



CAMBRIDGESHIRE POLICE AND CRIME PANEL

WEDNESDAY 5 NOVEMBER 2014, 2.00 PM

Civic Suite 1a - Huntingdonshire District Council

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AGENDA

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**Members of the public wishing to submit questions to the Panel can do so by contacting the secretariat no later than 12 noon five working days before the Panel meeting, not including the day of the meeting itself. Further details can be found within paragraph 7, Public Participation within the rules of procedure:*

<http://democracy.peterborough.gov.uk/documents/s20891/Rules%20of%20Procedure%20-%20Amended%203072014.pdf>



Membership:

Councillors: M McGuire, J D Ablewhite, L Herbert, D Oliver, D Over, M Fletcher, J Davidson, T Hunt, P Reeve, M Shellens, B Shelton.

Independent Co-optees:

Christine Graham

Vacant

Officer Support:

Ian Phillips, Peterborough City Council

Paulina Ford, Peterborough City Council



**MINUTES OF A MEETING OF THE CAMBRIDGESHIRE POLICE AND CRIME PANEL
HELD AT PETERBOROUGH CITY COUNCIL
ON 30 JULY 2014**

Members Present: Councillors McGuire (Chair), Ablewhite (Vice Chair), Oliver, Shelton, Herbert, Shellens, Reeve, Fletcher and Over.

Officers Present: Paulina Ford Peterborough City Council
Andy Barringer Peterborough City Council

Others Present: Sir Graham Bright Cambridgeshire Police and Crime Commissioner
Brian Ashton Deputy Cambridgeshire Police and Crime Commissioner
Dr Dorothy Gregson Chief Executive, Office of the Police and Crime Commissioner
Robert Vickers Interim Chief Finance Officer
Anna Horne Head of Communications and Engagement

1. Apologies for Absence

Apologies for absence were received from Councillor Tom Hunt and Councillor Julia Davidson. Apologies were also received from Christine Graham.

2. Declarations of Interest

No declarations of interest were given.

3. Minutes of the meeting held 19 June 2014

The minutes of the meeting held on 19 June 2014 were agreed as an accurate record and the action points were noted.

4. Public Questions

Two public questions had been submitted to the Panel and are attached at Appendix 1 of the minutes. Any responses given to those questions presented by persons not in attendance are also included in the attachment. Those not in attendance would receive written responses and the questions and answers would be published on the Cambridgeshire Police and Crime Panel website under the appropriate meeting.

5. Complaints Report

The Panel received a report which provided an update on any complaints made against the Police and Crime Commissioner.

ACTION

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

6. Co-opted Member Recruitment Update

The Panel received a report which provided an update on the vacancy for the Co-opted Member. The Panel were asked to review and agree the job advertisement and whether there were any additional key skills or experience that should be considered for the role of Co-opted Member.

Observations and comments raised by the Panel included:

- Consideration should be given to increasing the diversity of the Panel.
- The list of competencies required for the role seemed extensive.
- The selection process should be on merit. The criteria and competencies required which had been listed were extremely important as it was an important role.

ACTION

The Panel noted the report and agreed to the job advertisement and associated documents.

7. Rules of Procedure

The Chair introduced the report which sought agreement from the Panel to revisions made to the Rules of Procedure which had been discussed at the Annual Meeting of the Panel held on 19 June 2014. In accordance with paragraph 1.4 of the Rules of Procedure the Rules of Procedure had been reviewed at its Annual Meeting.

The Chair advised the Panel that further consideration had since been given to the Public Participation section of the Rules of Procedure following a question received from Mr Richard Taylor and that the following additional revisions should be considered by the Panel:

Under paragraph 8, Work Programme the following additional wording to be added:

Suggestions from Members of the Public for items of Scrutiny by the Panel

- 8.2 Members of the public may submit suggestions for items of scrutiny to the Panel in writing by letter, facsimile transmission or by electronic mail to the Secretariat **not later than 12 noon, five working days before the day of the Panel meeting (not including the day of the meeting itself)**. Each suggestion must give the name and address of the person submitting the suggestion. The suggested item for scrutiny will be considered at the next meeting of the Panel under the item on the Agenda called Meeting dates and Agenda Plan.

Under paragraph 12, **PCC and Others Giving Account** the following additional wording to be added:

- 12.9 Any follow up responses received in writing from the Police and Crime Commissioner that are requested to matters raised during meetings of the Panel will be published on the Panels website.

The Chair asked the Panel if they were in agreement with the revisions and that the additional proposed revisions as tabled at the meeting could be accepted at the meeting for

immediate implementation. The Panel agreed unanimously to the revisions within the report and the tabled revisions.

Members of the Panel wished to record thanks to Mr Richard Taylor for his suggestions to improve Public Participation.

Mr Robert Davies, a member of the public and resident of Cambridge was in attendance and raised the following points to the Panel:

- He felt that the current process for Public Participation was too bureaucratic and would not encourage engagement with the public.
- The Panel might like to consider further how they will engage with members of the public.
- The process for public participation needed to be simple.
- Members of the public may wish to ask questions which were not part of the agenda, how would this be accommodated.
- How does the Police and Crime Commissioner hold the Chief Constable to account for the performance of the teams of police that are provided from more than one force e.g. the Major Crime Unit which is staffed by three police forces? *The Chair advised Mr Davies that accountability was a matter of public record and the information could be found on the Police and Crime Commissioners website. The question asked could be presented to the Panel under the item Public Questions as per the Rules of Procedure, Public Participation section 7, paragraph 7.3. By submitting the question in this manner it would allow time for a comprehensive answer to be given.*

ACTION

1. The Panel agreed unanimously to accept the revisions as presented in the Rules of Procedure.
2. The Panel also agreed unanimously to the additional wording to the Rules of Procedure as tabled at the meeting which referred to paragraph 8, Work Programme and paragraph 12, PCC and Others Giving Account.

8. Interim Chief Finance Officer Arrangements

The Police and Crime Commissioner introduced the report which provided the Panel with an update on the interim Chief Finance Officer arrangements until a permanent appointment is made and in post.

Responses by the Commissioner to questions from the Panel included:

- It was a difficult post to fill and there had been no success so far.
- There was no confirmed timescale for appointment yet.

ACTION

The Panel noted the report

9. 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.

Responses by the Commissioner to questions from the Panel included:

- The Shrievalty scheme was also known as the Bobby Scheme.
- Members referred to the decision to approve the work with Hinchingsbrooke Health Care NHS Trust on a feasibility study for a joint property scheme on surplus land at Force HQ and sought clarification regarding the perception that the police would be moving their Headquarters out of Huntingdon. The Commissioner advised that there was no intention to move the Headquarters from Huntingdon. Various options were being considered but there would still be a presence in Huntingdon.
- The next step from the feasibility study would be to provide a delivery plan.

ACTION

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

10. Commissioners Response to the HMIC Report on Cambridgeshire Constabulary's Approach to Tackling Domestic Abuse

The Commissioner introduced the report which provided the Panel with the Commissioner's response to Cambridgeshire Constabulary's response to Her Majesty's Inspectorate of Constabulary's Report *Cambridgeshire Constabulary's approach to tackling domestic abuse* 2014.

Responses by the Commissioner to questions from the Panel included:

- Issues of training of officers and reporting of domestic abuse had been resolved but there was room for improvement. Training was being conducted across the force and not just in the specialist units.
- Officers needed to understand the problem, how to recognise it and how to deal with it and this was all part of the training.
- HMIC criticism was targeted at the police force only but the criticism had meant that other agencies had taken notice. It was a single agency inspection of a multi-agency issue but there would be consideration of further multi-agency inspections in future.
- Engagement with other agencies had developed as time has gone on and was much better.
- It was difficult to get people to talk about the issues of domestic abuse. The Victims' Hub is working on how to give people the confidence to report an issue. There was an issue with consistency with those who reported domestic abuse as they often changed their mind later on. Body cameras were now being used and had been helpful in this area.
- Members were concerned about the use of community resolution to resolve domestic disputes. *The Commissioner advised that there were a variety of ways of resolving domestic disputes and this was just one of the options. There were ongoing discussions as to the level of community resolution there should be for domestic disputes.*

ACTION

The Panel noted the report.

11. Objective Two – Deliver Policing within the Available Budget

The Deputy Police and Crime Commissioner introduced the report which updated the Panel on the progress made towards Objective Two of the Police and Crime Plan – Deliver Policing within the Available Budget. Members were informed that the budget had been cut over the last two years by £8.6M and going forward over the next three years a further £12M was likely to be removed from the budget. The average income available to the police per head of population in Cambridgeshire is nominally 25% lower than the national average however

there had been a reduction of recorded crime in Cambridgeshire over the last three years of 21% compared to the national average of 14%. The Commissioner was committed to maximising the capacity on the front line.

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

- Regarding Programme Metis - the Chief Constable was working with Microsoft to develop a system which was more flexible and capable. Collaboration was also taking place across the whole of the Eastern Region including Norfolk, Suffolk and Kent to introduce further software to enable each force to talk to each other making the delivery of service faster and more efficient.
- Members commented on the lack of police presence in rural areas.
- Programme Metis would ensure a greater community presence of police officers and greater visibility of police by a significant amount.
- There were vacancies advertised for special constables who were volunteers but they often moved on into the police force.
- The cost of running the constabulary was nearly two thirds of the budget therefore retaining the front-line services meant larger cuts in other areas. Budgets were not based on population.
- The priority was keeping the people of Cambridgeshire and Peterborough safe, delivering value for money and an efficient service.
- Members noted that there had been a underspend of £3.4M which would be used to smooth the impact of future funding reductions and wanted to know if this had gone into reserve. *The Panel were advised that it was an in year saving and had gone to reserves and sat under two headings. One was as a buffer against future pressures and the other covered expenditure if unexpected additional work needed to be done.*

ACTION

The Panel noted the report.

12. Holding to Account

The Commissioner introduced the report. The purpose of the report was to demonstrate to the Panel how the Commissioner holds Cambridgeshire Constabulary to account for force performance, ensuring value for money and engaging with local people.

Responses by the Commissioner to questions from the Panel included:

- Panel members requested a visit to the 101 Call Centre to gain a better understanding of the challenges. *The Commissioner welcomed the suggestion and advised that a visit could be arranged.*
- A member expressed concern about the amount of recoding and reclassifying of crimes so that they do not get picked up in the police statistics.
- Panel members wanted to know how the Commissioner held Chief Constables to account from outside of the area where collaborative work was being undertaken. *The Commissioner advised that he would hold his own Chief Constable to account who would then in turn hold the other Chief Constables to account.*
- Members commented that the public were confused with regard to the new Anti-Social Behaviour Act and wanted to know if the police force had any plans to introduce information leaflets or literature explaining the Act in a way the public could understand. *The Commissioner advised that once the consultation had finished a report could be brought to the Panel on new Anti-Social Behaviour Act.*
- Serious crime cases were dealt with in a more effective and efficient way through the collaborative working of the serious crime unit where joint forces were used.

ACTION

The Panel noted the report and requested that the Commissioner arrange a visit for the Panel to the 101 Call Centre.

13. Update on Progress for Implementation of the Victims' Hub

The Commissioner introduced the report which provided an update on the work to develop and implement a police-led Victims' Hub in Cambridgeshire that will deliver a victim services and referral mechanism and provide a gateway for the integrated management of victims of crime. Members were informed that the Victims' Hub was an innovation and put victims first and protected the vulnerable. The scheme had been funded by the Home Office. The Hub will be in shadow operation from September and full operation from October 2014.

