



CAMBRIDGESHIRE POLICE AND CRIME PANEL ANNUAL MEETING

WEDNESDAY 17 JUNE 2015, 2.00 PM
Cambridgeshire County Council - Kreis Viersen Room
Contact – paulina.ford@peterborough.gov.uk, 01733 452508

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, P Reeve, A Coles, A Shaheed, S Lane, V Campbell, M Shellens, B Shelton

Independent Co-optees:

Edward Leigh
Vacant

Officer Support:

Ian Phillips, Peterborough City Council
Paulina Ford, Peterborough City Council

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. Police and Crime Plan Variation – Appendix 1 Finances Update

The Police and Crime Commissioner introduced the report which provided the Panel with an update of the Police and Crime Commissioners Police and Crime Plan, Appendix 1 – Finances. The Deputy Police and Crime Commissioner gave a presentation to provide context to the report.

Observations and comments raised by the Panel included:

- The budget had been presented in three different ways which had made it difficult to understand and compare with last year's budget. Good practice would be to present this year's budget in the same format as last year.
- No actuals had been presented for last year's budget which had made it difficult to compare and scrutinise this year's budget.
- Concern was raised that with the proposed growth and development across Cambridgeshire that there would not be enough Police Officers and PCSOs.
- There was concern that there had been a drop in the numbers of front line policing since 2010.

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

- A contribution of 24.25% was paid into the National Fund for Police pensions. In addition to this there were variations which were known as Capital Equivalence Charges for Ill Health Retirement.
- The Capital Budget was not available yet.
- All of the public contact management processes, which includes call handling, across Cambridgeshire Constabulary, Bedfordshire Police and Hertfordshire Police, were currently being looked at. The Commissioner had requested a full report which could be provided to the Panel.
- The Victims' Hub funding for 2015/2016 is £446,000. There were 13 full time equivalent staff and a number of volunteers had been recruited to provide a service to victims..
- Treasury Management Services. There had been a big change in the approach to borrowing and handling of cash. The Treasury Management approach was about to undergo a review.
- The £100K underspend from last year's budget had been placed into a reserve to be specifically used to keep an oversight of the development of collaborative working arrangements. The money would be spent on employing an individual who had experience in dealing with matters of collaboration to directly engage in the collaboration work through the planning and implementation phase. Additionally some of the money will be spent on external quality assurance.
- The difficulty in the presentation of the budget had arisen from trying to separate out within the budget operational support which could include police and staff from those areas which would form part of the collaboration.
- An explanation was provided to the Panel on General and Earmarked Reserves – movement.
- In response to questions regarding the potential budget gap of £8,199k for next year. This was based on cautious estimates. There had not been a presumption that the Victims Grant of £910K would be rolled into the general budget however it was anticipated that it would be. There were a number of similar items that had not been presumed to be included. Full business cases for collaboration should come to fruition

during the summer, to be followed by consultation and therefore some savings may start to be realised.

- The training budget had been cut by 16% for 2015/2016. Collaboration would provide savings in this area and there was also a move to more online training.
- The use of modern technology and collaboration would assist in maintaining the numbers on the front line. However the Chief Constable would monitor this during growth and development of the area.
- The Panel were assured that front line police officers should not generally be used for police staff roles. An exception to this would be if they were on restricted duties due to a long term illness or injury. There were also some command positions that were required to be office based.
- Employee expenses rising over three years was due to inflation.

Following debate the Panel AGREED to the variation to Appendix 1 - Finances of the Police and Crime Plan.

ACTION

The Panel recommended that the Police Commissioner take the following actions:

1. When presenting next year's police budget include last year's budget in the same format to allow for easier comparisons.
2. Actual costs versus budget to be shown in the Annual Report.
3. Provide information to the Panel on whether pension was applicable to overtime.

7. Objective 5: Maintain the Resilience of Protective Services

The Police and Crime Commissioner introduced the report which provided the Panel with an update on the progress made towards Objective Five of the Commissioners Police and Crime Plan – Maintain the resilience of protective services.

Observations and comments raised by the Panel included:

- Objective 5 covered a huge area of policing and Members suggested that each area within the objective should be looked at in further detail at future meetings. Actions and measures of success should be added to each area listed within Objective 5.
- Roads Policing. Members requested that a measure be provided for fatalities and if possible present seriously injured and fatalities separately.
- More detail required in the form of bullet points to be included under each subject within Objective 5 listing what actions the Commissioner had taken.

Responses by the Commissioner to questions from the Panel included:

- Computer enabled crime was a national issue. It was high on the agenda in Cambridgeshire and being taken very seriously.
- Work was continuing and developing with regard to gaining the confidence of the public so that they would feel confident in reporting suspicious potential extremist activity and hate crime.
- The Commissioner had made a grant to the Road Victims Trust which was a registered charity offering a range of free support services to residents of Bedfordshire, Cambridgeshire and Hertfordshire who have been affected by fatal road collisions.
- Assurance was given that a range of things were being done to try and prevent road accidents.

The Panel noted the report.

ACTIONS

The Panel recommended that the Commissioner include the following within Objective 5 of the Police and Crime Plan:

1. Objectives and measures of success to be put against each area of policing within Objective 5 of the Police and Crime Plan.
2. When reporting on fatalities that figures are provided for both fatalities and those seriously injured.

8. Decisions by Cambridgeshire Police and Crime 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 since the previous Panel meeting.

Observations and comments raised by the Panel included:

- It was noted that the Business Coordination Board (BCB) papers were published after the meeting had taken place. Members suggested that the papers could be published a week before the meeting took place and that the meetings were held in public.
- Clarification was sought as to how the 2015/16 Grant Funding had been allocated and what the Shrievally Trust was.

Responses by the Commissioner to questions from the Panel included:

- The Commissioner would consider the request to publish papers in advance however some papers were sensitive and therefore could not be published. The meetings needed to be held in private to protect the staff and police involved in the meetings.
- Star Chambers were held and all Community Safety Partnerships were contacted to discuss grant funding. Some partners required less funding than others. The Safer Peterborough Partnership was an area that needed more funding for 2015/2016, however this would be monitored.
- The Shrievally Trust was the Bobby Scheme.

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

ACTION

1. The Panel recommended that the Commissioner should publish the Business Coordination Board (BCB) meeting papers in advance of the meetings taking place, and
2. That the Commissioner should consider BCB meetings being open to the public.

9. Cambridgeshire Police and Crime Panel – Administrative Costs and Member Expenses

The Panel received a report which detailed information regarding the budget claimed to support the Panel including expenses and allowances of Panel Members.

Observations and comments raised by the Panel included:

Members noted that there was an underspend and suggested that some of the budget be used for additional officer support to provide research and weekly updates to the Panel.

The Chair advised that he would discuss the suggestion with the current support officers from Peterborough City Council who are the host authority.

The Panel noted the report.

ACTION

The Chair to discuss the request for additional officer support for the Panel with the Lead Officer supporting the Panel from Peterborough City Council.

10. Draft Agenda Plan and Meeting Dates for 2015/2016

The Panel received and noted the draft agenda plan for 2015/2016 which provided dates and times of meetings for the next municipal year.

The Secretariat sought nominations for venues for the 2015/2016 meetings.

The Panel noted and AGREED the dates and time of meetings for 2015/2016.

ACTION

The Panel agreed that the following items be included on the Agenda Plan at a future meeting:

1. How the Commissioner is engaging with the public to obtain greater public participation.
2. The Commissioner to provide a regular report at each meeting on any changes that have happened within the budget since last reporting.
3. A report on what is being done to address cybercrime and educate the public.

ACTIONS

DATE OF MEETING	ITEM	ACTION	UPDATE
18 March 2015	Police and Crime Plan Variation – Appendix 1 Finances Update	The Panel recommended that the Police Commissioner take the following actions: <ol style="list-style-type: none"> 1. When presenting next year’s police budget include last year’s budget in the same format to allow for easier comparisons. 2. Actual costs versus budget to be shown in the Annual Report. 3. Provide information to the Panel on whether pension was applicable to overtime. 	Response from the Police Commissioners office to actions was received on 28 May and published on the Police and Crime Panels website on 28 May under the 18 March meeting date.
	Objective 5: Maintain the Resilience of Protective Services	The Panel recommended that the Commissioner include the following within Objective 5 of the Police and Crime Plan: <ol style="list-style-type: none"> 1. Objectives and measures of success to be put against each area of policing within Objective 5 of the Police and Crime Plan. 2. When reporting on fatalities that figures are provided for both fatalities and those seriously injured. 	As above.

DATE OF MEETING	ITEM	ACTION	UPDATE
	Decisions by Cambridgeshire Police and Crime Commissioner	<ol style="list-style-type: none"> 1. The Panel recommended that the Commissioner should publish the Business Coordination Board (BCB) meeting papers in advance of the meetings taking place, and 2. That the Commissioner should consider BCB meetings being open to the public. 	As above
	Cambridgeshire Police and Crime Panel – Administrative Costs and Member Expenses	The Chair to discuss the request for additional officer support for the Panel with the Lead Officer supporting the Panel from Peterborough City Council.	Resource for additional support for research has been identified.
	Draft Agenda Plan and Meeting Dates for 2015/2016	<p>The Panel agreed that the following items be included on the Agenda Plan at a future meeting:</p> <ol style="list-style-type: none"> 1. How the Commissioner is engaging with the public to obtain greater public participation. 2. The Commissioner to provide a regular report at each meeting on any changes that have happened within the budget since last reporting. 3. A report on what is being done to address cybercrime and educate the public. 	To be programmed in to the 2015/2016 Agenda Plan.

The meeting began at 2.00pm and ended at 3.55pm

CHAIRMAN

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 7
17 JUNE 2015	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 or his Deputy.

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 or his Deputy.

4. BACKGROUND

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

5. KEY ISSUES

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

6. IMPLICATIONS

6.1 None

7. CONSULTATION

7.1 None

8. NEXT STEPS

8.1 N/a.

9. BACKGROUND DOCUMENTS

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

9.1 None

10. APPENDICES

10.1 None

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 8
17 JUNE 2015	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

CAMBRIDGESHIRE POLICE AND CRIME PANEL ANNUAL REPORT

1. PURPOSE

1.1 To consider the draft annual report of the work of the Cambridgeshire Police and Crime Panel during the last twelve months.

2. RECOMMENDATIONS

2.1 The Panel are recommended to approve the report.

3. TERMS OF REFERENCE

3.1 This report discharges the responsibility for the Panel to publish an annual report of its work.

4. BACKGROUND

4.1 The report sets out some of the key areas that the Panel has scrutinised over the last twelve months which includes:

- HMIC’s report into the Constabulary’s approach to tackling Domestic Abuse
- Objective 3 of the Police and Crime Plan – Continue to Tackle Crime and Disorder
- Distribution of Police Cover
- 101 Call Handling
- Objective 4 of the Police and Crime Plan – Keeping People Safe
- Objective 5 of the Police and Crime Plan – Maintain the Resilience of Protective Services
- Review of the Commissioner’s Precept
- Confirmation hearing for the Commissioner’s Chief Finance Officer

5. KEY ISSUES

5.1 None

6. IMPLICATIONS

6.1 None

7. CONSULTATION

7.1 None

8. NEXT STEPS

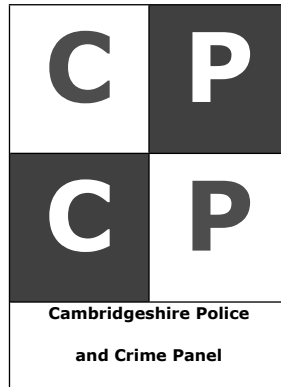
8.1 N/a.

9. BACKGROUND DOCUMENTS

9.1 Used to prepare this report, in accordance with the Local Government (Access to Information) Act 1985
Annual report of the Panel 2015

10. APPENDICES

10.1 None



Cambridgeshire Police and Crime Panel: Annual Report 2015

Foreword

The Cambridgeshire Police and Crime Panel (the Panel) holds the Police and Crime Commissioner (the Commissioner) for Cambridgeshire to account by acting as a 'critical friend'. Its role is to scrutinise, challenge and support the Commissioner, maintaining a check and balance on the performance of the Commissioner in regards to the strategic actions and decisions made.

The Panel is not responsible for holding the Chief Constable or the Constabulary to account; this is a role for the Police and Crime Commissioner. Nor is it a direct replacement for the former Police Authority. The principal role of the Panel is to scrutinise the actions and decisions of the Commissioner, not the performance of the police force. Key functions of the Panel are:

- To review the PCC's Police and Crime Plan
- To hold the PCC to account for the delivery of the Police and Crime Plan – the panel has powers to request any necessary information from the PCC on his decisions
- To review and report on the appointment of the Chief Constable and other senior appointments – the Panel has powers to veto the appointment of the Chief Constable
- To review the Commissioner's proposed police precept – the panel has powers to veto the precept
- To scrutinise the PCC's annual report
- To consider complaints against the PCC.

This is the second annual report of the Panel covering its work throughout 2014-15.

The work of the Panel

During 2014-15, the Panel met on six occasions and has scrutinised a number of key areas of the Commissioner's work. These include –

- HMIC's report into the Constabulary's approach to tackling Domestic Abuse
 - The Panel questioned the Commissioner's response to the report and received assurance that the issues identified had been addressed. In particular the training of police officers and reporting mechanisms.

- Objective 3 of the Police and Crime Plan – Continue to Tackle Crime and Disorder
 - The Panel discussed with the Commissioner arrangements for rolling out the Cadet scheme, Community Safety Partnerships, Community Remedy and the issues surrounding the Libyan soldiers based at Bassingbourn.
- Distribution of Police Cover
 - The Panel considered amongst other items, the role and functions of PCSOs and Specials.
- 101 Call Handling
 - Several Panel members undertook a visit to the 101 call centre to understand first-hand how the service operates. Members were extremely impressed by the service and dedication of the staff who operate it. The Panel discussed 101 with the Commissioner and noted that a key issue remained where calls are transferred to a secondary pick-up.
- Objective 4 of the Police and Crime Plan – Keeping People Safe
 - The Panel discussed with the Commissioner issues surrounding domestic abuse, hate crime, Victims Hub and integrated offender management scheme. The Panel were concerned regarding an apparent increase in victim based crime. The Commissioner's view was that reporting procedures had been improved which has led to more people reporting crime leading to an increase in reported crime.
- Objective 5 of the Police and Crime Plan – Maintain the Resilience of Protective Services
 - The Panel and Commissioner discussed road policing and the number of people killed or seriously injured on Cambridgeshire roads. Cyber crime is an emerging issue both locally and nationally which is high on the agenda for the Commissioner and the police.

In addition, the Panel has scrutinised the Commissioner's variations to his Police and Crime Plan throughout the year. Full details of the issues that the Panel have considered can be found on the website [here](#).

Commissioner Budget Precept

The Commissioner proposed that for 2015/16 there would be 0% increase in the precept. The Panel has the power to veto any proposed precept from the Commissioner through a two thirds majority vote of its members. The Panel undertook a thorough scrutiny in the Commissioner's budget for the Constabulary asking a number of detailed questions on areas of expenditure including:

- Costs of the 101 service and staff
- Details of the Commissioner's office running costs
- Victims Hub running costs
- Capital expenditure

The Panel were disappointed that the Commissioner had not engaged with the Panel earlier in the budget setting process. The Panel recommended that the Commissioner consider involving the Panel earlier for the 2016/17 budget.

The Panel endorsed the Commissioner's proposed precept.

Chief Finance Officer

During much of 2014/15, the Commissioner was without a permanent Chief Finance Officer (although the duties were fully discharged through an interim appointment). In December

2014, the Panel received notification from the Commissioner that he wished to appoint Josie Gower to the position.

