeshire and on social media. As at 19<sup>th</sup> January 2018 2,949 survey responses were received with 78.2% of respondents in agreement with a precept increase. A verbal update on the final figures will be provided at the Panel meeting.

## **8. NEXT STEPS**

- 8.1 The Panel must make a report to the Commissioner on the proposed precept and review the variation to the Plan.

## **9. BACKGROUND DOCUMENTS**

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) 2018/19, Home Office, December 2017

<https://www.gov.uk/government/.../provisional-police-grant-report-2018-to-2019>

## **10. APPENDICES**

**Appendix 1** - Precept Report 2018/19

**Appendix 2** - Medium Term Financial Strategy 2018/19 – 2021/22

**Appendix 3** - Police and Crime Plan variation

This page is intentionally left blank



## PRECEPT REPORT 2018/19 and Medium Term Financial Strategy (MTFS)

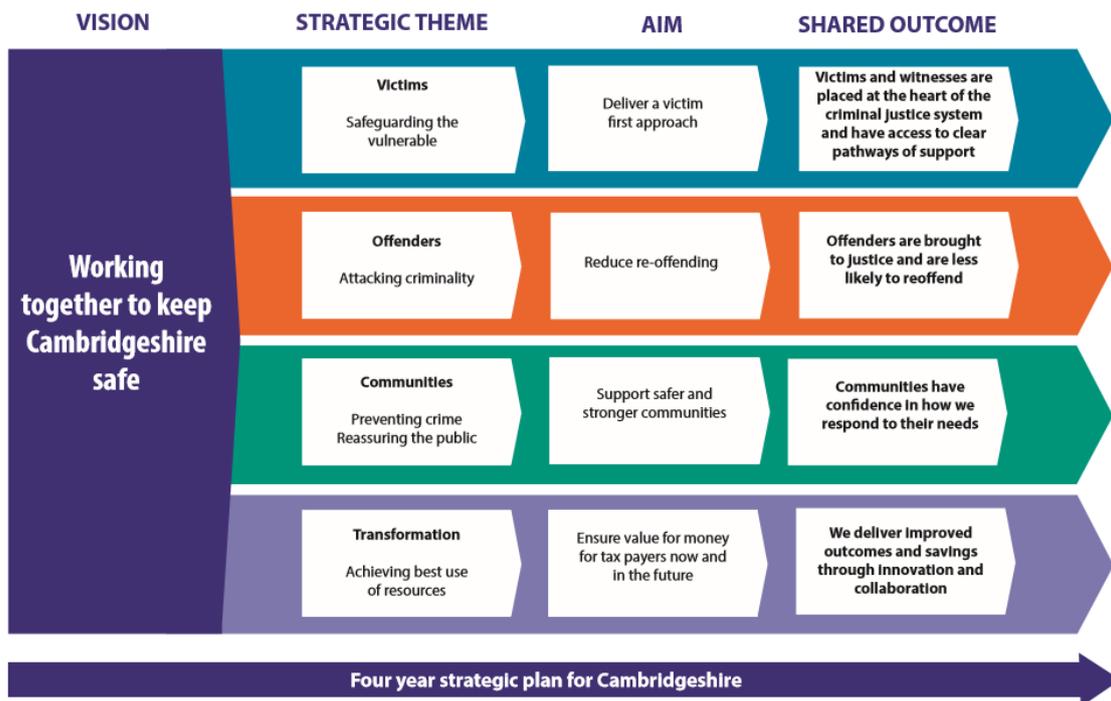
### 1. Police and Crime Plan

1.1 The budget enables delivery of the Police and Crime Commissioner's (the "Commissioner") Police and Crime Plan (the "Plan"). The Plan determines, directs and communicates the Commissioner's priorities during their period in office and sets 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.

1.2 The Plans strategic aims and objectives are set out in the diagram below.

## Cambridgeshire Police and Crime Plan – Community Safety & Criminal Justice



1.3 Transformation is crucial to allow Cambridgeshire Constabulary (the “Constabulary”) 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 demands.

## 2. Budget and Medium Term Financial Strategy (MTFS) Development

2.1 During the summer and autumn 2017 the Commissioner oversaw work to update the MTFS. The Provisional 2018/19 Police Grant Settlement was announced on 19 December 2017, stating a flat cash settlement. The Provisional Settlement gave all Police and Crime Commissioner’s the flexibility to increase the council tax precept up to £12 for 18/19.

2.2 The MTFS at Appendix 2 sets out the updated 2018/19 to 2021/22 sets out the budget for the period, which is based on detailed budget work undertaken by the Constabulary and the Commissioner’s office, the Office of the Police and Crime Commissioner (OPCC).

2.3 It also sets out the assumptions underpinning the budget and MTFS. This year has more variables than previous years. The Constabulary have undertaken a review of their Local Policing model with implementation commencing from April 2018. The Police Grant Settlement has remained at the same level as 17/18 but given all Commissioners the flexibility to increase their council tax precept. Together, these may lead to variations to the spend against the budget through the year but these will be regularly monitored through the year.

- The Provisional Grant Settlement 2018/19 was received on 19<sup>th</sup> December 2017 and final figures are expected to be received in February 2018.
- Victims' Services Grant from the Ministry of Justice (MoJ) has been confirmed for 18/19 as £986k.
- Provisional notification of Cambridgeshire's allocation of the capital grant has been received and is the same as 17/18 at £506k (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).

2.4 **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 2017/18 to 2018/19**

	<b>£m</b>
<b>Budget 2017/18</b>	<b>131.0</b>
<b>Funding Changes</b>	
Reduction in Formula Grant	0.0
Increase in Precept receipts	4.4
Change to Draw Required on Reserves	1.8
<b>Net Budget Requirement 2018/19</b>	<b>137.1</b>
<b>Net Revenue Expenditure Changes</b>	
Inflation and budgetary pressures	1.7
Increase in Police Officer Posts	2.9
Increase requirement for capital funding from revenue	0.0
<b>Savings:</b>	
Police Officer posts (ranks above constable)	-2.5
Police Staff	
Collaboration	-2.0
<b>Total Savings Identified</b>	<b>-4.6</b>
Use of Reserves	0
	<b>137.1</b>

**Table 2 – High Level Budget Analysis**

	<b>£m</b>
Policing Budget – delegated to the Chief Constable	132.3
Office of the Police and Crime Commissioner (OPCC)	1.2
Other OPCC Expenditure	0.1
Victim, restorative justice, and crime and disorder grants	2.3
Capital Financing	1.2
<b>Net Budget Requirement</b>	<b>137.1</b>

### **3. Council Tax Base and Collection Funds**

- 3.1 The tax base figures within the budget are based on estimates received from the individual councils. Net losses or surpluses on collection funds can either contribute to or be financed from the General Reserve. Compared to 2017/18 the council tax base for 2018/19 is estimated to have increased by 1.7% to 279,881. The impact of greater funding for housebuilding as a result of devolution has been factored into the assumptions. Due to the anticipated growth across the county, the council tax base will increase by an estimated 1.9% in 2019/20 and 2% in 2020/21 and 2.1% in 2021/22.

### **4. Precept 2018/19**

- 4.1 Since taking office in May 2016, the Commissioner has been ensuring that, in the face of complex economic and social pressures, the Commissioner and the Constabulary think and act differently and continue to transform the way they work through collaboration and new technology: the police never work in isolation.
- 4.2 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 Act 2017 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 continued development 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.
- 4.3 When considering the council tax, 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.
- 4.4 The Constabulary has undertaken a review of its local policing model and has found savings to fund an additional 50 front line officers however, changes to working practices are required to enable the Constabulary to respond to the increase in demand, increase their ability to investigate crimes and deter people from criminality.
- 4.5 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.
- 4.6 For the above reasons, and also due to projects currently in place to deliver future efficiencies, the Commissioner is recommending to the Police and Crime Panel (the "Panel") an increase of £11.97 in council tax for 2018/19. This would see the policing element of a 2018/19 Band D council tax increasing from £186.75 to £198.72 per annum, an increase of £1 per month.
- 4.7 The Police Reform and Social Responsibility Act 2011 places a duty on Commissioners to consult the public before issuing a precept. As well as the Commissioner's extensive

public engagement via meetings, surgeries and his newsletter, a Survey Monkey survey was made available from 5<sup>th</sup> January 2018 to 29<sup>th</sup> January 2018 with a link to the survey being available on the Commissioner’s website as well as being sent to all eCops subscribers which is 16,000 email addresses. News of the Commissioner’s proposal was also covered by the media across Cambridgeshire and on social media. As at 19<sup>th</sup> January 2018 2,949 survey responses were received with 78.2% of respondents in agreement with a precept increase. A verbal update will be provided at Panel with final results.

4.8 Details of the precepts due from each collection authority net of any loss or surplus on the collection funds are set out at Appendix 1 (Annex A).

**5. Workforce**

5.1 Despite ongoing budget pressures, the total number of police officer posts in the Constabulary establishment is budgeted at 1,425 in 2018/19. The Constabulary’s Local Policing Review (LPR) has found savings for an additional 50 officers and these have been included in the establishment figures below.

5.2 PCSO establishment numbers are budgeted at 126.

5.3 Police Staff budgeted numbers are estimated to increase to 873.

5.4 The target for Special Constabulary numbers continues to be 300.

5.5 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)**

	<b>2017/18</b>	<b>2018/19</b>
<b>Police Officers:</b>		
Local Policing	1,047	1,175*
Collaborated Officers	302	251*
<b>Total Officers</b>	<b>1,349</b>	<b>1,425**</b>
<b>Police Staff:</b>		
Police Staff	803	873
PCSOs	150	126
<b>Total</b>	<b>953</b>	<b>999</b>

\* includes public contact in 18/19 (was expected to be collaborated in 17/18)

\*\* takes account of roundings in calculations

## **6. Capital Financing**

- 6.1 The replacement for Parkside Custody is now underway, with searches for suitable sites progressing. Detail project plans are in the process of being drawn up.
- 6.2 Other than the Parkside replacement project, other Capital Programme expenditure for 2018/19 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.
- 6.3 From 2020/21, the primary source of capital financing will be borrowing as Capital Reserves and Receipts will have been fully utilised by this point and it is anticipated that the current low level of Capital Grants received from central government will continue. This will have ongoing revenue consequences due to the need to budget for interest and minimum revenue provision payments.
- 6.3 The Capital Programme's 2018/19 to 2021/22 revenue effects are included in the MTFS.

## **7. The Medium Term Outlook**

- 7.1 As set out in the current MTFP the projected budget gap for 2018/19 to 2021/22 is a further £9.3m. The Provisional Grant settlement by the Home Office signalled its intention to repeat the same settlement for 2019/20, provided there is substantial progress from policing in delivering productivity and efficiency improvements.
- 7.2 The draft MTFS was predicated on a 1.99% council tax increase which left a budget gap of between £10m and £14m. The provisional police grant settlement gives us a "stand still position" with a budget gap of £10m. The additional council tax raised could be used to help bridge this budget gap.
- 7.3 The intention of the Commissioner is to give all of the additional money raised from the increased council tax (above the planned 1.99% increase) to the Chief Constable. This will allow him to resource the increase in demand more adequately and more effectively respond to what the public want through measures. This would include the recruitment of additional police officers as well as permitting a review of the plans to reduce police station opening hours. Whilst this will help ensure the resourcing needs of the Constabulary are being more adequately met it will however, still leave a budget gap, over the medium term of £9.3m which will need to be met by the saving and efficiency plans that are already in place.
- 7.4 The Policing and Crime Act, 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. 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 has submitted a proposal to the Home Office

to take on the governance of Cambridgeshire Fire and Rescue Service and await a response from the Home Secretary. Work is ongoing 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

7.5 Collaboration of Blue Light estates of the Constabulary and the Fire Service have been developed and further work is in progress.

7.6 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.

7.7 The Cambridgeshire and Peterborough Combined Authority brings together representatives of local councils and the Local Enterprise Partnership. The benefits for community safety are significant and the Commissioner is working with local public sector bodies to ensure that these benefits are fully realised.

7.8 The Commissioner's Finance Sub Group continues to drive forward the transformation objectives contained in the Commissioner's Plan and ensure that savings from transformation are realised within the MTF5 period.

## **8. Conclusion**

8.1 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.

8.2 The Commissioner has sought to ensure that the Constabulary are delivering policing effectively and efficiently. The Commissioner is keen to protect front line policing and ensure council tax increases fund additional police officers to manage demand and effectively respond to what the public want.

## **9. Recommendation**

9.1 Taking into account all the information contained in the report the Commissioner is asking the Board to endorse his recommendation to increase the policing element of council tax by £11.97; this will increase the policing element of Band D council tax from £186.75p in 2017/18 to £198.72 per annum, an increase of £1 per month.

## Appendix A

### DRAFT Estimated Share of Precept to be paid by each District/City Council in 2018/19

	2018/19 Council Tax Estimated Base No	18/19 Band D	Precept	Collection fund surplus (+) / deficit (-) police share	Estimated Total Payment Due	Comments
Cambridge City	42,989	198.72	8,542,695	-15,831	8,526,864	Estimated Base and Collection Fund deficit provided by the Authority
East Cambridgeshire District Council	29,261	198.72	5,814,647	82,534	5,897,181	Estimated Base and Collection Fund surplus provided by the Authority
Fenland District Council	28,979	198.72	5,758,707	68,521	5,827,228	Estimated Base and Collection Fund surplus provided by the Authority
Huntingdon District Council	60,984	198.72	12,118,740	-45,292	12,073,448	Estimated Base and Collection Fund surplus provided by the Authority
South Cambridgeshire District Council	61,410	198.72	12,203,435	-20,000	12,183,435	Estimated Base and Collection Fund surplus provided by the Authority
Peterborough City Council	56,259	198.72	11,179,846	179,000	11,358,846	Estimated Base and Collection Fund surplus provided by the Authority
<b>Total</b>	<b>279,882</b>		<b>55,618,070</b>	<b>248,932</b>	<b>55,867,002</b>	

The budgeted 2018/19 Precept in MTFP is based on a Council Taxbase increase of 1.7%.

The estimated Collection Fund figure is awaited from South Cambridgeshire District Council.

This page is intentionally left blank



**CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER**

**MEDIUM TERM FINANCIAL STRATEGY**

**2018/19 TO 2021/22**

## Table of Contents

<b>1. Overview and Purpose of Strategy.....</b>	<b>3</b>
<b>2. Police and Crime Plan .....</b>	<b>4</b>
Victims .....	4
Offenders .....	5
Communities .....	6
Transformation .....	6
<b>3. Police Funding .....</b>	<b>7</b>
Government Formula Grant.....	7
Council Tax .....	7
<b>4. Demand .....</b>	<b>8</b>
Short Term Demands .....	8
Long Term Demands .....	9
<b>5. Productivity.....</b>	<b>10</b>
<b>6. Inflation .....</b>	<b>10</b>
<b>7. Savings .....</b>	<b>10</b>
<b>8. Workforce .....</b>	<b>11</b>
<b>9. Partnership Working .....</b>	<b>12</b>
<b>10. Risks.....</b>	<b>12</b>
<b>11. Reserves .....</b>	<b>12</b>
<b>12. Robustness of Estimates .....</b>	<b>14</b>
<b>Appendix A - MTFP 2018/19 to 2021/22 .....</b>	<b>16</b>
<b>Appendix B - CAPITAL PROGRAMME 2018/19 to 2021/22.....</b>	<b>17</b>

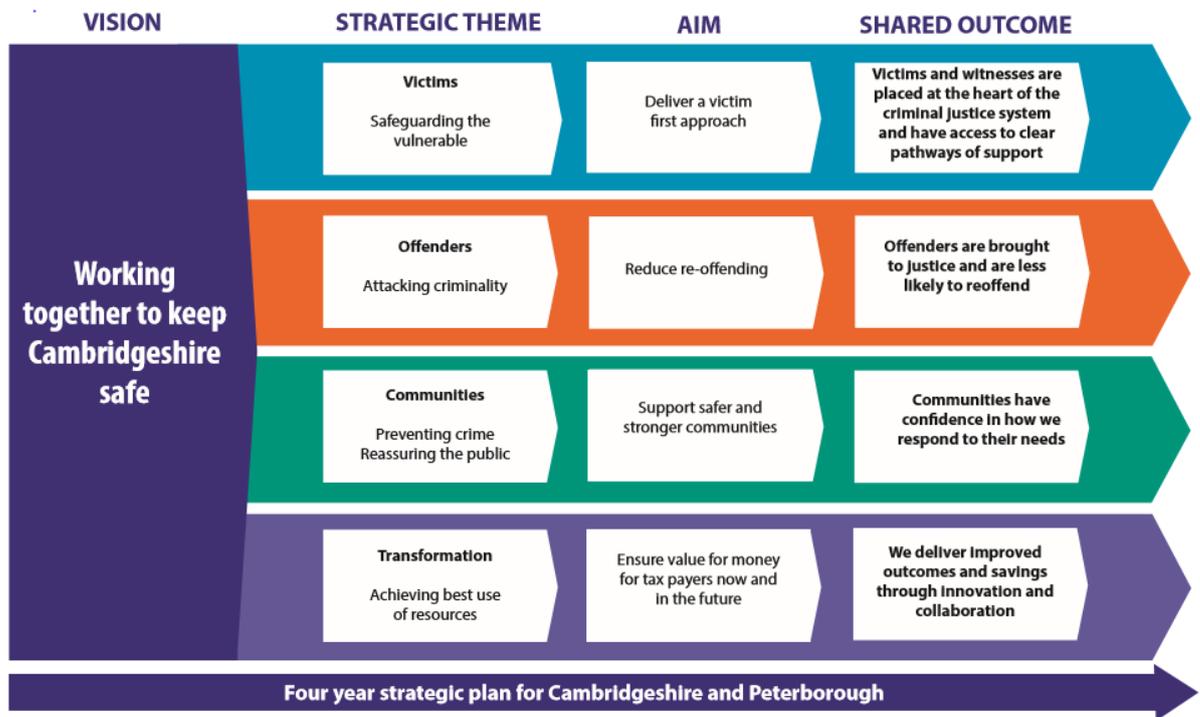
## **2 Overview and Purpose of Strategy**

- 2.1 The Medium Term Financial Strategy (MTFS) is Cambridgeshire Police and Crime Commissioner's (the "Commissioner") key financial planning document.
- 2.2 The Commissioner has responsibility for the totality of policing in the Cambridgeshire Constabulary area and has a wider role in relation to the "and Crime" agenda, which includes the responsibility for commissioning victims' services.
- 2.3 The MTFS identifies the known factors affecting the organisation's financial position. It will balance the objectives of the Commissioner's Police and Crime Plan (the "Plan") against constraints in resources allowing the Commissioner to make informed decisions. It also identifies assumptions and the risks and/or opportunities and how these affect the financial plan.
- 2.4 There are pressures on the plan including pay increases for police officers which were announced recently by Central Government. The Police staff pay award is currently unknown but expected to follow officers.
- 2.5 Demand across all Public Services is increasing and with no additional resources being available there is the risk of an element of demand shift across the sector, as cuts in one organisation can have a detrimental impact on the demand of another organisation.
- 2.6 There are plans to achieve savings but in order to balance the budget reserves will be used. This was anticipated as austerity cuts were implemented in 2010 and has, therefore, been planned for.