Responses by the Commissioner to questions from the Panel included:

- The Victims Hub works with the Multi Agency Referral Unit (MARU) and the Multi Agency Safeguarding Hub (MASH) to ensure no one falls between the gaps. There is some geographic and managerial co-location around the victim's hubs.
- Members were concerned that people may be put off going to the Victims' Hub as it was being run by the police and requested that this be monitored. *The Commissioner did not feel that there would be a problem but this would be monitored once the Hub was up and running.*
- Members requested more detailed data and statistics when providing reports.

ACTION

The Panel noted the report.

14. Cambridgeshire Police and Crime Panel Annual Report

The Panel received the annual report and thanked officers for producing the report.

ACTION

The Panel noted the report and requested that it be distributed to all of the authorities represented on the Panel and the relevant community safety partnerships.

15. Meeting Dates and Agenda Plan 2014-2015

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

ACTION

The Panel agreed that the following items be included on the Agenda Plan:

- Community Remedies and the Anti-Social Behaviour, Crime and Policing Act 2014

The Chair raised the issue of holding the Panel meetings at other venues and asked for Members views on holding the meetings at other authorities' offices. Consideration was given to the time of day and where the meetings were held and to the extent to which the meetings were advertised. After a short discussion it was agreed that some meetings would be held at alternative local authority offices. Panel members would contact the secretariat to confirm if they were able to hold a meeting at their authority.

ACTION

Panel members to contact the secretariat if they are able to hold a future meeting of the Panel at their authority.

ACTIONS

DATE OF MEETING	ITEM	ACTION	UPDATE
30 July 2014	Holding to Account	The Panel noted the report and requested that the Commissioner arrange a visit for the Panel to the 101 Call Centre.	Members of the Panel visited the 101 centre during on 15, 22 and 23 October 2014.
	Cambridgeshire Police and Crime Panel Annual Report	The Panel noted the report and requested that it be distributed to all of the authorities represented on the Panel and the relevant community safety partnerships.	Report distributed to all authorities represented on the Panel and the relevant community safety partnerships.
	Meeting Dates and Agenda Plan 2014-2015	The Panel to receive a report on Community Remedies and the Anti-Social Behaviour, Crime and Policing Act 2014.	Programmed in for 28 January 2015 meeting.
		Panel members to contact the secretariat if they are able to hold a future meeting of the Panel at their authority.	<p>The following meetings have been confirmed at the following venues:</p> <p>Wednesday 5 November, 2pm Huntingdon District Council, Civic Suite 1a</p> <p>Wednesday 28 January 2015 BUDGET MEETING Cambridge City Council, The Committee Rooms</p> <p>Wednesday 18 March 2015 South Cambridgeshire District Council, Council Chamber</p>

The meeting began at 2.00pm and ended at 4.15pm

Appendix 1

Question/s for Cambridgeshire Police and Crime Panel Meeting held on 30 July 2014

Questioner	Richard Taylor
Questions addressed to which Member of the Panel	Question 1 - Chairman Question 2 - Chairman
Date Question was submitted	23 July 2014
<p>Question 1</p> <p>At the last meeting of the panel I asked:</p> <p>"Why are the Police and Crime Commissioner's replies to the Police and Crime Panel's requests for written responses to matters raised during panel meetings not routinely published by the panel and considered by subsequent panel meetings?"</p> <p>Chairman Cllr McGuire' reply was: "My response to that is that I understand a response was recorded in the minutes and was followed up in writing to the panel and I believe a written response was also conveyed to Mr Taylor".</p> <p>This reply can be seen at: https://www.youtube.com/watch?v=cBlrJu14_zQ&t=25m22s</p> <p>I note this element of the reply is not contained in the proposed minutes for the meeting held on the 19th of June 2014.</p> <p>I would like to ask if the chairman, or acting chairman, still maintains that the responses from the commissioner were recorded in the minutes has he claimed, or if on reflection he agrees they were not?</p> <p>The fact a response was received was recorded in the minutes; but the response its self was not and it was clear my question related to the substance of the commissioner's responses.</p> <p>I note this was the question I was in the process of putting as a supplementary question to the panel when the panel abruptly terminated the public question slot before the question could be put and a response provided.</p> <p>I had pointed the panel to my successful Freedom of Information Act request for two of the Commissioner's written responses and noted I had received the information; rather than being given a refusal on the grounds of the information being already published as I would have expected had the responses actually been proactively published by the panel as claimed. The FOI request can be viewed at:</p> <p>https://www.whatdotheyknow.com/request/police_and_crime_commissioners_w</p> <p>I note that while the chairman noted the panel's terms of reference could be amended to require the proactive publication of written responses to the panel from the Police and Crime Commissioner that amendment is not one of those included in the papers for the</p>	

July 2014 panel meeting.

I see the proposed minutes for the 19th of June 2014 meeting include a statement that "Written responses to the Panel would also be published on the website". While this statement was not made at the meeting, if that is the intent of the panel I suggest including such a statement within the rules of procedure. I note I suggested that the panel considers the responses from the commissioner at subsequent meetings of the panel.

I am disappointed the proposed amendments to the rules of procedure before the panel do not include extending the scope of the public questions agenda item to allow members of the public to make statements and in particular to enable members of the public to suggest items for the panel to scrutinise.

Answer

The Panel did receive a response in writing from the Police and Crime Commissioner and this was noted in the action update section of the 5 February 2014 minutes. It was subsequently published under F.O.I.

The Panel agree with Mr Taylor and will amend the Rules of Procedure and publish follow up responses received in writing from the Police and Crime Commissioner that are requested to matters raised during meetings of the Panel. An amendment to the Rules of Procedure at section 12.0, 'PCC and others giving account' will be made to reflect this.

Regarding the Public Questions agenda item and extending the scope to allow members of the public to make statements and in particular to enable members of the public to suggest items for the panel to scrutinise.

I believe this is already covered in the Rules of Procedure but just to be absolutely clear additional wording will be added at section 8, 'Work Programme' of the Rules of Procedure.

The Panel thank you for highlighting these areas for consideration.

Question 2

I would like to ask the chairman or acting chairman, what the recommendations of the panel's working party which met on 15 May 2014 were and if they will be formally reported to the panel?

I note a member of the working party, Cambridge representative Cllr Tim Bick published an expectation that "some focused scrutiny sessions" would be recommended by the working party to the panel:

<https://twitter.com/CllrTimBick/status/474494359841566720>

I was surprised not to see a series of proposals for the proactive scrutiny of aspects of the Commissioner's work which the commissioner has not volunteered to report to the panel for scrutiny put to the June 2014 meeting of the panel.

Cllr Bick has suggested to the panel that call answering performance decisions might be one of the first subjects the panel wishes to proactively scrutinise given they were the first decisions the Police and Crime Commissioner reported to the public of Cambridgeshire even though the commissioner is yet to report any decisions on this subject to the panel for scrutiny.

I am interested in finding out if the Centre for Public Scrutiny was invited to take part in the

working party as panel agreed they would be in March 2014 and what contribution, if any, they have made.

I note that had the working party been set up as a "task group" section 10.1 of the panel's rules of procedure would have required it to report back with a report and recommendations to the panel. I hope this loophole can be addressed when the rules of procedure are reviewed.

Given deciding what areas of the commissioners work ought be subject to detailed scrutiny is a key part of the panel's work I would rather such discussions take place in public at full panel meetings.

Answer

The working party was not a Task and Finish Group but an informal working party which met once on 15 May 2014 to discuss the agenda plan for 2014/2015 and consider items for scrutiny by the Panel. The Centre for Public Scrutiny was invited to attend but was unable to send someone on that particular date. However guidance was provided through phone conversations with an expert adviser from the CfPS. The outcome of the meeting is the current agenda plan that was presented at the Annual meeting on 19 June 2014.

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 5
5 NOVEMBER 2014	Public Report

Report of: Ian Phillips, Peterborough City Council, Police and Crime Panel Lead

Contact Officer(s) – Ian Phillips

Contact Details – Ian.Phillips@peterborough.gov.uk

REVIEW OF COMPLAINTS

1. PURPOSE

1.1 To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner

2. RECOMMENDATIONS

2.1 Note details of this report

3. TERMS OF REFERENCE

3.1 This report discharges the responsibility for the Panel to have an overview of complaints made against the Commissioner

4. BACKGROUND

4.1 Regular quarterly update to the panel

5. KEY ISSUES

5.1 During the course of this reporting period there have been no complaints made against the Commissioner.

6. IMPLICATIONS

6.1 None

7. CONSULTATION

7.1 None

8. NEXT STEPS

8.1 N/a.

9. BACKGROUND DOCUMENTS

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

9.1 None

10. APPENDICES

10.1 None

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 6
5 NOVEMBER 2014	Public Report

Report of: Ian Phillips, Peterborough City Council, Police and Crime Panel Lead

Contact Officer(s) – Ian Phillips

Contact Details – Ian.Phillips@peterborough.gov.uk

RECRUITMENT OF INDEPENDENT CO-OPTED PANEL MEMBER

1. PURPOSE

1.1 To update the Cambridgeshire Police and Crime Panel on the process for recruiting a replacement Independent Panel Member.

2. RECOMMENDATIONS

2.1 Note details of this report

3. TERMS OF REFERENCE

3.1 This report updates on the responsibility for the Panel to have a full complement of Panel Members

4. BACKGROUND

4.1 At its meeting held on 19 June 2014 the Panel agreed to recruit for a replacement Independent Member following the departure of the previous member. Following a countywide recruitment exercise, two applications were received for consideration. At the time of writing, interviews are due to be held on 3rd November 2014.

5. KEY ISSUES

5.1 A verbal update will be provided at the Panel meeting on the outcome of the recruitment process and next steps.

6. IMPLICATIONS

6.1 None

7. CONSULTATION

7.1 None

8. NEXT STEPS

8.1 To be advised at the Panel meeting depending on the outcome of the recruitment process.

9. BACKGROUND DOCUMENTS

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

9.1 None

10. APPENDICES

10.1 None

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 7
5 NOVEMBER 2014	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

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

OBJECTIVE THREE – CONTINUE TO TACKLE CRIME AND DISORDER

1. PURPOSE

- 1.1 The purpose of this report is to update the Police and Crime Panel (“the Panel”) on the Cambridgeshire Police and Crime Commissioner’s (“the Commissioner”) progress made towards Objective Three of the Commissioner’s Police and Crime Plan (“the Plan”) – ‘Continue to tackle crime and disorder’.

2. RECOMMENDATIONS

- 2.1 To note the report.

3. BACKGROUND

- 3.1 As Police and Crime Commissioner I have worked to deliver the actions and outcomes specified in my Plan and to deliver my Pledges. Each quarter I monitor the overall trends with respect to crime and recorded levels of crime. Reported crime has fallen since I took office but I am acutely aware that people do not report every crime and these figures are not always believed by the public. I have never been one for targets and have always gone to great lengths not to set them. The Pledges in my Plan are based on what the public have flagged up to me and what they would like to see from Cambridgeshire Constabulary (“the Constabulary”). The overall goal is to reduce crime and improve public confidence.
- 3.2 In order to track progress against the Plan I request detailed quarterly reports from the Chief Constable and his team on the key elements of the Plan including Anti-social Behaviour (ASB) and burglary. These reports are presented to me at the Business Coordination Board (BCB), a forum which enables me to discuss, scrutinise and hold the Chief Constable to account for efficient and effective policing and his decisions and operational activity. The BCB reports are published on my website providing transparency and accountability in decision making and demonstrating how I am delivering against my Pledges. My office also actively engages with partnership monitoring of areas such as drugs.
- 3.3 If any Panel members wish to view more detailed statistics relating to the Pledges and Measures, in particular those related to ASB, burglary and drugs misuse to which this report covers, I would like to refer them to the Performance Reports, a link to which can be found at the bottom of this report.
- 3.4 The Constabulary deal with all incidents within a Threat, Risk and Harm framework with an overall focus on vulnerability. As such, my office is working with the Constabulary to review the Performance Framework within my Plan to ensure that in the future the Performance Framework reflects the increased focus on vulnerability.
- 3.5 I have championed both the needs of victims and the desire to build safer, stronger and supportive communities in Cambridgeshire: communities with low crime rates, low numbers of victims and high numbers of people willing to be witnesses. Victims of crime including, ASB, burglary and drug related crime, will now benefit from the Constabulary’s Victims’ Hub (which

- launched on the 1st October 2014) to enable them to cope and recover from the impact of crime.
- 3.6 We are one of seven areas leading the way nationally to provide a local service for victims from which a range of support can be accessed. By involving local people with local knowledge we are able to develop local solutions which provide the victims with the level of support they need. This integrated service allows us to quickly assess the needs of individuals and co-ordinate the delivery of the right services from across a range of agencies – particularly important for the most vulnerable in our society.
- 3.7 Her Majesty's Inspectorate of Constabulary (HMIC) has recently carried out an independent inspection of all 43 police forces looking at 'Interim Crime Inspection methodology and judgement criteria' which looked at how effective forces are at reducing crime and preventing offending; investigating offending; and tackling ASB. In particular the inspection focussed on: amongst other crime types, dwelling burglary and the response to ASB. The inspection had a focus on victims in particular how forces understand the needs of victims for these crime types, and how forces work with partners to inform operational activity for crime and ASB. The immediate debrief given by HMIC following their inspection of the Constabulary was positive overall and one which I welcomed. The HMIC report will be publicly available.