The Chief Finance Officer is a senior appointment to the Commissioner's office and the Panel have statutory functions regarding such an appointment. A confirmation hearing was held on 15th December 2014 where the Panel considered:

- The criteria used to assess the candidates suitability for appointment
- Why the candidate satisfied those criteria
- The terms and conditions on which the candidate was proposed to be appointed

The Panel questioned the candidate in relation to her proposed appointment to consider her suitability for the role. Following a detailed question and answer session, the Panel recommended that the Commissioner appoint Josie Gower to the role.

About the Panel

The Panel comprises the current membership:

- [Councillor Mac McGuire](#) (Chairman) (Cambridgeshire County Council)
- [Councillor Jason Ablewhite](#) (Vice Chairman) (Huntingdonshire District Council)
- Councillor Vince Campbell (East Cambs District Council)
- [Councillor Michael Shellens](#) (Cambridgeshire County Council)
- Councillor Ben Shelton (South Cambs District Council)
- tbc (Fenland District Council)
- [Councillor Lewis Herbert](#) (Cambridge City Council)
- [Councillor Peter Reeve](#) (Cambridgeshire County Council)
- [Councillor Andy Coles](#) (Peterborough City Council)
- Councillor Stephen Lane (Peterborough City Council)
- Councillor Asif Shaheed (Peterborough City Council)
- Edward Leigh (Independent Co-opted Member)
- Vacancy for Independent Co-opted Member

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 9
17 JUNE 2015	Public Report

Report of the Cambridgeshire 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 – PERFORMANCE FRAMEWORK – APPENDIX 2

1. PURPOSE

- 1.1 For the Police and Crime Panel (“the Panel”) to review the variation to Appendix 2 (Performance Framework) of the Police and Crime Commissioner’s (“the Commissioner”) Police and Crime Plan (“the Plan”). The variation seeks to update the Plan to reflect changes to performance reporting.

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 the Commissioner took office it was his intention for the evolution of the former Police Authority’s Local Policing Plan rather than a revolutionary approach and starting from scratch. The Plan sets out the Commissioner’s clear commitment to holding the police to account on behalf of the public. The Commissioner has 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 Police and Crime Commissioners to issue a Plan within the financial year they are elected. The Commissioner’s Plan was published by 31st March 2013.
- 4.3 Since the initial publication of the Plan there have been a number of operational developments which are not reflected in the current version of the Performance Framework within the Plan. There has been an increasing focus on responding to reported crime on the basis of threat, risk and harm, including the proactive identification of those who are vulnerable to becoming victims or offenders, ensuring a range of options are available.
- 4.4 Under the Act, before issuing or varying a Plan, the Commissioner 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 the Commissioner.
- 4.5 The Commissioner has consulted with the Chief Constable. Papers on the variation of Appendix 2 of the Plan was submitted to the Commissioner’s Business Coordination on the 24th March and 4th June 2015.

5. PERFORMANCE FRAMEWORK - PRINCIPLES

- 5.1 The Commissioner wants the Constabulary and other partners to be focused on what is important: making Cambridgeshire a safer place in which to live, being focused on getting the job done, not just measures and targets. The Commissioner expects the Constabulary and other partners to strive to be more joined up, efficient and effective.
- 5.2 The Chief Constable is responsible for the delivery of policing and has arrangements in place for the management of performance and the Constabulary's response to emerging issues. The Commissioner monitors the Chief Constable's performance management arrangements in order to fulfil his statutory duty to hold the Chief Constable to account for the Constabulary's performance.
- 5.3 Performance monitoring must be visible to the public. One of the Commissioner's pledges focuses on being the voice of the people. The Commissioner uses feedback from the public to help him to continually support and challenge the provision of policing in Cambridgeshire.
- 5.4 Statistics are a valid information source and one element that can help in providing knowledge about performance levels. The measures must, however, be an indicator of one element of performance not the end in themselves. Indeed, one of the profound learning points for the wider public sector from the Mid Staffordshire NHS Foundation Trust Public Inquiry, was that governance systems should not enable targets to be met while missing the point on the provision of services.
- 5.5 This point was recently reinforced in a speech made by the Home Secretary when she announced an independent review of the use of crime and performance targets in every police force in England and Wales. The Home Secretary recognised the use of data to understand and manage operational policing but expressed concern about targets distorting operational reality, pointing to the perverse outcomes that took place in Rotherham and Sheffield.
- 5.6 The Commissioner does not set arbitrary targets for operational policing which can hinder the overriding need to 'do the right thing in the right way'. This ethos is in line with the Home Secretary's view.
- 5.7 The Commissioner takes a risk-based approach to performance. Risk management has been embedded into the work of the organisation on an ongoing and continuous basis. Robust controls assurances are in place to ensure continuous and appropriate management of policing.
- 5.8 A vast range of performance measures are monitored by the Constabulary and the Commissioner over time, in order to scrutinise the overall performance of the Constabulary, including against the priorities and outcomes set out in the Plan. The pledges and key indicators are monitored closely to explore volumes and trends, as well as the Constabulary's response to emerging issues. It is important to note that the indicators monitored are not targets.
- 5.9 The Commissioner has set up a Performance Working Group, which he chairs. The Group consists of the Assistant Chief Constable, the Constabulary's Principal Performance Analyst, and senior members of the Commissioner's Office. The Group enables the Commissioner to add additional rigour to the governance of performance. It also provides him with an opportunity to scrutinise the Constabulary's performance against the performance framework, and assure himself that the Chief Constable has performance monitoring arrangements in place.

6. DEVELOPMENT OF PERFORMANCE FRAMEWORK

- 6.1 Since the mid 1990s, the estimated level of crime in England and Wales has fallen. Historically many people have chosen not to report crime and methods of recording were inconsistent. As more people report crimes and recording processes nationally have been tightened up, levels of recorded crime have seen some rises. The threat, risk and harm approach taken by the Constabulary means that by targeting specific areas of crime and those most vulnerable, there is likely to be an impact on patterns of recorded crime. It is within this context that the performance framework has been refreshed.
- 6.2 The updates to the Plan since it was first published have seen a move away from a focus solely on volume crime to one where victims and their vulnerability are placed at its centre. The existing performance framework does not adequately reflect these changes.
- 6.3 In refreshing the performance framework, considerations have included:
- best practice in performance monitoring;
 - other Police and Crime Commissioner's performance monitoring approaches;
 - local authority performance monitoring approaches;
 - links with strategic risk management; and
 - Constabulary performance management arrangements.
- 6.4 The performance indicators monitored by the Constabulary and the Commissioner will evolve over time to reflect operational developments. Current developments which are likely to need to be captured more explicitly relate to the work of the Victims' Hub and the use of restorative justice and out of court disposals (including community resolutions). The performance framework will be developed further with partner agencies.

7. UPDATED FRAMEWORK

- 7.1 The updated Performance Framework (Appendix 2 in the Plan) is organised under the following headings and outcomes:
1. MAINTAIN LOCAL POLICE PERFORMANCE
 - We will build a policing model which provides better local policing, effective responses and uses resources efficiently
 - We will enhance local policing, responding to local priorities through close working relationships with communities and volunteers
 2. DELIVER POLICING WITHIN THE AVAILABLE BUDGET
 - We will maintain high standards of local policing through the effective and efficient management of resources
 - We will work collaboratively to secure best value and outcomes for the public within available resources
 3. CONTINUE TO TACKLE CRIME AND DISORDER
 - Individuals and communities from the harm caused by crime and anti-social behaviour
 - A police and partnership response to crime and disorder that supports victims and witnesses
 4. KEEPING PEOPLE SAFE
 - A policing approach that will work with partners to ensure those most at risk of harm are protected
 5. MAINTAIN THE RESILIENCE OF PROTECTIVE SERVICES

- We will ensure the constabulary is resilient in all areas of protective services, managing local demand with the ability to support national requirements.

8. NEXT STEPS

- 8.1 The draft variation will be reviewed by the Panel on the 17th June 2015. The Commissioner is aware that he must have regard to any report or recommendation, give the Panel a response to any such report or recommendation and publish his response.
- 8.2 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, the Commissioner will bring these variations before the Panel to review.

9. BACKGROUND DOCUMENTS

- 9.1 Police and Crime Plan 2013-16 www.cambridgeshire-pcc.gov.uk/police-crime-plan
Performance Framework Update Report – Business Coordination Board
<http://www.cambridgeshire-pcc.gov.uk/work/>

10. APPENDICES

- 10.1 Appendices A and B - Draft Variation to Appendix 2, Cambridgeshire Police and Crime Plan.

PERFORMANCE FRAMEWORK FOR POLICE AND CRIME PLAN

Performance Framework

The Police and Crime Plan sets out the Commissioner's clear commitment to holding Cambridgeshire Constabulary to account on behalf of the public.

The Commissioner wants the Constabulary and other partners to be focused on what is important: making Cambridgeshire a safer place in which to live. This means being focused on getting the job done, on outcomes, rather than measures and targets.

The Commissioner expects the Constabulary and other partners to strive to be more joined up, efficient and effective. The Chief Constable is responsible for the delivery of policing and has arrangements in place for the management of performance and the Constabulary's response to emerging issues. The Commissioner monitors the Chief Constable's performance management arrangements in order to hold the Chief Constable to account for the Constabulary's performance.

One of the Commissioner's pledges focuses on being the voice of the people. The Commissioner uses feedback from the public to help him to continually support and challenge the provision of policing in Cambridgeshire.

A vast range of performance measures, reports and emerging issues are monitored by the Constabulary and the Commissioner through the year. This enables the Chief Constable and the Commissioner to scrutinise the overall performance of the Constabulary, including against the priorities and outcomes set out in the Police and Crime Plan. The pledges and key indicators are monitored closely to explore volumes and trends but this needs to be set in the context of the Constabulary's operational interpretation. It is important to note that the indicators monitored are not targets.

The Commissioner takes a risk-based approach to performance, focusing on the most significant issues, with issues that require decision or performance monitoring by the Commissioner being escalated to the monthly Business Co-ordination Board.

The threat, risk and harm approach taken by the Constabulary means that by targeting specific areas of crime and those most vulnerable, there is likely to be an impact on patterns of recorded crime.

The Commissioner publishes information to enable people to assess his performance and that of the Chief Constable in exercising their functions. The Commissioner also produces an Annual Report on the exercise of the Commissioner's functions.

MAINTAIN LOCAL POLICE PERFORMANCE

Outcomes

- We will build a policing model which provides better local policing, effective responses and uses resources efficiently
- We will enhance local policing, responding to local priorities through close working relationships with communities and volunteers

Pledges

- Call handling – every call answered within 30 seconds
- Special Constables – numbers increased
- Local Policing – meet local needs
- Working in partnership – champion local initiatives and encourage more people to get involved with local Neighbourhood Watch groups
- Hold to account – hold the police to account on behalf of the public

Assurances

- Constabulary monitoring through Force Executive Board and performance management through Operational Performance Board; Organisational Development Board; People Group; Engagement Group; Ethics Equality and Inclusion Group
- Commissioner monitoring through Business Coordination Board and visits. Public feedback to the Commissioner through surgeries; correspondence; visits; outreach workers and other engagement
- Policing in Cambridgeshire survey data; Victim satisfaction surveys; call handling data; HR management system data

DELIVER POLICING WITHIN THE AVAILABLE BUDGET

Outcomes

- We will maintain high standards of local policing through the effective and efficient management of resources
- We will work collaboratively to secure best value and outcomes for the public within available resources

Pledges

- Visible policing – priority to frontline and as much visible policing as possible
- Increased collaborative working – improve efficiencies and make cost reductions by more co-operation with neighbouring forces

Assurances

- Constabulary monitoring through Finance Governance Board
- Deputy Commissioner monitoring through Finance Sub Group and Estates Sub Group. Commissioner monitoring through Business Coordination Board
- Finance and HR management system data; savings data

CONTINUE TO TACKLE CRIME AND DISORDER

Outcomes

- A Police and partnership response to crime and anti-social behaviour to protect individuals and communities from the harm caused by crime and anti-social behaviour
- A police and partnership response to crime and disorder that supports victims and witnesses

Pledges

- Anti-social behaviour – must be systematically tackled
- Burglary – all burglaries should be investigated by the police within an appropriate time of the offence taking place. I will be monitoring burglary detection rates
- Drugs – supporting work with partners to tackle drugs misuse and associated crimes

Assurances

- Constabulary monitoring through Force Executive Board and performance management through Operational Performance Board; Organisational Development Board; Operational Priority Review Group; Children and Young People Steering Group; ASB Group; Custody Steering Group; Cyber Crime Steering Group
- Commissioner monitoring through Business Coordination Board, visits and Independent Custody Visitors Scheme. Public feedback to the Commissioner through surgeries; correspondence; visits; outreach workers and other engagement
- Police recorded crime data; Policing in Cambridgeshire survey data; police recorded incident data; asset recovery data; Integrated Offender Management reoffending data; Youth Offending Service data; organised crime harm data; Restorative Justice performance framework

KEEPING PEOPLE SAFE

Outcomes

- A policing approach that will work with partners to ensure those most at risk of harm are protected

Pledges

<ul style="list-style-type: none"> • Taking a preventative approach – prevention and early intervention is key with persistent offenders and troubled families • Young People – supporting work with young people to divert them away from a life of crime
<p>Assurances</p> <ul style="list-style-type: none"> • Constabulary monitoring through Force Executive Board and performance management through Operational Performance Board; Organisational Development Board; Operational Priority Review Group; Children and Young People Steering Group; ASB Group; Custody Steering Group; Cyber Crime Steering Group • Commissioner monitoring through Business Coordination Board and visits. Public feedback to the Commissioner through surgeries; correspondence; visits; outreach workers and other engagement • Victims' Hub and Restorative Justice performance frameworks; police recorded crime and CPS data; policing in Cambridgeshire survey data; victim satisfaction survey data
<p>MAINTAIN THE RESILIENCE OF PROTECTIVE SERVICES</p>
<p>Outcomes</p> <ul style="list-style-type: none"> • We will ensure the Constabulary is resilient in all areas of protective services, managing local demand with the ability to support national requirements
<p>Pledges</p> <ul style="list-style-type: none"> • Increased collaborative working – improve efficiencies and make cost reductions by more co-operation with neighbouring forces
<p>Assurances</p> <ul style="list-style-type: none"> • Constabulary monitoring through Force Executive Board and performance management through Tri-Force Joint Protective Services Steering Groups • Commissioner monitoring through Eastern Region Collaboration Meeting, Strategic Alliance, Business Coordination Board and visits. • Road traffic collision data

Across the full range of the Police and Crime Plan, internal and external audit reports are reviewed by the Joint Audit Committee. Her Majesty's Inspectorate of Constabulary (HMIC) inspection reports are reviewed by the Commissioner when received and the Commissioner's response is published.

KEY CONTROLS ASSURANCE MECHANISMS

Force Executive Board (FEB)

The Force Executive Board is the monthly meeting chaired by the Chief Constable and attended by strategic heads of business. It is where close attention is paid to both finance and resources and where strategic direction is set and managed. It is also the governance forum for the Constabulary which monitors constabulary risk. Operational decisions will be made by the FEB while key strategic decisions will be referred to the Police and Crime Commissioner. Minutes of the meeting are published on the force website.

Force Operational Performance Board

The Force Performance Board meets monthly and is chaired by the Assistant Chief Constable. The Chief Constable may attend at various points throughout the year. At this meeting, the chair will hold Command leads (and equivalent) to account for their own performance across the range of Police and Crime Plan outcomes. The Assistant Chief Constable will set actions as necessary to ensure performance improvements are maintained, and ensure that support can be directed where most needed.