### 3 Police and Crime Plan

3.1 The Plan contains the Commissioner’s objectives under four strategic themes.

#### Police and Crime Plan – Community Safety and Criminal Justice



3.2 There is a delivery plan to ensure the actions underpinning the aims and outcomes will be delivered. Resource implications have been taken into consideration alongside opportunities and consideration that the Plan will be delivered in conjunction with partner agencies.

#### Victims

3.3 The **Victims** Strategic Theme is a significant part of the Commissioner’s “and Crime” remit and in the main is for Cambridgeshire Constabulary (the “Constabulary”) and partners to deliver with the Commissioner having a statutory duty to ensure an ‘effective and efficient criminal justice system’ championing the needs of victims within the system

3.4 The Commissioner is responsible for commissioning services for victims and witnesses. He receives a grant from the Ministry of Justice (MoJ) in order to do this. This grant helps a number of initiatives that seek to deliver key outcomes of the Victims workstream, which would be at risk should there be a reduction in the MoJ funding, including:

- The Victim and Witness Hub providing an end to end service for all victims and witnesses of crime.
- Mental Health Nurses to sit alongside staff in the Force Control Room to provide advice and guidance to officers and staff dealing with people in mental health crisis to enable them to receive the right care at the right time.

3.5 A significant area of risk for the duration of this MTF period is the Criminal Justice System (CJ). We have seen CJ services reducing their resources and this is impacting both on the Victim and Witness Hub and other partners supporting people for longer, as well as short notice duty changes for court appearances impacting on policing.

### **Offenders**

3.6 The **Offenders** Strategic Theme's overarching objective is that offenders are brought to justice and are less likely to re-offend. Tackling and investigating crime is a core policing role. Key to this though is the integrated approach which is required from statutory and voluntary agencies to prevent crime and reduce reoffending, thereby having a positive impact on demand on policing and other services.

3.7 Community Safety Partnerships are key partners in this. Crime and disorder reduction grants will be awarded to them for projects that support this and the Communities strategic theme.

3.8 The Cambridgeshire and Peterborough Combined Authority is now in existence and working across the county. This may present opportunities in areas where the Commissioner can influence but not directly impact such as housing and education but which can have a significant impact on offending.

3.9 A key initiative in the national agenda of CJ is the implementation of virtual courts. This lessens the requirement for a person to sit at Court until called, but will enable them to give their evidence from a location elsewhere via a live link. There is a cost for the implementation of the facilities to enable this to happen but it is an invest to save initiative as it reduces the burden on staff attending court and assists in improving operational efficiencies.

3.10 The Plan has a priority action to contribute to national policing needs as set out in the Government's Strategic Policing Requirement. This includes areas such as Counter-Terrorism and serious and organised crime. Cambridgeshire are part of the Eastern Regional Specialist Operations Unit whose work includes these areas. The Commissioner has to ensure the Chief Constable has the resources and working regionally provides resilience in this area.

## **Communities**

- 3.11 The **Communities** Strategic Theme recognises all public service organisations are facing challenges as budgets reduce and there are often the same people with multiple and complex needs that all agencies come into contact with.
- 3.12 The Constabulary has been undertaking a Local Policing Review (LPR) in 2017/18 to identify a new operating model which more effectively matches resources to current and future demand. This forms a significant element of the savings programme within the budget. It is intended this the review will create a sustainable policing model for Cambridgeshire and Peterborough for the next three to five years. It will support delivery of the Plan and enable the constabulary to provide a more effective and legitimate service to the public while driving continuous improvement and efficiency.
- 3.13 One of the first steps will be to create a Demand Hub, bringing together call handling, dispatch, and crime management in one location, and operating with a “one team” approach. The Hub aims to ensure effective, consistent and robust decision making at the first point of contact, redirecting demand to the most appropriate resource as quickly as possible and reducing inefficiencies. However, the co-location of and recruitment into this team will increase both revenue and capital costs during initial implementation, thus representing an upfront cost before any savings can be realised.
- 3.14 A key risk, both operationally and financially, is the recruitment and retention of police officers. The Constabulary must ensure it retains existing officers, effectively recruits new officers and improves the diversity of the workforce so it is representative of the community it serves. The College of Policing is introducing a graduate scheme and an apprentice scheme, which should help manage this risk, but the full details and cost implications are not fully known/understood at this time.

## **Transformation**

- 3.15 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. In order to achieve this the **Transformation** Strategic Theme brings these strands together.
- 3.16 The MTFS is the document that brings the initiatives under the transformation theme together and demonstrates how they will be delivered.
- 3.17 We have a well-established collaboration with Bedfordshire Police and Hertfordshire Constabulary and any identified areas of risk and potential further savings are included in this plan. Additionally joint collaboration is now established on a Seven Force Basis (Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk, and Suffolk) and one of the first areas of business to review is procurement.

- 3.18 A Local Business Case regarding the future governance of Cambridgeshire Fire and Rescue Service was submitted to the Home Secretary in October 2017 containing a proposal for the creation of a new Police, Fire and Crime Commissioner for Cambridgeshire, with the Commissioner assuming responsibility for the governance of the Fire Service. The outcome of this is expected in spring 2018 and if approved will allow for the speeding up of the joint estates working and realise savings within the life of this strategy, as well as revenue savings generated through improved and more streamlined governance arrangements across the two services.

#### **4 Police Funding**

- 4.1 There are two principle sources of funding available to the Police and Crime Commissioner for the delivery of his duties: Government Formula Grant and Council Tax. The draft financial settlement was issued by the Home Office on 19 December 2017 and provided details on the Police Grant and Council Tax, both of which are discussed below.

##### **Government Formula Grant**

- 4.2 In 2017/18 60% of the funding for the Commissioner was from the Police Grant, paid by the Home Office. In recent years this grant has been reduced, as part of the Government's overall austerity programme.
- 4.3 The draft financial settlement kept the level of police grant at a cash standstill position of £78.411 million. The indication is that this will apply for 2019/20 as well.

##### **Council Tax**

- 4.4 The Council Tax is driven by two elements, the Band D equivalent rate and the Council Tax base. The current Band D rate in Cambridgeshire is £186.75 (2017/18). The draft financial settlement included a provision that allows Police and Crime Commissioners to increase their share of the Council Tax by up to £12. The MTFS is based on this £11.97 increase occurring in 2018/19 and 2019/20 and then reverting to a 2% increase per annum. This will increase the Council Tax in 2018/19 to £198.72 (6.4% increase) and generate £3.3m of additional income.
- 4.5 The second element of council tax is the council tax base, which is the total number of Band D equivalent properties in the area. This is calculated by the District Council's and is driven by house building in the area. The council tax base for 2018/19 is 279,882. Due to the anticipated growth across the county, the council tax base will increase by an estimated 1.9% in 2019/20 and 2% in 2020/21 and 2.1% in 2021/22. As a result the Council Tax income will increase by £0.985 million in 2018/19.

## **5 Demand**

- 5.1 The pressures on policing have been widely discussed in the national media. Increases in calls for service and recorded crime have been seen in many forces, and policing is becoming increasingly complex. Forces increasingly have less surge capacity to deal with unforeseen peaks in demand due to reducing workforce numbers.
- 5.2 Some pressures are caused by short term demands, such as seasonal fluctuations in calls for service and responses to incidents of national significance (such as terrorist attacks). Others are the result of longer term changes, such as a growing population and more complex crime types that require more resources to investigate.

### **Short Term Demands**

- 5.3 Demand on policing in Cambridgeshire has grown, which has caused significant strain on frontline resources. Calls for service have increased and crime levels are on an upward trajectory. Some of the increase in crime is due to improved recording standards (which represents improved service delivery for victims), but there are also increases in some crime types that are not affected by improved recording (such as vehicle crime and shoplifting). This in turn places higher demands on a range of policing activities from initial call handling and police response through to investigative processes.
- 5.4 The Constabulary has undertaken a review of its operating model to ensure it is fit for purpose for the future. The new LPR model will support delivery of the Plan and allow the Constabulary to respond effectively to increases in demand. The model has been developed using a strong understanding of baseline demand and wide consultation with the workforce and other stakeholders, supported by experts in police demand management.
- 5.5 In order to effectively manage demand, a Demand Hub will be created which will ensure effective, consistent and robust decision making at the first point of contact, allowing demand to be managed more effectively and redirected to the right service provider when it is appropriate to do so. A realignment of local resources to North and South areas will improve the Constabulary's ability to deploy to priority incidents quickly, and will provide more resilience for investigations.
- 5.6 The Constabulary has launched a new website which facilitates online reporting and provides guidance on and access to services online. This will help the public gain access to the support they need using digital methods.
- 5.7 The LPR model also includes an enhanced approach to neighbourhood policing, with a focus on problem solving. This will help prevent more crime in Cambridgeshire, and will support more effective working with partners and volunteers in local communities.

- 5.8 The intention of the Commissioner is to give all of the additional money raised from the increased Council Tax (above the planned 1.99% increase) to the Chief Constable. This would allow him to resource the increase in demand more adequately and more effectively respond to what the public want through measures that would include the recruitment of additional Police Officers as well as permitting a review of the plans to reduce Police station opening hours.

### **Long Term Demands**

- 5.9 Cambridgeshire continues to be one of the fastest growing counties in terms of population and this is set to continue. However the Constabulary is one of the lowest funded police forces in the country, per head of population, resulting in a constant threat of under resourced policing services.
- 5.10 The recently elected Mayor of Cambridgeshire and Peterborough Combined Authority ambitions include accelerating house building rates and increasing the size of the local economy which in turn could increase demands on policing.
- 5.11 Research shows that over the next 20 years a 23% increase in population is forecast. Of this, the 15-24 age group is expected to increase by 18% and this age group currently accounts for 50% of demand. Current funding and expenditure estimates do not take into account this potential future growth in demand but it represents a significant risk to the future financial stability of the Constabulary.
- 5.12 An ageing population is likely to also increase demand as the elderly tend to be more vulnerable.
- 5.13 Public sector partners are also facing increasing demands on their services alongside reductions in budgets. In some areas of work we are seeing partners shrinking and policing seeing an increase in demand as it becomes the service of last resort.
- 5.14 Increasingly national initiatives are being cascaded at a force level to implement and fund. Examples include the Airwave replacement programme, the College of Policing professionalization programme, and complaints reform. At the same time, no additional funds are forthcoming from central government to implement these, but the police settlement grant gets 'top sliced' to fund national initiatives.
- 5.15 The types of demand the police deal with are changing, with emerging crime types like cyber-crime, and a focus on hidden crime types that involve the vulnerable, such as modern slavery and child sexual exploitation. These require a more specialist response, are costly and time consuming to investigate, and cross traditional policing boundaries, requiring joined up working between police forces.

## **6 Productivity**

- 6.1 It is essential for any organisation to ensure it is as productive as it can be, in order to ensure that the resources it uses to provide a service are being used as efficiently and effectively as possible. This is true for all types of resource, whether they be staff, buildings, or equipment.
- 6.2 Throughout the period of the MTFs, the Commissioner and Chief Constable will be looking to improve the operational and organisational productivity of the Constabulary through the implementation of a Productivity Strategy. This will consider:
- Human Resources – ensuring that the Constabulary has the right people with the rights skills in the right places, and that their wellbeing is supported.
  - ICT – ensuring that the benefits of investment in new technologies can be measured and are realised, through cultural change as well as systems and processes.
  - Fixed Assets – the Commissioner has a clear programme for asset rationalisation, to ensure the effective and efficient use of buildings, working with partners and disposing of redundant buildings.
  - Continuous Improvement – ensuring that the constabulary has an ongoing programme of continuous improvement activity to continue to achieve marginal gains that together represent substantial productivity improvements for the force, both for the frontline and support functions.
- 6.3 Whilst improvements in productivity do not always bring about cashable savings, they are essential to ensuring an efficient and effective organisation that makes best use of public money, and are a key opportunity when managing the increasing pressures of rising demand.

## **7 Inflation**

- 7.1 Current inflation rates are contained within the MTFP (Appendix A) but there is currently a period of growing inflation, Consumer Price Index is 3% in September 2017, which brings about pressure and risks to the budget.
- 7.2 For the past few years the Government has set a public sector pay cap, including police, of 1%, which to date the future year plans have been based on. 2017/18 has seen the Government divert from this approach and currently it is anticipated that future year pay awards will be at least 2%.

## **8 Savings**

- 8.1 The MTFP contains a savings plan in order to bridge the current funding gap over the four-year period. The savings plan comes under three primary headings:

- 8.1.1 Local Policing – this covers savings for those budgets directly under the sole control of the Chief Constable. Savings here include the LPR, the primary savings target, plus supplies and services and transport saving as a result of better procurement outcomes, aided by the 7Force procurement.
- 8.1.2 Estates Strategy – The Commissioner has a clear estates strategy that is looking to dispose of properties no longer required, collaborate with partners, particularly Fire, for joint occupation of buildings and using the estate for income generation through regeneration.
- 8.1.3 Collaboration – as discussed in the transformation section of the Police and Crime Plan, collaboration both across the BCH partnership and 7Forces is key to finding efficiencies across the organisation.

## 9. Workforce

- 9.1 Despite ongoing budget pressures, the total number of police officer posts in the Constabulary establishment is budgeted to remain almost level at 1,425 in 2018/19. The LPR has found savings for an additional 50 officers and these have been included in the establishment figures below.
- 9.2 PCSO establishment numbers are budgeted to reduce to 126.
- 9.3 Police Staff budgeted numbers are estimated to remain steady at 873.
- 9.4 The target for Special Constabulary numbers continues to be 300.
- 9.5 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 1 – Workforce projections (establishment)**

	2017/18	2018/19
<b>Police Officers:</b>		
Local Policing	1,047	1,175
Other Policing	302	251
<b>Total Officers</b>	<b>1,349</b>	<b>1,425*</b>
<b>Police Staff:</b>		
Police Staff	803	873
PCSOs	150	126
<b>Total</b>	<b>953</b>	<b>999</b>

\*takes account of roundings in calculations

## **10 Partnership Working**

- 10.1 The Commissioner has a Commissioning and Grants Strategy which sets out the approach taken to provide funding for local interventions, innovation, projects and victim support services to deliver the shared outcomes of the Plan.
- 10.2 The Commissioner may award a Crime and Disorder Reduction Grant to any person; for securing, or contributing to securing, crime and disorder reduction. The proposed grants for 2018/19 are awarded to Community Safety Partnerships and other local bodies in support of achieving the Plan objectives.
- 10.3 The MoJ transferred responsibility for commissioning support services for victims of crime to Police and Crime Commissioners. These services are provided using a mixture of grants and commissioning.
- 10.4 The Commissioner also awards grants to deliver casualty reduction and support in the county.
- 10.5 The Commissioner commenced a Youth and Community Fund during 2017/18 and this will continue to support youth and community groups to deliver activities to divert young people away from offending and reduce the vulnerability of young people. Details of the fund can be found on the Commissioner's website.
- 10.6 There is a strong desire from partners in Cambridgeshire to work together; not only to meet people's need but also to prevent problems occurring in the first place. Prevention is a shared priority. However more work is required to understand how investment in prevention can be incentivised.

## **11. Risks**

- 11.1 Key risks associated with this MTFs are discussed throughout this document but are:
  - Funding – both cuts in direct grants and lack of growth in Council Tax.
  - Demand – both short and long term and the changing nature of crime.
  - Cuts elsewhere in the public sector, bringing about demand shift onto the police.
  - Legislative changes bringing more responsibilities without the necessary funding.
  - A significant, currently unquantified risk is the national ICT programme, which whilst providing efficiencies in the medium to long term have short term cost implications.

## **12 Reserves**

- 12.1 Section 25 of the Local Government Act 2003 requires the Chief Finance Officer (CFO) to report on the adequacy of the proposed financial reserves as part of budget setting considerations.

12.2 The General Reserve, which is a statutory contingency reserve to fund unplanned and emergency expenditure, for example a major operational investigation, stood at £7.197m (5.5% of the Net Budget Requirement (NBR) 2017/18). In 2017/18 there will be a call of £0.263m on the general reserve as a result of the police pay award above the 1% budgeted for, bringing the balance down to £6.934m (5.05% of 2018/19 estimated NBR). A general reserve of 5% of the NBR is considered prudent. This means that as the NBR increases each year a contribution to the General Reserve is required. The estimated position of the General Reserve over each year of the MTFS is shown in **Table 2** below.

**Table 2: General Reserve Balance 2018/19 to 2021/22**

Heading	2018/19	2019/20	2020/21	2021/22
	£'000	£'000	£'000	£'000
Opening Balance	6,934	6,934	7,240	7,497
Transfer (Out)/ In	0	306	257	224
Closing Balance	6,934	7,240	7,497	7,721

12.3 The Budget Assistance Reserve, which is intended to be used to even out fluctuations within the MTFS period and is used to bring the General Reserve up to the 5% level, will have the following movements, based on the projected outturn position for 2017/18 and the budget gap figures in Table 2 above.