4. ANTI-SOCIAL BEHAVIOUR

PLEDGE - *“The effects of anti-social behaviour can be far more wide reaching than offences. It can damage the quality of life of a whole community. It must be systematically tackled.”*

MEASURES

Victim based crime is reduced over the next 12 months

Maintain the low levels of perceived anti-social behaviour

The level of anti-social behaviour does not increase over the next 12 months

- 4.1 We continue to take a partnership approach to tackling ASB with many organisations working together to address the issue. The low levels of perceived ASB remain.
- 4.2 Since coming into office I have provided over £500,000 of grants to Community Safety Partnerships to tackle and reduce local fear of crime and ASB at a very local neighbourhood level. This is part of our work to create safer, stronger communities by tackling crime and reducing victimisation.
- 4.3 Their activity includes preventative work with young people to reduce ASB, initiatives for families, working with the vulnerable and supporting victims. This work helps build cohesive, safer and confident communities by driving down rates of reported crime and ASB. It allows local solutions to be developed to meet local needs as different areas will have different priorities.
- 4.4 I have personally championed the use of the innovative information sharing system ECINS. The system, which was initially for ASB, brings together partners from across the county in a virtual world to manage and task across agency boundaries in real time. This not only saves time and money but ensures a 'whole agency' approach is taken to support victims. The system is now used to co-ordinate partnership work for integrated offender management, troubled families and even the misuse of alcohol through monitoring licensed premises. Feedback from partners that use ECINS has been extremely positive and use of the system continues to grow.
- 4.5 The launch of Neighbourhood Alert in September 2013 demonstrates my commitment to Neighbourhood Watch.
- 4.6 The Neighbourhood Alert system allows messages to be targeted at street level to subscribers by email using the E-cops system, allowing Neighbourhood Watch and the Constabulary to talk directly to the people they need to, quickly and effectively. This is a good example of how technology is being used to improve communication to tackle ASB, burglary, drugs and other crime issues.

- 4.7 I have made available a £40,000 per annum Youth Fund for charities and community groups to bid into for individual grants of up to £2,000. These projects must be related to activities that have the potential to reduce youth crime, linked to my pledge to continue to tackle crime and disorder, such as ASB, burglary or drug related matters.
- 4.8 I have visited some of these projects, such as the Peterborough Amateur Boxing Club which received £1,500 grant funding to purchase new equipment which supported young people. Other projects that have benefited from funding have been the painting of a mural in community gardens and a project to restore old bikes. I have just invited further bids from my Youth Fund and hope to visit these new projects in the future.
- 4.9 The Cambridgeshire Police Cadets Scheme launches in November 2014 at the Thomas Deacon Academy in Peterborough. This supports my Pledge to “*support work with young people to divert them away from a life of crime*”. The Cadet scheme will involve around 35 young people between the ages of 13 to 18 to attend after school sessions that teach them about policing, citizenship and community in a positive and enjoyable manner. The sessions will be staffed by volunteers. Around a third of the cadets will be those from disadvantaged backgrounds. Following this pilot scheme I hope to set up cadet schemes in other parts of the county.
- 4.10 With my full support, the Chief Constable has given extra responsibilities to PCSOs who now have all the powers they are allowed under legislation to deal with specific issues relating to low level crime.
- 4.11 There is a national drive to focus on Restorative Justice. Restorative Justice is a process which “brings those harmed by crime or conflict, and those responsible for the harm, into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward”. ASB, burglary and drugs are all within the scope of Restorative Justice.
- 4.12 Part of the Restorative Justice agenda is the Community Remedy. I will provide the Panel with details on the Community Remedy in the report they have asked me to produce for their January 2015 meeting.

5. BURGLARY

PLEDGE - “*All burglaries should be investigated by the police within an appropriate time of the offence taking place. We need to catch burglars. I will be monitoring burglary detection rates.*”

MEASURES

Reduction in the number of dwelling burglaries

Improved detection rate

Increased in percentage of victims who were satisfied with the service provided by police

- 5.1 I have been clear with the Constabulary that my Pledge is that all burglaries should be investigated within an appropriate time of the offence taking place is key. I am pleased to report that the Constabulary fully recognise this and to demonstrate this commitment, in June 2014 the Constabulary’s scenes of crime attended 100% of all dwelling burglaries in Cambridgeshire. The default position is to attend upon receipt of a report wherever possible.
- 5.2 I called for a report on burglary from the Chief Constable for the July 2014 BCB meeting for the purpose of updating me on the Constabulary’s progress in respect of burglary investigations and particularly the associated satisfaction levels. I was able to scrutinise the current performance position in detail including victim satisfaction. In particular, I sought assurance from the Constabulary that they are feeding information back into Neighbourhood Watch.
- 5.3 The July 2014 report demonstrates the proactive work the Constabulary has undertaken in relation to dwelling burglary which resulted in burglary victim satisfaction being the highest of all crime types surveyed. Victim satisfaction for the 12 months to June 2014 was 94.5%. This is an outstanding result and is better than peer forces.

- 5.4 The level of recorded burglary remains static while overall burglary detection levels continue to fluctuate.
- 5.5 The Constabulary's burglary performance is now a standing agenda item at their monthly Force senior investigator meetings, with meetings also taking place at District level. I will continue to monitor the Constabulary's performance relating to burglary attendance and detection rates.
- 5.6 I contribute £50,000 towards supporting the Cambridgeshire Shrieverly Trust's 'Bobby Scheme'. This scheme provides a free service to victims of burglary aged 60 or over who live in the county. Security advisors repair minor damage caused by the criminal and then install locks, bolts, peepholes, door chains and alarms, providing vital reassurance to victims of burglary. The Scheme also helps older people who have not been victims but who are at high risk or feel vulnerable and asks for a small contribution to its costs from this group.
- 5.7 Tackling burglary in rural areas continues to be a priority. As well as investigating domestic burglary, considerable resource is dedicated to combating Organised Crime Gangs (OCG). The Eastern Region Specialist Operations Unit (ERSOU) is a collaborated unit that targets serious and organised crime across the region. The unit combines resources from across Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk. Its aim is to identify, disrupt and dismantle OCGs impacting on the Eastern Region. The unit comprises a number of highly specialised teams working closely together and has embedded partners from other policing and enforcement bodies.
- 5.8 Along with other forces, the Constabulary has strong evidence that crime is moving from the traditional, well-reported methods such as burglary and theft from person and or vehicles to more modern, often unreported methods such as computer enabled crime taking money from bank accounts. I know that the Chief Constable, and our colleagues around the country, share this concern and are all the time introducing new ways to tackle the problem of computer enabled crime head on.

6. DRUGS

PLEDGE - *"I am supporting work with partners to tackle drug misuse and associated crimes."*

MEASURES

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

- 6.1 Recognising the measure of success in my Plan relating to this Pledge, the percentage of those who consider drug misuse to be a problem in their area has fallen since my Plan was first published in March 2013. I welcome this.
- 6.2 In line with my Pledge to support work with partners to tackle drug misuse, since coming into office I have granted significant funds for programmes to enable partners to deal with drug related issues. These activities include reducing the impact of drug related offending, thus creating fewer victims of crime and to build more cohesive, safer and confident communities.
- 6.3 By working in partnership through the Cambridgeshire Drugs and Alcohol Action Team (DAAT), there is a coordinated approach to tackling drugs issues. Priorities include:
- Targeting treatment and interventions at groups/individuals causing most harm to themselves and others.
 - Preventing harm to children, young people and families affected by drug and alcohol misuse.
 - Ensuring effective treatment pathways are available to ensure individuals can be reintegrated into the community and develop their full potential.

- Providing a range of treatment options to enable individuals better participate in their recovery programme.
 - Protecting communities through robust enforcement to tackle drugs supply and related crime and ASB.
- 6.4 The DAAT has commissioned a piece of research to ascertain the levels of Novel Psychoactive Substances (NPS) across the county. Locally we are working to build up an understanding of the issues and risks associated with the use of NPS and club drugs in order to respond appropriately and to provide targeted education and harm reduction information/material. We are asking frontline staff who come across NPS use if they could complete an NPS surveillance form which will help us build a picture of need across the county. We are anticipating that the early findings should be made available in early November 2014 and feed into the countywide Needs Assessment, which will be ready in January 2015.
- 6.5 Although tackling drugs misuse remains important there has been an increasing focus on the impact of alcohol misuse. This has not just been seen in the criminal justice system but also in the NHS, public health and social care system. We continue to work closely with a range of partners to deal with the misuse of both drugs and alcohol and its consequences.
- 6.6 In addition to local work, ERSOU plays an important role in tackling the organised crime aspect of the drugs trade, targeting international drugs trafficking and distribution.

7. BACKGROUND DOCUMENTS

- 7.1 Police and Crime Plan 2013 – 16 <http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/>
Performance Reports <http://www.cambridgeshire-pcc.gov.uk/may-08-2014-bcb/> &
<http://www.cambridgeshire-pcc.gov.uk/bcb-october-2-2014/>

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 8
5 NOVEMBER 2014	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

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

DISTRIBUTION OF POLICE COVER

1. PURPOSE

1.1 The purpose of this report is to update the Police and Crime Panel on the resources available to tackle crime in Cambridgeshire at the:

- national level,
- regional level; and
- local level.

2. RECOMMENDATIONS

2.1 To note the report.

3. BACKGROUND

3.1 As Police and Crime Commissioner I set the overall budget for policing in Cambridgeshire. The Chief Constable is responsible for operational deployment. This deployment is informed by dynamic assessments of threat, risk and harm which continually taking place at the national, regional and local level.

3.2 Resources for policing are decreasing. Having made significant savings to date, Cambridgeshire Constabulary (“the Constabulary”) still need to save a further £21m over the next four years. It is my job to ensure policing is efficient and effective. On taking up office I recognised the challenge this posed and committed to driving increased collaboration at local and regional level in order to improve resilience and reduce costs.

3.3 I have seen these collaborations pay dividends. For example, Operation Pheasant which addressed a major criminal network of people traffickers, was jointly led by the police and the Gangmasters Licensing Authority and involved the National Crime Agency (NCA), Fenland District Council, the Home Office, the UK Border Agency and the Vehicle and Operator Services Agency. Operation Darcy, the investigation into the triple murders in Peterborough by Joanne Dennehy in 2013, was led by the Major Crime Unit and is another example of the collaboration between the Constabulary and Bedfordshire Police and Hertfordshire Constabulary.