Force Organisational Development Board

The Force Organisational Development Board oversees the efficiency and legitimacy of the Force. The meeting is chaired by the Deputy Chief Constable. The Board is responsible for issues including collaboration, workforce development and ethics, equality and inclusion. The groups which sit beneath and report to the Board are the People Group; Force Health and Safety Group; Risk Review Group; Engagement Group; Ethics, Equality and Inclusion Group; Information Management Strategy Group. Groups which provide updates to the Board are the Tri-Force Information Assurance Group and the Tri-Force Professional Standards Department Governance Board.

Business Coordination Board

The Business Coordination Board is a monthly meeting between the Commissioner, Deputy Commissioner, Chief Officers of the Constabulary and senior officers of the Office of the Police and Crime Commissioner, chaired by the Police and Crime Commissioner. It is a forum in which current and future business is discussed between the senior leaders of the two bodies, focussing on issues relating to strategy, governance, business and holding the Chief Constable to account. It is one forum in which decisions can be made by the Commissioner, informed by the decision making policy. The Board takes a risk-based approach. Minutes of the meeting and key papers are published on the Commissioner's website.

Finance Sub-Group

The Finance Sub-Group is a monthly meeting between the Deputy Commissioner, the Commissioner's Chief Finance Officer and the Constabulary's Chief Finance Officer. It is a forum in which the senior finance

leads in the two bodies are able to ensure that the finances are managed effectively. This includes detailed financial planning and monitoring to inform advice to the Commissioner and Chief Constable.

Professional Standards Department Alliance Sub Group Meeting

The Deputy Commissioner holds a quarterly meeting with the Deputy Chief Constable, Head of the Professional Standards Unit and senior officers of the Office of the Police and Crime Commissioner. It is a forum in which the Deputy Commissioner is able to have oversight of the handling of complaints across the Strategic Alliance and the Office of the Police and Crime Commissioner.

Joint Audit Committee

The purpose of the Audit Committee is to provide independent assurance of the adequacy of the risk management framework and the associated control environment, independent scrutiny of the Commissioner's and Chief Constable's financial and non-financial performance to the extent that it affects exposure to risk and weakens the control environment, and to oversee the financial reporting process. The Audit Committee is made up of five members who are independent of the Police and Crime Commissioner and the Constabulary and meets quarterly. An Integrity Sub-Committee could provide oversight and controls assurance regarding appointments and the management and monitoring of complaints and integrity issues.

Collaboration

Each Memorandum of Understanding will set out the governance arrangements to allow all bodies involved in the collaboration to participate in joint oversight of the lead Commissioner and Chief Constable. The **BCH Strategic Alliance** undertakes this role for the Bedfordshire, Cambridgeshire and Hertfordshire Alliance, meeting quarterly. The **Eastern Region Collaboration Meeting** undertakes this role for the Eastern Regional Collaboration.

Other

Internal Audit undertakes a risk-based rolling programme of audits to assess the adequacy of the fulfilment of statutory functions and good governance practices.

External Audit considers whether appropriate statutory functions are fulfilled effectively.

Her Majesty's Inspectorate of Constabulary (HMIC) conducts a programme of inspections of the Constabulary. The Commissioner is also able to request an inspection of the Constabulary by HMIC.

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 10
17 JUNE 2015	Public Report

Report of the Cambridgeshire Police and Crime Commissioner

Contact Officer – Dr Dorothy Gregson, Chief Executive

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POLICE AND CRIME PLAN VARIATION:

OBJECTIVE 3 – CONTINUE TO TACKLE CRIME AND DISORDER

OBJECTIVE 4 – KEEPING PEOPLE SAFE

1. PURPOSE

1.1 For the Police and Crime Panel (“the Panel”) to review the variation to Objective 3 – ‘Continue to tackle crime and disorder’ and Objective 4 – ‘Keeping People Safe’ of the Police and Crime Commissioner’s (“the Commissioner”) Police and Crime Plan (“the Plan”). The variations seeks to update the Plan to reflect delivery of the Objectives.

2. RECOMMENDATIONS

2.1. The Panel review the variations 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 the Commissioner took office it was his intention for the evolution of the former Police Authority’s Local Policing Plan rather than a revolutionary approach and starting from scratch. The Plan sets out the Commissioner’s clear commitment to holding the police to account on behalf of the public. The Commissioner has 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 Police and Crime Commissioners to issue a Plan within the financial year they are elected. The Commissioner’s Plan was published by 31st March 2013.

4.3 Under the Act, before issuing or varying a Plan, the Commissioner 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 the Commissioner.

4.4 Since the initial publication of the Plan there have been a number of operational developments and increased partnership working which are not reflected in the current version of Objective 3 and Objective 4. There has been an increasing focus on responding to reported crime on the basis of threat, risk and harm, including the proactive identification of those who are vulnerable to becoming victims or offenders, ensuring a range of options are available.

4.5 The Commissioner has consulted with the Chief Constable. A paper on the variations of Objective 3 and Objective 4 of the Plan was submitted to the Commissioner’s Business

Coordination Board on the 4th June 2015.

5. OBJECTIVE 3 – CONTINUE TO TACKLE CRIME AND DISORDER

5.1 The updated Objective 3 chapter is organised under the following headings:

1. strong and supportive communities;
2. efficient and effective policing and criminal justice system; and
3. tackling the most complex offenders effectively.

5.2 There has been an increasing focus on responding to reported crime on the basis of threat, risk and harm, including the proactive identification of those who are vulnerable to becoming victims or offenders, ensuring a range of options are available. Prevention (demand management) is also increasingly high on the agenda.

5.3 In preparing for the arrival of the new BeNCH Community Rehabilitation Company, the 'BeNCH' (Bedfordshire, Northamptonshire, Cambridgeshire, Hertfordshire) Commissioners, working with their respective Chief Constables, have developed a reducing re-offending strategy. The content of this strategy was taken into consideration in reviewing the content of this section of the Plan.

5.4 The update to the Plan also reflects the changing nature of crime. The nature of large volume crime is changing as criminals continue to exploit technological advances. The Plan, therefore, acknowledges the development of Police cyber-crime capability.

5.5 The Commissioner's pledges remain relevant to this objective:

- Anti-social behaviour – "The effects of anti-social behaviour can be far more wide reaching than other offences. It can damage the quality of life of a whole community. It must be systematically tackled".
- Burglary – "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".
- Drugs – "I am supporting work with partners to tackle drugs misuse and associated crimes".

6. OBJECTIVE 4 – KEEPING PEOPLE SAFE

6.1 The current policing and partnership landscape has changed since the Plan's initial creation. The revision has enabled new areas of focus to be properly reflected in the plan. This includes:

- the move from national to local commissioning of victims' services and the creation of a Constabulary-led Victims' Hub;
- the transfer of responsibility for victim-initiated Restorative Justice to Police and Crime Commissioners;
 - work to drive partnership working within the mental health agenda;
 - a greater awareness of child sexual exploitation and hate crime; and
 - efforts to engage and inspire young people through the Volunteer Police Cadets, Youth Fund Awards and the Safer Schools work.

6.2 Since the last update to Objective 4, the Constabulary and the Commissioner's Office have also signed up a number of joint strategic visions which now shape the work carried out by the Constabulary and its partners. These include:

- Support for Victims in Cambridgeshire (Inter-agency Victim Strategy)
- Developing Restorative Justice
- A Strategic Vision for Volunteering

6.3 The Commissioner's pledges also remain relevant to this Objective:

- Taking a preventative approach – "Prevention and early intervention is key with persistent offenders and troubled families".
- Young people – "I am committed to supporting work with young people to divert them away from a life of crime".

7. NEXT STEPS

7.1 The draft variations will be reviewed by the Panel on the 17th June 2015. The Commissioner is aware that he must have regard to any report or recommendation, give the Panel a response to any such report or recommendation and publish his response.

8. BACKGROUND DOCUMENTS

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

Objective 3 and 4 Report – Business Coordination Board, June 2015
<http://www.cambridgeshire-pcc.gov.uk/work/>

9. APPENDICES

9.1 Appendix A - Draft Variation to Objective 3 – Continue to tackle crime and disorder, Cambridgeshire Police and Crime Plan.

Appendix B – Draft Variation to Objective 4 – Keeping People Safe, Cambridgeshire Police and Crime Plan.

Objective 3: Continuing to tackle crime and disorder

The two main conurbations of Cambridge and Peterborough, together with market towns and rural farming areas present the police force with a wide range of policing challenges. Each area has its own individual policing needs.

Tackling crime and disorder is and always will be a core element of policing. It is now accepted that the police cannot do this alone.

This Plan sets out an ambition for long-term sustainable reductions in crime and disorder. Such change is achieved by the behaviour of society, communities and individuals. Enforcement alone will not bring about the change required. Therefore the police will work with a variety of partners to tackle and reduce crime and disorder. Some of these partners will be statutory bodies, some may be private sector companies, some charitable organisations and some will be voluntary or special interest groups and individuals. In short, the Constabulary will work with the community to tackle and reduce crime and disorder.

None of this will reduce either the operational independence of the police or the professionalism of the Constabulary.

In order to tackle crime and disorder the Constabulary will use an assessment of the threat, risk and harm that exists in each case or set of circumstances. This places victims at the heart of policing, enables the prioritisation of our resources and ensures the right level of service can be delivered to the right person at the right time.

Objective one of this Plan – maintain local police performance, sets out how the police will work with the public, through the Community Safety Partnerships. Together we can aspire to build community capacity and cohesion with the aim of making crime socially unacceptable and thus bringing about long term change. This objective is concerned with how police and partners deal with that crime and disorder that does nonetheless occur.

The model of staged intervention can be used to explain this strategy. It is a three-tiered approach.

Firstly, strong and supportive communities. Clearly, the most effective way to reduce crime, and therefore manage demand on services, is to prevent individuals commencing a pattern of offending in the first place. This means creating the conditions in our communities that reduce the risk of involvement in crime and undertaking early proactive work with those at risk of offending, encouraging people to live offence free lives. Also, shifting attitudes of the acceptability of offending in communities themselves. This is about community action to prevent offending. It is primarily preventative and is largely delivered in partnership through the Community Safety Partnerships. Objective 4 – keeping people safe sets out the importance of preventative work with young people.

Secondly, efficient and effective policing and Criminal Justice System. This is about core policing activity dealing with crime and disorder that takes place and preventing reoffending.

Thirdly, tackling the most complex offenders effectively. This is about working with partner agencies to manage those offenders who present a risk of serious harm to their local communities.

One of the core principles underpinning the approach is about strengthening pathways across different services.

When crime and disorder occurs, the threat, risk and harm process will ensure that a proportionate and appropriate response is received, one which aims to deal with the incident and work to prevent a re-occurrence. This method of working aims for true levels of crime reduction and will be underpinned by an offender strategy delivered with partners, in particular those within our local authority youth offending teams and the new enhanced arrangements laid out for what were Probation Services.

As well as the strategic assessments from the Constabulary, this Plan also takes into account the wishes of local people and the assessments of local crime and disorder undertaken by the six community safety partnerships in determining its priorities.

The Constabulary is committed to work in partnership with other agencies to develop, embed and deliver an extended range of appropriate and sustainable restorative justice interventions which stop offending and improve victim satisfaction.

Anti-social behaviour

It is clear that anti-social behaviour is a primary concern across the County. The Constabulary is committed to ensuring it responds to reports of anti-social behaviour no differently to that of crime. This approach, underpinned by the threat, risk and harm assessment ensures that people who are suffering receive appropriate intervention and support. The Victims' Hub is expanding its services further by developing the support available to vulnerable victims of anti-social behaviour.

Anti-social behaviour can mean a variety of things to different people and offenders can use a variety of 'offences' that cause upset, these can range from issues upon which the police have historically led, such as statutory criminal offences, through to issues where perhaps local councils or housing associations are the lead authority. New legislation provides clarity around the use of anti-social behaviour powers and for the first time introduces a 'community remedy'. By working together agencies will deal with the root of the problem and not just the symptom. The 'broken window' theory, that suggests if seemingly minor problems within a neighbourhood are not addressed, then serious levels of crime and disorder can quickly follow, is as valid today as ever and underpins this approach to anti-social behaviour.

All crime is important and for the Constabulary to be truly effective it is essential that it understands the true level of crime occurring within our neighbourhoods. The Crime Survey for England and Wales and other reports have led to an understanding that in some categories there are significant levels of under-reporting. This is particularly so in some categories of volume crime, such as criminal damage, vehicle offences and significantly so in internet based crime (so called 'cyber-crime'). It is also the case in some categories of high risk offences such as domestic abuse and sexual offending. Therefore the Constabulary will monitor recorded levels of crime but will not set itself targets for reduction. In some cases the work of the Constabulary to increase confidence to come forward amongst victims should see an increase in the level of reports.

However, there are some categories of recorded crime where we can be almost sure that recorded levels equate to actual levels; such crimes can actually be considered a degree of 'proxy' for other similar offences. One such category, and one which continues to be of concern to our residents, is house burglary. Whilst house burglary levels have reduced in many of our areas in recent years, it is still an issue that requires grip and focus.

House burglary continues to be prioritised for action. Such action includes locally targeted preventative approaches, as well as a timely and professional policing response to all offences and burglary investigations.

Reducing crime by reducing reoffending

A disproportionately large amount of crime is committed by a relatively small group of offenders. For a number of years the Constabulary and its partners have been working together to reduce the reoffending of those most at risk of continuing along that path. This process has been known as Integrated Offender Management and is believed to be a significant factor in a general reduction in some categories of crime, such as house burglary.

New national arrangements for the rehabilitation of offenders by the creation of a National Probation Service and Community Rehabilitation Company that will aim to work with almost all offenders who are sentenced to a period of custody, will assist in this aim. However, we want to go further and will seek to expand our approach through an Offender Strategy that will deliver this approach across a wider range of identified offenders.

The approach seeks to identify the root causes of offending and where possible put mechanisms in place to prevent reoffending or escalation. This is not a soft option and in some cases the starting point can be in prison for those arrested and convicted of serious offending.

We want to see long term reductions in crime, a long term reduction in the number of offenders and the costs associated with those offenders.

Organised Crime including drug supply

Organised crime can provide a driver for many types of criminality, blighting communities, corrupting the young and vulnerable and increasing the fear of crime amongst a neighbourhood. The nature of organised crime groups is that they operate across force boundaries and so they require a response that is similarly not constrained.

At a national level, the remit of the National Crime Agency is to fight Serious and Organised Crime. At a regional level, the Eastern Regions Special Operations Unit (ERSOU) is tasked with tackling organised crime. The work undertaken at both a national and regional level is undertaken in partnership with the Constabulary.

Working with partner agencies, the Constabulary will continue to work to disrupt organised crime activity, including those involved in drug supply. A Serious and Organised Crime Local Profile is being developed to support effective local partnership working. Whilst disrupting those seeking to bring crime to the County it will also work to seize those assets criminally gained.

The process will be coordinated by the Centralised Intelligence Bureau and there will be a clear thread that runs from neighbourhood policing team officers through to specialist teams and beyond.

In relation specifically to drugs supply, our aim is clear: we will seek to support those drug users who want to change their habits by signposting them to drug services but we will relentlessly pursue those who supply drugs to the people of Cambridgeshire. Drug use, in particular street drug use, is anti-social, potentially dangerous and can increase the fear of crime amongst the law abiding citizen. We will work with our partners in tackling drug use and supply at its various levels. We want to continue to see an improvement in the way that people feel about problems of drug misuse within their communities.

Computer enabled crime ('cyber' crime)

The nature of large volume crime is changing as criminals continue to exploit technological advances, operating across force boundaries. Objective five of this plan – maintain the resilience of protective services, sets out links to the work to tackle crime through the internet at a regional and national level. The National Crime Agency is responsible for leading the overall response to cyber crime. Across the region, forces and ERSOU are developing their capability. In this context, the Constabulary is developing its own cyber crime capability to ensure it is able to prevent and respond to cyber crime affecting victims in the county, both individuals and businesses. The Constabulary has been targeting Cambridgeshire businesses and residents who are most likely to become victims of cyber-crime and providing online safety advice. As this capability and public awareness increases there is likely to be an impact on levels of recorded crime.