**Table 3: Projected Budget Assistance Reserve**

Heading	Budget 2017/18	Estimated Budget 2018/19	Estimated Budget 2019/20	Estimated Budget 2020/21	Estimated Budget 2021/22
	£'000	£'000	£'000	£'000	£'000
Opening Balance	8,414	2,766	965	(1,472)	(1,682)
Transfer (Out)/ In	(5,648)	(1,801)	(2,437)	(210)	90
Closing Balance	2,766	965	(1,472)	(1,682)	(1,592)

12.4 Currently the Budget Assistance Reserve is due to go into a negative position in 2019/20. This cannot happen, and even though the overall position of reserves is positive (see Table 5 below) the continued pressure on reducing expenditure, and identifying efficiencies and savings has to continue in order to rectify the reserves position.

12.5 The Commissioner is also required to clearly set out how he intends to use all reserves over the MTFS period. **Table 4** sets out the estimated balances of the reserves over the period of the MTFS.

**Table 4: Estimated Reserves Position 2018/19 to 2021/22**

	Balance 31 March 2018	Balance 31 March 2019	Balance 31 March 2020	Balance 31 March 2021	Balance 31 March 2022
<b>Usable Reserves</b>					
Drug Forfeiture (Operational) Reserve	78	78	78	78	78
Budget Assistance Reserve	2,766	965	(1,472)	(1,682)	(1,592)
Road Casualty Reduction & Support Fund (*)	1,348	1,348	1,348	1,348	1,348
Collaboration & Commissioning Reserve	270	270	-	-	-
ICT Development Reserve	161	-	-	-	-
Estate Development Reserve	3,439	5,439	-	-	-
<b>Contingency Reserves</b>					
Insurance Reserve	996	996	996	996	996
Ill-Health Retirement Reserve	398	398	398	398	398
<b>Capital Reserves</b>					
Capital Reserve	1,875	845	-	-	-
Capital Receipts Reserve	1,888	-	-	-	-
<b>Total Earmarked Reserves</b>	<b>13,219</b>	<b>10,339</b>	<b>1,348</b>	<b>1,138</b>	<b>1,228</b>
General Reserve	6,934	6,934	7,240	7,803	8,027
<b>Total Usable Reserves</b>	<b>20,153</b>	<b>17,273</b>	<b>8,588</b>	<b>8,941</b>	<b>9,255</b>

(\*) This reserve will be utilised over the MTFS period but it is not yet known what the spend profile will be.

### 13 Robustness of estimates

13.1 Under Section 25 of the Local Government Act 2003, the Commissioner's CFO is required to report on the robustness of the estimates made for the purposes of the budget calculations.

13.2 Work on the 2018/19 budget gap started early in 2017/18, 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.

- 13.3 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.
- 13.4 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.
- 13.5 The Commissioner's CFO and the Constabulary's Director of Finance and Resources meet regularly from July 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.

## APPENDIX A – MTFP 2018/19 to 2021/22

Cambridgeshire Office of the Police and Crime Commissioner – Medium Term Financial Strategy							
	Budget 2017/18 £'000	Budget 2018/19 £'000	Forecast Budget 2019/20 £'000	Forecast Budget 2020/21 £'000	Forecast Budget 2021/22 £'000	Actual 2016/17 £'000	Forecast Spend 2017/18 £'000
Constabulary Expenditure	127,758	133,830	141,727	146,084	150,621	128,568	129,784
<b>Total Income</b>	<b>-1,421</b>	<b>-1,508</b>	<b>-1,508</b>	<b>-1,508</b>	<b>-1,508</b>	<b>-2,382</b>	<b>-1,722</b>
<b>Total Constabulary Budget</b>	<b>126,337</b>	<b>132,322</b>	<b>140,219</b>	<b>144,576</b>	<b>149,113</b>	<b>126,181</b>	<b>128,062</b>
<b>Office of the Police and Crime Commissioner</b>							
<b>OPCC Office Running Costs</b>							
Police Staff & Commissioner	893	904	925	963	1,004	891	893
Other Employee Expenses	1	1	1	1	1	1	1
Transport Costs	24	12	12	13	13	15	24
Supplies & Services	196	303	312	321	331	293	196
<b>Total OPCC Office Expenditure</b>	<b>1,114</b>	<b>1,220</b>	<b>1,250</b>	<b>1,299</b>	<b>1,349</b>	<b>1,200</b>	<b>1,114</b>
<b>Corporate Costs and Grants</b>							
Non-Operational Estate Held for Investment	0	64	0	0	0	0	0
Police National ICT Company Subscription	60	60	60	60	60	60	60
Community Safety / Crime Reduction Grants	1,276	1,276	1,276	1,276	1,276	1,595	1,276
MoJ Victims Grant	986	987	987	987	987	981	986
<b>Capital Financing Costs</b>							
Revenue Contribution to Capital	0	0	0	0	0	609	0
Interest	413	414	446	773	1,135	455	413
MRP	774	774	744	714	686	805	774
<b>Total Capital Financing Costs</b>	<b>1,187</b>	<b>1,188</b>	<b>1,190</b>	<b>1,487</b>	<b>1,821</b>	<b>1,869</b>	<b>1,187</b>
<b>NET BUDGET REQUIREMENT (NBR)</b>	<b>130,960</b>	<b>137,117</b>	<b>144,982</b>	<b>149,684</b>	<b>154,606</b>	<b>131,891</b>	<b>132,685</b>
Budget -Decrease / +Increase Year on Year	3.6%	4.7%	5.7%	3.2%	3.3%		
<b>Financed by:</b>							
<b>Formula Grant</b>	<b>78,411</b>	<b>78,411</b>	<b>78,411</b>	<b>78,411</b>	<b>79,195</b>	<b>79,435</b>	<b>78,411</b>
Actual Grant Reductions	-1.28%	0.00%	0.00%	0.00%	1.00%		1.28%
MoJ Victims Grant	986	987	987	987	987	981	986
<b>Precept</b>	<b>51,388</b>	<b>55,618</b>	<b>60,096</b>	<b>62,518</b>	<b>65,101</b>	<b>49,682</b>	<b>51,388</b>
Contribution to/-from Reserves	0	1,801	0	0	0	1,383	1,726
Collection Fund - Deficit / +Surplus	174	300	0	0	0	410	174
<b>TOTAL FINANCING</b>	<b>130,960</b>	<b>137,117</b>	<b>139,494</b>	<b>141,916</b>	<b>145,283</b>	<b>131,891</b>	<b>132,685</b>
<b>BUDGET GAP</b>	<b>0</b>	<b>0</b>	<b>-5,488</b>	<b>-7,768</b>	<b>-9,323</b>		
	<b>0</b>	<b>0</b>	<b>-5,488</b>	<b>-2,281</b>	<b>-1,554</b>		
<b>Band D Council Tax £</b>	<b>£186.75</b>	<b>£198.72</b>	<b>£210.72</b>	<b>£214.91</b>	<b>£219.19</b>		

## APPENDIX B - CAPITAL PROGRAMME 2018/19 to 2021/22

Capital Programme 2018/19 to 2021/22					
Capital Programme No.	Description of Bid	Programme 2018/19 £	Forecast Programme 2019/20 £	Forecast Programme 2020/21 £	Forecast Programme 2021/22 £
<b>Section A Projects where Funding Approved in Previous</b>					
1	Athens				
<b>Section A Totals</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Section B Estate Programme</b>					
2	Parkside Custody Replacement	3,500,000	10,000,000	4,500,000	
3	Estates Major Repairs Planned	500,000	500,000	500,000	500,000
<b>Section B Totals</b>		<b>4,000,000</b>	<b>10,500,000</b>	<b>5,000,000</b>	<b>500,000</b>
<b>Section C Fleet Programme</b>					
4	New Vehicle Equipment	400,000	400,000	400,000	400,000
5	Telematics				
6	Vehicle Replacement Programme	1,300,000	1,300,000	1,300,000	1,300,000
<b>Section C Totals</b>		<b>1,700,000</b>	<b>1,700,000</b>	<b>1,700,000</b>	<b>1,700,000</b>
<b>Section D ICT Enabling Programme</b>					
7	ICT Programme 2018/19	857,000	500,000	200,000	200,000
8	Replacement of SAN (ICT area network)				
9	Replacement of UPS				
10	ERP system				
11	CRM - In FBC and will go to JCOB	93,580			
12	ICT consolidated work streams				
13	ESMCP ICCS				
14	ESMCP Devices and Fitting	213,500		2,000,000	
15	ANPR 3 Year Investment Strategy	140,000			
16	Website				
<b>Section D Totals</b>		<b>1,304,080</b>	<b>500,000</b>	<b>2,200,000</b>	<b>200,000</b>
<b>Section E Operational Programme</b>					
18	Covert Equipment Renewal	50,000			
19	JPS General	95,000	100,000	100,000	100,000
20	Digital Interview Recording Equipment Refresh				
21	Delegated Chief's Budget	300,000	300,000	300,000	300,000
<b>Section E Totals</b>		<b>445,000</b>	<b>400,000</b>	<b>400,000</b>	<b>400,000</b>
<b>Totals for All Schemes</b>		<b>7,449,080</b>	<b>13,100,000</b>	<b>9,300,000</b>	<b>2,800,000</b>
<b>Funding Proposal</b>					
<b>Section D</b>	<b>Capital Financing</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	Capital Grants	506,230	506,230	506,230	506,230
	ESMCP Grant	213,500			
	Vehicle Receipts (RCCO)	150,000	150,000	150,000	150,000
	Capital Receipts	1,888,000			
	Capital Reserves	1,030,350	845,000		
	ICT Development Reserve	161,000			
	Estates Development Reserve		5,439,000		
	Borrowing	3,500,000	8,159,770	8,643,770	2,143,770
<b>Total Financing</b>		<b>7,449,080</b>	<b>15,100,000</b>	<b>9,300,000</b>	<b>2,800,000</b>

This page is intentionally left blank

**Variation to Police and Crime Plan**

Changes to page 18 (section on Police and Crime Commissioner's Youth Fund) and page 22 of the Police and Crime Plan 2017-2020

# 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 and Community Fund

Funding will be made available from the Police Property Act monies to fund small projects to engage young people in positive community activities. Guidance on the funding available can be found [here](#). Details on projects awarded funds from the Commissioner can be found [here](#). Awards are prioritised for projects with outcomes that complement priorities for young people in the Police and Crime Plan such as: supporting the most vulnerable, diversion away from offending or re-offending and building community understanding and resilience.

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

### Community Safety Accreditation Schemes (CSAS)

The Community Safety Accreditation Scheme (CSAS) allows the Chief Constable to confer powers to the employees of appropriate external organisations. Powers are conferred to address local issues such as disorder, road safety and other low level offending. The schemes currently operating can be found [here](#).

## APPENDIX

### Medium Term Financial Plan as at 31 January 2018

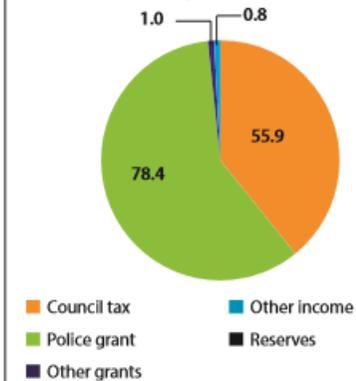
	Actuals 2016/17 £'000	Forecast Outturn 2017/18 £'000	Budget 2018/19 £'000	Budget 2019/20 £'000	Budget 2020/21 £'000
<b>EXPENDITURE</b>					
Total Local Policing Expenditure	78,195	73,720	74,947	81,349	83,120
Total Business Support Expenditure	16,118	18,721	21,524	22,073	23,996
Total Collaboration Expenditure	34,249	37,343	37,359	38,305	38,967
Total OPCC Expenditure	1,200	1,114	1,220	1,250	1,299
Police National ICT Company Subscription	60	60	60	60	60
Community Safety/Crime Reduction Grants	1,595	1,276	1,276	1,276	1,276
MoJ Victims Grant	981	986	987	987	987
Total Capital Financing Costs	1,869	1,187	1,188	1,190	1,487
<b>GROSS REVENUE EXPENDITURE</b>	<b>134,267</b>	<b>134,407</b>	<b>138,561</b>	<b>146,490</b>	<b>151,192</b>
Total Income	-2,382	-1,722	-1,508	-1,508	-1,508
<b>NET REVENUE EXPENDITURE</b>	<b>131,885</b>	<b>132,685</b>	<b>137,053</b>	<b>144,982</b>	<b>149,684</b>
Contributions +To /- From Reserves	-1,383	-1,726	-1,801	0	0
<b>NET BUDGET REQUIREMENT (NBR)</b>	<b>130,508</b>	<b>130,959</b>	<b>137,117</b>	<b>144,982</b>	<b>149,684</b>
<b>FINANCED BY</b>					
Formula Grant	79,435	78,411	78,411	78,411	78,411
MoJ Victims Grant	981	986	987	987	987
Precept	49,682	51,388	55,618	60,096	62,518
Collection Fund - Deficit / +Surplus	410	174	300	0	0
<b>TOTAL FINANCING</b>	<b>130,508</b>	<b>130,959</b>	<b>137,117</b>	<b>139,494</b>	<b>141,916</b>
<b>Budget Gap</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-5,488</b>	<b>-7,768</b>

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

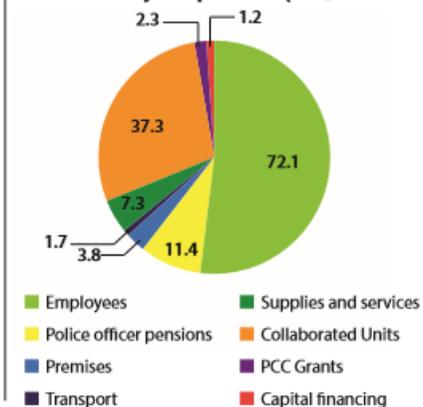
The full Medium Term Financial Plan can be found at:

[www.cambridgeshire-pcc.gov.uk/transparency/financial-information/](http://www.cambridgeshire-pcc.gov.uk/transparency/financial-information/)

Where the money comes from (£'m)



What money is spent on (£'m)



This page is intentionally left blank

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item 7</b>
<b>31<sup>st</sup> January 2018</b>	<b>Public Report</b>

## **Report of the Cambridgeshire Police and Crime Commissioner**

**Contact Officers – Dorothy Gregson**

**Contact Details – [cambs-pcc@cambs.pnn.police.uk](mailto:cambs-pcc@cambs.pnn.police.uk) 0300 333 3456**

### **FIRE AND RESCUE GOVERNANCE – UPDATE**

#### **1. PURPOSE**

- 1.1 The report is being presented to the Cambridgeshire Police and Crime Panel (the “Panel”) to update it on the process undertaken by the Cambridgeshire Police and Crime Commissioner (the “Commissioner”) regarding the future governance arrangements for the Cambridgeshire Fire and Rescue Service (the “Fire Service”).

#### **2. RECOMMENDATION**

- 2.1 The Panel is asked to note the contents of this report.
- 2.2 The Panel are also asked to refer to the detailed report entitled ‘Fire and Rescue Governance – Update’ they received at their 15<sup>th</sup> November 2017 Panel meeting which provided information regarding the background to the legislative process followed by the Commissioner i.e preparation of a Local Business Case, public consultation, and submission of the proposal to the Home Secretary. Therefore, this report just provides an update since November 2017 regarding the Commissioner’s proposal for fire governance. For ease of reference, the link to the November 2017 Panel report is provided in Section 6 below.

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

- 3.1 Item 6 – To review and 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 Commissioner.

#### **4. BACKGROUND**

- 4.1 The Policing and Crime Act 2017 (as amended) introduced measures that place a statutory obligation on all emergency services to collaborate and enable Commissioners to take on responsibilities for fire and rescue services in their area.
- 4.2 The Secretary of State can only make an Order creating new governance arrangements where it appears to her that a Commissioner’s proposal would be in the interests of either: economy, efficiency and effectiveness, or public safety.

- 4.3 It is also worth noting that the Home Office also recently undertook a consultation to enable Commissioners to sit and vote on Combined Fire and Rescue Authorities, including Cambridgeshire and Peterborough.

## 5. CURRENT POSITION

- 5.1 The Commissioner's proposal to take on the governance of the Fire Service was submitted to the Home Office on 10<sup>th</sup> October 2017. Where the upper tier authorities do not agree with a proposal, as was the case in Cambridgeshire, the Home Office is required to obtain an independent assessment of the proposal. The Home Secretary will take into account the findings of the independent assessment when making the final decision whether or not to approve the Commissioner's proposal.
- 5.2 At the request of the Minister of State for Policing and the Fire Service, the Chartered Institute of Public Finance & Accountancy undertook an independent assessment of the Cambridgeshire proposal in early December 2017, providing their assessment to the Home Office by the 20<sup>th</sup> December 2017.
- 5.3 If the Secretary of State decides that the proposal would be in the interests of either economy, efficiency and effectiveness or public safety, then she can make a legislative Order to take on the governance of the Fire Service (referred to as the 'PCC-style FRA').

## 6. BACKGROUND DOCUMENTS

Fire and Rescue Services Act 2004

<https://www.legislation.gov.uk/ukpga/2004/21/contents>

Policing and Crime Act 2017

[http://www.legislation.gov.uk/ukpga/2017/3/pdfs/ukpga\\_20170003\\_en.pdf](http://www.legislation.gov.uk/ukpga/2017/3/pdfs/ukpga_20170003_en.pdf)

Police and Crime Panel's recommendation to Police and Crime Commissioner

<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3925&Ver=4>

Police and Crime Commissioner's response to Police and Crime Panel recommendation

<http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/06/17-09-27-Police-and-Crime-Commissioners-response-to-Police-and-Crime-Panels-recommendation-on-fire-consultation.pdf>

Cambridgeshire Police and Crime Commissioner's Fire Governance proposal submission

<http://www.cambridgeshire-pcc.gov.uk/get-involved/fire-governance-consultation/>

'Fire and Rescue Governance – Update', Agenda Item 6.0, Police and Crime Panel, 15<sup>th</sup> November 2017

<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=4045&Ver=4>

'Enabling Police and Crime Commissioner to sit and vote on Combined Fire and Rescue Authorities', Home Office consultation, November 2017

<https://www.gov.uk/government/consultations/enabling-police-and-crime-commissioners-to-sit-and-vote-on-combined-fire-and-rescue-authorities>

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 8</b>
<b>31<sup>st</sup> January 2018</b>	<b>Public Report</b>

## **Report of Cambridgeshire Police and Crime Commissioner**

**Contact Officer – Dorothy Gregson**

**Contact Details – [cambs-pcc@cambs.pnn.police.uk](mailto:cambs-pcc@cambs.pnn.police.uk) 0300 333 3456**

### **MONITORING THE DELIVERY OF THE POLICE AND CRIME COMMISSIONER’S POLICE AND CRIME PLAN**

#### **1. PURPOSE**

- 1.1 The purpose of this report is to update the Cambridgeshire Police and Crime Panel (the “Panel”) on the progress of creating the delivery mechanisms to ensure the success of the delivery of the Police and Crime Commissioner’s (the “Commissioner”) Police and Crime Plan (the “Plan”).