3.4 I am also aware of the importance of visible local policing. This is why I have updated Objective 1 of my Police and Crime Plan: Maintain Local Police Performance. Over the last 18 months there has been considerable progress on the Constabulary’s collaboration with Bedfordshire and Hertfordshire Constabularies and also with Operation Metis.

3.5 The sections below provide an overview of the resources available at the national, regional and local level. Technology is not currently available to produce a map of distribution of police with location and time spent in each area.

4. KEY ISSUES

4.1 National Resources

4.1.1 **National Crime Agency** – The remit of the NCA is to fight Serious and Organised Crime. This is done in partnership with local police forces. The details of deployment are operationally sensitive but suffice to say that there is a national tasking process where the responsibility for tackling serious and organised crime groups are assessed and allocated to either national, regional or local resources.

4.1.2 **Counter Terrorism Resources** – as with serious and organised crime, the Constabulary is able to draw on national, regional and local layers of resources to tackle the threat posed by terrorism. Each region is served by a Counter Terrorism Unit.

4.1.3 **Non-policing agencies that support law enforcement** – there are many other agencies and departments that support law enforcement within Cambridgeshire including Her Majesty's Revenue and Customs, the Gangmasters Licensing Authority, the Home Office, and the Vehicle Licensing Authority, to name a few.

4.1.4 **National Police Air Service** - this national collaboration was mandated by government. Cambridgeshire are part of the national collaboration agreement and those air support resources are deployed within the county on a risk assessed basis.

4.1.5 **Mutual Aid** – whilst there are clear operational boundaries within UK policing between forces, the Policing Act provides for mutual aid, this is normally for a major incident or events. The Strategic Policing Requirement places a duty on forces to have the capacity relating to mutual aid. It is worth noting that the strong formal collaborations that the Constabulary has entered into with Hertfordshire Constabulary and Bedfordshire Police, together with the wider eastern Region, reduces the dependency on mutual aid.

4.2 Eastern Region – Eastern Region Special Operations Unit

4.2.1 The purpose of the Eastern Region Special Operations Unit (ERSOU) is to tackle organised crime. The nature of organised crime groups is that they operate across force boundaries and as such require a response that is similarly not constrained. There are around 190 staff working within ERSOU drawn from the participating forces. The units within ERSOU include:

- The Regional Intelligence Unit
- The Regional Asset Recovery Team
- The Regional Confidential Unit
- The Northern Investigation Team
- The Southern Investigation Team
- The Regional Specialist Support Unit
- The Regional Operational Security Risk advisor
- The Regional Cyber Crime Unit
- The Regional Economic Crime Unit

4.2.2 As ERSOU covers the police forces of Norfolk, Suffolk, Bedfordshire, Cambridgeshire, and Hertfordshire and, in some functions, Essex, those 190 staff will clearly not be working within Cambridgeshire at any one time. However, there is a regional tasking process that considers all the available intelligence within the region and based upon a rigorous assessment of threat, risk and harm, the ERSOU assets are deployed anywhere within the region. The nature of organised crime is that the pattern of offending impacts on larger geographic areas than a single police force.

4.3 Bedfordshire, Cambridgeshire, Hertfordshire Strategic Alliance

4.3.1 There is extensive collaboration within the Bedfordshire, Cambridgeshire, and Hertfordshire

Strategic Alliance (BCH) in areas of police operations known as Joint Protective Services (JPS). This unit consists of over 600 officers, the majority of which are in the Major Crime Unit, Armed Policing Unit and Roads Police Unit. These are specialised units that provide a considerable degree of resilience for our operations within Cambridgeshire. The full list of units within JPS is:

- Armed Policing Unit
- Camera/Tickets/Collisions
- Counter Terrorism & Domestic Extremism
- Dogs
- Major Crime Unit
- Operational Support
- Resilience
- Roads Policing Unit
- Scientific Support

4.3.2 The functions which involve deploying staff to incidents and events do so on the basis of an assessment of Threat, Risk and Harm. In essence they are deployed in full force wherever there is a public need for them and in practice on a daily basis this is anywhere within the three counties.

4.4 **Local Resources**

4.4.1 Despite the significant cost savings already made, front line policing has, thus far, been maintained. Operation Metis is proving to be very successful and will continue to be rolled out. Early trials have shown significant benefits and the new technology is popular with officers. For example, a six week trial at Hampton Police Station, Peterborough has seen:

- 25% more incidents being attended;
- Officers were on patrol on average one hour earlier than colleagues every day;
- A “slate” sergeant spent an extra 100 hours on patrol;
- A team of five constables were in the community for 27 extra hours each shift;
- Vehicle mileage decreased.

4.4.2 New technology will support local police visibility as officers work from locations such as garden centres, shops, libraries, leisure centres, schools and parks.

4.4.3 Officers continue to work in the community with volunteer groups such as Neighbourhood Watch, Countryside Watch, and Speedwatch, sharing information using new technology such as Alert.

4.4.4 A 229 strong Investigations Team which includes the Public Protection Department (PPD) provides specialist services to all Districts. This unit, works in partnership with other agencies to respond to issues such as domestic abuse or child protection issues. Assessing vulnerability and responding to it, is the focus of policing in Cambridgeshire. The size of the PPD is an indication of the importance that is placed on this work.

4.4.5 Districts are supported by other officers based in central units. They are not generally deployed to geographic incidents but they provide critical functions to enable District officers to be effective. The following is a list of the additional support functions available:

- Command of serious incidents by senior officers;
- Covert and undercover operations;
- Crime Investigation resources;
- Custody provision;
- Force Duty managers (within the Force Control Room);
- Intelligence support in directing deployments through the force tasking process;
- Operations Support Team;

- Specialist negotiating skills.

4.4.6 The operational deployment allocation of staff and officers within the six Cambridgeshire Districts is detailed below.

	FTE Establishment territorial policing		
	PCSO	Officers	Specials
Cambridge City	28	143	48
E Cambs	9	55	13
Fenland	19	90	37
Huntingdonshire	29.5	109.5	49
Peterborough	48	232	81
S Cambs	16	71	15

Within each District, the Commander has responsibility for deploying resources to where they are most needed, but as referred to throughout this paper, is supported by a huge range of other specialists when needed.

5. IMPLICATIONS

5.1 The deployment of “fixed” allocation of resources to a local area, paints only a small part of the wider picture of keeping people safe. The above demonstrates the interplay of neighbourhood, force, BCH, Eastern Region and National resources that operate within a very complex partnership network of local authority resources and other agencies.

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 9
5 NOVEMBER 2014	Public Report

Report of the Police and Crime Commissioner

Contact Officer – Dorothy Gregson

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101 CALL HANDLING

1. PURPOSE

- 1.1 The purpose of this report is to update the Police and Crime Panel on developments in the 101 call handling function by Cambridgeshire Constabulary (“the Constabulary”).

2. RECOMMENDATIONS

- 2.1 To note the report.

3. BACKGROUND

- 3.1 As Police and Crime Commissioner my over-riding priority for the Constabulary is to keep people safe; in this the Chief Constable and myself are in complete agreement. In times of austerity, public safety cannot be compromised, and has not been, within Cambridgeshire. The reality is that to achieve this with reduced budgets and in anticipation of future reductions in budgets, we have had to focus our efforts on considerations of vulnerability through assessments of Threat, Risk and Harm. This approach applies to attendance at incidents and other deployments, prioritising resources in our Public Protection Department as well as to our call handling function.
- 3.2 Since November 2012 I have focused on call handling performance in response to public concerns and it is a priority within my Police and Crime Plan. It is important that the function is fully understood when considering performance.
- 3.3 Emergency 999 calls are our highest priority, for obvious reasons. These are received within our Force Control Room (FCR) where each is assessed swiftly and efficiently with the operator determining the most appropriate way to deal with it.
- 3.4 Non-Emergency 101 calls are received within our Police Service Centre (PSC). Despite this being the non-emergency number, some calls are received via 101 that are emergency calls, for instance when there is a crime in progress. It is, therefore, vital that once the call is initially answered, that an assessment takes place of the nature of the call, the vulnerability of the caller and the urgency of further action. This is most accurately described as initial triage.
- 3.5 Should there be a need for immediate action then the 101 call can be treated in the same way as a 999 call, with an incident created and the FCR will despatch a resource. Of the remaining non-urgent calls, approximately 50% are requests to be put through to departments or officers. The remaining 50% are transferred within the PSC to staff who can spend the time with the caller to take all the necessary details, provide support, advice and guidance, recording a crime or incident report as necessary, all of which can take a considerable time, hence is done after initial triage. The process of transferring the call within the PSC after triage is termed “secondary call handling”.

4. PERFORMANCE

999 Call handling

4.1 In terms of 999 data, this continues to represent excellent performance. We have sustained month on month performance of around 95% of calls answered within 10 seconds; this compares very favourably against other forces. The average wait time for answering is consistently around 4 or 5 seconds.

4.2

	Aug 2013	Sept 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014
Call Vol	10050	8693	9641	8741	9129	7596	8256
% ans in 10 sec	95.66	95.83	96.68	97.65	96.99	98.00	96.30

	March 2014	Apr 2014	May 2014	June 2014	July 2014	Aug 2014	Sept 2014	Oct 2014 to date
Call Vol	8304	8203	9090	8980	10215	9308	8413	5560
% ans in 10 sec	96.10	96.30	96.05	96.01	93.44	93.41	93.78	94.30

4.3 To reiterate what has been highlighted above, this is the recognised emergency number for the public to contact the police on and our highest priority for the maintenance of performance.

101 First Pick Up

4.4 There has been sustained good performance in respect of the initial answering of non-emergency calls. As indicated above this allows for swift and effective triage to ascertain the vulnerability of the caller and the urgency of any police response required. The table below demonstrates that around 95% of calls are answered in less than 30 seconds.

4.5

	Sept 2013	Oct 2013	Nov 2013	Dec 2013	Jan 2014	Feb 2014	Mar 2014
Call Vol	28227	29411	27889	26439	27297	26085	29369
% ans in 30 sec	95.56	96.39	97.16	95.74	95.46	95.18	94.44

	Apr 2014	May 2014	June 2014	July 2014	Aug 2014	Sept 2014	Oct 2014 to date
Call Vol	27003	29753	31336	33400	29303	30331	17970
% ans in 30 sec	94.55	94.25	91.35	92.50	94.82	93.71	94.38

101 Secondary Pick Up – Post triage

4.6 After the initial triage assessment of the call, where appropriate the call is transferred within the PSC for the creation of an incident or recording of a crime. This aspect of call handling has caused me concern for some considerable time and has been the subject of many discussions with the Chief Constable. We are both in agreement that the current standard of service is not acceptable and that there needs to be considerable improvement.

4.7

	Mar 2014	Apr 2014	May 2014	June 2014	July 2014	Aug 2014	Sept 2014	Oct 2014 to date
% Abandoned after 30 secs	13.35	13.42	16.74	19.79	21.27	16.68	16.47	13.49
Average Wait Time (minutes & seconds)	1.42	2.19	3.47	4.34	5.1	3.31	3.25	3.16
Longest Wait Time (minutes & seconds)	16.43	40.46	54.54	52.12	54.29	39.27	59.18	56.42

4.8 Secondary call handling performance deteriorated from March 2014 to June/July 2014 when the average wait times peaked and have reduced from these peak levels in the months since then as a result of additional measures put in place, albeit further work is on-going to improve this still further.

4.9 A number of factors have contributed to performance of secondary call handling. Firstly, the PSC has experienced above average absence, e.g. maternity leave and sickness. Whilst new staff have been recruited and trained this has been a lengthy process and once appointed there is a considerable lag before they are fully competent due to the range and complexity of issues received in the PSC.