Alcohol

We want to build on existing local and national partnership work to tackle the misuse of alcohol and the subsequent cost to the long term health of our communities and the public purse.

Other serious crime, victims and keeping people safe

Objectives four and five within this plan deal specifically with keeping people safe and the investigation of serious crime across the County and region.

Pledges from the Commissioner

Anti-social behaviour – The effects of anti-social behaviour can be far more wide reaching than other offences. It can damage the quality of life of a whole community. It must be systematically tackled.

Burglary – 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.

Drugs – I am supporting work with partners to tackle drugs misuse and associated crimes.

Objective 4. Keeping people safe – protecting the vulnerable from harm

Safeguarding the public from harm is central to the ethos of policing in Cambridgeshire. This is why we are focusing as much on prevention as we are ensuring people receive a good service if they do become a victim of crime. We want people to have trust and confidence not only in the police service, but also in the wider criminal justice system in the county. Partnership working is a key thread throughout this whole Police and Crime Plan and we rely on the commitment of other agencies to work with us to protect vulnerable people from harm. The responsibility for keeping people safe in our county sits not just with Cambridgeshire Constabulary, but with each and every one of us.

Supporting victims in Cambridgeshire

We offer all victims of crime in Cambridgeshire appropriate emotional and practical support to cope and recover from their experience.

When a victim reports a crime an Initial Victim Needs Assessment is carried out to assess if they need support or whether they fall into one of the three priority categories: a victim of a serious crime, victims who have been persistently targeted or vulnerable or intimidated victims.

Those victims identified as needing support are referred to Victim Care Co-ordinators in a Constabulary-led Victims' Hub. These staff speak to the victim to identify the level of emotional and practical support they need and then help them in the most appropriate way, bringing in specialist services, many commissioned by the Office of the Police and Crime Commissioner, as required. Early conversations to make victims aware of their right to request restorative justice (see separate section) are also carried out. Victims are offered extensive face-to-face support by trained volunteers where it is needed.

Victims of crime who don't wish to report their experience to the police can also contact the Hub to access support services.

We recognise that many victims of crime already have, or develop, poor mental health and early intervention is key. The Victim Care Co-ordinators can call on Community Psychiatric Nurses known as Mental Health Pathfinder Case Workers who can help victims access local mental health services where required.

Migrant workers who are victims of exploitation are supported by a dedicated post holder, hosted by a voluntary sector provider; strengthening our stance to stamp out human trafficking and exploitation in Cambridgeshire.

Victims of domestic abuse and serious sexual offences are offered structured comprehensive support in Cambridgeshire. This includes access, where appropriate, to Independent Domestic Violence Advocates (IDVAs) and Independent Sexual Violence Advocates (ISVAs), sexual violence counselling and peer support groups.

The bereaved families of those killed on the county's roads in fatal road traffic collisions are supported by a local charity funded by the Office of the Police and Crime Commissioner. The work of the charity's volunteers enables focused support to be offered to families in what are often traumatic circumstances.

We will work with partners to refine the support available from the Victims' Hub and from specialist service providers in response to feedback from victims. In particular the Victim Care Co-ordinators will develop areas of expertise enabling them to provide expert support to victims of specific crime types, for example hate crime.

We will also extend the Hub service to vulnerable victims of anti-social behaviour staying true to our commitment to deal with anti-social behaviour no differently than crime.

Enhanced Multi-Agency Safeguarding Hub (MASH)

Staff from agencies responsible for the safeguarding of victims of child, adult and domestic abuse, which includes sexual violence and rape, are co-located within the two-centered MASH. The provision of this

joined up safeguarding service ensures we can protect those who will be hurt, or hurt again if we don't take action.

In cases where there is a high risk of further harm multi-agency staff can come together to discuss information held by them all to manage the risk to the individual. These safeguarding measures run alongside any investigations.

Modern Day Slavery

The Constabulary is committed to safeguarding people who are vulnerable to, or already a victim of human trafficking and exploitation, and prosecuting those responsible using the legislation available.

The principles and lessons learnt from a multi-agency operation called Pheasant which was carried out in the Fenland area shapes the Constabulary's response to such crimes. This operation saw staff from a range of agencies proactively identifying potential victims through visits to homes where many migrant workers were living.

Victims are helped to cope and recover from their experience by a support worker funded by the Police and Crime Commissioner from the Victims' Service grant which is referred to in the Victims' Hub section.

Domestic Abuse

Domestic abuse is recognised nationally as a hugely under-reported crime. A victim can suffer from many repeat incidents before taking the decision to contact someone for help. A local research study on the under-reporting of crime revealed that when offences are committed in the home a victim is more likely to report when they are confident that structured support is available to them. **Therefore it is crucial that when a victim does turn to the police for help they get both a professional investigation from specially trained officers and appropriate support from experts to cope and survive the experience.** In Cambridgeshire increasing numbers of people are having the confidence to report domestic abuse.

The Domestic Abuse Investigation and Safeguarding Unit is just one of the Multi –Agency Safeguarding Hub's investigation arms. The unit focuses on the risk posed to the person rather than the volume of offences and work in partnership with colleagues from within the Constabulary and other agencies. It deals with a full range of incidents from common assault to attempted murder, domestic-related stalking and harassment, honour-based violence, forced marriage and female genital mutilation. All investigations are victim-led and focus on safeguarding the victim from further harm.

Staff in the unit adhere to both national and local best practice and work hard to educate other officers and staff on how to spot the signs of domestic abuse.

Child Sexual Exploitation

Proactively identifying young people at risk of exploitation and preventing them from becoming a victim relies on the support of a wide range of agencies and the local communities.

Resources within the Constabulary's Child Sexual Exploitation Unit, which also deals with reports of missing from home, carry out both these proactive and reactive investigations.

Officers, social work colleagues, staff from the voluntary sector and local education partners will work with a young person for many months developing their trust and confidence in them. It is through these contacts that skilled staff can educate young people into what is, and what is not a healthy relationship, identify potential exploitation and safeguard them to reduce repeat victimisation.

The Constabulary works closely with the Local Children's Safeguarding Boards (LCSBs) in Cambridgeshire and Peterborough. Specific operations will be set up where pockets of offending are identified.

All victims of such a crime are provided with professional support from specialist Young Person's ISVAs.

Hate Crime

A hate crime is any criminal offence which is perceived, by the victim or any other person, to be motivated by hostility or prejudice based on another person's actual or perceived race, religion, sexual orientation, disability (whether this be physical or a mental disability) or because they are transgender. Victims can also be targeted as a result of other hate-related hostilities, for example age or belonging to a sub-culture.

This sometimes results in what can be seen as low-level criminality and anti-social behaviour. We must deal with such incidents effectively to prevent them escalating to more serious offences.

It is important that all residents of, and visitors to Cambridgeshire have enough trust and confidence in the Constabulary to report any incidents of hate crime they perceive or experience. However we realise that some people develop that trust through experience and may initially feel more comfortable reporting such incidents through a third party reporting scheme. To that end we are committed to work in partnership to provide alternative methods for victims of hate crime to report their experience.

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".

Face to face restorative justice interventions have been proven to improve victim satisfaction and reduce re-offending. While restorative approaches interventions can create safer, stronger and more engaged communities. We give communities a voice to address long standing concerns through the use of Community Trigger (where communities can demand agencies deal with persistent anti-social behaviour) and Community Remedy (a menu of out of court sanctions agreed by the community which can be used to deal with those who commit low level crimes and/or anti-social behaviour).

We are committed to work in partnership with other agencies to develop, embed and deliver an extended range of appropriate and sustainable restorative justice interventions.

Victims have a choice to access restorative justice at a time and in a way that is right for them. The service will be co-ordinated by Victim Care Co-ordinators within the Victims' Hub.

Reducing re-offending

The Constabulary works with local criminal justice partners and other bodies to maintain a clear focus on those who commit the most harm in the communities through the Integrated Offender Management scheme and arrangements to manage violent and sexual offenders. The Constabulary is looking at how to effectively tackle frequent attendees in custody who often have substance misuse and/or mental health or other issues which can impact upon their offending behaviour. This area of work is dealt with in more detail in Objective 3 – Continue to tackle crime and disorder.

Mental Health

Cambridgeshire and Peterborough's Local Mental Health Crisis Care Declaration, which was signed by a range of agencies in December 2014, sets out the aspiration of all signatories to provide people in mental health crisis with the right care at the right time from the right service.

While police officers and staff clearly have a role in keeping people who reach crisis safe from harming themselves or others, transporting these people in police vehicles to police cells is not the right care. Nor is detaining people with mental health problems in the custody block.

We will work with colleagues from other agencies to influence the commissioning of effective and responsive mental health services to prevent people reaching crisis point. We want to improve the partnership response to people in mental health crisis. This joined up working will not only improve care and aid recovery but multi-agency early intervention initiatives will reduce the demand on each agency and therefore the public purse.

Young people

Young people must be given the skills and confidence to identify and respond to situations which put their safety at risk. We will continue to work with partners to ensure this happens.

Grass roots youth engagement and diversionary initiatives, often supported by local neighbourhood teams, are prioritised to both build community resilience and cohesion. The Police and Crime Commissioner's Youth Fund and Community Safety Partnerships take the lead on funding such work.

The Safer Schools Partnership is one way in which schools and the Constabulary work together to keep young people safe, reduce crime through early intervention and prevention and improve behaviour in schools and their communities. Safer Schools Officers identify young people at risk of becoming a victim of crime, or committing a crime and work with them to mitigate the situation. The officers champion the use of restorative techniques to deal with conflict, in particular incidents of bullying, to enable young people to understand the consequences of their actions.

The Constabulary also engages with young people, in particular those at risk of offending, through Volunteer Police Cadet Schemes. We want to increase the number of schemes within the county.

We will continue to support Local Safeguarding Children's Boards and their work to raise awareness of Child Sexual Exploitation.

We will build on the work of the nationally praised Youth Offending Services in Cambridgeshire and Peterborough to reduce youth reoffending.

Pledges from the Commissioner

Taking a preventative approach – Prevention and early intervention is key with persistent offenders and troubled families.

Young people – I am committed to supporting work with young people to divert them away from a life of crime.

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 11
17 JUNE 2015	Public Report

Report of the Cambridgeshire Police and Crime Commissioner

Contact Officer – Dr Dorothy Gregson, Chief Executive

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CRIME DATA INTEGRITY– UPDATE ON ACTIONS FOLLOWING HER MAJESTY’S INSPECTORATE OF CONSTABULARY INSPECTION OF CAMBRIDGESHIRE CONSTABULARY

1. PURPOSE

1.1 The purpose of this report is to provide the Police and Crime Panel (“the Panel”) with an update on actions following Her Majesty’s Inspectorate of Constabulary’s (HMIC) Inspection of Cambridgeshire Constabulary’s (“the Constabulary”) Crime Data Integrity practices.

2. RECOMMENDATIONS

2.1. To note the report.

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 The Policing Protocol Order 2011 (“the Protocol”) sets out some key guiding principles for all Police and Crime Commissioners, Chief Constables and Police and Crime Panels.

4.2 Under the Protocol, the Police and Crime Commissioner (“the Commissioner”) has the legal power to scrutinise, support and challenge the overall performance of the Constabulary and hold the Chief Constable to account for the performance of the Constabulary’s officers and staff. The Protocol is clear that the Commissioner must not fetter the operational independence of the Constabulary and the Chief Constable. Crime recording is clearly an operational matter.

4.3 In turn, the Protocol enables the Panel to scrutinise the Commissioner in the exercise of his statutory functions, but does not provide for the Panel to scrutinise the Chief Constable. However, in the spirit of the Protocol to enhance policing for local communities, the Commissioner has provided this report which predominately relates to the actions of the Constabulary.

5. CURRENT RECORDING RATE

5.1 The Constabulary continues to drive up recording standards, with National Crime Recording Standard compliance rates improving to 94% (up from 71% at the HMIC inspection point in June 2014). This focus on recording has narrowed the gap between recorded crime and the extent of crime as measured by the Crime Survey for England and Wales.

6. POLICE AND CRIME COMMISSIONER'S ROLE

- 6.1 The Commissioner has a statutory duty under the Police Act 1996 to publish, as he sees fit, a copy of his comments on HMIC reports and then forward these to the Home Secretary. A copy is also sent to HMIC.
- 6.2 The Constabulary submitted a report to the Commissioner's Business Coordination Board ("the Board") in December 2014 of their response to HMIC's Crime Data Integrity inspection. This report enabled the Commissioner to hold the Chief Constable to account for the findings of the report and the actions that would be taken forward to address these recommendations. A copy of the minutes of the Board meeting and a link to the published Board report, were subsequently sent to the Home Secretary, with a copy to HMIC, thus fulfilling the Commissioner's statutory duty under the Police Act 1996.
- 6.3 The Commissioner further held the Constabulary to account by calling for a report to the June 2015 Board meeting, which detailed progress against delivering the actions against the HMIC recommendations. The Commissioner will continue to call for reports to his Board in order to fulfil his statutory duty to hold the Chief Constable to account for the Constabulary's performance in respect of crime data integrity.

7. HMIC INSPECTION AND REPORT

- 7.1 HMIC independently assesses and routinely monitors the performance of police forces in order to ensure that:
- emerging problems with the efficiency or effectiveness of individual forces are spotted quickly, and Chief Constables and Police and Crime Commissioners are aware of these problems and are taking corrective action; and
 - if problems with efficiency or effectiveness of a force are enduring and there is a low prospect of them being resolved, those problems are raised formally with the Police and Crime Commissioner, so that they can respond.
- 7.2 HMIC undertook their Crime Data Integrity inspection of the Constabulary in June 2014. The central question of the inspection was "*to what extent can police-recorded crime information be trusted?*" The methodology used was the examination of crime records for the period 1 November 2012 to 31 October 2013; a dip sample of out of court disposals (e.g cautions, penalty notices, and community resolutions) and no-crime decisions for rape, robbery and violence; inspection of the police force; and a peer review by a National Crime Recording Standard expert from outside HMIC.
- 7.3 HMIC's report '*Crime Data Integrity – Inspection of Cambridgeshire Constabulary*' was published in November 2014. The report provided a qualitative assessment of the Constabulary's crime recording arrangements and made specific recommendations on how the Constabulary could improve the accuracy of, and therefore public confidence in, the way it records crime.
- 7.4 HMIC reviewed 75 Constabulary incident records and their analysis indicated that 50 of these had been recorded by the Constabulary as a crime and were compliant with Home Office Counting Rules and National Crime Recording Standards. Despite HMIC's recognition that due to the small numbers involved in their audit of individual Forces, any estimated compliance rates were unreliable, they reported that the Constabulary's approach to no-criming was a matter of concern. However, no explanation was given to substantiate this. It was clearly identified that the Constabulary had a strict process in place whereby only Designated Decision Makers or the Force Crime Registrar have the

authority to 'no-crime', and in addition this is regularly audited to ensure compliance.

7.5 HMIC found that Chief Officers in the Constabulary promote compliance with Home Office Counting Rules, encouraging a victim-centered approach. HMIC Inspectors also reported that they found frontline staff, including call-takers, understand the importance of meeting the needs of the victim when considering crime recording and investigation, and they are polite, professional and helpful.

7.6 A national thematic report¹ '*Crime recording: making the victim count*' was published at the same time as the Constabulary's report.