#### **2. RECOMMENDATION**

- 2.1 The Panel is recommended to note the report.
- 2.2 The Panel are also asked to note that it is the Commissioner’s intention to submit this report to their September 2018, November 2018 and March 2019 meetings, with the Commissioner’s Annual Report to the June Panel meeting capturing the overall progress towards the delivery of the Commissioner’s Plan for the previous financial year.

#### **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 Under the Police Reform and Social Responsibility Act 2011, the Commissioner is required to produce a Plan.
- 4.2 The Commissioner’s Plan became effective from the 1<sup>st</sup> April 2017 and 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 key objectives and priorities for action. Effective partnership working is essential to the delivery of the Plan.
- 4.3 There are strong mechanisms in place to scrutinise the overall performance of Cambridgeshire Constabulary (the “Constabulary”), including the priorities and outcomes set out in the Plan. Performance data is included within the Quarterly Performance report data pack and reported to the Commissioner’s Business Co-ordination Board at three monthly intervals. Effective partnership working is also key to the delivery of the Plan. There has been significant change in the partnership landscape, including with the establishment of the Combined Authority. As a result the partnership delivery framework is still under development.

4.4 The Panel reviewed the first iteration of the delivery plan at their meeting on the 15th November 2017. The Panel found it useful and informative and it prompted a helpful discussion. Indicators of direction of travel on the 'red, amber, green' (RAG) delivery status have been added at the request of the Panel, as given at Appendix 1.

## 5. UPDATE

5.1 The Victims priority action (V9) "*Ensure that when Criminal Justice System processes are reviewed the impact on victims and witnesses is considered*" is currently the only 'red' rated priority action. Significant transformation within many key criminal justice agencies is having a detrimental impact on the experience of victims and witnesses. This is monitored at the county's Criminal Justice Board and documented on the Strategic Risk Register. It is becoming clear that many issues may require regional and national co-ordination to address them.

5.2 Many priority actions are currently assessed as being 'amber'. This is not surprising at this early point in the lifecycle of the Plan. It also reflects the significant change that has been underway in the partnership landscape. There are plans in place or under development to maintain momentum through the appropriate governance mechanisms.

5.3 It is worth noting that the Constabulary's Local Policing Review will be a key driver of change in policing which will impact across many areas of the Plan. Implementation began in September 2017 but detailed structures are currently under staff consultation for implementation from April 2018.

## 6. BACKGROUND DOCUMENTS

Police and Crime Commissioner's 'Police and Crime Plan 2017-20 – Community Safety and Criminal Justice'

<http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/>

'Developing a Performance Framework for the Police and Crime Plan (Community Safety and Criminal Justice) for Cambridgeshire', Agenda Item 7.0, Business Coordination Board, 10<sup>th</sup> November 2016

<http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2016/11/16-11-10-BCB-Agenda-Item-7.0-Police-and-Crime-Plan-and-Performance-Framework.pdf>.

'Performance Monitoring Report', Agenda Item 10.0, Police and Crime Panel, 14<sup>th</sup> June 2017

<http://democracy.peterborough.gov.uk/documents/s31128/10.%20Performance%20Monitoring.pdf>

'Performance Monitoring Update', Agenda Item 9.0, Police and Crime Panel, 6<sup>th</sup> September 2017

<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3925&Ver=4>

'Monitoring the delivery of the Police and Crime Commissioners Police and Crime Plan', Agenda Item 7.0, Police and Crime Panel, 15<sup>th</sup> November 2017

<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=4045&Ver=4>

'Monitoring the delivery of the Police and Crime Commissioners Police and Crime Plan – Communities Theme', Agenda Item 8.0, Police and Crime Panel, 15<sup>th</sup> November 2017

<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=4045&Ver=4>

## 7. APPENDIX

'Actions to Deliver Police and Crime Plan' - Appendix 1

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress	Delivery Status /Direction of travel	Wider Partnership Opportunities	
		Delivery status Key - Red, action/decision req to get back on track			Yellow - various factors have delayed achievement within the frame. Direction of Travel key - ↔ no change, ↑ improved, ↓ slipped since last report		Green, On Target	White -not started
Victims	v1 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.	NP	Constabulary	V1.1	Multi-Agency arrangements and appropriate need and risk assessments ensure the delivery of this action. The Constabulary's ongoing Operation Sherlock is focusing on supporting officers to appropriately identify vulnerable victims. This in turn ensures the right response and support is provided through multi-agency safeguarding (MASH & MARAC arrangements) and victim support (referrals to Victim and Witness Hub and specialist support agencies) arrangements. More than a third of all referrals into the Hub each month are 'vulnerable and intimidated' victims with specialist services working in partnership with them. 100 per cent of victims supported by Hub felt it had helped them cope and recover and would recommend the service to a friend. <i>The County Council is working with several organisations to introduce organisational DA policies along with workplace champions.</i>	rag status ↔	Better identification of vulnerable victims through partnership working arrangements in MASH; organisational development to introduce domestic abuse workplace policies; developing community capacity and awareness of the issues.	
Victims	v2 Reduce the impact of anti-social behaviour by ensuring victims receive a proportionate response that is tailored to their needs.	NP	Constabulary	v2.	The Police and Crime Plan Dashboard shows current trends in relation to Anti-social behaviour (ASB). Incidents recorded by the police remain stable and there continues to be a low percentage of respondents concerned about high levels of ASB in their area. The percentage of respondents who feel safe in their community remains high. Work across the agencies, specifically housing, has focused on using restorative practices to resolve ASB issues. Victims can access support from the Victim and Witness Hub - either via self-referral where no crime has been recorded or through a needs assessment where the incident has been elevated to a crime (following criminal damage for example).	↔	Greater consistency of approach taken by housing agencies and district councils. Early intervention within communities would prevent later demand on policing. Link between ASB and mental health need exploring by partners. Via MH delivery group.	
Victims	v3 Ensure victims of crime receive a consistently high quality investigation.	NP / CS	Constabulary	v3.	Cambridgeshire Constabulary has an ongoing programme to improve the quality of investigations through delivery of the Operation Sherlock action plan. See also O 1.1	↔		
Victims	v4 Review processes so people in mental health crisis receive the right care at the right time and from the right service.	NP	Crisis Concordat Mental Health Delivery Group	v4.	The Cambridgeshire and Peterborough Mental Health Crisis Care Concordat Declaration provides a framework to deliver this action. Mental Health issues continue to create demand on policing. However the partnership response to supporting people in crisis now includes the First Response Service which includes the FCR based mental health nurses. This collaborative commissioning arrangement, with pan-agency agreed outcomes, has seen an improved experience for people in crisis. Independent evaluation of the IMHT element has showed it saves officer time, ensures more appropriate Sect 136 detentions (only two coming into custody in 2017) and has improved partnership pathways. Contract just been awarded for children's community mental health services to 'new provider'. <i>Areas of concern remain around timely ambulance transportation of people in crisis.</i>	↔	The Policing and Crime Act formally sets out elements of partnership working required in the future. This will again improve the experience for service users. The well established partnership working group is preparing for this.	
Victims	v5 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.	NP	OPCC / Constabulary / County Council (DA)	v5.	The Commissioning Cycle drives the delivery of this action through Needs Assessments and regular Victim Provider Forums (to identify gaps in provision). A range of thematic and general partnership forums also have a stake in this priority through their delivery plans. The merger of the Victim Hub and Witness Care is now complete to provide an end to end service for CJS victims. Better partnership working with Witness Service. However working arrangements of other CJ agencies continues to impact on overall victim satisfaction of their whole experience. Significant partnership work ongoing to address this. A review is taking place to look at what is best changed at national level, how effective lobbying can be achieved at regional level and how partners can best meeting the needs of victims and witnesses at the local level.	↔	Work in train to look at provision of support for victims of domestic abuse. This needs traction to drive a focus on early intervention and prevention and reduce future demand on services. Work ongoing to look at the sustainability of the current outreach	
Victims	v6 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.	NP	CCJB Victims sub-group	v6.	The Commissioning Cycle drives the delivery of this action through Needs Assessments and regular Victim Provider Forums (to identify gaps in provision). A range of thematic and general partnership forums also have a stake in this priority through their delivery plans. The merger of the Victim Hub and Witness Care is now complete to provide an end to end service. Joint commissioning arrangements for the support service for victims of sexual violence now in place (first six monthly outcome monitoring October 2017) to work alongside the new SARC (based alongside the Rape Investigation Team). <i>The pathways for victims of SV have been re-mapped and partnership working planned to use improve the experience of victims.</i>	↑	Continued work to look at opportunities to jointly commission services - either through pooled budgets or pooled knowledge and influence.	
Victims	v7 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.	NP	Domestic Abuse and Sexual Violence Delivery Group	v7.	The VAWG Needs Assessment is informing the creation of an action plan for the Domestic Abuse and Sexual Violence Delivery Group which addresses these issues. The Safeguarding Boards are leading on CSE and feature work to tackle this in their delivery plans. Key progress includes: development of strategy and action plan; development of MASH to improve children's safeguarding and MARAC processes; opening of new SARC and countywide SV service; successful bid to VAWG Transformation Fund for £400k to work upstream with children of DA and SV households and reduce future demand; successful bid to DCLG to tackle housing related DA issues. The Constabulary continues to work in partnership to tackle modern day slavery. The Constabulary continues to work in partnership to tackle modern day slavery. Developing an evidence base regarding Stalking and Harassment. Work to look at new recording requirements, effective support services and developing awareness within victim support and investigative staff.	↔	Opportunities to work upstream - using new statutory Sexual, Relationship and Education requirement to look at countywide demand reduction.	
Victims	v8 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.	NP	Constabulary	v8.	Cambridgeshire Constabulary is commissioned to provide an RJ offer as part of bespoke recovery plans for victims. The CCJB Victims and Witnesses Group supports multi-agency engagement in RJ. This is all in place. The service was awarded the RSQM in June 2017.	↑		

WORK IN PROGRESS

Theme		P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress	Delivery Status /Direction of travel	Wider Partnership Opportunities
Victims	v9	Ensure that when Criminal Justice System processes are reviewed the impact on victims and witnesses is considered.	NP	CCJB Victims sub-group	v9.	Agencies are encouraged to consult with each other when changes are being proposed at the CCJB Victims and Witness Group. CJS agencies can be held to account in the main CCJB Board. Significant number of CJ practices identified which are having a detrimental affect on victims and witnesses. Work is ongoing locally to tackle this and looking at opportunities to explore solutions at a seven force level. CPS Eastern Region Inspection expected to highlight issues. Changes to Section 28 expected to improve experience for child/vulnerable victims. Local CCJB monitoring performance issues - work to understand why cases fail due to V&W issues.		Opportunity to hold CJ agencies to account at CCJB. Collaborative work being developed to map what can be addressed locally, regionally and nationally and through which mechanisms.
Offenders	o1	Ensure that police investigations deal effectively with offenders while ensuring the best outcomes for victims <i>(Note: HMICFRS Peel 2016 - Constabulary GOOD at keeping people safe and reducing crime, but improvements required in how it investigates crime. Needs to do more to fully understand demand and plan for demand in the future)</i>	CS	Constabulary	01.1	Cambridgeshire Constabulary has an ongoing programme to improve the quality of investigations through delivery of the Operation Sherlock action plan. The Local Policing Review is intended to deliver quality investigations through development of a sustainable business model. In support of this, a detailed study of demand has been undertaken to enable the optimum use of resources. <i>Progress - Current demand pressures impact on police responses, investigative resources and the Constabulary's ability to resolve crimes with a recent deterioration in 'prosecution possible outcomes' and victim satisfaction in terms of police attendance and follow up contact. The Local Policing Review is intended to manage demand on investigative resources by creating a demand hub to more effectively triage at the front end of the process. Local Policing Review begins implementation from end of September 2017. Update on Operation Sherlock delivery plan and plans for managing demand on investigative resources went to November BCB, update in six month's time.</i>		Opportunity to improve victim satisfaction with follow up, improve investigative outcomes, improve timeliness and reduce the number of future 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. <i>(Note: signs of some genuine increases in violence with injury and related A&amp;E attendances. Burglary levels higher than same time last three years and baseline. Rural crime also higher.)</i>	CK	CSPs	02.1	Community Safety Partnerships set priorities to work in partnership to tackle local issues of crime and disorder. Links with Reducing Reoffending Group and Offender Sub Group, also Substance Misuse Delivery Group. <i>Progress - Countywide Community Safety Strategic Board reviewing CSP activity to identify countywide issues and agree best approach. RCAT working with Countryside Watch.</i>		Opportunity to improve local confidence that the Constabulary are dealing with the things that matter to people in their community. Constabulary working with partners on rural crime, especially Countryside Watch and the National Farmers Union. Consideration of best ways of working with CSPs.
			CK	Constabulary	02.2	Cambridgeshire Constabulary maintains local engagement and priority setting mechanisms. It is maximising collaborative opportunities to deliver integrated partnership community safety responses. It is developing a strategy for enhanced problem solving in neighbourhood policing. <i>Progress - Although the percentage of respondents who feel safe in their community remains high, public feedback about whether the Constabulary is dealing with local concerns has deteriorated recently. Hare coursing remains a big issue. Work of Rural Crime Action Team valued by rural community. The local policing review will ensure that the Constabulary can continue to offer the best policing service to local communities.</i>		
Offenders	o2		CS	Constabulary	02.3	Cambridgeshire Constabulary delivers the priority areas strategy and action plan for burglary dwelling; the force crime prevention strategy and delivers the rural policing strategy. <i>Progress - Although in the context of significant falls in crime levels more generally in the last twenty years, nationally and locally there are now signs of some genuine increases in some crime types such as violence. The Constabulary is monitoring these trends to better understand what is driving these changes and what mitigating action is required. Update to BCB and Performance Working Group.</i>		
Offenders	o3	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.	CS/EW	Cambridgeshire Countywide Community Safety Strategic Board	03.	Cambridgeshire Countywide Community Safety Board provides governance to areas of work which are recognised to need countywide oversight. The Offender Sub-group of the Cambridgeshire Criminal Justice Board supports the statutory agencies in the delivery of the multi-agency approach to tackling offending. Links to Substance Misuse Delivery Group, Mental Health Delivery Group <i>Progress - Priority issues identified by needs assessment on offending prevention and management being addressed through appropriate partnership governance mechanisms. Housing has been an early priority focussed on the need to develop plans to improve pathways. Update to Countywide Board October, further work needed through Sub-Regional Housing Board and update requested to Countywide Board in January. Offender Sub-group to monitor improvements to CJS pathways. Combined Authority housing strategy to be developed for Feb 2018 which should address some housing supply issues. Drugs and Alcohol services reprocurement exercise in Cambridgeshire underway with dialogue with partners to align services to needs identified.</i>		The Combined Authority also provides a mechanism for joint working on key cross-cutting strategic issues. Housing has been identified as a Combined Authority priority. Offending commissioning strategy to be developed. Opportunity for Countywide Board to consider support/pathways for vulnerable/excluded groups.
Offenders	o4	Ensure that the Criminal Justice System sees reducing re-offending as a key part of its work.	CS	Cambridgeshire Criminal Justice Board	04.	The Offender Sub-Group of the Cambridgeshire Criminal Justice Board supports the statutory agencies in the delivery of the multi-agency approach to tackling offending and reducing reoffending. <i>Progress - Needs Assessment on offending prevention and management finalised. Updated Terms of Reference for the Offender Sub-group finalised in November 2017 and delivery plan under development. Reoffending indicators to be included in performance indicators.</i>		Government manifesto commitment to greater devolution of criminal justice responsibility and budgets to local commissioners.
Offenders	o5	Support preventative and early intervention approaches to divert young people and adults away from offending and re-offending	CS/NP	Youth Offending Services	05.1	The Youth Offending Services in Cambridgeshire and Peterborough support young people at risk of entering or entering the youth justice system. Recipients of PCC Crime and Disorder Reduction Grant. <i>Progress - Joint Youth Justice Board across Cambridgeshire and Peterborough now established. Data on first time entrants to the criminal justice system indicates a continuing falling trend over last five years but recent rises which need to be understood.</i>		Conditional cautions - Commissioning to meet gaps in services. Ensuring continuing and broadening reach of conditional cautions.