4.10 In addition, analysis has shown that the average length of calls has increased. This is primarily as a result of a change in some working practices in relation to calls involving vulnerability. This would include matters relating to public protection including vulnerable children and adults. This increase in time is necessary to ensure that a comprehensive assessment takes place from the outset thereby ensuring continued safeguarding of those involved and all investigation considerations are thoroughly assessed.

4.11 A number of actions have been taken to address these performance issues, which are described below.

4.12 A survey is on my website asking for feedback on the 101 service. To date there have been 46 submissions. We have also received a number of pieces of correspondence on the 101 service. Although there are a number of respondents who are satisfied with the service, the people who completed the survey tended to have had a poor experience. The main complaint was the length of time it took to answer the call with people giving up after a period of time. Some people gave up after 5 minutes, others after 30 minutes. Some callers felt their call was not understood by the call taker and was therefore not directed properly. Several callers said they favoured being able to book a time slot to discuss their issue for calls that were not time sensitive. Respondents would be happy to communicate by text or e-mail rather than phone.

4.13 Demand analysis to determine whether peaks in demand are matched with staff availability. This has been concluded and there is a close match between demand and staff working in the PSC. In order to further improve the management of peak levels of demand there has been an investment in the telephony software to allow 101 calls also to be routed through to the FCR and Major Operations Room as well as the PSC. This has allowed existing staff within those

functions to be used to respond to 101 calls at times of peak and often unpredicted demand. This has been in place since late July 2014 and has already seen an improvement in service and reduction in waiting times.

- 4.14 Further discussions have taken place with the providers of the software used in monitoring call handling performance to ascertain if more detailed analysis is possible to identify other solutions.
- 4.15 Consideration has been given to a call-back facility to avoid callers in non-emergency situations waiting for undue lengths of time for secondary pick-up.
- 4.16 The Constabulary have prepared a new business case looking at additional options addressing specifically concerns with 101 secondary pick up that I will be discussing with the Chief Constable in the near future to consider the most appropriate short term next steps.
- 4.17 In considering the Constabulary 101 business case and determining what the immediate next steps should be there are a number of longer term considerations such as collaboration, Programme Metis and the resourcing impact, which are described below.
- 4.18 Collaboration – a business case for a collaboration on “Public Contact Management” between the Constabulary, Bedfordshire Police and Hertfordshire Constabulary is being prepared which incorporates call handling functions and needs considering alongside the specific one prepared by the Constabulary for 101 call handling.
- 4.19 Programme Metis and Self-serve plans to open up access for the public to reporting crime directly on line, contacting officers and staff directly amongst other things.
- 4.20 Short term investment of resources in 101 call handling will mean less resources elsewhere. In careful planning with the Chief Constable, I have protected the frontline and will continue to do so. The full impact of taking resources from elsewhere to invest in call handling needs extremely careful consideration, given that potential investment is to improve post-triage or secondary call handling.

5. IMPLICATIONS

- 5.1 Emergency 999 call handling and initial 101 triage pick-up has remained good and it is critical that it remains so. Secondary pick-up is not satisfactory and needs improvement. Collaboration and increased use of Information Technology, to open up the option of self-serve, will provide solutions in the long term. We continue to look at whether, against the back drop of austerity, additional shorter term improvements can be made which do not cut across these long term solutions.

6. BACKGROUND DOCUMENTS

- 6.1 Business Coordination Papers – 8th May 2014, 28th August 2014 and 2nd October 2014 <http://www.cambridgeshire-pcc.gov.uk/work/>

Police and Crime Panel Report June 2014

<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3391&Ver=4>

101 call handling survey <http://cambridgeshire-pcc.gov.uk/survey/101-call-handling/>.

Police and Crime Plan 2013 – 2016 <http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/>

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 10
5 NOVEMBER 2014	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

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

DECISIONS BY CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER

1. PURPOSE

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

2. RECOMMENDATIONS

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

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 If the Panel wishes to scrutinise these decisions, further details can be provided for the next meeting.

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 in the Commissioner’s Police and Crime Plan.

These decision records have been placed on the Commissioner's website.

8. NEXT STEPS

8.1 The Panel members may request further information about the decisions detailed in Appendices 1 and 2.

8.2 Future decisions to be 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. Key decisions to 31 March 2015 include:

- Proposed precept (policing part of Council Tax) – to be presented to the Panel on 28th January 2015;
- Any variation to the Plan must be sent to the Panel to review;
- Any collaboration agreements;
- Appointment of Commissioner's Chief Finance Officer, to be notified to the Panel for a confirmation hearing to be held.

8.3 These decisions will be taken against a challenging financial background, for the Commissioner and Cambridgeshire Constabulary, but also for key partners. All parties are faced with considering how the budget gaps can be bridged to make best use of available resources.

9. BACKGROUND DOCUMENTS

9.1 Decisions records notified to the Panel.

10. APPENDICES

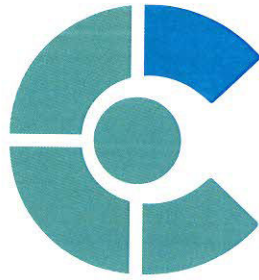
Appendix 1 - Decision records notified to the Panel.

Appendix 2 - Decision records.

Decisions records notified to the Cambridgeshire Police and Crime Panel

Date	Decision Record	Decision Summary
24/07/2014	CPCC 2014-020	To approve the signature of the Section 22A agreements under the Police Act 1996 relating to the collaboration between Bedfordshire Police, Cambridgeshire Constabulary, Essex Police, Hertfordshire Constabulary, Norfolk Constabulary and Suffolk Constabulary of the Regional Special Operations Unit (ERSOU), the Counter Terrorism Intelligence Unit (CTIU) and a Shared Premise.
24/07/2014	CPCC 2014-021	To approve the Section 22 Agreement under the Police Act 1996 to enable the Bedfordshire, Cambridgeshire, Northamptonshire and Hertfordshire (BeNCH) Transforming Rehabilitation Strategic Steering Group to collaborate in the development of a joint strategy (the 'Strategy') to compete for the provision of community rehabilitation services.
24/07/2014	CPCC 2014-022	To approve the Section 22A agreement under the Police Act 1996 relating to the collaboration between Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary of the Professional Standards Department (PSD).
28/08/2014	CPCC 2014-023	To approve the renewal of leases to Airwave Solutions Ltd for site equipment on Police masts.
28/08/2014	CPCC 2014-024	To approve the surrender of the Agreement to occupy premises at the John Mansfield Centre, Dogsthorpe, Peterborough.
28/08/2014	CPCC 2014-025	To retrospectively approve the Annual Report for 2013/14.
02/10/2014	CPCC 2014-026	To retrospectively approve the decision to vary the Police and Crime Plan 2013-16 to acknowledge the enhanced status of partnership working on key themes such as Victims, Offenders and Vulnerable Adults.
02/10/2014	CPCC 2014-027	To retrospectively approve the decision to vary the Police and Crime Plan 2013-16 to reflect the 2014/15 precept and budget, latest reiteration of the Medium Term Financial Plan and Community Safety Funding.
02/10/2014	CPCC 2014-028	To approve the Financial Regulations for implementation on 1 st October 2014.

Date	Decision Record	Decision Summary
10/10/2014	CPCC 2014-029	<p>To approve the grant of a 15 year lease to the Police Firearms Officers Association at an annual rent of £11,850.</p> <p>To approve the continued occupation of the enquiry office under a licence agreement at £1pa (if requested)</p>
02/10/2014	CPCC 2014-030	<p>Agree the options proposed for Community Remedy in line with the statutory duty under Section 101 of the Anti-Social Behaviour, Crime and Policing Act 2014.</p>



**Cambridgeshire
Police & Crime
Commissioner**

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2014-020

Subject	S22A agreements under the Police Act 1996 for Eastern Region Special Operations Unit, Counter Terrorism Intelligence Unit, Shared Premise.
Decision	To approve the Section 22A agreements under the Police Act 1996 relating to the collaboration between Bedfordshire Police, Cambridgeshire Constabulary, Essex Police, Hertfordshire Constabulary, Norfolk Constabulary and Suffolk Constabulary of the Regional Special Operations Unit (ERSOU), the Counter Terrorism Intelligence Unit (CTIU) and a Shared Premise.
Decision Summary	The Chief Constables of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk Constabularies (The Chief Constables) wish to continue to collaborate in the provision of ERSOU, the CTIU and continue to use a shared premise for the ERSOU functions. In addition the Chief Constables wish to change lead force arrangements for ERSOU from Hertfordshire to Bedfordshire and for the CTIU from Essex to Bedfordshire. The three S22A agreements will reflect these new arrangements.

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	Section 22A Collaboration of the ERSOU – BCB of 24 July 2014. Section 22A Collaboration of the CTIU – BCB of 24 July 2014. Section 22A Collaboration of the Shared Premise – BCB of 24 July 2014.

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	Date 24/07/14



Cambridgeshire Police & Crime Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2014-021

Subject	BeNCH Offender Management Strategy and Delivery Plan – Section 22 Agreement under the Police Act 1996
Decision	To approve the Section 22 Agreement under the Police Act 1996 to enable the Bedfordshire, Cambridgeshire, Northamptonshire and Hertfordshire (BeNCH) Transforming Rehabilitation Strategic Steering Group to collaborate in the development of a joint strategy (the ‘Strategy’) to compete for the provision of community rehabilitation services.
Decision Summary	<p>The Section 22 Agreement provides:</p> <ul style="list-style-type: none">• the foundations by which the BeNCH Police and Crime Commissioners will collaborate;• the purpose of the Strategy;• the additional capacity that is required to deliver the Strategy, in particular the requirement for funding the post of a Strategy Development Manager for an initial six month period; and• how the Strategy will be managed.

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	BeNCH Offender Management Strategy and Delivery Plan – Section 22 Agreement - BCB Paper 24 July 2014

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	Date



Policing Body Collaborative Service Agreement

For the provision of a BeNCH Offender Management Strategy and Delivery Plan

This agreement was made on the 24/07/14 [date]

Between

1. Police and Crime Commissioner for Bedfordshire, Bridgebury House, Woburn Road, Kempston, Bedfordshire MK43 9AX
2. Police and Crime Commissioner for Cambridgeshire, South Cambridgeshire Hall, Cambourne, Cambridgeshire CB23 6EA
3. Police and Crime Commissioner for Northamptonshire, Wootton Hall, Mereway, Northampton NN4 0JQ
4. Police and Crime Commissioner for Hertfordshire, Leahoe House, Pegs Lane, Hertford SG13 8DE

1. Purpose of The Agreement

- 1.1 The Police and Crime Commissioners (PCCs) for Bedfordshire, Cambridgeshire, Northamptonshire and Hertfordshire, working in partnership with 'subject matter experts' through the BeNCH Transforming Rehabilitation Strategic Steering Group, wish to collaborate in the development of a joint 'BeNCH' Offender Strategy and delivery plan in parallel with the Ministry of Justice's criminal justice reforms to compete for the provision of community rehabilitation services. This is a bespoke project that requires additional capacity, through engaging a Strategy Development Manager for a fixed 6-month period, building on the visioning work and Offender Study commissioned by the BeNCH PCCs and delivered by the Cambridgeshire Research Group of Cambridgeshire County Council.
- 1.2 The function of this agreement is to provide the foundations by which the BeNCH PCCs will collaborate, what additional capacity is required and for what purpose, clarify the details of how this will be managed, and thus meet the wishes of the parties to this agreement.
- 1.3 The PCCs think that the provision of the BeNCH Strategy Development post is necessary in the interests of efficiency and effectiveness for their respective areas and secures good value for money.