8. HMIC RECOMMENDATIONS

8.1 HMIC made nine recommendations following the inspection, all of which the Constabulary accepted. In January 2015 a National Crime Data Integrity Action Plan was circulated to all police forces following a recommendation in the HMIC National Thematic report. The actions identified as being owned by individual police forces have subsequently been included within the Constabulary's Action Plan to ensure that all risk areas identified both locally and nationally would be considered fully by the Constabulary.

9. CAMBRIDGESHIRE CONSTABULARY'S ACTION PLAN

9.1 The Action Plan includes 38 actions divided into five key themes. 29 of the actions are complete and nine are in progress, all which are scheduled to be completed by Autumn 2015.

9.2 Leadership and Governance

9.2.1 The Constabulary's progress against the Action Plan, which is under the direct leadership of the Chief Constable, is tracked on a monthly basis through the scrutiny of the Assistant Chief Constable's Force Operational Performance Board. This Action Plan is progressed through the Crime Data Integrity Working Group, and is monitored through the Information Management Strategy Group, chaired by the Deputy Chief Constable.

9.2.2 Clear and consistent messaging has been provided by senior officers to all staff around the importance of accurate and ethical crime recording. There is no pressure from senior officers within the Constabulary to meet crime reduction targets by not recording or delaying recording; a message that is continually reinforced. The Constabulary's Force Crime Registrar is allowed with independence and authority to maintain high standards of adherence to the Home Office Counting Rules and the National Crime Recording Standards.

9.2.3 The Force Crime Register chairs the Crime Data Integrity Working Group which enables the group to have a fully independent view of crime recording and the authority to progress any changes required to ensure high standards are achieved and maintained.

9.3 Victim Focus

9.3.1 The Constabulary has a strong victim focus at the forefront of its crime recording and outcomes procedures and consequently, recognises the need to ensure that the Victims' Code is followed. One action currently under review involves the potential implementation of 'track my crime' the software enabling victims to see the progress of their crime and investigation via the internet.

9.3.2 As above, strong leadership messages have been provided to reinforce the importance of a victim focus in crime recording and outcomes. The Victims' Code

¹ These inspections examine a key issue across a representative number of police forces, and comment solely on performance in relation to that key issue. This type of inspection identifies deficiencies relevant to the police service as a whole and spreads good practice regarding a specific aspect of policing

e-learning package has been made available to all staff.

9.4 **Processes and Systems**

9.4.1 The process for crime recording is under review following the Home Office Counting Rules changes introduced in April 2015 whereby the requirement is for crimes to be recorded as soon as possible after the person receiving the report is satisfied that a crime has been committed. The revised process is due to be implemented in June 2015 with clear and detailed briefings and guidance for all staff.

9.4.2 The Constabulary's Audit Plan for crime and incident quality and compliance, has been reviewed for 2015-16 to ensure it is fit for purpose. All avenues of reporting to the Constabulary have been identified and are now subject to scrutiny as part of the revised Audit Plan. Violent and sexual crime were identified as high risk areas by the National HMIC report and therefore have an increased level of scrutiny as part of the plan.

9.4.3 Feedback from audits is regularly provided into the Constabulary's relevant governance groups to ensure progress is monitored and any issues are identified and responded to quickly.

9.5 **Training**

9.5.1 An extensive training programme is being provided which includes front-line officers, call-taking staff and staff in specialist units. This training highlights the importance of crime-recording and provides guidance around the Home Office requirements of whether and when to record a crime.

9.6 **Out-of-court disposals**

9.6.1 All actions within this theme are complete. This includes retaining records where appropriate, checking offenders' previous history to ensure they outcome is appropriate and taking victims wishes into account.

10. **BACKGROUND DOCUMENTS**

10.1 Crime Data Integrity Inspection, Business Coordination Board, December 2014

Crime Data Integrity - Update on Action Plan, Business Coordination Board, June 2015

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

'*Crime Data Integrity – Inspection of Cambridgeshire Constabulary*', HMIC, November 2014

<http://www.justiceinspectors.gov.uk/hmic/wp-content/uploads/crime-data-integrity-cambridgeshire-2014.pdf>

'*Crime recording: making the victim count*' – HMIC, November 2014

<http://www.justiceinspectors.gov.uk/hmic/wp-content/uploads/crime-recording-making-the-victim-count.pdf>

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 12
17 JUNE 2015	Public Report

Report of the Cambridgeshire Police and Crime Commissioner

Contact Officer – Dr Dorothy Gregson, Chief Executive

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

SERVICES TO VICTIMS OF DOMESTIC ABUSE - UPDATE ON ACTIONS FOLLOWING HER MAJESTY’S INSPECTORATE OF CONSTABULARY INSPECTION OF CAMBRIDGESHIRE CONSTABULARY

1. PURPOSE

1.1 The purpose of this report is to provide the Police and Crime Panel (“the Panel”) with an update on actions following Her Majesty’s Inspectorate of Constabulary’s (HMIC) Inspection of Cambridgeshire Constabulary (“the Constabulary”) response to domestic abuse.

2. RECOMMENDATIONS

2.1. To note the report.

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 The Policing Protocol Order 2011 (“the Protocol”) sets out some key guiding principles for all Police and Crime Commissioners, Chief Constables and Police and Crime Panels.

4.2 Under the Protocol, the Police and Crime Commissioner (“the Commissioner”) has the legal power to scrutinise, support and challenge the overall performance of the Constabulary and hold the Chief Constable to account for the performance of the Constabulary’s officers and staff. The Protocol is clear that the Commissioner must not fetter the operational independence of the Constabulary and the Chief Constable.

4.3 In turn, the Protocol enables the Panel to scrutinise the Commissioner in the exercise of his statutory functions, but does not provide for the Panel to scrutinise the Chief Constable. However, in the spirit of the Protocol to enhance policing for local communities, the Commissioner has provided this report which predominately relates to the actions of the Constabulary.

4.4 The Commissioner has previously provided the Panel with a report to their July 2014 meeting on his response to HMIC’s domestic abuse inspection report. The Panel are asked to refer to that report.

5. POLICE AND CRIME COMMISSIONER’S ROLE

5.1 The Commissioner and the Chief Constable put victims at the centre of policing and are clear that support is based on need, not crime type, to enable victims to cope and recover from their experience. They both feel it is crucial that when a victim of domestic abuse turns to the Constabulary for help that they get both a professional investigation from specially trained

officers and appropriate support from experts to cope and survive the experience.

- 5.2 In 2014, the Ministry of Justice allocated funding to Police and Crime Commissioners to provide local bespoke services for victims. In October 2014, Cambridgeshire led the way nationally by opening a Constabulary-led Victims' Hub; six months ahead of the majority of other Police and Crime Commissioners. Consequently, the Commissioner and the Constabulary have been able to share their delivery model and experiences with other Police and Crime Commissioners and police forces.
- 5.3 The Commissioner has also provided funding to the Shrievalty Trust's Bobby Scheme and for a Young Persons Independent Domestic Violence Advocate towards supporting the victims and families of domestic abuse victims. The Trust provides additional home security for vulnerable and persistently targeted domestic abuse victims and their children. This will enable families to remain in their homes rather than seeking re-homing. Independent Domestic Violence Advocates provides structured comprehensive support to victims of domestic abuse.
- 5.4 The Constabulary has two Domestic Abuse Investigation and Safeguarding Units, which are part of the Public Protection Department. The Units are responsible for the day-to-day management of the investigations of domestic abuse. Their primary objectives are to ensure the safeguarding of domestic abuse victims and that offenders are brought to justice in a time manner so that they cannot continue or escalate any violent and or abusive behaviour towards the victim. Officers within the unit are experienced investigators in the remit of domestic abuse investigation. The Units also work to ensure that solutions are found that offer support to those who are looking to escape from an abusive relationship.

6. HMIC INSPECTION AND REPORT

- 6.1 HMIC undertook their domestic abuse inspection of the Constabulary in November 2014 and made 15 recommendations to improve delivery. These ranged from reviewing capacity, training, structures and processes through to partnership working and leadership. When the HMIC inspection team revisited in February 2014 they highlighted the substantial progress that the Constabulary had made, particularly the improvements to victims of violence. HMIC also sent out a 125 point action plan that was sent to all police forces to assist them in framing performance improvement in domestic abuse management.
- 6.2 HMIC's report "*Cambridgeshire Constabulary's approach to tackling domestic abuse*" was published on the 27th March 2014. A national thematic report¹ '*Everyone's business: Improving the police response to domestic abuse*' was published at the same time as the Constabulary's report.

¹ These inspections examine a key issue across a representative number of police forces, and comment solely on performance in relation to that key issue. This type of inspection identifies deficiencies relevant to the police service as a whole and spreads good practice regarding a specific aspect of policing

6.3 The Constabulary assessed the 125 point HMIC Action Plan, classifying the actions as ‘red’, ‘amber’ and ‘green’, and then converted the red and amber ones into a Cambridgeshire Action Plan. This Action Plan, divided up into 11 discrete areas, has driven forward the Constabulary’s work to improve performance. These areas are:

- Strategic ownership;
- Thorough information and intelligence checks;
- Take positive action against perpetrators;
- Improve specialism and knowledge in investigators;
- Work in greater partnership with Crown Prosecution Service, challenging decisions where appropriate;
- Incorporate the views of victims through surveys
- Get there promptly;
- Ensure greater focus on supporting victims;
- Gather evidence effectively;
- Significantly increase the number of “evidence based prosecutions” (where there is no statement of complaint);
- Identify learning from both a local and national level;

6.4 A number of the actions relate directly to the provision of victims services and support. All actions are assessed, including those classified as being green, thereby ensuring performance previously assessed as green has been maintained as well as progress in those areas classified as red and amber assessed as requiring action.

6.5 The Constabulary has submitted reports to the Commissioner’s Business Coordination Board (“the Board”) in January, June and October 2014 and June 2015 in respect of both their response to the HMIC inspection and updates on their Action Plan to take forward the HMIC recommendations. The June 2014 Board report enabled the Commissioner to hold the Chief Constable to account for the findings of the report and the actions that would be taken forward to address these recommendations. A copy of the minutes of the Board meeting and a link to the published Board report, were subsequently sent to the Home Secretary, with a copy to HMIC, thus fulfilling the Commissioner’s statutory duty under the Police Act 1996.

6.6 The Commissioner will continue to call for reports to his Board in order to fulfil his statutory duty to hold the Chief Constable to account for the Constabulary’s performance in respect of dealing with domestic abuse.

6.7 Partnership working is crucial to effectively tackle domestic abuse. We rely on the commitment of other agencies to work with us to protect vulnerable people from harm. The Domestic Abuse Investigation and Safeguarding Unit is one of the Multi-Agency Safeguarding Hub’s investigation arms where staff from a range of agencies work alongside police officers and staff. The governance of domestic abuse sits with the two Domestic Abuse Governance Boards (run by Cambridgeshire and Peterborough) which the Constabulary sits on.

7. SERVICES TO VICTIMS INCLUDING THOSE WITH DOMESTIC ABUSE

7.1 Safeguarding begins at the point the Constabulary receives a call and when an officer attends the call for service; with the scale of safeguarding designed to meet the level of risk identified. The Constabulary has undertaken significant work looking at the range of responses to domestic abuse. At the lowest level, this may simply be the actions of the response officer in ensuring the safety and wellbeing of the victim, through to the activities of the Multi-Agency Safeguarding Hub in helping and protecting the victims deemed at medium or high risk. Improvements in domestic response times remain a focus in order to ensure a sustained improvement is achieved; with a move to using victim led appointments for the less urgent cases where appropriate.

7.2 A new simplified victim pathway has been agreed with partners and based on an Initial and then subsequent Detailed Victim Needs Assessment. When someone reports a crime in

Cambridgeshire an Initial Victim Needs Assessment is carried out to identify those victims who require additional support. Their details are passed onto the Victims' Hub staff. This ensures support is offered based on need rather than crime type. Victims of crime, who have not reported their experience to the police can also request support by calling the Hub direct.

- 7.3 The Hub attempts to contact every victim identified with needs by phone. Where contact cannot be made, a letter or email is sent to outline the services available. Those victims not identified as having needs are also contacted either by email or letter to inform them that if their situation changes the Hub staff are still available.
- 7.4 The locally-based Victim Care Co-ordinators work with the victims to identify what they might need to help them cope and recover from the impact the crime has had on them. The staff can also call on a number of specialist services, commissioned in the main by the Commissioner, to provide additional support. A team of 15 newly-trained volunteers is also available to provide face-to-face support to those people who require it.
- 7.5 From October 2014 (when the Hub opened) to early May 2015, the Hub had dealt with over 1,500 victims who had their initial needs assessed. 28% of these were victims of domestic abuse. The Hub contact all of these domestic abuse victims, and went onto support 38%; 49% had no needs identified and 13% declined the offer of support.
- 7.6 Training of Constabulary officers and staff has been undertaken to improve their knowledge and develop their specialisms. This has included sessions on safeguarding input, investigation standards and evidence gathering. Officers within the Domestic Abuse Teams have noted an overall improvement in the quality of initial response and evidence gathered.
- 7.7 The Domestic Abuse Investigation and Safeguarding Unit are all specially trained in investigating Domestic Abuse, safeguarding and supporting victims. They have become specialist in their field and familiar with working in partnership.
- 7.8 The roll out of Tu-Serve technology across to police officers provides further opportunities to secure and preserve evidence in the form of video, images, notes, statement and commentary.
- 7.9 The work to ascertain the views of the victims through a survey remains on going nationally. Once the decision is made regarding the scope of the survey the Constabulary will ensure that there is an appropriate response in Cambridgeshire.
- 7.10 The Constabulary are taking positive action against perpetrators. The use of Domestic Violence Prevention Notices and Domestic Violence Prevention Orders has increased and many of these have now been ratified by the courts, including a number of cases where those that breach have been sent to prison. Work is on-going to ensure that victims' feel fully supported and confident to engage with this process.

8. BACKGROUND DOCUMENTS

- 8.1 Domestic Abuse updates, Business Coordination Board, January, June, October 2014 and June 2015
<http://www.cambridgeshire-pcc.gov.uk/>
'Cambridgeshire Constabulary's approach to tackling domestic abuse', HMIC, March 2014
<http://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/2014/03/cambridgeshire-approach-to-tackling-domestic-abuse.pdf>
'Everyone's business: Improving the police response to domestic abuse', HMIC, March 2014
<http://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/2014/04/improving-the-police-response-to-domestic-abuse.pdf>
'Commissioner's response to HMIC report on Cambridgeshire Constabulary's approach to tackling domestic abuse', Police and Crime Panel report, July 2014
<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3392&Ver=4>

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 13
17 JUNE 2015	Public Report

Report of the Cambridgeshire Police and Crime Commissioner

Contact Officer – Dr Dorothy Gregson, Chief Executive

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CALL HANDLING UPDATE

1. PURPOSE

- 1.1 The purpose of this report is to provide the Police and Crime Panel (“the Panel”) with an update on Cambridgeshire Constabulary’s (“the Constabulary”) 101 call handling function.

2. RECOMMENDATIONS

- 2.1. To note the report.

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 The Policing Protocol Order 2011 (“the Protocol”) sets out some key guiding principles for all Police and Crime Commissioners, Chief Constables and Police and Crime Panels.

- 4.2 Under the Protocol, the Police and Crime Commissioner (“the Commissioner”) has the legal power to scrutinise, support and challenge the overall performance of the Constabulary and hold the Chief Constable to account for the performance of the Constabulary’s officers and staff. The Protocol is clear that the Commissioner must not fetter the operational independence of the Constabulary and the Chief Constable. Call handling is an operational matter.

- 4.3 In turn, the Protocol enables the Panel to scrutinise the Commissioner in the exercise of his statutory functions, but does not provide for the Panel to scrutinise the Chief Constable. However, in the spirit of the Protocol to enhance policing for local communities, the Commissioner has provided this report which predominately relates to the actions of the Constabulary.