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress	Delivery Status /Direction of travel	Wider Partnership Opportunities
		CS	Constabulary	05.2 Home Office Innovation Funding is being used to develop conditional cautions as part of a pathway to intervene to tackle early offending behaviour. <i>Progress - Now rolled out throughout Cambridgeshire. Ongoing activity to ensure take up (around 450 issued in since introduced in Sep 2016). Still potential for further take up from current simple cautions. Governance through BCB and Offender Subgroup. Independent evaluation final report May 2018. Planning for 'business as usual' at the end of Home Office funding in hand. Needs Assessment on offending prevention and management finalised.</i>		
Offenders	06 Increase the range of environments in which restorative justice is used to improve victim satisfaction and reduce re-offending	NP	Constabulary	06. Cambridgeshire Constabulary is undertaking a programme of partnership engagement and training to enable restorative approaches to be applied in neighbourhood and ASB issues, prison and a range of policing interactions. Monitoring is through Victims and Witnesses Sub Group. <i>Excellent progress: local housing providers are utilising these skills for ASB cases, greater take up of principles within educational settings. Significant use of RJ practices within Youth Offending Service. Peterborough Prison is becoming a restorative prison.</i>		
Offenders	07 Protect local communities from those people who present a risk of serious harm to them through effective and efficient offender management and partnership working. (Note: HMICFRS 2016 PEEL - Constabulary has effective approach to preventing and tackling serious and organised crime. Well-structured Integrated Offender Management scheme. More active enforcement would enhance its approach to	CS	Constabulary	07. Multi-agency working arrangements, including Cambridgeshire Constabulary, ensure effective partnership working. These arrangements include the Multi-Agency Safeguarding Hub, Multi Agency Public Protection Arrangements, Multi Agency Risk Assessment Conferences and Integrated Offender Management Arrangements. <i>Progress - multi-agency partnership arrangements well embedded. Governance well-embedded through MAPPA Board which links into CJB and IOM through Reducing Reoffending Group.</i>		Offender Adult early help offer could be developed as part of future development of Multi-Agency Safeguarding Hub. Need to understand impact of Local Policing Review and opportunities for broadening IOM-style approach.
Offenders	08 Hold the responsible authorities to account for meeting their duties to protect their local communities from crime and to help people feel safer.	CS	Cambridgeshire Countywide Community Safety Strategic Board	08. The Cambridgeshire Countywide Community Safety Board will help the responsible authorities coordinate their duty to reduce crime and disorder in their communities. This will include helping them coordinate monitoring outcomes of relevant countywide strategic plans and providing support and challenge. <i>Progress - new governance mechanisms being embedded. October Countywide Board considered mental health, child sexual exploitation, housing, and new emerging landscape. Future issues include: youth offending, local policing review, changing partnership lanscale, domestic abuse, housing, mental health.</i>		Issues identified through offending management and prevention needs assessment provide an opportunity to explore how we can best work together constructively to discharge statutory duties for reducing crime and disorder.
Offenders	09 Work with the voluntary sector and other partners to enable the rehabilitation of offenders.	CS	Cambridgeshire Criminal Justice Board - Offender Subgroup	09. Multi-agency working arrangements in place which can be built on.		To be developed in line with needs assessment.
Offenders	010 Review current performance management systems to ensure re-offending data is captured and monitored effectively so that progress can be reviewed	CS	Constabulary/ Cambridgeshire Countywide Community Safety Strategic Board/ Cambridgeshire Criminal Justice Board	010 The performance information monitored by the Constabulary and the Commissioner will include new data sets and will evolve over time to reflect operational developments. Broader indicators rather than purely policing data are being incorporated, this includes Ministry of Justice data on reoffending rates and public health data. The performance framework will be developed further with partner agencies. <i>Progress - New performance dashboard in place with partnership metrics to be added. Collaboration performance monitoring arrangements to be updated in light of new governance arrangements.</i>		As Cambridgeshire Countywide Community Safety Strategic Board governance arrangements evolve, opportunity to develop partnership monitoring mechanisms. Force Management Statement provides opportunity to develop appropriate metrics and strengthen links between demand, performance and financial decision making.
Offenders	011 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	CS	Constabulary	011. Cambridgeshire Constabulary contribute to national policing needs through their planning processes including the priority area strategy and action plan for counter-terrorism. <i>Progress - Ongoing business as usual. CT capabilities for Eastern Region brought under single command under Eastern Regional Special Operations Unit on 1 July 2017 (police officers will remain locally deployed). Demands for mutual aid have been high this year in light of incidents and periods of critical threat level.</i>		
Communities	C1 Jointly engage with all communities to understand and respond to local concerns.	CK	Senior Officer Communities Group	C1. OPCC and Constabulary continue to develop closer working relationships and collaborate with other public agencies. Collectively engage with communities to identify and solve issues where possible. <i>Progress: Partnership working at various levels. C&amp;P Senior Officer Communities Group meet quarterly and are identifying areas of shared activity to take forward. Countywide Community Safety Strategic Board review and direct CSP activity regionally. Public Protection Comms Group led by Constabulary coordinates joint communications related to public protection. Shared OPCC / Constabulary strategy. OPCC targets vulnerable groups. Local policing review includes analysis of community engagement activity and implementing consistent approach across the county.</i>		One county approach to public service delivery.
Communities	C2 Ensure the public have easy and effective ways to contact the appropriate service provider to get the information they need	CK	Constabulary	C2. Constabulary and OPCC are further developing a variety of communication channels to allow the public to share intelligence and information in the way that best suits them. Constabulary website redesign. <i>Progress: Constabulary website launched Oct 2017. Facilituies include: Online crime reporting, webchat facility, GPS location, accessibility on mobile devices. Local policing review includes reviewing public engagement strategy. Improved signposting to partner agencies. Strong links with Facebook. Demand Hub being created to bring together call handling, crime management and dispatch into one location at Police HQ.</i>		Consider how Cambridgeshire Public Sector websites link and support each other

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress	Delivery Status /Direction of travel	Wider Partnership Opportunities
Communities	C3	CK	Constabulary	Constabulary collaborating with different organisations to improve efficiency and effectiveness. <i>Progress: Blue light collaboration continues, particularly with Fire and Rescue Service. Co-location opportunities moving forward e.g. Wisbech. Progressing shared training facilities at Monks Wood. Peterborough PES co-located and shared management structure being trialled.</i>	↔	consideration of how PES model could work in 2 tier areas
Communities	C4	CK	Constabulary	Constabulary reviewing approach to local policing to ensure future demand can be met. Considerable change over next 12 months with LPR and Athena. Public confidence 95.8% 12 month rolling average to Sep 2017. <i>Progress: Local policing review under way. Have moved from 6 districts to 2 areas. 50 extra warranted officers to be recruited. Agree new structure and shift patterns end March 2018. Go live end April 2018. Athena launch May 2018. Extensive engagement during transition.</i>	↑	Monitor role out of new policing model and impact on partners
Communities	C5	CK	Constabulary	Police powers have been granted to organisations in specific circumstances to tackle low level crime. <i>Progress: CSAS scheme opportunities being explored. A number of PSPOs adopted tapping into Local Authority CSAS powers. Peterborough Prevention Enforcement Service (PES). Possible roll-out of PES model. Exploring possible pilot of parking enforcement by LA in Huntingdonshire.</i>	↑	Opportunities to expand should be considered.
Communities	C6	CK	Constabulary	Continual, ongoing activity by local policing teams and also by partner agencies. Public feel more confident in reporting crime so reporting levels going up. <i>Progress: Citizens in Policing Strategy, appointment of Watch Scheme Coordinator, develop role of Neighbourhood Watch and Community Speed watch. New website launched to make it easier to submit information. Local Policing Review to maintain local policing resource and reassess engagement activity.</i>	↔	Monitor impact of citizen in policing strategy and consider opportunities for wider partnership working
Communities	C7	CK	Constabulary	Community resilience: <i>Progress: Citizens in Policing Strategy, appointment of Watch Scheme Coordinator, develop role of Neighbourhood Watch and Community Speed watch. Partnership approach through Senior Leader Communities Group.</i>	↔	Link with emerging work led by county council on community resilience
Communities	C8	CK	Constabulary	All blue light, local authority and healthcare organisations seeking to promote local community support, especially for most vulnerable members of society. <i>Progress: Some discussions with Neighbourhood Watch but not developed. Joint communications through Public Protection Communications Group. Opportunity to work more closely with Fire Community Safety teams</i>	↔	Link with emerging work led by county council on community resilience
Communities	C9	CK	Constabulary	Ongoing recruitment to attract new staff, officers and volunteers. Targeted recruitment drives take place. New government guides looking for degree qualifications. County BME population is 9.7%. Constabulary BME numbers = 2.8% <i>Progress: Targeted recruitment saw a good number of applications from BMEs. However, few made it through selection process. Reviewing the reasons for this. First batch of Police Now recruits have started. HR strategy in place. Need to monitor implementation.</i>	↔	Further work needed with community groups and businesses.
Communities	C10	AF	Constabulary	PSD <i>Progress - Recent increase in cases having an impact on performance. Monitoring through PSD Governance Board quarterly meetings. Board pro-active in monitoring progress against HMIC Legitimacy recommendations and areas for improvement and Independent Police Complaints Commission (IPCC) requirements through taking forward necessary action, monitoring delivery plans, developing policies, scrutinising, and horizon-scanning. Internal audit being undertaken in Q3 to give assurance on follow-up with HMICFRS inspection and PSD governance.</i>	↔	
		AF	AF	Complaints reform <i>Progress - BCH OPCC and PSD Working Group in place to delivery project based approach to taking this work forward, exploring feasibility of consistent BCH OPCC approaches where appropriate and adoption of shadow delivery models as required. Secondary legislation and statutory guidance anticipated January 2019.</i>	↑	Link with local policing review and understand opportunities to improve victim satisfaction.
Transformation	T1	EW	Constabulary	Constabulary modelling force demand and efficient ways of managing this demand. OPCC providing system context and input. <b>Progress</b> <i>Local Policing review (see C4) Countywide Community Safety Stratgic Board commissioned a strategic needs assessment around offending prevention and management. Findings from the strategic needs assessment have been disseminated and are being addressed through appropriate partnership mechanisms:</i> <ul style="list-style-type: none"> <li>• Enabled prioritisation and development of the action plan for the Offender subgroup of the Cambridgeshire Criminal Justice Board</li> <li>• Informed input to the drug and alcohol retendering for Cambridgeshire (see O3)</li> <li>• Housing identified as an early priority and is being addressed through Sub-Regional Housing Board (see O3)</li> <li>• Informing demand forecasting of Constabulary through dissemination to Demand Gold Group and incorporation into Medium Term Financial Strategy</li> </ul>	↔	Opportunities for regional violence prevention data sharing with EEASt (ambulance service), 7 Forces Collaboration and PHE
Transformation	T2	GO	Constabulary	The majority of collaboration units are now in place and embedded with the majority of savings already having been removed from the budget. Benefits of HR collaboration has been delayed due to the need to delay the implementation of the new ERP system, as a result of the delayed Athena implementation. New date for ERP implementation is October 2018. Continued work to improve performance monitoring through BCH Strategic Alliance.	↔	
Transformation	T3	DG	OPCC	7F work programme; link with standardisation of specialist capabilities at national level. <i>Progress. Oct Eastern Region Alliance Summit agreed approach to procurement savings and creation of 7F procurement board. Cambs PCC chairs National Commercial Board and will lead for PCCs on Eastern Regions procurement board. Eastern Region ICT strategy signed off supporting convergence, work commencing at regional level to ensure region ready to implement the significant number of up and coming national IT schemes. Agreement to explore increased regionalisation of specialist policing capabilities linked to national specialist capabilities project.</i>	↔	
Transformation	T4	GO	constabulary	BCH ICT Strategy is now adopted. A mapping exercise to map the overall outcomes against Cambridgeshire is underway and will be completed in Autumn 2017.	↔	

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress	Delivery Status /Direction of travel	Wider Partnership Opportunities		
Transformation	T5	Ensure Cambridgeshire's voice is heard at a national level and influences policy changes.	AW / DG	OPCC	T5	PCC Chair of National Commercial Board. Chief Constable is National Police Chief Council Operations lead. Chief Executive is the chair of the Association of Police and Crime Commissioners Chief Executives. Engagement with regions MPs to keep them briefed. Meeting with policing minister.		
Transformation	T6	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	EW	OPCC / PSB	T6	PCC is a co-opted member of the Combined Authority Board highlighting opportunities where the CA can have beneficial impact on community safety. <b>Progress -</b> <i>Improved effectiveness and efficiency of governance structures with partners especially around Countywide Community Safety Strategic Board, Health and Wellbeing Boards and Safeguarding boards to clarify accountability and links with delivery groups. Work ongoing to align CSP structures with local health boards and improve efficiency.</i> <i>Working with CPCA, Public Health England and local Public Health to support that CPCA ensure that the planned economic growth in Cambridgeshire and Peterborough is inclusive and benefits all sectors of society, with input into early deliverables such as the CPCA prospectus and 4 year plan.</i> <i>Creation of an informal East of England Social Value network aiming to learn through sharing - membership from local authorities, policing, NHS England and Public Health England.</i>		Opportunities around CPCA Social Value framework and in wider public sector procurement. Development of CPCA outcomes and outcomes framework Devolution 2 proposals
Transformation	T7	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.	NP	OPCC / Countywide Community Safety Strategic Board / CCJB	T7	The Countywide Community Safety Strategic Board is driving strategic commissioning best practice through the delivery groups who are identifying joint commissioning opportunities. Progress: a pooled budget arrangement has secured a countywide sexual violence service to ensure victims don't experience a postcode lottery of services. Work ongoing to recommission drugs and alcohol services in Cambridgeshire using a model of shared outcomes. The revised community safety agreement has informed the awards of grants to CSPs by the Police and Crime Commissioner to achieve maximum impact. <i>The County Strategic Community Safety Board is enabling effective engagement and conversations with partners to develop cross agency support for vulnerable people.</i>		Explore future joint commissioning opportunities either through providing monies to create leverage or strategic evidence-based influence.
Transformation	T8	Use cash reserves strategically and work in partnership to maximise the use of and value from the police estate.	GO	OPCC	T8	Year end 16/17 has enabled a new 'Estates Rationalisation' reserve to be created. A review of the level of reserves will be undertaken as part of the budget setting process during Autumn 2017.		
Transformation	T9	Invest in, and support the development of officers, police staff and volunteers to perform their role efficiently.	CK	constabulary	T9	BCH Collaborated HR Function <i>Progress: People Strategy developed following collaboration (see BCB August 2017). See also section 10.1</i>		
Transformation	T10	Work with the Fire Authority to explore opportunities for fire and police to work together.	DG	OPCC	T10	Proposal for the PCC to take on the governance of Fire being considered through independent assessment. Arrangements being put in place to ensure smooth transition if proposal agreed to by Home Secretary. Interoperability Memorandum of Understanding between the Fire and Police Service to be signed.		

This page is intentionally left blank

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 9</b>
<b>31<sup>st</sup> January 2018</b>	<b>Public Report</b>

## Report of Cambridgeshire Police and Crime Commissioner

**Contact Officer – Dorothy Gregson**

**Contact Details – [cambs-pcc@cambs.pnn.police.uk](mailto: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 Coordination 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 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.
- 8.3 An update regarding the Commissioner's Estate including decisions made, progress regarding disposal of assets, options analysis of the assets, and an indication of any forthcoming decisions is given at Appendix 4.

## **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

Appendix 4 – Estates update

## Decision Records notified to the Cambridgeshire Police and Crime Panel

Date	Decision Record	Subject	Decision
9 <sup>th</sup> November 2017	CPCC 2017-024	Ely Police Station	To approve the renewal of the agreement to City of Ely Council at Ely Police Station.
9 <sup>th</sup> November 2017	CPCC 2017-025	Orton Police Station to implement the Landlords option to accept a surrender of the lease.	It is recommended that approval is granted to complete the surrender of the lease in the event that the Landlord implements the option to surrender.
21 <sup>st</sup> November 2017	CPCC 2017-026	S22A Agreement under the Police Act 1996 (as amended) for the revised national collaboration agreement for the National Police Chiefs Council.	To sign the revised collaboration agreement under Section 22A Agreement under the Police Act 1996 (as amended) for the National Police Chiefs Council.
14 <sup>th</sup> December 2017	CPCC 2017-027	Extend the contract of the Acting Chief Finance Officer, Office of Cambridgeshire Police and Crime Commissioner	To extend the contact of the current Acting Chief Finance Officer with associated section 151 responsibility and duties from 31 <sup>st</sup> December 2017 until 31 <sup>st</sup> March 2018.

Date	Decision Record	Subject	Decision
14 <sup>th</sup> December 2017	CPCC 2017-028	Memorandum of Understanding between Cambridgeshire Office of the Police and Crime Commissioner (OPCC) and the Professional Standards Department (PSD) (for Bedfordshire Police, Cambridgeshire Constabulary, and Hertfordshire Constabulary) and a Data Processing Agreement between the Police and Crime Commissioner and the Chief Constable for designated OPCC officers to access the Centurion complaint handling system.	To sign the Memorandum of Understanding between the OPCC and PSD and a Data Processing Agreement with the Chief Constable, to allow designated OPCC officers to access the Centurion complaint handling system to further fulfil the Police and Crime Commissioner's statutory duty to monitor all complaints against officers and staff of Cambridgeshire Constabulary.
16 <sup>th</sup> January 2018	CPCC 2018-001	Monkswood – lease to Cambridgeshire Search and Rescue	To grant a lease of land at Monkswood to Cambridgeshire Search and Rescue.

**CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2017-024**

<b>Subject</b>	<b>Ely Police Station</b>
<b>Decision</b>	To approve the renewal of the agreement to City of Ely Council at Ely Police Station
<b>Decision Summary</b>	<p>The Cambridgeshire Police and Crime Commissioner’s Estates Sub Group (ESG) meeting on the 8<sup>th</sup> November 2017 discussed and agreed to the renewal of the lease to the City of Ely Council in Ely Police Station based on the information set out in the heads of terms presented to the ESG paper, as set out below:</p> <ul style="list-style-type: none"> <li>• <b>Landlord:</b> The Police and Crime Commissioner for Cambridgeshire.</li> <li>• <b>Tenant:</b> City of Ely Council.</li> <li>• <b>Demise:</b> Ground floor room, Ely Police Station</li> <li>• <b>Term:</b> 3 years from the completion date of the renewal lease.</li> <li>• <b>Lease:</b> 3 year term contracted out of the ‘1954 Act’ (no security of tenure).</li> <li>• <b>Break Clause:</b> 6 month break to be operated by either party at any time.</li> <li>• <b>Rent:</b> A nominal rent of £1 if requested.</li> <li>• <b>Service Charge:</b> No service charge will apply.</li> <li>• <b>Permitted Use:</b> Use as offices for CCTV monitoring and associated services.</li> <li>• <b>Ancillary Right:</b> to position an antenna in an agreed location for sole use with the permitted use.</li> <li>• <b>Common Areas:</b> This occupation includes the use of facilities – toilets, shower rooms and rest facilities.</li> <li>• <b>Car Parking:</b> use of single space at any time.</li> <li>• <b>Office hours:</b> 24 hour access.</li> <li>• <b>Equipment Insurance:</b> to be borne by Tenant.</li> <li>• <b>Security Clearances:</b> City of Ely Council staff and volunteers to obtain positive police vetting.</li> <li>• <b>Costs:</b> Each party to bear their own legal costs incurred in the preparation of the renewal lease.</li> </ul>

<b>Contact Officer</b>	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: <a href="mailto:dorothy.gregson@cambs.pnn.police.uk">dorothy.gregson@cambs.pnn.police.uk</a>
<b>Background Paper</b>	‘Ely Police Station’ – paper as presented to Estates Sub Group 8 <sup>th</sup> November 2017

**Jason Ablewhite, Cambridgeshire Police and Crime Commissioner**

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

**Signature**

A handwritten signature in blue ink, appearing to be 'Jason Ablewhite', written over a horizontal line.