2. The Collaborated Function

- 2.1 The function which is the subject of this agreement is the development of a BeNCH Offender Strategy and Delivery Plan.
- 2.2 It will be achieved by the creation of a BeNCH Strategy Development Manager role to act as a project manager for the development of the BeNCH Offender Strategy. This will include drawing on the existing evidence-base, working with service providers and stakeholders to develop a delivery plan to deliver the vision and the strategic objectives.
- 2.3 A specification is set out at Appendix A.
- 2.4 The role holder will submit and present reports to the BeNCH Transforming Rehabilitation Strategic Steering Group who will ensure that milestones are identified and met.
- 2.5 The work of the role holder will be informed by national best practice and effective engagement with all key stakeholders.
- 2.6 The Office of the Police and Crime Commissioner for Northamptonshire will act as the lead Policing Body on behalf of the BeNCH OPCCs. To ensure objectivity and embedding an evidence-based approach, the Strategy Development Manager will be employed and managed through the

Institute of Public Safety, Crime and Justice in line with their terms and conditions. They will also provide a local management structure to provide appropriate support, direction and control to the role holder.

3. Length of Agreement

3.1 This agreement shall come into force on 1st July 2014 and shall continue until 31st December 2015 at which time the project will be reviewed and any further work requiring additional capacity identified.

3.2 This Agreement will terminate on 31st December 2014, unless renewed in writing by all the relevant Parties.

4. Indemnity

4.1 Each Policing Body shall indemnify and keep indemnified the other Policing Bodies against all losses, claims, damages, costs, charges, uninsured liabilities, demands or proceedings incurred or brought as a result of its negligence, negligence of its officers and/or staff or breach of its obligations under this Agreement

5. Insurance and Liability

5.1 The employing body will follow their individual Insurance Policy.

5.2 Each Policing Body will remain liable in accordance with the law for the acts and omissions of its own officers and staff.

6. Sharing of Costs

6.1 The full cost of the role (including on-costs and expenses) is estimated to be £28,000. This cost will be shared equally between the four PCCs. The Institute of Public Safety, Crime and Justice will invoice each PCC for up to £7,000. Additional in-kind costs for the management of the role holder will be met by the Institute of Public Safety, Crime and Justice.

7. Freedom of Information Requests

7.1 Freedom of Information requests relating to this project will be dealt with by the recipient force. They will be responsible for co-ordinating the response, agreeing the disclosure with the other relevant parties and replying to the request.

8. Data Protection Act 1998

8.1 Each Policing Body will be responsible for ensuring compliance with the Data Protection Act 1998 in regard to the processing of data. This includes the provision and sharing of data to inform the project.

9. Governance

9.1 The BeNCH PCC Board will provide the necessary governance for the outcomes of this agreement, whilst the lead Policing Body in collaboration with the BeNCH PCC lead officers will provide the direction and control to the individual to support achievement of the outcomes.

9.2 The BeNCH PCC Board will meet at least quarterly following the BeNCH Transforming Rehabilitation Strategic Steering Group.

9.3 If issues or disputes that cannot be resolved at the lead officer level they will be referred to the BeNCH PCC Board for resolution.

10. Intellectual Property Rights

10.1 Intellectual property rights in any designs, works, written material etc. created as part of the project will rest in the BeNCH Policing Bodies jointly. In the event of termination of this agreement, the rights will remain joint unless and until agreed by the Police and Crime Commissioners in writing.

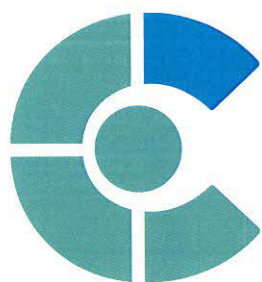
11. Assets

11.1 Limited assets are anticipated as a consequence of this role. However legal title to these assets will remain with the employing organisation.

Signature: _____

Title: Police and Crime Commissioner for _____

Date 24/07/14



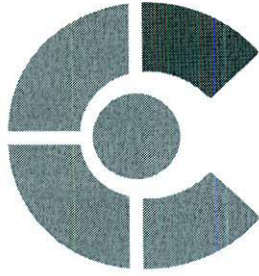
**Cambridgeshire
Police & Crime
Commissioner**

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2014-022

Subject	S22A agreements under the Police Act 1996 for collaboration of the Professional Standards Department between Bedfordshire, Cambridgeshire and Hertfordshire police forces.
Decision	To approve the Section 22A agreement under the Police Act 1996 relating to the collaboration between Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary of the Professional Standards Department (PSD).
Decision Summary	<p>An existing collaboration agreement under Section 23 of the Police Act 1996 was signed by Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary in November 2011 to give a legal basis for the governance of the collaborated PSD.</p> <p>Section 23 of the Police Act 1996 was amended as a result of the Police Reform and Social Responsibility Act 2011 and the ability for a Police and Crime Commissioner to enter into collaboration agreements are now provided for under section 22A of the Police Act 1996.</p> <p>The three police forces have agreed that PSD will remain a collaborated function and therefore an updated section 22A agreement requires approval.</p>

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	Section 22A PSD Paper – BCB of 24 July 2014.

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	Date
	24/07/14



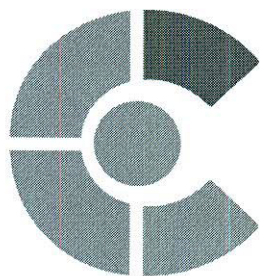
Cambridgeshire
Police & Crime
Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2014-023

Subject	Airwaves Lease Renewals
Decision	To approve the renewal of leases to Airwave Solutions Ltd for site equipment on Police masts.
Decision Summary	Renew the leases for a further 10 years at substantially similar terms to the previous Agreements. Rent will be reviewed every three years on an upward only basis and the Leases can be terminated after 5 years subject to 12 months written Notice.

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	Business Coordination Board paper dated 28 th August 2014

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	Date 28 th August 2014



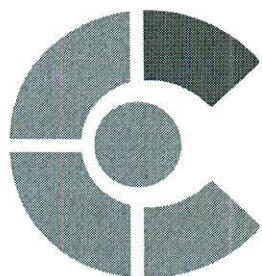
Cambridgeshire Police & Crime Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2014-24

Subject	John Mansfield Community Centre, Peterborough
Decision	To approve the surrender of the Agreement to Occupy premises at the John Mansfield Centre, Dogsthorpe, Peterborough
Decision Summary	<p>In 2012 Heads of Terms were agreed to lease office space at John Mansfield Centre from Peterborough City Council.</p> <p>Under the proposed Agreement Cambridgeshire Constabulary would have an office refurbished by Peterborough City Council and would pay a Capital contribution of £100,000 covering both the works and the rent and on-costs for 10 years.</p> <p>As the premises are no longer required the contribution has been agreed at £30,000 and the space is due to become occupied by a voluntary agency.</p>

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	Business Coordination Board paper dated 28 th August 2014

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	Date 28 th August 2014



Cambridgeshire
Police & Crime
Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2014-025

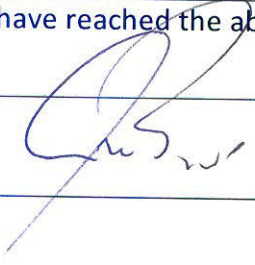
Subject	Annual Report 2013/14
Decision	To retrospectively approve the Annual Report for 2013/14
Decision Summary	<p>Under Section 12 of the Police Reform and Social Responsibility Act 2011 (“the Act”) each Police and Crime Commissioner (“the Commissioner”) must produce an annual report on the exercise of the organisation’s functions in the financial year and the progress in meeting the police and crime objectives in the Police and Crime Plan.</p> <p>The Annual Report reflects the Commissioner’s work for the period between the 1st April 2013 and 31st March 2014.</p> <p>As soon as practicable after producing an annual report, the Commissioner must send the Annual Report to the relevant Police and Crime Panel (“the Panel”). The Commissioner must attend the Panel at a public meeting, present the report to the Panel and answer the Panel’s questions on the report. The Commissioner must give the Panel a response to any report or recommendation on the Annual Report and publish any such response in a manner determined by the Panel.</p> <p>The Commissioner sent the Annual Report to the Panel and presented it at its meeting on the 19th June 2014. The Panel reviewed the Annual Report and the Commissioner responded to the Panel’s questions. The minutes of the meeting can be found at: http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3391&Ver=4</p> <p>The Commissioner must arrange for the Annual Report to be published. The report is published on the Commissioner’s website. http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2014/06/CPCC-Annual-Report-2013-2014-final1.pdf</p>

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	Annual Report 2013/14. Minutes of Police and Crime Panel meeting of 19 th June 2014.

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner

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

Signature



Date

28th August 2016



CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2014-026

Subject	Variation to the Police and Crime Plan 2013-16
Decision	To retrospectively approve the decision to vary the Police and Crime Plan 2013-16 to acknowledge the enhanced status of partnership working on key themes such as Victims, Offenders and Vulnerable Adults.
Decision Summary	<p>Under Section 5 of the Police Reform and Social Responsibility Act 2011 (“the Act”) the Police and Crime Commissioner (“the Commissioner”) before issuing or varying a Police and Crime Plan (“the Plan”) must:</p> <ul style="list-style-type: none">• send the draft variation to the Police and Crime Panel (“the Panel”);• have regard to any report or recommendations made by the Panel in relation to the variation;• give the Panel a response to any such report or recommendations; and• publish any such response. <p>The Commissioner sent the draft variation to the Plan to the Panel and presented it at its meeting on the 5th February 2014.</p> <p>The Panel reviewed the draft variation to the Plan (at page 7) and the Commissioner responded to the Panel’s questions. The Panel agreed to endorse the variation to the Plan. The minutes of the meeting can be found at:</p> <p>http://democracy.peterborough.gov.uk/documents/s19501/140205%20-%20Minutes%20Final%20Draft.pdf</p> <p>Under Section 5 of the Act the Commissioner must publish a copy of the issued plan or the variation.</p> <p>The Commissioner published the Plan which included the variation endorsed by the Panel. The Plan was is published on the Commissioner’s website at:</p> <p>http://www.cambridgeshire-pcc.gov.uk/accessing-information/publications/previous-versions-of-police-and-crime-plan/</p>

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	Police and Crime Plan Update – Enhanced Partnership Working (Report of the Office of the Police and Crime Commissioner to the Cambridgeshire Police and Crime Panel on 5 th February 2014). http://democracy.peterborough.gov.uk/documents/s19137/13%2002%2005%20-%20Variation%20to%20the%20Police%20and%20Crime%20Plan.pdf

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	Date 2nd October 2014



CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2014-027

Subject	Variation to the Police and Crime Plan 2013-16
Decision	To retrospectively approve the decision to vary the Police and Crime Plan 2013-16 to reflect the 2014/15 precept and budget, latest reiteration of the Medium Term Financial Plan and Community Safety Funding.
Decision Summary	<p>Under Section 5 of the Police Reform and Social Responsibility Act 2011 (“the Act”) the Police and Crime Commissioner (“the Commissioner”) before issuing or varying a Police and Crime Plan (“the Plan”) must:</p> <ul style="list-style-type: none">• send the draft variation to the Police and Crime Panel (“the Panel”);• have regard to any report or recommendations made by the Panel in relation to the variation;• give the Panel a response to any such report or recommendations; and• publish any such response. <p>The Commissioner sent the variation to the Plan to the Panel and presented it at its meeting on the 19th March 2014.</p> <p>The Panel reviewed the draft variation to the Plan (Appendix 1) and the Commissioner responded to the Panel’s questions. The Panel agreed to endorse the variation to the Plan. The minutes of the meeting can be found at:</p> <p>http://democracy.peterborough.gov.uk/documents/s20264/140319-%20Minutes%20Draft.pdf</p> <p>Under Section 5 of the Act the Commissioner must publish a copy of the issued plan or the variation.</p> <p>The Commissioner published the Plan which included the variation endorsed by the Panel. The Plan was is published on the Commissioner’s website at:</p> <p>http://www.cambridgeshire-pcc.gov.uk/accessing-information/publications/previous-versions-of-police-and-crime-plan/</p>

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
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Background Paper	Police and Crime Plan Variation - (Report of the Office of the Police and Crime Commissioner to the Cambridgeshire Police and Crime Panel on 19 th March 2014). http://democracy.peterborough.gov.uk/documents/s19505/6.%20Variation.pdf
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Sir Graham Bright, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	Date 2nd October 2014



Cambridgeshire
Police & Crime
Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2014-028

Subject	Financial Regulations
Decision	To approve the Financial Regulations for implementation on 1 st October 2014.
Decision Summary	<p>The Financial Regulations have been reviewed and updated to ensure that they are fit for purpose and align with the activities of the Police and Crime Commissioner and Cambridgeshire Constabulary.</p> <p>The Financial Regulations are common regulations between Bedfordshire Police and Crime Commissioner, Bedfordshire Police, Cambridgeshire Police and Crime Commissioner, Cambridgeshire Constabulary and Hertfordshire Police and Crime Commissioner, and Hertfordshire Constabulary.</p>

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner

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

Signature

Date

2nd October 2014

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	Financial Regulations – as presented to 2 nd October 2014 Business Coordination Board.