- 4.4 Since his election in November 2012 the Commissioner has focussed on the Constabulary’s call handling performance in response to public concerns. As such, the Commissioner has pledged in his Police and Crime Plan that he *“wants to see better and faster response to all telephone calls, not just 999 calls. The aim should be to answer every call within 30 seconds”*.

- 4.5 The Commissioner does not set arbitrary targets for operational policing which can hinder the overriding need to ‘do the right thing in the right way’. This ethos is in line with the Home Secretary’s view that ‘targets distort operational reality’ and can cause perverse outcomes. Nonetheless, the Commissioner has held the Chief Constable to account by calling for regular reports to his Business Coordination Board (“the Board”) on the Constabulary’s call handling performance.

4.6 To supplement his other communications with the public last year the Commissioner ran a survey on his website asking members of the public who have called 101 to complete a short online questionnaire. The results of the survey enabled the Commissioner to hear more from members of the public who had concerns regarding 101. Over 40 submissions were received, the majority of whom were dissatisfied with the 101 service they had received.

5. CALL HANDLING

5.1 Emergency 999 calls are the Constabulary's highest priority. These calls are received within the Constabulary's Force Control Room where each is assessed swiftly and efficiently with the operator determining the most appropriate way to deal with it.

5.2 Non-emergency 101 calls are received within the Constabulary's Police Service Centre. Despite 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 to ascertain the nature of the call, the vulnerability of the caller and the urgency of further action. This is most accurately described as initial triage. 101 call handling is considered a front line policing service, and for this reason call handlers play a crucial role in keeping people safe and fulfilling good service expectations.

5.3 Should there be a need for immediate action then the 101 call can be treated in the same way as a 999 call - an incident is created and the Force Control Room will then despatch the appropriate 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 Police Service Centre to staff who can spend 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 considerable time, hence this is carried out after the initial triaging. The process of transferring the call within the Police Service Centre after triage is termed "secondary call handling".

6. PERFORMANCE

6.1 The Constabulary's 999 call handling performance remains strong, approximately 28,500 calls were received per month in the 12 months to April 2015, of which nearly 94% (around 24,700) are answered within 10 seconds or less.

6.2 Supervision and governance is in place to ensure that the delicacies of managing the demand are met and this is evidenced in the continual 999 performance that the Constabulary maintains.

6.3 The Constabulary recently undertook a seven day survey of 999 call's which revealed that approximately 40% were non-emergency matters, and in fact were calls that should have been directed towards the 101 service. Call handlers are encouraged to "do the right thing" –they can be flexible and make decisions that allow the provision of a service without impacting negatively on the emergency 999 lines. In circumstances where a 999 call is a non-emergency call and no other 999 calls are waiting, operators are empowered to deal with the member of the public as effectively and efficiently as they felt possible, not simply divert them away towards a further call to 101.

6.4 In the 12 months to April 2015, the Constabulary received over 345,950 calls to 101; an average of approximately 28,800 per month. During this period, 94% of calls were answered in 30 seconds, with an average pick up time of five to eight seconds. In the six months ending April 2015, the average wait time was between six to eight seconds. Around half the calls were dealt with immediately. However, half needed to be transferred to another member of staff and in these cases there could be a delay during busy periods.

6.5 The website Police.uk publishes all police force data on call 101 handling. When compared

with other police forces with similar call volumes, the Constabulary had the quickest call answering response times for the period between April and December 2014. The Constabulary's call abandonment rates were within the ten lowest out of all police forces for the same period.

- 6.6 Most secondary 101 calls are dealt with quickly and efficiently with an average wait time of four minutes four seconds over the 12 months to April 2015. However, some callers have had to wait considerably longer, with the average longest wait time for that period being around 46 minutes. An average of 16% were abandoned after 30 seconds. These delays within the 101 service remains one of the most common complaints received by the Commissioner.
- 6.7 Tables are attached for call performance from May 2014 to April 2015 at Appendix 1.
- 6.8 It is clear to see that the slight decline in performance correlates to the previous increases in total call volumes during summer 2014, and again in March and April 2015.
- 6.9 The staff in the Police Service Centre and Force Control Room are working coherently and efficiently. Recent fine adjustments between the two units are assisting in the overall management of demand. The focus is upon ensuring that the processes are as efficient as possible and that the call handling staff are supported, developed and motivated to continue to deliver excellent service ensuring the public receive the best service we can within available resources.

7. INVESTMENT

- 7.1 The overriding priority for the Commissioner and the Constabulary is to keep people safe. With reduced budgets and in anticipation of future reductions, the focus of efforts is on the consideration of vulnerability through assessments of Threat, Risk and Harm. Such an approach applies across policing from the deployment at incidents through to prioritising call handling functions.
- 7.2 Nonetheless, the Commissioner and the Chief Constable are committed to delivering an effective and efficiently 101 service and investment will help meet their obligations to the public and ensure people have a fast and direct route to the Constabulary.
- 7.3 In response to feedback the Commissioner has received from the public regarding their experience of 101, the Commissioner and the Chief Constable agreed to invest over £360,000 to fund additional call handling staff and new technology in order to help the Police Service Centre better cope with periods of high demand.
- 7.4 10 additional members of staff will be recruited to the Force Control Room at a cost of £300,000. The recruitment exercise is currently underway. Being a 101 call handler is a highly skilled job and it takes time to properly train the operatives. Consequently, it will take several months to feel the true benefit of the new staff coming through.
- 7.5 This investment in new technology will build on the £60,000 already invested in the new Interactive Voice Response system and the Queuebuster System currently being tested, with deployment time estimated by mid-July 2015. The Queuebuster System will give callers the option of a ring back whilst retaining their place in the queue.
- 7.6 The Interactive Voice Response system is approaching the end of testing and will be an upgrade to the current model, allowing callers to be routed to their required destination in a more timely and efficient manner. It will include improved options to route calls direct to officers, reducing demand on 101 staff.

8. COLLABORATION – PUBLIC CONTENT MANAGEMENT

- 8.1 There is already significant collaboration across a range of functions between the Constabulary, and the constabularies of Bedfordshire and Hertfordshire. Further proposals for a collaborated "public contact" function that includes 101 call handling are being considered. At this stage the proposals are considering how the Constabulary can maximise the opportunities that technology offers for the public to choose how to make

contact to report incidents and crimes and to speak directly to officers.

9. CONCLUSION

- 9.1 The Constabulary has put a lot of time into exploring the various options for improving the efficiency and effectiveness of the Police Service Centre. Through a combination of more staff and new technology, the investment will enable the Commissioner and the Constabulary to better meet the public's expectations when using the 101 service.
- 9.2 Other work remains ongoing to assist with the potential of demand reduction, such as Webchat, Self-Service, Online reporting, to ensure that as soon as the solutions are fit to be deployed they are done so expediently.
- 9.3 The Commissioner will continue to be listen to the public feedback he receives regarding the 101 call handling service. Consequently, the Commissioner will continue to call for reports to his Board in order to fulfil his statutory duty to hold the Chief Constable to account for the Constabulary's call handling performance and monitor the impact of the above plans closely.

10. BACKGROUND DOCUMENTS

Call Handling Updates, Business Coordination Board meetings – November 2013, May 2014, August 2014, October 2014, June 2015 and included in some Operational Update reports <http://www.cambridgeshire-pcc.gov.uk/>

'101 Call Handling', Police and Crime Panel report, November 2014 <http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3393&Ver=4>

<http://www.police.uk/>

CAMBRIDGESHIRE CONSTABULARY CALL HANDLING PERFORMANCE APRIL 2014 – APRIL 2015

	<u>May 2014</u>	<u>June 2014</u>	<u>July 2014</u>	<u>August 2014</u>	<u>Sept 2014</u>	<u>Oct 2014</u>	<u>Nov 2014</u>	<u>Dec 2014</u>	<u>Jan 2015</u>	<u>Feb 2015</u>	<u>March 2015</u>	<u>April 2015</u>
999 Emergency Call Handling Performance												
Call Volume	9090	8980	10215	9308	8413	9257	8761	8335	7423	7140	8137	8024
% answered in 10 seconds	96.05	96.01	93.44	93.41	93.78	93.30	94.92	94.28	96.79	95.52	95.61	96.19
101 Non- Emergency Calls												
Call Volume	29753	31336	33400	29303	30331	30010	27836	25466	25614	25766	28976	28159
% answered in 30 seconds	94.25	91.35	92.5	94.82	93.71	94.91	95.52	95.68	95.79	93.5	92.85	92.58
Secondary Call Handling												
% Abandoned after 30 seconds	16.74	19.79	21.27	16.68	16.47	13.49	12.39	10.81	10.53	13.96	18.39	22.36
Average Wait Time	3:47	4:34	5:10	3:31	3:25	3:16	3:36	3:40	2:40	3:53	4:52	6:31
Longest Wait Time	54:54	52:12	54:29	39:27	59:18	56:42	47:38	41:25	45:42	49:31	49:00	58:05

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 14
17 JUNE 2015	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 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 be taken in the near future will include:
- Variations to the Police and Crime Plan – Objective 3 ‘Continue to tackle crime and disorder’, Objective 4 ‘ Keeping People Safe’ and Performance Framework Appendix 2;
 - Section 22A Agreements under the Police Act 1996 for:
 - Collaboration of Human Resources and Learning Development across Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary;
 - National Police Chiefs’ Council operational units;
 - South East and Eastern Region Police Insurance Consortium;
 - Collaboration of Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary Firearms and Explosive Licensing.
 - Collaboration of Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary ICT functions.
- 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.

Cambridgeshire Police and Crime Commissioner's Decision Records notified to the Cambridgeshire Police and Crime Panel

Date	Decision Record	Decision	Decision Summary
10 th March 2015	CPCC 2015-008	Independent Custody Visitor Procedure and Volunteer Procedure.	To approve the Independent Custody Visitor Procedure and overarching Volunteer Procedure.
24 th March 2015	CPCC 2015-009	Capital Programme 2015/16 to 2018/19	To approve the funding of the Capital Programme for 2015/16 to 2018/19.
24 th March 2015	CPCC 2015-010	Grant fund the trial programme to provide equipment to allow breathalysing on entry to venues in Cambridge City Centre by venue security staff	To approve £5,000 contribution from the Police and Crime Commissioner's Community Safety Grant Fund 2014/15 underspend.
24 th March 2015	CPCC 2015-011	Lease of Operational Planning Support Unit: Building 3055 Alconbury Airfield, Huntingdon for additional storage and training space for the Operational Planning Support Unit.	To approve a new lease of Building 3055 Alconbury Airfield for additional storage and training space for Cambridgeshire Constabulary's Operational Planning Support Unit for three year tenure at £22,825 per annum.
24 th March 2015	CPCC 2015-012	Licence Renewal – St Ives Police Station Memorandum of Terms of Occupation to Cambridgeshire County Council.	To approve the Licence renewal for office space at St Ives Police Station to Cambridgeshire County Council Adult Day Services for 18 months at charge of £13,137 per annum.
16 th April 2015	CPCC 2015-013	Police and Crime Plan 2013-16 – Variation – Appendix 1 Finances	To approve the variation to the Police and Crime Plan 2013-16 in respect of 'Appendix 1 – Finances' which sets out the Police and Crime Commissioner's budget and resourcing for the financial year 2015/16 and financial forecasts to 2018/19.
29 th April 2014	CPCC 2015-014	Police and Crime Commissioner's Youth Fund	To continue funding the Cambridgeshire Police and Crime Commissioner's Youth Fund, managed by Cambridgeshire Community Foundation, to fund charitable projects which engage young people in positive activities.
4 th June 2015	CPCC	Capital spend for Automatic Number Plate	To approve Cambridgeshire Police and Crime

	2015-015	Recognition	Commissioner's capital funding of £146k to update Automatic Number Plate Recognition equipment.
4 th June 2015	CPCC 2015-016	Airwaves Lease Renewal – Ely Police Station Mast	To approve the renewal of the lease to Airwaves Solutions Ltd for site equipment at Ely Police Station for 10 years at £10,537.51 per annum.
4 th June 2015	CPCC 2015-017	Updated Treasury Management Strategy Statement	To approve the updated Treasury Management Strategy Statement 2015/16 (including the Minimum Revenue Provision Policy Statement and Annual Investment Strategy).

DECISION RECORDS



CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2015-008	
Subject	Independent Custody Visitor Procedure and Volunteer Procedure
Decision	To approve the Independent Custody Visitor Procedure and overarching Volunteer Procedure.
Decision Summary	<p>A strategic vision for volunteering was agreed at the Business Coordination Board in August 2014. The Police and Crime Commissioner (“the Commissioner”) and the Chief Constable of Cambridgeshire Constabulary want to create a fully inclusive and diverse volunteer team who give their time across Cambridgeshire Constabulary and Office of the Police and Crime Commissioner (OPCC) supporting a variety of activities.</p> <p>The Commissioner has a statutory duty under section 51(1) of the Police Reform Act 2002 and schedule 16, part 3 paragraph 299 of the Police Reform & Social Responsibility Act 2011, for the Independent Custody Visitors’ Scheme.</p> <p>A self-assessment of the Independent Custody Visitors’ Scheme in Cambridgeshire was undertaken by the OPCC using a tool provided by Independent Custody Visiting Association. The assessment identified a number of areas for development.</p> <p>A consultation process was held and the comments were considered in the final drafting of the document, which the Commissioner has seen and approved. The overarching Volunteer Procedure sets a clear organisational framework for volunteer engagement. The Independent Custody Visitors’ Procedure provides guidance for Independent Custody Visitors, which takes account of national guidance and good practice.</p> <p>The Commissioner will publish the Procedures on his website.</p>
Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	<ul style="list-style-type: none"> Strategic vision for volunteering - http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2014/09/14-08-28-BCB-Agenda-Item-12-Volunteer-Strategy.pdf

	<ul style="list-style-type: none">• Volunteer procedure – final document• Independent Custody Visitor procedure – final document <p>http://www.cambridgeshire-pcc.gov.uk/</p>
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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** 10th March 2015

Cambridgeshire Constabulary and Cambridgeshire Police and Crime Commissioner's joint strategic vision for volunteering

“Volunteering is the giving of unpaid help and a commitment of time and energy by individuals for the benefit of society, the community or the environment.”

We want Cambridgeshire to be a place where people feel:

- inspired to volunteer;
- have the opportunity to do so; and
- have excellent volunteering experiences.

We want to create a fully inclusive and diverse Police Support Volunteer team who give their time across the Constabulary and OPCC supporting a variety of activities. Volunteers enable 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.

We want to encourage new volunteers to join us to create safer, stronger and supportive communities; communities with low crime rates, low numbers of victims and high numbers of people willing to act as witnesses.

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 such as Watch and Community Navigator Schemes. We also want to extend Employer-Supported Volunteering.