**Date**

9-11-17

**To: Estates Sub Group**

**From: Elly McKee: Estate Management Surveyor**

**Date: 8 November 2017**

**Lease Renewal: Ground Floor CCTV Office, Ely Police Station**

**1.0 Purpose**

1.1 To seek approval to renew the lease to City of Ely Council to facilitate the continuation of the CCTV service in Ely.

**2.0 Background**

2.1 The CCTV office has been located in a surplus ground floor office in Ely Police Station since it relocated here in 2011 in order to retain this service in Ely.

2.2 A 3 year sub lease was originally granted to East Cambs District Council and subsequent renewal to City of Ely Council in 2014 when they took over the daily management of this service.

2.3 A further lease renewal has been requested by City of Ely Council.

2.4 There is a direct benefit to police officers who have direct access to CCTV for the area as well as reduced travel costs.

2.5 This ongoing service is supported operationally.

2.6 The main heads of terms for the new agreement are outlined below:

- **Landlord:** The Police and Crime Commissioner for Cambridgeshire.
- **Tenant:** City of Ely Council.
- **Demise:** Ground floor room, Ely Police Station
- **Term:** 3 years from the completion date of the renewal lease.
- **Lease:** 3 year term contracted out of the '1954 Act' (no security of tenure).
- **Break Clause:** 6 month break to be operated by either party at any time.
- **Rent:** A nominal rent of £1 if requested.
- **Service Charge:** No service charge will apply.
- **Permitted Use:** Use as offices for CCTV monitoring and associated services.
- **Ancillary Right:** to position an antenna in an agreed location for sole use with the permitted use.
- **Common Areas:** This occupation includes the use of facilities – toilets, shower rooms and rest facilities.
- **Car Parking:** use of single space at any time.

- **Office hours:** 24 hour access.
- **Equipment Insurance:** to be borne by Tenant.
- **Security Clearances:** City of Ely Council staff and volunteers to obtain positive police vetting.
- **Costs:** Each party to bear their own legal costs incurred in the preparation of the renewal lease.

### 3.0 Summary

3.1 This is an opportunity to continue to retain a CCTV service in Ely in partnership with City of Ely Council with associated cost savings to both parties.

### 4.0 Recommendation

4.1 It is recommended that the Estates Sub Group approves the renewal of the agreement to City of Ely Council on the basis of the terms in 2.6 above.

### Bibliography

Source Document(s)	Contact Officer	Location
Estate Management – Property Files	Elly McKee (Estate Management Surveyor) or 01480 422423	Cambridgeshire Constabulary

**CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2017-025**

<b>Subject</b>	<b>Orton Police Station to implement the Landlords option to accept a surrender of the lease.</b>
<b>Decision</b>	It is recommended that approval is granted to complete the surrender of the lease in the event that the Landlord implements the option to surrender.
<b>Decision Summary</b>	<p>The Cambridgeshire Police and Crime Commissioner’s Business Coordination Board meeting on the 9<sup>th</sup> November 2017 discussed and agreed to the surrender of the lease in the event that the Landlord implements the option to surrender. This decision was based on the following:</p> <p>Background</p> <ul style="list-style-type: none"> <li>• Orton Police station is subject to a long lease which terminates on 9<sup>th</sup> June 2080 (63 years remaining).</li> <li>• The unit is vacant and surplus to operational requirements</li> <li>• Planning restrictions have been amended to permit retail use.</li> <li>• A variation of the restrictive user and subletting clauses within the original lease to facilitate re-occupation of the unit by a third party.</li> <li>• The subletting clause has been amended to allow subletting of the whole unit subject to various conditions.</li> <li>• The Deed of Variation stipulates the legal procedure that the Police are required to follow in the event of finding a third party interested in occupying the unit.</li> </ul>

<b>Contact Officer</b>	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: <a href="mailto:dorothy.gregson@cambs.pnn.police.uk">dorothy.gregson@cambs.pnn.police.uk</a>
<b>Background Paper</b>	Orton Police station paper BCB November 2017 Orton Police Station deed of variation : <a href="http://www.cambridgeshire-pcc.gov.uk/work/decisions/">http://www.cambridgeshire-pcc.gov.uk/work/decisions/</a>

**Jason Ablewhite, Cambridgeshire Police and Crime Commissioner**

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

**Signature**  **Date** 9-11-17



**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 09 November 2017

### **Orton Police Station**

#### **1. Purpose**

- 1.1 To seek approval of the Business Coordination Board (“the Board”) to seek approval to implement the Landlords option to accept a surrender of the lease.

#### **2. Recommendation**

- 2.1 It is recommended that approval is granted by the Board to complete the surrender of the lease in the event that the Landlord implements the option to surrender.

#### **3. Background**

- 3.1 Orton Police station is subject to a long lease which terminates on 9<sup>th</sup> June 2080 (63 years remaining). The lease is at a peppercorn rent but subject to a service charge.
- 3.2 The unit is vacant and surplus to operational requirements.
- 3.3 The original planning use was restricted to a Police Station and this has been amended to permit retail use. On securing this planning consent the Estates Sub Group, on 4<sup>th</sup> July 2017, authorised the variation of the restrictive user and subletting clauses within the original lease to facilitate re-occupation of the unit by a third party. This is recorded within a Deed of Variation.
- 3.4 The subletting clause has been amended to allow subletting of the whole unit subject to various conditions. One such condition is the landlord’s option to terminate the

lease and subsequently enter into a direct lease with the interested party. This would mean that the Police would have no ongoing legal interest or obligation to pay outgoings for this unit.

3.5 The Deed of Variation stipulates the legal procedure that the Police are required to follow in the event of finding a third party interested in occupying the unit.

3.6 In the event that the Landlord opts to surrender the lease, the procedure from notifying the landlord of having third party interest to completing the surrender of the lease is only 6 weeks.

#### **4. Summary**

4.1 As the unit is currently on the market, the surrender clause could be triggered at any time.

#### **5. Recommendation**

5.1 It is recommended that approval is granted by the Board to complete the surrender of the lease in the event that the Landlord implements the option to surrender.

#### **BIBLIOGRAPHY**

<b>Source Document</b>	Cambridgeshire Constabulary Estate Management – Property Files
<b>Contact Officers</b>	Elly McKee Estates Management Surveyor, Cambridgeshire Constabulary 01480 422423

**CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2017-026**

<b>Subject</b>	<b>S22A Agreement under the Police Act 1996 (as amended) for the revised national collaboration agreement for the National Police Chiefs Council (NPCC).</b>
<b>Decision</b>	To sign the revised collaboration agreement under Section 22A Agreement under the Police Act 1996 (as amended) for the National Police Chiefs Council (NPCC).
<b>Decision Summary</b>	<p>Following consultation by the NPCC and a briefing paper to the Police and Crime Commissioner regards to the revised collaboration agreement under Section 22A Agreement under the Police Act 1996 (as amended) for the NPCC outlining the amendments to the current agreement, those being:</p> <ul style="list-style-type: none"> <li>• NPCC responses from the consultation process with the Parties</li> <li>• Recommendation from the Audit and Assurance Board to review the terms of reference to ensure the Board were able to provide the level of assurance expected under the agreement (Schedule 2 – 4.2 and where referenced in the terms)</li> <li>• Continued consultation with MPS as Host Force specifically in relation to Insurance and Health and Safety obligations (Section 20)</li> </ul> <p>The Police and Crime Commissioner and the Constabulary should sign the revised Section 22A Agreement to effect the collaborative arrangements for the purpose of providing efficient and effective policing.</p>

<b>Contact Officer</b>	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: <a href="mailto:dorothy.gregson@cambs.pnn.police.uk">dorothy.gregson@cambs.pnn.police.uk</a>
<b>Background Papers</b>	National Police Chiefs Council Section 22A Agreement – Business Coordination Board 20 <sup>th</sup> January 2015. Decision Notice CPCC 2015-006 Briefing Document 20 <sup>th</sup> November 2017

<b>Jason Ablewhite, Cambridgeshire Police and Crime Commissioner</b>	
I confirm that I have reached the above decision after consideration of the facts above.	
<b>Signature</b> 	<b>Date</b> 21-11-17.



**To: Police & Crime Commissioner**

**From: Howard Thackray, Business Manager**

**Date: 20<sup>th</sup> November 2017**

## **Revised National Police Collaboration Agreement**

### **1.0 Purpose**

1.1 To update the Police and Crime Commissioner (the Commissioner) on a revised National Collaboration Agreement made under Section 22A of the Police Act 1996.

### **2.0 Recommendation**

2.1 Police and Crime Commissioner and the Constabulary should sign the revised Section 22A Agreement to effect the collaborative arrangements for the purpose of providing efficient and effective policing.

### **3.0 Background**

3.1 The creation of the National Police Chiefs Council (NPCC) as a successor body to the Association of Chief Police Officers (ACPO) was created and launched in April 2015.

3.2 The NPCC will represent police forces rather than individual members and will be structured as a collaboration between police forces with the Metropolitan Police Service (MPS) being the legal host. However the operational aspects of the NPCC will remain completely separate from the MPS.

3.3 A section 22a Agreement was signed in 2015 which under the Act enables Police and Crime Commissioners and police forces to enter into agreements to achieve more efficient and effective delivery of policing services. Other bodies can also join a collaboration agreement.

### **4.0 Revised NPCC Agreement**

4.1 An extensive four week consultation by the NPCC, an independent review by legal experts followed by a final review by the NPCC Audit and Assurance Board (AAB), the revised agreement has subsequently been amended to reflect the following:

- Responses from the consultation process with the Parties

- Recommendation from the AAB to review the terms of reference to ensure the Board were able to provide the level of assurance expected under the agreement (Schedule 2 – 4.2 and where referenced in the terms)
- Continued consultation with MPS as Host Force specifically in relation to Insurance and Health and Safety obligations (Section 20)

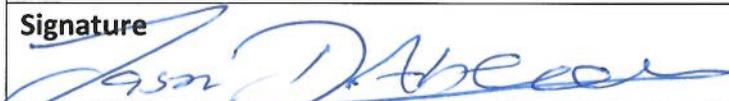
**5. Recommendation**

5.1 Police and Crime Commissioner and the Constabulary should sign the revised Section 22A Agreement to effect the collaborative arrangements for the purpose of providing efficient and effective policing.

<b>Contact Officer</b>	Howard Thackray, Business Manager, Office of the Police and Crime Commissioner
<b>Background Paper</b>	Business Coordination Board January 2015

<b>CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2017-027</b>	
<b>Subject</b>	<b>Extend the contract of the Acting Chief Finance Officer, Office of Cambridgeshire Police and Crime Commissioner</b>
<b>Decision</b>	To extend the contact of the current Acting Chief Finance Officer with associated section 151 responsibility and duties from 31 <sup>st</sup> December 2017 until 31 <sup>st</sup> March 2018
<b>Decision Summary</b>	Due to the impending departure of the OPCC's Chief Finance Officer, the Cambridgeshire Police and Crime Commissioner's Business Co-ordination Board (BCB) meeting on the 17 <sup>th</sup> 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. As the Commissioner's proposal to take on the responsibility for the governance of Cambridgeshire Fire and Rescue Service is still being considered by the Home Office and, as outlined at the Commissioner's BCB meeting on the 12 <sup>th</sup> December 2017, it is proposed to extend the contract of the Acting Chief Finance Officer until 31 <sup>st</sup> March 2018.

<b>Contact Officer</b>	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: <a href="mailto:dorothy.gregson@cambs.pnn.police.uk">dorothy.gregson@cambs.pnn.police.uk</a>
<b>Background Papers</b>	Agenda Item 11.0 OPCC Fire Governance Update BCB meeting 12 <sup>th</sup> December 2017 Agenda Item 7.0 Future Financial Management Arrangements BCB 17 <sup>th</sup> January 2017

<b>Jason Ablewhite, Cambridgeshire Police and Crime Commissioner</b>	
I confirm that I have reached the above decision after consideration of the facts above.	
<b>Signature</b> 	<b>Date</b> 14 -12-17



**To:** Business Coordination Board

**From:** Chief Executive

**Date:** 12 December 2017

## **UPDATE ON FIRE AND RESCUE GOVERNANCE**

### **1. Purpose**

1.1 The purpose of this report is to update the Business Coordination Board (the “Board”) on the progress following the recent consultation on the local business case for fire and rescue governance options and on plans for interim financial support for the Office of the Police and Crime Commissioner (the “OPCC”).

### **2. Recommendation**

2.1 For the Board to note the update and for the Commissioner to sign the decision notice to extend the current interim arrangements for financial support for the OPCC to April 2018.

### **3. Background**

3.1 The Policing and Crime Act 2017 (the “Act”) places a duty on police, fire and rescue and ambulance services to explore opportunities for collaboration, and enables Police and Crime Commissioners to take on responsibility for the governance of fire and rescue services in their area where a case is made to do so.

3.2 Commissioners are enabled to seek responsibility for their local Fire and Rescue Authority where a local case is made to the Home Secretary. This is subject to tests to ensure that changes will deliver improvements in one of more of a) economy, b) efficiency and effectiveness or c) public safety. In line with the legislation, Commissioners are also required to work with their Fire Authority to prepare their local business case.

3.3 Independent consultants, who were commissioned jointly by Cambridgeshire and Peterborough Fire Authority and the Commissioner assessed the governance options and prepared a local business case. The local business case recommended that the governance option offered the greatest benefit.

3.4 The Home Office have also recently launched a consultation to enable Commissioners to sit and vote on Combined Fire and Rescue Authorities, including Cambridgeshire and Peterborough.

#### **4. Business Case Consultation**

4.1 The provisions of the Act place a requirement on the Commissioner to consult the following if they wish to take on the governance of Fire:

- Each of the upper tier local authorities;
- People in the police area;
- Representation of personnel who the Commissioner considers may be affected by the proposal.

4.2 Pre-consultation engagement took place between 12th June and 2nd July where stakeholders and the public were advised that the formal consultation was to be launched. The public consultation then ran for nine weeks from Monday 3rd July 2017 to Monday 4th September 2017.

4.3 A total of 2,426 people and organisations responded during the consultation period. While neither of the two upper tier local authorities (Cambridgeshire County Council and Peterborough City Council) supported the proposal, the public were broadly supportive with the prevailing view of “it makes sense” featuring strongly. 53% of respondents to the public survey supported the governance proposal as set out in the business case. 39% did not support the proposal and 8% were neutral.

#### **5. Home Office Consideration**

5.1 The Commissioner’s proposal to take on the governance of the Cambridgeshire Fire and Rescue Service was submitted to the Home Office on 10th October 2017. The submission included:

1. a covering letter
2. the full business case
3. a consultation report
4. a point by point response to the points raised by the statutory consultees.

5.2 Where the upper tier authorities do not agree with a proposal the Home Office is required to obtain an independent assessment of the proposal. The Home Secretary will take into account its findings of the independent review when making the final decision whether or not to approve the Commissioner’s proposal.

5.3 The Minister of State for Policing and the Fire Service requested the Chartered Institute of Public Finance & Accountancy (“CIPFA”) to undertake an independent assessment of the Cambridgeshire proposal on 17th November 2017. CIPFA have indicated that they intend to provide the assessment to the Home Office by 20th December 2017.

#### **6. Future Financial Management Arrangements for the OPCC**

- 6.1 Following the departure of the OPCC Chief Finance Officer at the end of January 2017, an interim arrangement was agreed by the Commissioner at the Business Co-ordination Board on 17th January 2017 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 31st December 2017. To support the Acting Chief Finance Officer in his role, the services of a part time Interim Head of Finance were secured.
- 6.2 The outcome of the business case cannot be presumed, and in order to ensure the finance function remains functional it is proposed that the interim arrangements are extended to April 2018. These proposals will be cost-neutral to the OPCC. Once the outcome of the Police and Fire Business Case is known a recruitment process will be conducted to ensure the finance function fits the business needs of the OPCC moving forward.
- 7. Recommendation**
- 7.1 For the Board to note the update and for the Commissioner to sign the decision notice to extend the current interim arrangements for financial support for the OPCC to April 2018.