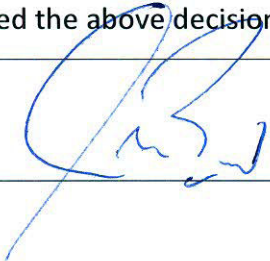
CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2014-029

Subject	Lease : 18 East Park Street, Chatteris
Decision	To approve the grant of a 15 year lease to the Police Firearms Officers Association (PFOA) at an annual rent of £11,850. To approve the continued occupation of the enquiry office under a licence agreement at £1pa (if requested)
Decision Summary	<p>The main heads of terms have now been agreed with the PFOA and are as follows:</p> <p>Term: 15 year lease contracted out of the Landlord and Tenant Act 1954 Part II from 1st November 2014.</p> <p>Rent/Occupation Charge: £11,850 per annum.</p> <p>Rent Free Period: A 2 month rent free period will be granted to the tenant.</p> <p>Rent Review: Upwards only rent review on the 5th and 10th anniversary.</p> <p>Break Clause: The tenant shall have the right to determine the lease at any time after the 5th anniversary.</p> <p>Permitted Use: Offices and training facilities in connection with the PFOA charity.</p> <p>Business Rates: Tenant to pay National Non Domestic Rates</p> <p>Radio Mast: Excluded from the tenancy.</p> <p>Enquiry Office: Police use of this office is at no charge and will be regulated by a separate licence.</p> <p>Emergency Police Phone: The emergency (yellow) phone on the outside of the building will remain in use.</p> <p>This matter has been considered by the Police and Crime Commissioner’s Estates Sub-Group and Cambridgeshire Constabulary’s Chief Officer Group.</p>

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
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Background Papers	Lease: 18 East Park Street – as presented to 2 nd October 2014 Business Coordination Board
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Sir Graham Bright, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	Date 10 th October 2014





Cambridgeshire
Police & Crime
Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2014-030

Subject	Community Remedy
Decision	Agree the options proposed for Community Remedy in line with the statutory duty under Section 101 of the Anti-Social Behaviour, Crime and Policing Act 2014.
Decision Summary	<p>Section 101 of the Anti-social Behaviour, Crime and Policing Act 2014 (“the Act”) places a statutory duty on the Police and Crime Commissioner (“the Commissioner”) to prepare a Community Remedy document for its area. A Community Remedy document is a list of actions any of which might, in the opinion of the Commissioner, be appropriate in a particular case to be carried out by a person who has engaged in anti-social behaviour or has committed an offence and is to be dealt with for that behaviour or offence without court proceedings.</p> <p>In preparing the Community Remedy document the Act requires the Commissioner to consult with the Chief Constable of Cambridgeshire Constabulary (“the Chief Constable”), local authorities, community representatives and the public as to: the actions which will assist in the person’s rehabilitation; ensure that the person makes reparation for the behaviour or offence in question; and punish the person.</p> <p>The Commissioner undertook a consultation running from the 1st July 2014 (the Commissioner’s press release on the consultation was published on his website http://www.cambridgeshire-pcc.gov.uk/anti-social-behaviour-say-community-remedy/).</p> <p>Following the consultation the Commissioner must take account of all views expressed by those consulted and then agree the Community Remedy document for Cambridgeshire with the Chief Constable. The Commissioner and the Chief Constable agreed the Community Remedy at the Business Coordination Board (“the Board”) meeting on the 2nd October 2014. The paper presented to the Board, and which was subsequently agreed to, is published on the Commissioner’s website at:</p> <p>http://www.cambridgeshire-pcc.gov.uk/business-coordination-board/</p>

	Once the Community Remedy document has been agreed the Commissioner must publish it. The Commissioner has published the Community Remedy document on his website at: http://www.cambridgeshire-pcc.gov.uk/
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Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Paper(s)	'Community Remedy and Community Trigger' – paper as presented to 2 nd October 2014 Business Coordination Board.

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner
I confirm that I have reached the above decision after consideration of the facts above.

Signature		Date	2nd October 2014
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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 11
5 NOVEMBER 2014	Public Report

Report of the Office of the Police and Crime Commissioner

Contact Officer – Dr Dorothy Gregson, Chief Executive

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

POLICE AND CRIME PLAN VARIATION

1. PURPOSE

- 1.1 To seek the Police and Crime Panel’s (“the Panel”) endorsement of a variation to Objective 1 (Maintain Local Police Performance) of the Police and Crime Commissioner’s (“the Commissioner”) Police and Crime Plan (“the Plan”). The variation seeks to update the Plan to reflect delivery of the Objective.

2. RECOMMENDATIONS

- 2.1. The Panel review the variation to the Plan provided with this report.

3. TERMS OF REFERENCE

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

4. BACKGROUND

- 4.1 When I took office my intention was for evolution of the former Police Authority’s Local Policing Plan rather than a revolutionary approach and starting from scratch. I have treated the Plan as a ‘live’ document; some aspects of the Plan are still relevant after 18 months and other aspects have been subject to variations. These variations will continue as required.
- 4.2 The Police Reform and Social Responsibility Act 2011 (“the Act”) places a responsibility on Commissioners to issue a Plan within the financial year they are elected. My Plan was published by 31st March 2013.
- 4.3 Under the Act, before issuing or varying a Plan, I must consult with the Chief Constable of Cambridgeshire Constabulary (“the Constabulary”) and send the draft plan or variation to the Panel. The Panel must review the draft plan or draft variation and make a report or recommendations to me.
- 4.4 I have consulted with the Chief Constable. A paper on the variation of Objective 1 of the Plan was submitted to my Business Coordination Board on the 2nd October 2014.

5. OBJECTIVE 1 – MAINTAIN LOCAL POLICE PERFORMANCE

- 5.1 Since the initial publication of my Plan there have been a number of operational developments which are not reflected in the current version of Objective 1.
- 5.2 The updated Objective 1 chapter is organised under the following headings:

1. Community engagement

2. An accessible and responsive Constabulary
3. Visible policing
4. A professional team

5.3 **Community engagement**

- 5.3.1 The updated Plan strengthens this aspect of local policing. It highlights the importance of building a strong relationship between local policing and the communities they serve. Understanding what is important to communities helps the police prioritise the things that represent the greatest risk and matter most to people.

5.4 **An accessible and responsive Constabulary**

- 5.4.1 People want to be able to contact the police in a manner that suits them best. This includes by phone, in the community and online.
- 5.4.2 Ensuring an effective 101 call handling service remains one of my priorities and I will continue to hold the Constabulary to account on this.
- 5.4.3 We are also setting up local contact points in the community. These points will be held on a regular, advertised basis at locations such as supermarkets.
- 5.4.4 Many people like to use online resources where time is not a critical factor. We will continue to develop these options for people who prefer to “self-serve”. This also relieves pressure on the 101 service.

5.5 **Visible policing**

- 5.5.1 When I speak to the public, the most common theme to emerge is police visibility. People would like to see uniformed officers in their communities as often as possible.
- 5.5.2 With the continued constraint on budgets the force will be embracing new ways of working to maximise the resources allocated to the front line to maintain police visibility.
- 5.5.3 At the forefront of this is Programme Metis which will see officers issued with tablets and smart phones allowing them to access real time information and complete paperwork when out and about. This reduces the need to return to a fixed base and increases visibility in the community.

5.5.4 Local policing will be enhanced through close working relationships with voluntary, faith and community groups.

5.6 **A professional team**

5.6.1 This is a new section to Objective 1. It emphasises the importance of supporting staff and volunteers to maximise their personal potential. This is about ensuring that we have the best quality team available who are motivated and equipped to deal with new ways of working.

5.6.2 In updating the Plan it has been cross referenced with the Constabulary's Policing Priorities, the People Strategy and the Volunteering Vision to ensure consistency.

5.7 **NEXT STEPS**

5.7.1 The draft variation will be reviewed by the Panel on the 5th November 2014. I am aware that I must have regard to any report or recommendation, give the Panel a response to any such report or recommendation and publish my response.

5.7.2 The Panel are asked to note that other sections in the Plan will be updated in the coming months to give the entire document a refresh. In accordance with the Act, I will bring these variations before the Panel to review.

6. **BACKGROUND DOCUMENTS**

6.1 Police and Crime Plan 2013-16 www.cambridgeshire-pcc.gov.uk/police-crime-plan

Objective 1 Report – Business Coordination Board <http://www.cambridgeshire-pcc.gov.uk/work/>

7. **APPENDICES**

7.1 Appendix 1 - Draft Variation to Objective 1 – Maintain Local Police Performance of the Cambridgeshire Police and Crime Plan.

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Objective 1 - Maintain local police performance**Introduction**

Our vision is to provide a local policing service that keeps people safe and protects the vulnerable in the most effective and efficient manner.

This starts with understanding the needs of the different communities we serve and then providing a service which meets those needs and results in people having confidence in the police. This will be achieved by effectively deploying the various resources available, working with a variety of partners to tackle crime and disorder and involving communities to support local policing.

This objective seeks to ensure that the Constabulary considers performance in the widest sense, rather than being constrained by numerical targets. The emphasis is on delivering a better service with less money through redesigning how policing is delivered and by collaborating with other forces in the Eastern region.

Significant changes in the way the police work will result from Programme Metis which was launched to modernise the way we work. Modern communications technology will allow officers to access real time information and complete paperwork while out and about, maximising the proportion of time officers spend on the front line.

Community Engagement

Local policing starts with understanding the needs of different communities and building a strong relationship between the police and the people they serve. This relationship allows the police to prioritise the things that represent the greatest risk and matter most to people. Equally it gives the public trust and confidence in the police and that their issues are being dealt with effectively.

Engagement is a vital part of our work. It is a statutory duty and a social responsibility to ensure we are responsive to the views of all people in Cambridgeshire and predictive of their needs. A two way flow of information is vital in building public confidence and supporting the police in preventing and solving crime.

An engagement framework gives area commanders the flexibility to tailor their work, reflecting the needs of the diverse communities they serve. It is also closely aligned to this Police and Crime Plan, ensuring all contact with the public contributes to meeting the five Police and Crime Objectives.

We also want to work in partnership with our local communities to extend the number of people motivated to volunteer for other organisations keeping our communities safer. For example, Watch schemes (such as Neighbourhood Watch, Countryside Watch and Speed Watch) and Community Navigator Schemes. We also want to extend Employer-Supported Volunteering.