Our joint strategic vision is to:

- **Set out clearly defined roles** – with mutually shared expectations and responsibilities. This will include taking brave steps to explore new volunteering opportunities where specialist skills are needed by the Constabulary or OPCC. For example: cybercrime, community engagement with young people and the elderly or support for victims of crime. This will provide additional opportunities to develop links with and engage with communities to make them safer.
- **Ensure there are clear pathways into volunteering** –with simple application processes. This will include looking at new and innovative ways for people to volunteer alongside personal and family commitments and responding to their suggestions about where they think they can make a difference.
- **Match volunteers' skills, knowledge, experience and personal interests to volunteering opportunities** – this will ensure people can both draw upon their life skills and experiences and develop their personal interests to increase the capacity and capability of the Constabulary and OPCC and enhance the policing service available to the public. This will in turn increase the trust and confidence of the public in local policing.
- **Reward and recognise the contribution committed volunteers make** – by providing appropriate training, development and support and valuing the time they give.
- **Fully integrate volunteers into Cambridgeshire's policing culture.**



Cambridgeshire
Police & Crime
Commissioner

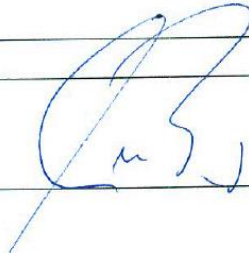
CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2015-009																	
Subject	Capital Programme 2015/16 to 2018/19																
Decision	To approve the Capital Programme for 2015/16 to 2018/19.																
Decision Summary	<p>The proposed Capital Programme is split into sections A to D:-</p> <p>A Funding approved in previous years - £0.048m in 2015/16</p> <p>B Approval required for 2015/2016 expenditure - £2.02m</p> <p>C Schemes requiring a business case or further information to be brought back for approval - £0.50m</p> <p>D Capital Financing –</p> <table border="0"> <tr> <td>Capital Grants</td> <td>£0.987m</td> </tr> <tr> <td>Innovation Fund Grant</td> <td>£0</td> </tr> <tr> <td>Vehicle Receipts (RCCO)</td> <td>£0.15m</td> </tr> <tr> <td>Capital Receipts</td> <td>£0</td> </tr> <tr> <td>Capital Reserves</td> <td>£0.938m</td> </tr> <tr> <td>Revenue Contribution to Capital Outlay (RCCO)</td> <td>£0.493m</td> </tr> <tr> <td>Borrowing</td> <td>£0</td> </tr> <tr> <td>Total</td> <td>£2.568m</td> </tr> </table> <p>The Commissioner agreed to the funding at the Business Coordination Board (“the Board”) meeting on the 24th March 2015. The paper presented to the Board is published on the Commissioner’s website at:</p> <p>http://www.cambridgeshire-pcc.gov.uk/business-coordination-board/</p>	Capital Grants	£0.987m	Innovation Fund Grant	£0	Vehicle Receipts (RCCO)	£0.15m	Capital Receipts	£0	Capital Reserves	£0.938m	Revenue Contribution to Capital Outlay (RCCO)	£0.493m	Borrowing	£0	Total	£2.568m
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Borrowing	£0																
Total	£2.568m																

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Paper	‘Capital Programme 2015/16 to 2018/19’ - paper as presented to Business Coordination Board, 24 th March 2015

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner

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

Signature

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

Date 24th MARCH
2015



To: Business Coordination Board

From: Chief Executive

Date: 24 March 2015

CAPITAL PROGRAMME 2015/16 TO 2018/19

1. Introduction.

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) with the proposed capital programme for future years 2015/16 to 2018/19 (Appendix 1).

2. Recommendation

2.1 The Board is asked to approve the proposed capital programme for 2015/16 to 2018/19 (Appendix A).

2.2 The Police and Crime Commissioner (“the Commissioner”) signs the Decision Notice to approve the proposed capital programme.

3. Background

3.1 The Capital Programme comprises a range of schemes covering maintenance and development of the force information infrastructure and specific technology/change schemes, estates schemes and the vehicle replacement programme.

3.2 All schemes outlined in the programme for 2015/16 are fully funded with the 2015/16 proposed revenue budget.

3.3 Bids have been provided by budget managers from across Cambridgeshire Constabulary (“the Constabulary”).

3.4 The Police and Crime Commissioner (“the Commissioner”) receives a capital grant from the government and that is used to fund the fleet expenditure and the innovation grant will fund Metis spend in the year. The funding of all other capital schemes comes directly from in-year revenue as a revenue contribution to capital outlay (RCCO) and this figure is prepared in the budget proposals. If there are any further bids that come forward during the year then funding would have to be identified alongside the capital bid.

4. Recommendation

4.1 The Board is asked to approve the proposed capital programme for 2015/16 to 2018/19 (Appendix A).

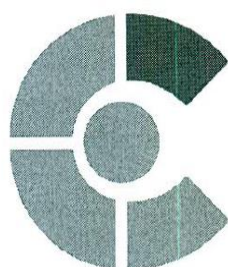
Appendix 1 Capital Programme 2015/16 to 2018/19

Capital Programme No.	Description of Bid	Programme 2014/15 £	Forecast Programme 2015/16 £	Forecast Programme 2016/17 £	Forecast Programme 2017/18 £	Forecast Programme 2018/19 £
Section A	Funding Approved in Previous years					
CP12/09	Athena - ongoing capital funding required	842,000	48,000			
CP13/12	METIS - transforming the way we work through the use of technology	1,370,000				
	Section A Totals	2,212,000	48,000	0	0	0
Section B	Approval Required for 2015/16 Expenditure					
1	Estates Major Repairs Planned - repairs to the estate including roofs, windows and structural repairs. This expenditure is required for the maintenance of the estate owned by the PCC.	700,000	585,000	580,000	510,000	500,000
2	New Vehicle Equipment	430,000	350,000	495,000	400,000	400,000
3	Vehicle Replacement Programme	1,300,000	1,000,000	1,500,000	1,200,000	1,200,000
4	Rolling Replacement Mobile Technology			320,000	960,000	320,000
5	Child Abuse Images Database - national programme		15,000	0	0	0
6	Covert Equipment Renewal	0	70,000	50,000	50,000	50,000
	Section B Totals	2,430,000	2,020,000	2,945,000	3,120,000	2,470,000
Section C	Schemes Requiring a Business Case or Further Information to be Brought Back For Approval					
1	Collaboration / Metis new costs		500,000	500,000		
	Section C Totals	0	500,000	500,000	0	0

Funding Proposal

Section D	Capital Financing:-	*	2015/16	2016/17	2017/18	2018/19
	Capital Grants		987,094	987,094	987,094	987,094
	Innovation Fund Grant					
	Vehicle Receipts (RCCO)		150,000	150,000	150,000	150,000
	Capital Receipts		0	0	0	0
	Capital Reserves		937,979	500,000	0	0
	Revenue Contribution to Capital Outlay (RCCO)		492,927	1,807,906	1,982,906	1,332,906
	Borrowing		0	0	0	0
	Section E Totals	0	2,568,000	3,445,000	3,120,000	2,470,000

* Funding for the 2014/15 capital programme is provided in detail in the Capital Expenditure Report, made public on a quarterly basis.



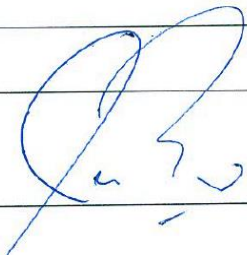
Cambridgeshire
Police & Crime
Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2015-010	
Subject	Grant fund the trial programme to provide equipment to allow breathalysing on entry to venues in Cambridge City Centre by venue security staff
Decision	To approve £5,000 contribution from the Police and Crime Commissioner's Community Safety Grant Fund 2014/15 underspend.
Decision Summary	<p>Cambridgeshire Constabulary and Cambridge Business Against Crime have been exploring the option of funding for security staff to use breathalysing devices at the entrances to venues in Cambridge City Centre on a trial basis.</p> <p>Twenty devices, one per venue, are proposed across Cambridge City to prevent intoxicated members of the public choosing their drinking venue to avoid the devices. A Service Level Agreement would be put in place for each venue to state that they are responsible for any repair or replacement costs and also the cost of annual calibration.</p> <p>The proposed £5,000 contribution will be funded from the Police and Crime Commissioner's ("the Commissioner") Community Safety Grant Fund 2014/15 underspend. However the funding would need to be supplied to the project by the end of March 2015.</p> <p>The Commissioner agreed to the funding at the Business Coordination Board ("the Board") meeting on the 24th March 2015. The paper presented to the Board is published on the Commissioner's website at:</p> <p>http://www.cambridgeshire-pcc.gov.uk/business-coordination-board/</p>
Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	'Proposal to fund trial programme for breathalysing on entry to venues in Cambridge City Centre' – paper as presented to Business Coordination Board, 24 th March 2015

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner

I confirm that I have reached the above decision

Signature



Date 24th MARCH
2015



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive

Date: 24 March 2015

PROPOSAL TO FUND TRIAL PROGRAMME FOR BREATHALYSING ON ENTRY TO VENUES IN CAMBRIDGE CITY CENTRE

1. Purpose

- 1.1 To present a proposal to the Business Coordination Board (“the Board”) to fund a trial programme of pub and nightclub venue security staff having access to newly launched commercial breathalysing equipment.

2. Recommendation

- 2.1 The Board approve the funding of a trial programme of providing equipment to allow breathalysing on entry to venues in Cambridge City Centre by venue security staff.
- 2.2 The Police and Crime Commissioner (“the Commissioner”) signs the Decision Notice to grant fund the trial programme.

3. Background

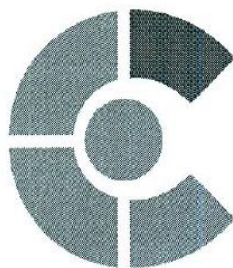
- 3.1 Cambridgeshire Constabulary (“the Constabulary”) and Cambridge Business Against Crime have been exploring the option of funding for security staff to use breathalysing devices at the entrances to venues in Cambridge City Centre on a trial basis. The plan would not be to use them as a requirement of entry but rather as a deterrent and part of a wider framework of early intervention into alcohol-related violent crime. This would help to combat the problem of young people ‘pre-loading’ with alcohol before entering bars in the city with no consequences – use of the device would mean a real risk to those ‘pre-loading’ that they would be refused entry to a venue. The devices would empower venue security staff, who often become the victims of drunk aggressive behaviour, in denying entry to venues to those who are obviously intoxicated.
- 3.2 This methodology is being rolled out in Birmingham City Centre, with over 40 venues signing up to a scheme launched by West Midlands Police and Birmingham City Council. A similar project has also been trialled in Norfolk last year and was found to reduce the number of disorders at venues by around a third. A trial was carried out at one Cambridge venue recently with a number of people being refused entry due to failing the test with many more deciding not to join the queue when they saw breath tests being performed.
- 3.3 The devices are so accurate that they have been used to great effect for Under 18s nights, for example to pick up on whether ‘soft drinks’ being carried into venues actually contain alcohol and to screen customers’ breath on entry. The devices take approximately five seconds to register a reading.
- 3.4 Twenty devices one per venue, are proposed across Cambridge City to prevent intoxicated members of the public choosing their drinking venue to avoid the devices. A Service Level Agreement would be put in place for each venue to state that they are responsible for any repair or replacement costs and also the cost of annual calibration.
- 3.5 It is therefore requested that the Commissioner considers making a contribution towards the cost of the trial, which would be around £5,000, with a plan to roll out the initiative in time for the summer.
- 3.6 The proposed £5,000 contribution will be funded from the Commissioner’s Community Safety Grant Fund 2014/15 underspend however the funding would need to be supplied to the project by the end of March 2015.

4. Recommendation

- 4.1 That the Board approve the funding of a trial programme of venue security having access to breathalysing equipment on entry to venues.

4.2 The Commissioner signs the Decision Notice to grant fund the trial programme.

Source Document	
Contact Officer	Dorothy Gregson, Chief Executive, Cambridgeshire Office of the Police and Crime Commissioner



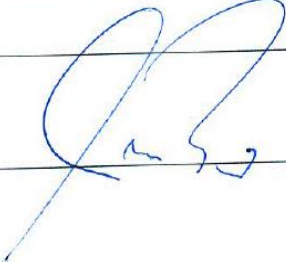
Cambridgeshire
Police & Crime
Commissioner

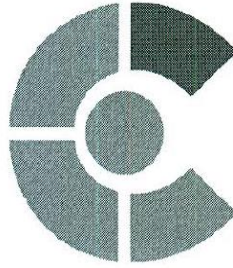
CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2015-011	
Subject	Lease: Operational Planning Support Unit: Building 3055, Alconbury Airfield, Huntingdon
Decision	To approve a new lease of Building 3055 Alconbury Airfield for additional storage and training space for the Operational Planning Support Unit (OPSU).
Decision Summary	<p>The building is located close to the existing OPSU facility and would allow the relocation of functions from Hitchin Police Station to a single site location.</p> <p>The main heads of terms for the new lease are as follows:</p> <ul style="list-style-type: none"> • Term: 3 years from 1st April 2015 contracted out of the '1954 Act' (no security of tenure). • Rent: £22,825 per annum including maintenance charge for external/communal areas. • Repairs/Insurance: Tenant responsible for all repairs and insurance • Use: Police Training and Storage. • Break Clause: Either party has the option to break on 3 months' notice at any time. <p>The Police and Crime Commissioner agreed to the lease at the Business Coordination Board ("the Board") meeting on the 24th March 2015. The paper presented to the Board is published on the Commissioner's website at: http://www.cambridgeshire-pcc.gov.uk/business-coordination-board/</p>

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Paper	'Lease: Operational Planning Support Unit – Building 3055, Alconbury Airfield, Huntingdon' – paper as presented to Business Coordination Board, 24 th March 2015

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 24th March 2015



Cambridgeshire
Police & Crime
Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2015-012

Subject	Licence Renewal: St Ives Police Station - Memorandum of Terms of Occupation to Cambridgeshire County Council
Decision	To approve the Licence renewal for office space at St Ives Police Station to Cambridgeshire County Council Adult Day Services.
Decision Summary	<p>The current Agreement expires on 31 March 2015 and the following renewal terms have been agreed with the County Council:</p> <ul style="list-style-type: none">• Term: 18 months from 1st April 2015 determinable by 6 months' notice at any time.• Occupation charge: £13,137 per annum including rental and all on costs. Toilet and kitchen facilities to be shared with Cambridgeshire Constabulary. <p>The Police and Crime Commissioner agreed to the licence renewal at the Business Coordination Board ("the Board") meeting on the 24th March 2015. The paper presented to the Board is published on the Commissioner's website at: http://www.cambridgeshire-pcc.gov.uk/business-coordination-board/</p>

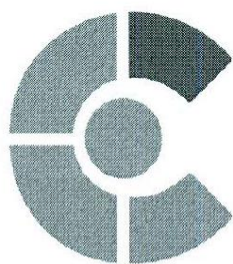
Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Paper	'Licence Renewal - St Ives Police Station - Memorandum of Terms of Occupation' paper as presented to Business Coordination Board, 24 th March 2015

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 24th MARCH
2015



Cambridgeshire
Police & Crime
Commissioner

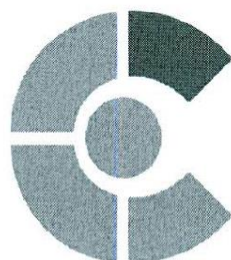
CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2015-013	
Subject	Police and Crime Plan 2013-16 - Variation - Appendix 1 Finances
Decision	To approve the variation to the Police and Crime Plan 2013-16 in respect of 'Appendix 1 – Finances' which sets out the Police and Crime Commissioner's budget and resourcing for the financial year 2015/16 and financial forecasts to 2018/19.
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 to the Panel at its meeting on the 18th March 2015.</p> <p>The Panel reviewed the draft variation to the Plan and endorsed the variation. The Panel produced a report on their recommendation to endorse the variation to the Plan and this is published on their website at http://democracy.peterborough.gov.uk/mgCommitteeDetails.aspx?ID=543</p> <p>Under Section 5 of the Act, the Commissioner must have regard to any report or recommendations made by the Panel in relation to the draft variation and give the Panel a response to any such report or recommendations. The Commissioner sent the report to Panel accepting their recommendation and this is available on his website at http://www.cambridgeshire-pcc.gov.uk.</p> <p>The Commissioner will publish the Plan which includes the variation endorsed by the Panel on his website at: http://www.cambridgeshire-pcc.gov.uk and will send a copy to those persons given above.</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 – Appendix 1 Finances Update (Report of the Police and Crime Commissioner to the Cambridgeshire Police and Crime Panel on 18 th March 2015). http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3395&Ver=4 Police and Crime Commissioner’s response to Police and Crime Panel’s report http://www.cambridgeshire-pcc.gov.uk
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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 16 th April 2015
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Cambridgeshire
Police & Crime
Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2015-014	
Subject	Police and Crime Commissioner’s Youth Fund
Decision	To continue funding the Cambridgeshire Police and Crime Commissioner’s Youth Fund, managed by Cambridgeshire Community Foundation, to fund charitable projects which engage young people in positive activities.
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner’s Youth Fund was created in line his pledge to support work with young people to divert them away from a life of crime. It is also aligned to the Police and Crime Plan Objective to continue to tackle crime and disorder.</p> <p>The fund will contain £40,000 raised through the sale of unclaimed and recovered stolen property in accordance with the Police Property Act 1997.</p> <p>Cambridgeshire Community Foundation will manage the fund and assess potential applicants.</p>

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Paper	Cambridgeshire Police and Crime Plan 2013 – 16

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 29/4/2015
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Cambridgeshire
Police & Crime
Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2015-015	
Subject	Capital Spend for Automatic Number Plate Recognition (ANPR)
Decision	To approve Cambridgeshire Police and Crime Commissioner’s capital funding of £146k to update ANPR equipment
Decision Summary	The Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary’s Joint Protective Services wish to bring all three police forces’ ANPR equipment up to the same standard and on the same contract. It has been agreed that £146k of capital will be released to update the equipment. This will give a corresponding reduction in on-going revenue.