**BIBLIOGRAPHY**

<p><b>Source document</b></p>	<p>‘Proposal for a change to Fire and Rescue service governance in Cambridgeshire’, Submission to the Home Office including the business case and details of the comments made through the consultation and the Commissioner’s response to them, 10<sup>th</sup> October 2017 <a href="http://www.cambridgeshire-pcc.gov.uk/get-involved/fire-governance-consultation/">http://www.cambridgeshire-pcc.gov.uk/get-involved/fire-governance-consultation/</a></p> <p>‘Consultation on the local business case for fire and rescue governance options’, Agenda Item 5.0, 21<sup>st</sup> September 2017 <a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/09/17-09-21-BCB-Agenda-Item-5.0-Fire-Governance-consultation-update.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/09/17-09-21-BCB-Agenda-Item-5.0-Fire-Governance-consultation-update.pdf</a></p> <p>‘OPCC Future Financial Management Arrangements’, Agenda Item 7.0, Business Coordination Board, 17<sup>th</sup> January 2017 <a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/01/17-01-17-BCB-Agenda-Item-7-OPCC-Future-Financial-Management-Arrangements.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/01/17-01-17-BCB-Agenda-Item-7-OPCC-Future-Financial-Management-Arrangements.pdf</a></p> <p>Policing and Crime Act 2017 <a href="http://www.legislation.gov.uk/ukpga/2017/3/contents/enacted">http://www.legislation.gov.uk/ukpga/2017/3/contents/enacted</a></p>
<p><b>Contact officers</b></p>	<p>Cristina Strood, Head of Policy and Performance, Office of the Police and Crime Commissioner</p>

**CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2017-028**

<b>Subject</b>	<b>Memorandum of Understanding between Cambridgeshire Office of the Police and Crime Commissioner and the Professional Standards Department (for Bedfordshire Police, Cambridgeshire Constabulary, and Hertfordshire Constabulary) and a Data Processing Agreement between the Police and Crime Commissioner and the Chief Constable for designated OPCC officers to access the Centurion complaint handling system</b>
<b>Decision</b>	To sign the Memorandum of Understanding (MOU) between the Office of the Police and Crime Commissioner (OPCC ) and the Professional Standards Department (PSD) and a Data Processing Agreement with the Chief Constable, to allow designated OPCC officers to access the Centurion complaint handling system to further fulfil the Police and Crime Commissioner’s (the “Commissioner”) statutory duty to monitor all complaints against officers and staff of Cambridgeshire Constabulary.
<b>Decision Summary</b>	<p>The Commissioner has a statutory duty under the Police Reform and Social Responsibility Act 2011 to monitor all complaints against officers and staff. The Commissioner and his officers currently undertake this role. In order to further fulfil this role, designated OPCC officers will have access to the Centurion complaint handling system.</p> <p>Centurion is a national framework system for complaint handling that a majority of all police forces use to meet legislative and national reporting requirements. PSD own and manage Centurion for complaints made against Bedfordshire Police, the Constabulary, and Hertfordshire Constabulary.</p> <p>Designated OPCC officers will have restricted access to the system. This will enable the OPCC to monitor themes and trends arising from complaints about the Constabulary and to see how lessons can be learnt. The terms and conditions of the OPCC’s access to Centurion is given in the MOU between PSD and the OPCC.</p>
<b>Contact Officer</b>	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: <a href="mailto:dorothy.gregson@cambs.pnn.police.uk">dorothy.gregson@cambs.pnn.police.uk</a>
<b>Background Papers</b>	‘Complaints – Policy Review and Reforms Update’, Agenda Item 10.0, Business Co-ordination Board, 12 <sup>th</sup> December 2017

**Jason Ablewhite, Cambridgeshire Police and Crime Commissioner**

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

**Signature**

A handwritten signature in blue ink, appearing to be 'Jason Ablewhite', written over a horizontal line.

**Date**

14-12-17



**To:** Business Coordination Board

**From:** Chief Executive

**Date:** 12 December 2017

## **COMPLAINTS - POLICY REVIEW AND REFORMS UPDATE**

### **1. Purpose**

1.1 The purpose of this report is to seek the Business Coordination Board's (the "Board") approval of the Police and Crime Commissioner's (the "Commissioner") Complaints Policy Statement and to update the Board on the forthcoming complaints reform legislation.

### **2. Recommendation**

2.1 The Board is recommended to:

- approve the Complaints Policy Statement; and
- note the Commissioner's position regarding the forthcoming complaints reform legislation;
- agree that the Commissioner signs the MOU between Professional Standards Department and Cambridgeshire OPCC and the accompanying Data Processing Agreement with the Chief Constable of Cambridgeshire Constabulary to enable designated OPCC officers to have access to the Centurion complaint handling database.

### **3. Background**

3.1 The police complaints system is complex. Currently the legislation defines a 'complaint' as a 'complaint about the conduct of a person serving with the police', which can be classified as relating to both a person's conduct or a direction and control matter i.e a matter relating to operational decision making about the deployment of resources and strategic decisions about how policing powers should be exercised.

- 3.2 Both the Commissioner and the Chief Constable have statutory duties in relation to complaints against police officers and staff. The Commissioner has a statutory duty under the Police Reform and Social Responsibility Act 2011 to monitor complaints made against officers and staff of Cambridgeshire Constabulary, whilst having responsibility for complaints made against the Chief Constable.
- 3.3 The Commissioner also has a statutory duty under The Elected Local Policing Bodies (Specified Information) Order 2011 to have a statement in relation to the conduct of relevant office holders, including procedures for the handling of qualifying complaints and conduct matters. This includes complaints made about the Chief Constable.
- 3.4 The Chief Constable is responsible for having appropriate processes in place for dealing with complaints. The Chief Constable has delegated this responsibility to the Deputy Chief Constable and officers with the collaborated Professional Standards Department (PSD).
- 3.5 PSD is responsible for recording a complaint against a police officer or police staff. If the complaint is not referred to the Independent Police Complaints Commission (IPCC) for consideration, following recording of the complaint the options available to the forces and PSD are:
- Local resolution – complaint does not involve a formal investigation and is dealt with by local policing teams liaising with the complainant.
  - Investigation – complaint is investigated by PSD.

#### **4. Complaints Policy Statement**

- 4.1 The IPCC '*Statutory guidance to the police service on the handling of complaints*', which Commissioners must 'have regard to', places a requirement on Commissioners to make publicly available information on how to make a complaint against the Chief Constable.
- 4.2 The Commissioner's Policy Statement provides for the position, process and approach that is adopted for complaints against the Chief Constable in line with the IPCC guidance. The Policy Statement also applies the same principles of approach regarding complaints against officers of the OPCC. In addition, it signposts how complaints against the Commissioner and other police officers (other than the Chief Constable) and police staff can be made.
- 4.3 The Commissioner is committed to having an annual review of the Complaints Policy Statement. Since its last review in December 2016, the only change now required to the body of the Policy is to clarify the legislative reference under which complaints are dealt with.
- 4.4 The revised Policy Statement is given at Appendix A. It will be scheduled for review in December 2018.

#### **5. Complaints Reform**

- 5.1 The Policing and Crime Act 2017 gives Police and Crime Commissioners both mandatory and discretionary powers in relation to the police complaints system. However, these powers can only be enabled through secondary (or delegated)

legislation, which is currently being drawn up by the Home Office. The likely timescale for the new powers to come into force is early 2019. Consequently, Commissioners, police forces, and the IPCC can only exercise their powers under the existing legislation.

- 5.2 Commissioners are currently responsible for holding a Chief Constable to account for the exercise of their functions, including the handling of police complaints. The new legislative powers will mean that Commissioners will have a mandatory duty for oversight of the complaints system and will become the review body for appeals which are currently heard by chief officers. In practice this will mean that a Commissioner will need to consider whether the outcome of the complaint was a reasonable and proportionate one. It does not provide an opportunity to reinvestigate the actions giving rise to the complaint nor re-investigation of how the complaint was handled. The review role must be undertaken by the Commissioner's office and not a police force or their respective PSD.
- 5.3 The new legislation also provides, should a Commissioner choose to do so, to receive and record complaints and then becoming the single point of contact for the duration of the handling of those complaints.
- 5.4 The Commissioner is clear that he wishes to only take on the mandatory responsibilities of oversight and review. This is primarily based on the fact that the current response to those that contact his office expressing their dissatisfaction is considered proportionate, maintains operational independence, and is cost effective. Secondly, through governance processes, the Commissioner is able to scrutinise the Constabulary and the collaborated PSD (shared with Bedfordshire Police and Hertfordshire Constabulary) to gain assurance that they are dealing with dissatisfaction, complaints, and misconduct issues in line with the legislative requirements.
- 5.5 A Working Group consisting of representatives from the three OPCCs (Bedfordshire, Cambridgeshire, and Hertfordshire) and PSD Department are currently exploring current ways of working and the implications of the proposed legislative changes.
- 5.6 The Group has agreed that as part of their respective Commissioner's current statutory duty to monitor all complaints against officers and staff, that designated officers within the OPCCs will have access to certain areas of PSD's Centurion database. Centurion is a national framework system for complaint handling that a majority of all police forces use to meet legislative and national reporting requirements. PSD own and manage Centurion for complaints made against Bedfordshire Police, the Constabulary, and Hertfordshire Constabulary.
- 5.7 The OPCC will have restricted access to the system. This will enable the OPCC to monitor themes and trends arising from complaints about the Constabulary and to see how lessons can be learnt. Individual Memorandum of Understandings (MOU) and Data Processing Agreements have been drawn up between PSD and the three OPCCs for the use of Centurion. The Commissioner is asked to sign the MOU between PSD and Cambridgeshire OPCC and the Data Processing Agreement with the Chief Constable.

## 6. Recommendation

6.1 The Board is recommended to:

- approve the Complaints Policy Statement note the report and the Commissioner preferred option proposed under the complaints reform legislation;
- note the Commissioner’s position regarding the forthcoming complaints reform legislation;
- agree that the Commissioner signs the MOU between Professional Standards Department and Cambridgeshire OPCC and the accompanying Data Processing Agreement with the Chief Constable of Cambridgeshire Constabulary and the Commissioner to enable designated OPCC officers to have access to the Centurion complaint handling database.

## BIBLIOGRAPHY

<b>Source Document</b>	The Elected Local Policing Bodies (Specified Information) Order 2011 <a href="http://www.legislation.gov.uk/uksi/2011/3050/contents/made">http://www.legislation.gov.uk/uksi/2011/3050/contents/made</a> Police Reform and Social Responsibility Act 2011 <a href="http://www.legislation.gov.uk/ukpga/2011/13/contents">http://www.legislation.gov.uk/ukpga/2011/13/contents</a> ‘Statutory guidance to the police service on the handling of complaints’, Independent Police Complaints Commission, 2015 <a href="https://www.ipcc.gov.uk/page/statutory-guidance">https://www.ipcc.gov.uk/page/statutory-guidance</a> The Policing and Crime Act 2017 <a href="http://www.legislation.gov.uk/ukpga/2017/3/contents">http://www.legislation.gov.uk/ukpga/2017/3/contents</a>
<b>Contact Officer</b>	Howard Thackray, Business Manager, Office of the Police and Crime Commissioner

**CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2017-029**

<b>Subject</b>	<b>Appointment of Deputy Police and Crime Commissioner for Cambridgeshire</b>
<b>Decision</b>	To appoint Ray Bisby as Deputy Police and Crime Commissioner for Cambridgeshire.
<b>Decision Summary</b>	<p>Under section 18 of the Police Reform and Social Responsibility Act 2011 (the “Act”), the Cambridgeshire Police and Crime Commissioner (the “Commissioner”) is entitled to appoint one Deputy Police and Crime Commissioner (“Deputy Commissioner”) and to delegate certain functions and responsibilities to that person.</p> <p>The Commissioner notified the Cambridgeshire Police and Crime Panel (the “Panel”) under section 1 of the Act of his proposal to appoint Ray Bisby as Deputy Commissioner</p> <p>In accordance with Schedule 1 of the Act, the Panel undertook its Confirmation Hearing relating to the appointment of the Deputy Commissioner on the 19<sup>th</sup> December 2017.</p> <p>Following the Confirmation Hearing, the Panel made a report under the Act recommending Ray Bisby as the Deputy Commissioner. Under Schedule 1 of the Act, the Commissioner may accept or reject the Panel’s recommendation and give the Panel a response to any such report or recommendation. The Commissioner considered the Panel’s decision and their reasons for their decision in their report and has decided to appoint Ray Bisby to the role of Deputy Commissioner. The Commissioner then informed the Panel of his decision to accept their recommendation.</p>

<b>Contact Officer</b>	<p>Dorothy Gregson, Chief Executive</p> <p>Tel: 0300 333 3456</p> <p>Email: <a href="mailto:dorothy.gregson@cambs.pnn.police.uk">dorothy.gregson@cambs.pnn.police.uk</a></p>
<b>Background Paper</b>	<p>‘Proposed appointment of the Cambridgeshire Deputy Police and Crime Commissioner’, Cambridgeshire Police and Crime Panel, 19<sup>th</sup> December 2017</p> <p><a href="http://democracy.peterborough.gov.uk/ielistDocuments.aspx?Cid=543&amp;Mid=4058&amp;Ver=4">http://democracy.peterborough.gov.uk/ielistDocuments.aspx?Cid=543&amp;Mid=4058&amp;Ver=4</a></p>

**Jason Ablewhite, Cambridgeshire Police and Crime Commissioner**

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

<b>Signature</b>		<b>Date</b>	20-12-17
------------------	--	-------------	----------



Police and Crime Commissioner  
CAMBRIDGESHIRE AND PETERBOROUGH

<b>CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2018-001</b>	
<b>Subject</b>	<b>Monks Wood – Lease to Cambridgeshire Search &amp; Rescue (CamSAR)</b>
<b>Decision</b>	To grant a lease of land at Monk Wood to Cambridgeshire Search and Rescue.
<b>Decision Summary</b>	<p>The Cambridgeshire Police and Crime Commissioner’s Business Coordination Board meeting on the 16<sup>th</sup> January 2018 discussed and agreed the proposal for the lease of land (circa 153m<sup>2</sup>) as set out below:</p> <ul style="list-style-type: none"><li>• For parking and storage of their vehicles and equipment</li><li>• Use of ancillary facilities on a non-exclusive basis and subject to booking.</li><li>• The Lease is for 5 years at a rent of £1 pa and subject to 3 months’ notice by either party at any time.</li></ul>

<b>Contact Officer</b>	Elly McKee Estates Management Surveyor and Colin Luscombe, Director of Estates , Cambridgeshire Constabulary
<b>Background Papers</b>	<a href="http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2018-2/bcb-16th-january-2018/">http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2018-2/bcb-16th-january-2018/</a>

<b>Jason Ablewhite, Cambridgeshire Police and Crime Commissioner</b>
I confirm that I have reached the above decision after consideration of the facts above.

<b>Signature</b> 	<b>Date</b>
--	-------------



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 16 January 2018

### **Monks Wood – Lease to CamSAR**

#### **1. Purpose**

1.1 To seek approval of the Business Coordination Board (the “Board”) to grant a lease of land amounting to circa 153m<sup>2</sup> at Monks Wood to Cambridgeshire Search & Rescue (CamSAR).

#### **2. Recommendation**

2.1 The Board is recommended to approve the lease of land (circa 153m<sup>2</sup>) at Monks Wood to Cambridgeshire Search & Rescue (CamSAR) at an annual rent of £1 (if requested).

#### **3. Background**

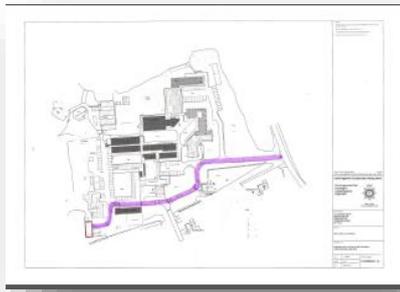
3.1 In June 2017 the PCC met with CamSAR and offered to assist with their accommodation requirements and explore options including space at Monks Wood.

3.2 An area of land was agreed in the overflow car park at Monks Wood and office accommodation was explored to the adjoining building. Due to the dilapidated condition of the offices heads of terms were agreed for the external area only.

3.3 The following lease terms were discussed at the Estates Sub Group on 8<sup>th</sup> November 2017 and reported to the Force Executive Board on 8<sup>th</sup> January.

#### **4. Heads of Terms for Lease to CamSAR**

- 4.1 Land amounting to c153m<sup>2</sup> to be leased to CamSAR for parking & storage of their vehicles and equipment in the area marked red n the below plan:



- 4.2 Use of ancillary facilities such as toilets, showers and meeting rooms is on a non-exclusive basis and subject to booking. The Constabulary have the right to charge for room bookings.
- 4.3 The lease is for 5 years at a rent of £1pa (if requested) and subject to three months' notice by either party at any time.
- 4.4 The tenant and all representatives must successfully obtain Police vetting.

## 5. Recommendation

- 5.1 The Board is recommended to approve the lease of land (circa 153m<sup>2</sup>) at Monks Wood to Cambridgeshire Search & Rescue (CamSAR) at an annual rent of £1 (if requested).

## BIBLIOGRAPHY

<b>Source Document</b>	Cambridgeshire Constabulary Estate Management – Property Files
<b>Contact Officers</b>	Elly McKee Estates Management Surveyor and Colin Luscombe, Director of Estates , Cambridgeshire Constabulary

This page is intentionally left blank

	Current Background reports	Anticipated timescale/date
<b>BUDGET AND PRECEPT</b>		
<p>To issue precept and approve annual revenue budget for 2018/19. Consequential amendment to vary Police and Crime Plan Appendix showing Medium Term Financial Plan</p>	<p><b><u>Business Co-ordination Board Reports:</u></b></p> <ul style="list-style-type: none"> <li>• ‘Medium Term Financial Strategy 2019/20 to 2021/22’, Agenda Item 5.0, 9<sup>th</sup> November 2017</li> <li>• ‘Precept and Consultation’, Agenda Item 4.0, 4<sup>th</sup> January 2018</li> <li>• ‘Medium Term Financial Strategy 2018/19 to 2021/22, Agenda Item 4.0, 16<sup>th</sup> January 2018</li> <li>• ‘Treasury Management Mid–Year Report 2017/18’, Agenda Item 5.0, 16<sup>th</sup> January 2018</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/">http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/</a></p> <p><b><u>Police and Crime Panel Reports:</u></b></p> <ul style="list-style-type: none"> <li>• ‘Medium Term Financial Strategy 2018/19 to 2021/22’, Agenda Item 8.0, 6<sup>th</sup> September 2017</li> <li>• ‘Precept Report 2018/19 and Police and Crime Plan Variation’, 31<sup>st</sup> January 2018</li> </ul> <p><a href="http://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&amp;Year=0">http://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&amp;Year=0</a></p>	<p>In accordance with legislative timescales to issue proposed precept by 1<sup>st</sup> March 2018.</p>

	Current Background reports	Anticipated timescale/date
<b>COLLABORATION</b>		
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><b><u>Business Co-ordination Board Reports:</u></b></p> <ul style="list-style-type: none"> <li>• '7F Strategic Collaboration Programme Report', Agenda Item 9.0, 21<sup>st</sup> September 2017</li> <li>• 'Collaboration Update – Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary', Agenda Item 7.0, 12<sup>th</sup> December 2017</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board">http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board</a></p>	Decisions driven by individual collaboration project timescales. Decision Notices and related reports published on Commissioner's website and sent to Police and Crime Panel.
<b>CUSTODY – PARKSIDE CUSTODY REPLACEMENT CUSTODY</b>		
Approval on individual decisions as required as part of the Parkside Custody Replacement project.	<p><b><u>Business Co-ordination Board Report:</u></b></p> <ul style="list-style-type: none"> <li>• 'Launch of Custody Project', Agenda Item 12.0, 11<sup>th</sup> August 2016</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2016/08/16-08-11-BCB-Agenda-Item-12.0-Launch-of-Custody-Project-1.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2016/08/16-08-11-BCB-Agenda-Item-12.0-Launch-of-Custody-Project-1.pdf</a></p> <p><b><u>Police and Crime Panel Report:</u></b></p> <ul style="list-style-type: none"> <li>• 'Police and Crime Commissioner's Strategic Estates Update', Police and Crime Panel, 14<sup>th</sup> June 2017</li> </ul> <p><a href="http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&amp;MId=3924&amp;Ver=4">http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&amp;MId=3924&amp;Ver=4</a></p>	Driven by Project timescales.