An Accessible and Responsive Constabulary

There are many ways the public can make contact with the police. Increasing technology in all walks of life means that new routes are becoming available and we will continue to evolve these contact methods so that people can use the method that suits them best. Initial contact will be supported by an effective follow up system so individuals are dealt with professionally throughout their dealings with the constabulary.

- Contacting the police by phone

A main point of contact for most people is by phone. This is both through the 999 emergency service and the 101 non-emergency service. Calls are quickly assessed as they come in to prioritise and determine the action to take depending on the level of threat, risk and potential harm. With the provision of a mix of contact mechanisms the force is able to effectively respond to emergency and non-emergency calls.

- Contact points

There are a number of ways that the public can speak to an officer face to face. With increased technology there will be less need for officers to return to a fixed base allowing them to spend more time in the community to be approached by members of the public. There will be a mix of local contact points across the county which will be staffed on an advertised basis in locations such as supermarkets, public buildings or within partner organisations.

- Self help

Many people prefer not to see or speak to anyone directly but would rather use online resources to communicate with the police or obtain information. In common with other forward thinking organisations we will continue to develop online tools to make it easy for those who prefer to help themselves. Things like reporting a crime, feeding back intelligence and accessing information are some of the popular uses of this channel.

Visible Policing

With the help of modern technology we will continue to focus on maximising visible community policing which is what people want.

A key challenge over the next few years is to maintain the performance of the Constabulary in the face of budgetary constraints. The days of having a police officer in every village have gone. Budgetary pressures are likely to increase in the years ahead so the force will need to embrace new ways of working in order to maximise the resources allocated to the front line and maintain police visibility.

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

Local policing is enhanced by responding to local priorities through close working relationships with voluntary, faith and community groups. The force will continue to support, and develop with partners, initiatives which promote community involvement in policing focussing on those areas which cause people most harm. We want Cambridgeshire to be a place where people feel inspired to volunteer, have the opportunity to do so and have excellent volunteering experiences.

In order to tackle crime and disorder and keep people safe local policing will continue to prioritise based on threat, risk, harm, and opportunity. This will be coupled with targeting areas with the greatest need and individuals representing the greatest risk. Specific areas of work are covered in Chapter 3 (Tackling Crime and Disorder) and Chapter 4 (Keeping people safe).

Cambridgeshire Constabulary's collaboration with Bedfordshire and Hertfordshire means that local teams can draw on a much larger pool of resources when needed, providing additional resilience, particularly in times of crisis such as during major events and incidents.

- Local policing

Local policing is based on the principle of officers and police staff being dedicated to their local district, understanding their communities and being visible and responsive to the local demands. This structure ensures that the most appropriate resource is deployed, and that areas are supported by specialist teams to ensure quality investigations and resolutions.

The traditional barriers between investigation, response and neighbourhood policing have been removed. Constables and Police Community Support Officers (PCSOs) together with Special Constables form local policing teams are under the leadership of the six area commanders.

The ambition remains that efficiency savings made in back office functions will be used to maintain an effective and efficient front line, maximising police visibility within communities.

- Special Constables

The Special Constabulary is a force of trained volunteers, who have the power of constables, and work with and support their local police forming a vital link between the regular police and the local community.

Special Constables are an integral part of modern policing and the Constabulary currently has around 300 officers. Almost 40 per cent have Independent Patrol Status and the majority are deployed by local area commanders. Special Constables also work within training departments, economic crime and public protection. They will also play a larger and more prominent role in rural policing.

- Police Support Volunteers (PSVs)

Police Support Volunteers (PSVs) are citizen volunteers who give their time freely to perform tasks which complement the duties performed by police officers and staff.

We want to create a fully inclusive and diverse Police Support Volunteer team who give their time across the Constabulary and Office of the Police and Crime Commissioner (OPCC) supporting a variety of activities. Volunteers support us to provide an effective policing service which makes innovative use of existing resources and extends public involvement. Volunteers get a unique insight into the current challenges of delivering local policing; providing an independent voice on behalf of the communities we serve.

This is not about replacing police staff or giving volunteers police powers. It is about asking well motivated local people to work directly with the Constabulary in helping to deliver the best outcomes for local communities. This position is entirely supportive of the

government's drive for active citizens as reflected in Association of Chief Police Officers (ACPO) 'Citizens in Policing' programme.

- Independent Custody Visitors

The Office of the Police and Crime Commissioner manages the Independent Custody Visitors' Scheme which is made up of a group of volunteers who attend police stations to check on the treatment of detainees, the conditions in which they are held and that their rights are being observed.

- Community Safety Accreditation Scheme

The Community Safety Accreditation Scheme (CSAS) enables the Chief Constable, under the Police Reform Act 2002, to confer powers on the employees of appropriate external organisations. CSAS powers are conferred to address local issues such as disorder, road safety and other low level offending and to improve community safety. CSAS offers opportunities for greater community safety by extending the range of policing resources.

- Victims Hub

Commissioning of support services for victims is the responsibility of Police & Crime Commissioners. In 2014 the Constabulary opened a police-led Victims' Hub. This pioneering approach provides an integrated one-stop-shop that assesses the needs of victims and, where necessary, refers and signposts them to support services to enable them to cope and recover. Local staff have local knowledge of the services available for victims and access to up to date information about the progress of cases. These services are also accessible to victims who have not reported the crime to the police. www.cambsvictimshub.co.uk

A Professional Team

Effective policing is not just about quantity. It is also about quality.

We want our people to be proud of what they do and how they do it. We expect staff and volunteers to display the highest standards of professionalism and integrity. We will work with individuals to ensure they have the skills and capabilities to carry out their role effectively.

This begins at the top with strong, motivating leadership team that leads by example. This leadership will create a culture where staff and volunteers are confident and get on with the job. This is about the constabulary and our people doing the right thing.

We will develop a working environment which takes into account technological advances and increases productivity in a cost effective way. All staff and volunteers will use organisational resources responsibly, with an awareness of the financial climate.

The force is undergoing a period of significant change and reorganisation. We wish to actively support our staff and volunteers to respond to an ever changing policing environment and transition into new ways of working. Appropriate training will be given to staff and volunteers in adopting new technology and ways of working.

Measures

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

Pledges from the Police and Crime Commissioner

Call handling – I want to see a better and faster response to all telephone calls, not just 999 calls. The aim should be to answer every call within 30 seconds.

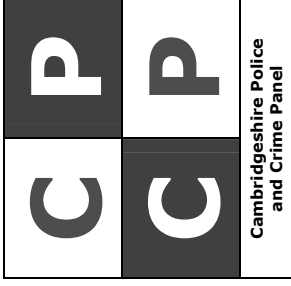
Special Constables – I want to see their numbers increased and would like to personally encourage people to volunteer.

Local Policing – We must meet local needs. Different local communities face different local problems; rural crime for example is no less important than what happens in the towns and cities. Policing cannot be one size fits all. The police should focus on the individual needs of each community and see that the resources allocated are delivering positive outcomes.

Working in partnership – There is a need to champion local initiatives between the police, local councils, including the parishes, the voluntary sector and all those working to reduce crime and build safer communities. In particular I want to encourage more people to get involved with local Neighbourhood Watch groups. I will be supporting Neighbourhood Watch to enable them to play an even more active part in improving community safety.

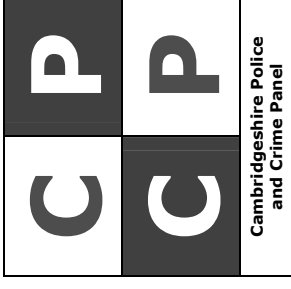
Hold to account – I intend to properly hold the police to account on behalf of the public.

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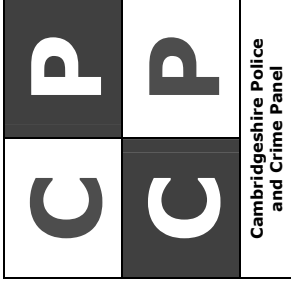


**CAMBRIDGESHIRE POLICE AND CRIME PANEL
AGENDA PLAN 2014-2015**

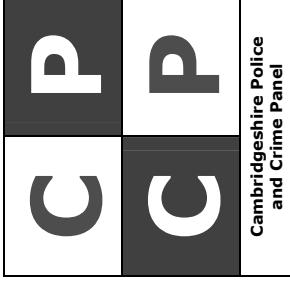
DATE OF MEETING	TITLE/PURPOSE	OFFICER
<p>Thursday 19 June 2014 ANNUAL MEETING, Council Chamber, Town Hall, Peterborough City Council, 2pm</p>	<p>Election of Chairman Election of Vice Chairman Independent Co-Opted Member Public Questions Review of Complaints Rules of Procedure CPCC Annual Report 2013-2014 Maintain Local Police Objective Report Decisions by the Commissioner Meeting Dates and Agenda Plan</p>	<p>Ian Phillips, Peterborough City Council Ian Phillips, Peterborough City Council Police and Crime Commissioner's Office Police and Crime Commissioner's Office Police and Crime Commissioner's Office</p>



DATE OF MEETING	TITLE/PURPOSE	OFFICER
<p>Wednesday 30 July 2014, 2pm Bourges/Viersen Rooms, Town Hall, Peterborough City Council</p>	<p>Public Questions Review of Complaints Interim Chief Financial Officer Arrangements Co-opted Member Recruitment Update Rules of Procedure Decisions by the Commissioner Domestic Abuse – Commissioners Response to the HM Inspectorate of Constabulary Report of 27 March 2014 Objective 2: Deliver policing within the available budget Report Holding the Police to Account Update on Progress for Implementation of Victims Hub Cambridgeshire Police and Crime Panel Annual Report 2013-2014</p>	<p>Ian Phillips, Peterborough City Council Police and Crime Commissioner's Office Ian Phillips, Peterborough City Council Ian Phillips, Peterborough City Council Police and Crime Commissioner's Office Police and Crime Commissioner's Office Police and Crime Commissioner's Office Police and Crime Commissioner's Office Police and Crime Commissioner's Office Police and Crime Commissioner's Office</p>



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	Meeting Dates and Agenda Plan	
<p>Wednesday 5 November, 2pm Huntingdon District Council, Civic Suite 1a</p>	<p>Public Questions Review of Complaints Recruitment of Independent Co-opted Panel Member Update Objective 3: Continue to Tackle Crime and Disorder Report Distribution of Police Cover across Cambridgeshire 101 Call Handling Decisions by the Commissioner Variation to Police and Crime Plan (Objective 1) Meeting Dates and Agenda Plan</p>	<p>Ian Phillips, Peterborough City Council Ilan Phillips, Peterborough City Council Police and Crime Commissioner's Office Police and Crime Commissioner's Office Police and Crime Commissioner's Office Police and Crime Commissioner's Office Police and Crime Commissioner's Office</p>



DATE OF MEETING	TITLE/PURPOSE	OFFICER
<p>Wednesday 28 January 2015 BUDGET MEETING Cambridge City Council, The Committee Rooms</p>	<p>Public Questions Review of Complaints Objective 4: Keeping People Safe Report Decisions by the Commissioner Community Remedies and Anti-Social Behaviour, Crime and Policing Act 2014 Budget Precept 2015/2016 Meeting Dates and Agenda Plan</p>	<p>Ian Phillips, Peterborough City Council Police and Crime Commissioner's Office Police and Crime Commissioner's Office Police and Crime Commissioner's Office Police and Crime Commissioner's Office</p>
<p>Wednesday 18 March 2015 South Cambridgeshire District Council, Council Chamber</p>	<p>Public Questions Review of Complaints Objective 5: Maintain the Resilience of Protective Services Report Decisions by the Commissioner Meeting Dates and Agenda Plan</p>	<p>Ian Phillips, Peterborough City Council Police and Crime Commissioner's Office Police and Crime Commissioner's Office</p>

Updated: 27 October 2014