	Current Background reports	Anticipated timescale/date
<b>DEVOLUTION</b>		
Approval on individual decisions as required as part of the process of realising the benefits of any new Combined Authority devolution arrangements	<p><b><u>Business Co-ordination Board Report:</u></b></p> <ul style="list-style-type: none"> <li>• 'Devolution Update', Agenda Item 5.0, 6<sup>th</sup> February 2017</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/02/17-02-06-BCB-Agenda-Item-5.0-Devolution-update.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/02/17-02-06-BCB-Agenda-Item-5.0-Devolution-update.pdf</a></p>	Driven by Combined Authority decision making and legislative process
<b>ESTATES</b>		
	<p><b><u>Business Co-ordination Board Reports:</u></b></p> <ul style="list-style-type: none"> <li>• 'Estates Plan', Agenda Item 14.0, 16<sup>th</sup> December 2016</li> <li>• 'Estates Update', Agenda Item 8.1, 14<sup>th</sup> March 2017</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/">http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/</a></p> <p><b><u>Police and Crime Panel Reports:</u></b></p> <ul style="list-style-type: none"> <li>• 'Police and Crime Commissioner's Strategic Estates Update', Agenda Item 7.0, 15<sup>th</sup> March 2017</li> <li>• 'Police and Crime Commissioner's Strategic Estates Update', 14<sup>th</sup> June 2017</li> </ul> <p><a href="http://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&amp;Year=0">http://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&amp;Year=0</a></p>	Decisions as required in line with Estates Strategy and as indicated in 'Police and Crime Commissioner's Strategic Estates Update', report to Police and Crime Panel, 14 <sup>th</sup> June 2017. Detailed reports will be prepared as individual assets are considered. Decision Notices and related reports published on Commissioner's website and sent to Police and Crime Panel.

	Current Background reports	Anticipated timescale/date
<b>EXTERNAL FUNDING OPPORTUNITIES</b>		
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 decisions are driven by the Home Office bidding process.
<b>FIRE GOVERNANCE PROPOSALS (listed previously in Decisions Report under 'Policing and Crime Act 2017 Opportunities')</b>		
Approval of individual decisions as required as part of the process of realising the opportunities from the Policing and Crime Act 2017 regarding emergency services collaboration including fire governance proposals.	<p><b>Business Co-ordination Board Reports:</b></p> <ul style="list-style-type: none"> <li>• 'Realising the Opportunities From The Policing and Crime Bill', Agenda Item 5.0, 21st September 2016; Agenda Item 6.0, 17<sup>th</sup> January 2017</li> <li>• 'Consultation on Local Business Case for Fire and Rescue Governance options', Agenda Item 8.0, 22<sup>nd</sup> June 2017; Agenda Item 5.0, 21<sup>st</sup> September 2017</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/">http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/</a></p> <p><b>Police and Crime Panel Reports:</b></p> <ul style="list-style-type: none"> <li>• 'Realising the Opportunities from the Policing and Crime Bill', Agenda Item 8.0, 9<sup>th</sup> November 2017; Agenda Item 7.0, 1<sup>st</sup> February 2017</li> <li>• Fire and Rescue Governance – Local Business Case', Agenda Item 7.0, 6<sup>th</sup> September 2017</li> <li>• 'Fire and Rescue Governance – Update', Agenda Item 6.0, 15<sup>th</sup> November 2017; 31<sup>st</sup> January 2018</li> </ul> <p><a href="http://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&amp;Year=0">http://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&amp;Year=0</a></p>	<p>Driven by legislative timescales.</p> <p>Commissioner's proposal for fire governance submitted to Secretary of State on 10<sup>th</sup> October 2017. Awaiting Secretary of State's decision, having had regard of the independent assessment of Commissioner's proposal, as to whether it appears that the Commissioner's proposal is in the interests of either economy, efficiency and effectiveness or public safety. Aspiration that Secretary of State's preferred governance arrangement in place in 2018.</p>

	Current Background reports	Anticipated timescale/date
<b>GRANT FUNDING</b>		
<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>Police and Crime Plan sets the context within which crime and disorder grants will be made</p>	<p><b><u>Business Co-ordination Board Reports:</u></b></p> <ul style="list-style-type: none"> <li>• 'Commissioning and Grants Strategy 2016-20', Agenda Item 12.0, 16<sup>th</sup> December 2016</li> <li>• 'Commissioning and Grants', Agenda Item 8.0, 11<sup>th</sup> May 2017</li> <li>• 'Budget 2018/19 and Medium Term Financial Strategy 2019/20 to 2021/22', Agenda Item 5.0, 7<sup>th</sup> August 2017</li> <li>• 'The Police and Crime Commissioner's Youth Fund – A New Approach', Agenda Item 11.0, 11.1 and 11.2, 7<sup>th</sup> August 2017</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/">http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/</a></p> <p><b><u>Police and Crime Panel Report:</u></b></p> <ul style="list-style-type: none"> <li>• 'Police and Crime Commissioner's Police and Crime Plan (Community Safety and Criminal Justice) for Cambridgeshire and Peterborough', Agenda Item 8.0, 1<sup>st</sup> February 2017</li> </ul> <p><a href="http://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&amp;Year=0">http://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&amp;Year=0</a></p>	Throughout the year as required.

	Current Background reports	Anticipated timescale/date
<b>POLICING AND CRIME ACT 2017 OPPORTUNITIES</b>		
Approval of individual decisions as required as part of the process of realising the opportunities from the Policing and Crime Act including collaboration and complaints reform.	<p><b>Business Co-ordination Board Report:</b></p> <ul style="list-style-type: none"> <li>• 'Professional Standards and Complaints Handling – April 2016 to March 2017, Agenda Item 6.0, 22<sup>nd</sup> June 2017</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/06/17-06-22-BCB-Agenda-Item-6.0-Professional-Standards-and-Complaints-Handling-April-2016-to-March-2017.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/06/17-06-22-BCB-Agenda-Item-6.0-Professional-Standards-and-Complaints-Handling-April-2016-to-March-2017.pdf</a></p>	Complaint reforms subject to legislative timescales but now likely to be in 2019.

**POLICE AND CRIME COMMISSIONERS – ESTATES  
UPDATE SINCE LAST POLICE AND CRIME PANEL IN NOVEMBER 2017 AND LIKELY FORTHCOMING DECISIONS**

**APPENDIX 4**

**ASSETS SURPLUS TO OPERATIONAL REQUIREMENTS**

<b>Tenure</b>	<b>Floor Area m<sup>2</sup></b>	<b>Facilities</b>	<b>Current Use</b>	<b>Current Situation/Update</b>	<b>Timescales</b>
<b>Bridge Street Police Station, Bridge Street, Peterborough PE1 1EQ</b>					
Freehold	1,836	Offices and Workshop	None - vacant	The building is on the market for revenue opportunities and sale.	Marketing closed 30th June 2017. Bids evaluated and solicitors instructed. The preferred bidder could not meet requirements so proceeding on a subject to planning basis with second bidder. Contracts were exchanged on 21 <sup>st</sup> December 2017 with a 12 month longstop period for completion.
<b>Chord Park Unit C, London Road, Godmanchester PE29 2BQ</b>					
Freehold	375	Offices	None - vacant	On the market to lease only.	The market for office accommodation in Huntingdon is still slow with no offers to be reported.
<b>Orton Police Station, Unit 4 Orton Court, Misterton, Peterborough PE2 0SZ</b>					
Leasehold	132	Offices	None - vacant	Deed of variation being agreed to allow sub-letting for commercial use. Marketing to continue.	Deed of variation is subject to an Option to Terminate by the Landlord. The Deed is due to complete in January 2018 with a subsequent sub-let or surrender.

Tenure	Floor Area m <sup>2</sup>	Facilities	Current Use	Current Situation/Update	Timescales
<b>Werrington Police Station, 6a Skaters Way, Werrington, Peterborough PE4 6NB</b>					
Leasehold	84	Offices	None - vacant	Planning permission for change of use obtained and lease to be returned to Landlord.	Transaction delayed due to landlord's sale.

**ASSETS SUBJECT TO OPTIONS ANALYSIS/COLLABORATION – UPDATE SINCE LAST POLICE AND CRIME PANEL  
IN NOVEMBER 2017**

103

Tenure	Floor Area m <sup>2</sup>	Facilities	Current Use	Issues/Options	Timescale
<b>Copse Court, Thorpe Wood, Peterborough PE3 6SF</b>					
Freehold	3,079	Offices	Operational	Planning application submitted for additional car parking to support the adjacent Police Station. If acceptable income opportunities or sale to be considered.	Planning permission received 25 <sup>th</sup> July 2017 for additional car parking. The Police Service Centre (101) is due to relocate in April 2018 creating surplus capacity at Copse Ct. Options will be considered after the Investment Workshop in January 2018.
<b>Monks Wood Training Centre, Huntingdon PE28 2LS</b>					
Freehold	3,825	Training Centre	Operational	Pre-application Planning Advice is being obtained for development of surplus space for Fire & Rescue training.	Planning advice is stalled due to delays in Natural England responding.
<b>St Ives Police Station, Norris Road, St Ives, PE27 5QB</b>					
Freehold	432	Offices	Operational	Subject to discussions on shared use and redevelopment with Fire & Rescue.	Flood Risk Assessments received and planning enquiries are underway with response expected in February 2018.

Tenure	Floor Area m <sup>2</sup>	Facilities	Current Use	Issues/Options	Timescale
<b>St Neots Police Station, Dovehouse Close, St Neots PE19 1DS</b>					
Freehold	503	Offices	Operational	Subject to discussions on shared use and redevelopment with Fire & Rescue.	Strategy to be confirmed following outcome of Local Policing Review. To assist this planning pre-app enquiries will be made during February/March 2018.
<b>Wisbech Police Station, Nene Parade, Wisbech PE13 3BT</b>					
Leasehold	1,112	Enquiry Office, Offices	Operational	A combined Fire, Ambulance & Police Station is being explored on the Fire Station site. The Police Station is to be handed back to the landlord following relocation to the Fire Station which is to be extended.	A planning application has been submitted on the Fire Station site with an expected determination by end of January 2018.



**TRI-FORCE MEETING (BEDS/HERTS/CAMBS)**  
**Tuesday 28 November, 10am**  
**The Signal Box, Cambridge**

Chairs, Vice-Chairs and Support Officers from each Panel to meet.  
(Invitation extended to Essex also)

- Co-ordinated examination of inter-force collaboration: agree a set of questions for our respective PCC
- Comparison of Panel resourcing and work practices: what can we learn from each other?
- Fire governance: preparing for additional workload
- Terms of reference for national association of P(F)CPs

**CONFIRMATION HEARING – DEPUTY POLICE AND CRIME COMMISSIONER**  
**Tuesday 19th December, 11am**  
**ABAX Stadium, Peterborough**

The Panel to hold a Confirmation Hearing regarding the appointment of a new Deputy Police and Crime Commissioner

<b>BRIEFING - PRIVATE</b> <b>Monday 15th January</b> <b>Police HQ, Huntingdon</b>	
<b>Budget Briefing – Delivered by the OPCC</b>  The Panel to be informed the expected draft budget figures/papers – with an opportunity to ask questions in order to gain a greater understanding of the subject.  (To include transformation/collaboration savings and timescales)	
<b>BUDGET MEETING</b> <b>Wednesday 31 January 2018</b> <b>Bourges / Viersen Rooms, Town Hall</b> <b>Peterborough City Council</b>	
<b>Public Questions/Statements</b>	Peterborough City Council, Secretariat
<b>Review of Complaints</b>  To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.	Peterborough City Council, Secretariat
<b>THEME – BUDGET</b> <b>Budget /Precept 2018/2019</b>  To notify the Cambridgeshire Police and Crime Panel of the Cambridgeshire Police and Crime Commissioner’s proposed budget and precept for 2018/19. To enable the Panel to review the proposed precept.	Police and Crime Commissioner’s Office
<b>Fire Governance Update</b>  The Panel to be informed of the progress/changes made with regard to the Fire Governance process.	Police and Crime Commissioner’s Office
<b>Performance Monitoring Update</b>	Police and Crime

The Panel to be updated on the performance monitoring showing any areas of concern or exception performance.	Commissioner's Office
<p><b>Decisions by the Cambridgeshire Police and Crime Commissioner</b></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><b>Meeting Dates and Agenda Plan 2017/2018</b></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>	Peterborough City Council, Secretariat
<b>BRIEFING – PRIVATE</b>	

<b>LOCAL POLICING REVIEW BRIEFING</b> Wednesday 14 March 2018 – (AM) Huntingdon District Council	
OPCC to provide a briefing on the Local Policing Review.	
<b>Wednesday 14 March 2018</b> <b>Huntingdonshire District Council</b> <b>Civic Room 1A</b>	
<b>Public Questions/Statements</b>	
<b>Review of Complaints</b> To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.	Peterborough City Council, Secretariat
<b>THEME – TRANSFORMATION</b> Scope to be identified via presentation and information gathering session held in February.	Police and Crime Commissioner's Office
<b>Fire Governance Update</b> The Panel to be informed of the progress/changes made with regard to the Fire Governance process.	Police and Crime Commissioner's Office
<b>Performance Monitoring Update</b> The Panel to be updated on the performance monitoring showing any areas of concern or exception performance.	Police and Crime Commissioner's Office
<b>Police and Crime Plan Variation – Appendix 1 Finances Update</b> The purpose of the report is to provide the Police and Crime Panel with an update of the Police and Crime Police and Crime Plan Appendix 1 – Finances	Police and Crime Commissioner's Office
<b>Decisions by the Cambridgeshire Police and Crime Commissioner</b>	Police and Crime

<p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner (“the Commissioner”) under Section 28 of the Police Reform and Social Responsibility Act 2011 (“the Act”).</p>	<p>Commissioner’s Office</p>
<p><b>Draft Meeting Dates 2018/2019 and Agenda Plan</b></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><b>MONDAY 21 MAY 2018</b> <b>VENUE TBC</b></p>	
<p><b>OPCC – Presentation/Update on Victims &amp; Offenders</b></p> <p><b>Frontline Consulting Seminar delivering training:</b></p> <ul style="list-style-type: none"> <li>• Refresh scrutiny</li> <li>• Fire Governance</li> </ul>	
<p><b>Wednesday 13 June 2018, 2:00pm - ANNUAL MEETING,</b></p>	

<b>Peterborough City Council, Bourges / Viersen Rooms, Town Hall</b>	
<b>Election of Chairman Election of Vice Chairman</b>	
<b>Public Questions/Statements</b>	
<b>Police and Crime Commissioner's Annual Report 2018/2019</b>  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")	Police and Crime Commissioners Office
<b>Fire Governance Update</b>  The Panel to be informed of the progress/changes made with regard to the Fire Governance process.	Police and Crime Commissioner's Office
<b>Performance Monitoring Update</b>  The Panel to be updated on the performance monitoring showing any areas of concern or exception performance.	Police and Crime Commissioner's Office
<b>THEME – VICTIMS/OFFENDERS</b>  Scope to be identified via presentation/information session held on Monday 21 May	Police and Crime Commissioners Office
<b>Decisions by the Cambridgeshire Police and Crime Commissioner</b>  The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner ("the Commissioner") under Section 28 of the Police Reform and Social Responsibility Act 2011 ("the Act")	Police and Crime Commissioners Office
<b>Cambridgeshire Police and Crime Panel Annual Report 2017-2018</b>  The Panel to consider the draft annual report of the work of the Cambridgeshire Police and Crime Panel during the last twelve months.	Peterborough City Council, Secretariat
<b>Cambridgeshire Police and Crime Panel Administration Costs and Member Expenses</b>	Peterborough City

111

	Council, Secretariat
<b>Review of Complaints</b> To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.	Peterborough City Council, Secretariat
<b>Meeting Dates and Agenda Plan 2018/2019</b> Panel to note the dates of future meetings and to consider any items for future meetings which may have been highlighted during the meeting.	
<b>Wednesday 12 September 2018, 2pm</b>	

<b>Huntingdonshire District Council Civic Room 1A</b>	
<b>Public Questions/Statements</b>	
<b>Review of Complaints</b>  To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.	Peterborough City Council, Secretariat
<b>THEME - OFFENDERS</b>	Police and Crime Commissioner's Office
<b>Performance Monitoring Update</b> inc updates to plans for Estates	Police and Crime Commissioner's Office
<b>Budget Update/Forecast</b>	Police and Crime Commissioner's Office
<b>Decisions by the Cambridgeshire Police and Crime Commissioner</b>  The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner ("the Commissioner") under Section 28 of the Police Reform and Social Responsibility Act 2011 ("the Act").	Police and Crime Commissioner's Office
<b>Meeting Dates and Agenda Plan 2018/2019</b>  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

**SEVENTH NATIONAL POLICE AND CRIME CONFERENCE**

**Monday 12 November 2018, 9:30am for 10am start  
Scarman House, Warwick Conference Centre, Coventry**

Programme to be set

Updated: January 2018

This page is intentionally left blank