Contact Officer	Josie Gowler, Chief Finance Officer, Office of Police and Crime Commissioner Tel: 0300 333 3456 Email: josie.gowler@cambs.pnn.police.uk
Background Papers	Capital Programme Monitoring Report – Finance Sub-Group meeting of 26 March 2015 Approved minutes – Finance Sub-Group meeting of 26 March 2015

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 4/6/2015



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Finance Officer

Date: 04 June 2015

Cambridgeshire Automatic Number Plate Recognition (ANPR) – Funding requirements / proposals

1. Purpose

- 1.1 The purpose of this report is to seek approval from the Business Coordination Board (“the Board”) for the approval of the addition to the capital programme of £146k funding for Cambridgeshire Automatic Number Plate Recognition (ANPR).

2. Recommendation

- 2.1 The Board is recommended to approve the request for funding below, further to approval at the Finance Sub Group (FSG) on 23 April 2015.
- 2.2 That the Commissioner signs the Decision Notice to approval this capital spend

3. Background

- 3.1 ANPR consists of several elements, the in-car elements being collaborated through Joint Protective Services (JPS) with the static cameras and cameras maintained by Civica with Local Policing.
- 3.2 JPS are now in a situation where they wish to bring all three forces ANPR equipment up to the same standard and on the same contract. The attached report gives the detail behind the bid but the request to the FSG is for £146k of capital to be released to update the equipment. This will give a corresponding reduction in on-going revenue.
- 3.3 Our static cameras are also in need of replacement and the Chief Constable is keen to see progression on this as it enables us to track criminals travelling through our county as well as dealing with the offences committed by county residents.

- 3.4 Whilst there are some outline costs on the attached paper there is an operational strategy and business case being produced around the ANPR static infrastructure for Cambridgeshire, therefore the information on capital requirements is for noting only at this time.
- 3.5 The revenue costs outlined in the paper are containable within the Chief Constable's funding envelope and had been expected.

4. Financial Overview

- 4.1 The request in this paper is for £146k capital expenditure for the replacement of the ANPR in-car cameras. The funding at present would need to be set against the capital reserve albeit it is anticipated that revenue savings during the year would enable the funding to transfer to an RCCO.

5. Recommendation

- 5.1 The Board is asked to note the report and asked to approve this addition to the capital programme.
- 5.2 That the Commissioner signs the Decision Notice to approval this capital spend.

Contact Officer	Josie Gowler, Chief Finance Officer CPCC Tel: 0300 333 3456 Email: josie.gowler@cambs.pnn.police.uk
Background Papers	ANPR proposal – FSG of 23 April 2015 Approved minutes – FSG of 23 April 2015



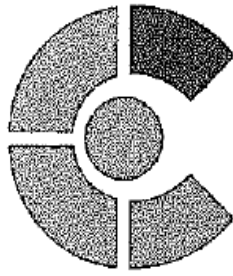
Cambridgeshire
Police & Crime
Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2015-16	
Subject	Airwaves Lease Renewal: Ely Police Station Mast
Decision	To approve the renewal of the lease to Airwaves Solutions Ltd for site equipment on the mast at Ely Police Station.
Decision Summary	Renew the lease for a term of 10 years at £10,537.51 per annum.

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	Business Coordination Board paper dated 4 th June 2015

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	4/6/2015
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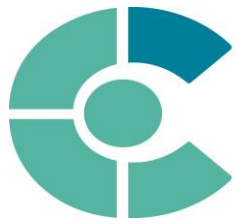


**Cambridgeshire
Police & Crime
Commissioner**

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2015-017	
Subject	Updated Treasury Management Strategy Statement 2015/16 (including the Minimum Revenue Provision Policy Statement and Annual Investment Strategy)
Decision	To approve the updated Treasury Management Strategy Statement 2015/16 (including the Minimum Revenue Provision Policy Statement and Annual Investment Strategy)
Decision Summary	<p>The updated strategy for 2015/16 covers two main areas:</p> <p>Capital Issues</p> <ul style="list-style-type: none"> • the capital plans and the prudential indicators; • the minimum revenue provision strategy. <p>Treasury management issues</p> <ul style="list-style-type: none"> • the current treasury position; • treasury indicators which limit the treasury risk and activities of the Police and Crime Commissioner; • prospects for interest rates; • the borrowing strategy; • policy on borrowing in advance of need; • debt rescheduling; • the investment strategy; • creditworthiness policy; and • policy on use of external service providers. <p>These elements cover the requirements of the Local Government Act 2003, the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code, Department for Communities and Local Government (CLG) Minimum Revenue Provision) Guidance, the CIPFA Treasury Management Code and CLG Investment Guidance.</p>
Contact Officer	<p>Josie Gowler, Chief Finance Officer Tel: 0300 333 3456 Email: josie.gowler@cambs.pnn.police.uk</p>
Background Papers	Updated Treasury Management Strategy Statement 2015/16 (including the Minimum Revenue Provision Policy Statement and Annual Investment Strategy)

	Minutes of Finance Sub-Group, 21 May 2015 Business Coordination Board, 4 June 2015
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Sir Graham Bright, Cambridgeshire Police and Crime Commissioner	
I have approved the updated Strategy Statement following review of the draft by the Finance Sub-Group.	
Signature	 Date 4/6/2015



Cambridgeshire
Police & Crime
Commissioner

Treasury Management Strategy Statement

Minimum Revenue Provision Policy Statement
and Annual Investment Strategy

2015/16

May 2015

INDEX

1 INTRODUCTION

1.1 Background

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

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

CIPFA defines treasury management as:

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

1.2 Reporting requirements

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

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

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

A mid year treasury management report – This will update members with the progress of the capital position, amending prudential indicators as necessary, and

whether any policies require revision. In addition, this Commissioner will receive quarterly update reports.

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

Scrutiny

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

1.3 Treasury Management Strategy for 2015/16

The strategy for 2015/16 covers two main areas:

Capital issues

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

Treasury management issues

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

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

1.4 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny.

The Police and Crime Commissioner (“the Commissioner”)/Deputy Police and Crime Commissioner (“the Deputy Commissioner”) and members of the substantive Joint Audit Committee will be provided with appropriate training.

The training needs of treasury management officers are periodically reviewed.

1.5 Treasury management consultants

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

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

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

2 THE CAPITAL PRUDENTIAL INDICATORS 2015/16 – 2017/18

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

2.1 Capital expenditure

This prudential indicator is a summary of the Commissioner’s capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to approve the capital expenditure forecasts:

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Capital expenditure £’000	2013/14 Actual	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
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Total	4,559	6,900	2,568	3,445	3,120
Financed by:					
Capital receipts	-	-	303	-	-
Capital grants	1179	1,205	987	987	987
Other grants	-	2,064	-	-	-
Capital reserves	750	1,339	635	500	-
Revenue	2,630	2,292	643	1,958	2,133
Net financing need for the year	-	-	-	-	-

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

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

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

The CFR includes any other long term liabilities (e.g. PFI schemes, finance leases). Whilst these increase the CFR, and therefore the Commissioner's borrowing requirement, these types of scheme include a borrowing facility and so the Commissioner is not required to separately borrow for these schemes. The Commissioner currently has £30k of such schemes within the CFR.

The Commissioner is asked to approve the CFR projections below:

£'000	2013/14 Actual	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
Capital Financing Requirement					
Total CFR	25,275	24,382	23,574	22,763	21,983
Movement in CFR	-908	-893	-808	-811	-780

Movement in CFR represented by

Net financing need for the year (above)	-	-	-	-	-
Less MRP/VRP and other financing movements	-908	-893	-808	-811	-780
Movement in CFR	-908	-893	-808	-811	-780

2.3 Minimum revenue provision (MRP) policy statement

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

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

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

- **Existing practice** - MRP will follow the existing practice outlined in former CLG regulations (option 1); these options provide for an approximate 4% reduction in the borrowing need (CFR) each year.

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

- **Asset life method** – MRP will be based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);

2.4 Core funds and expected investment balances

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

Year End Resources £'000	2013/14 Actual	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
Fund balances / reserves	25,934	29,280	28,250	25,221	23,221
Capital receipts	554	710	562	718	718
Provisions	792	792	792	792	792
Total core funds	27,280	30,782	29,604	26,731	24,731
Working capital*	-445	-	-	-	-
Under/over borrowing**	-14,673	-14,191	-13,809	-13,447	-13,137
Expected investments	12,162	16,591	15,795	13,284	11,594

*Working capital balances shown are estimated year end; these may be higher mid-year

2.5 Affordability prudential indicators

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

2.6 Ratio of financing costs to net revenue stream

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

%	2013/14 Actual	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
Ratio	1.0%	1.0%	0.9%	0.9%	0.9%

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

2.7 Incremental impact of capital investment decisions on Commissioner tax

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

Incremental impact of capital investment decisions on the band D Commissioner Tax

£	2013/14 Actual	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
Commissioner tax - band D	-0.83	0.11	-0.47	0.03	-0.11

3 BORROWING

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

3.1 Current portfolio position

The Commissioner's treasury portfolio position at 31 March 2014, with forward projections are summarised below. The table shows the actual external debt (the treasury management operations), against the underlying capital borrowing need (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

£'000	2013/14 Actual	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
External Debt					
Debt at 1 April	11,159	10,602	10,191	9,765	9,316
Expected change in Debt	-557	-411	-427	-449	-470
Other long-term liabilities (OLTL)	-	-	-	-	-
Expected change in OLTL	-	-	-	-	-
Actual gross debt at 31 March	10,602	10,191	9,765	9,316	8,846
The Capital Financing Requirement	25,275	24,382	23,574	22,763	21,983
Under / (over) borrowing	14,673	14,191	13,809	13,447	13,137

Within the prudential indicators there are a number of key indicators to ensure the Commissioner operates its activities within well-defined limits. One of these is that the Commissioner needs to ensure its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2015/16 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue purposes.

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

3.2 Treasury Indicators: limits to borrowing activity

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

Operational boundary £'000	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
Debt	12,252	11,841	11,415	10,966
Other long term liabilities	-	-	-	
Total	12,252	11,841	11,415	10,966

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

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

Authorised limit £'000	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate
Debt	15,252	14,841	14,415	13,966
Other long term liabilities	-	-	-	
Total	15,252	14,841	14,415	13,966

3.3 Prospects for interest rates

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

Annual Average %	Bank Rate %	PWLB Borrowing Rates % (including certainty rate adjustment)		
		5 year	25 year	50 year
Mar 2015	0.50	2.20	3.30	3.40
Jun 2015	0.50	2.20	3.50	3.50
Sep 2015	0.50	2.30	3.60	3.60
Dec 2015	0.50	2.40	3.70	3.70
Mar 2016	0.50	2.50	3.80	43.80
Jun 2016	0.75	2.60	4.00	4.00
Sep 2016	1.00	2.80	4.10	4.10
Dec 2016	1.00	2.90	4.20	4.20
Mar 2017	1.25	3.00	4.30	4.30
Jun 2017	1.25	3.10	4.40	4.40
Sep 2017	1.50	3.20	4.40	4.40
Dec 2017	1.50	3.30	4.50	4.50
Mar 2018	7.75	3.40	4.60	4.60

UK GDP growth surged during 2013 and 2014 but cooled somewhat towards the end of 2014. However, growth is expected to regain stronger momentum during 2015 and 2016 under the stimulative effect of the sharp fall in oil prices and inflation falling into negative territory and being near to zero until towards the end of 2015. This, combined with a significant rise in average wage rates, is expected to lead to consumer disposable income rising by around 3.5% in 2015. This would therefore strengthen consumer expenditure without much downside to the savings ratio. However, there still needs to be a significant rebalancing of the economy away from consumer spending to manufacturing, business investment and exporting in order for this recovery to become more firmly established. The falling level of unemployment and the reduction of spare capacity or slack in the economy, is expected to feed through into an increase in pressure for wage increases. This together with the sharp fall in the price of oil starting to fall out of the twelve month calculation of CPI inflation in quarter 4 of 2015, is expected to result in a sharp rise in inflation from near zero in that quarter and also onward into 2016.

The US, the biggest world economy, has generated stunning growth rates of 4.6% (annualised) in Q2 2014 and 5.0% in Q3, followed by a cooler 2.6% in Q4 (overall 2.4% for 2014 as a whole). This is hugely promising for the outlook for strong growth going forwards and it very much looks as if the US is now firmly on the path to full recovery from the financial crisis of 2008. Consequently, it is now confidently expected that the US will be the first major western economy to start on central rate increases by the end of 2015.

The current economic outlook and structure of market interest rates and government debt yields have several key treasury management implications:

- Greece: the general election on 25 January 2015 brought to power a coalition which is strongly anti EU imposed austerity. However, if this should eventually result in Greece leaving the Euro, it is unlikely that this will directly destabilise the Eurozone as the EU has put in place adequate firewalls to contain the immediate fallout to just Greece. However, the indirect effects of the likely strengthening of anti EU and anti austerity political parties throughout the EU is much more difficult to gauge;
- As for the Eurozone in general, concerns in respect of a major crisis subsided considerably in 2013. However, the downturn in growth and inflation during the second half of 2014, and worries over the Ukraine situation and the Middle East, have led to a resurgence of those concerns as risks increase that it could be heading into a prolonged period of deflation and very weak growth. Sovereign debt difficulties have not gone away and major concerns could return in respect of individual countries that do not dynamically address fundamental issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy (as Ireland has done). It is, therefore, possible over the next few years that levels of government debt to GDP ratios could continue to rise to levels that could result in a loss of investor confidence in the financial viability of such countries. Counterparty risks therefore remain elevated. This continues to suggest the use of higher quality counterparties for shorter time periods;
- Investment returns are likely to remain relatively low during 2015/16 and beyond;
- Borrowing interest rates have been highly volatile during 2014 and early 2015 as alternating bouts of good and bad news have promoted optimism, and then pessimism, in financial markets. The opening weeks of 2015 saw gilt yields dip to historically phenomenally low levels after inflation plunged, a flight to quality as a result of the Greek situation and the start of a huge programme of quantitative easing, (purchase of EZ government debt), by the ECB in January 2015. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in later times, when authorities will not be able to avoid new borrowing to finance new capital expenditure and/or to refinance maturing debt;
- There will remain a cost of carry to any new borrowing which causes an increase in investments as this will incur a revenue loss between borrowing costs and investment returns.

3.4 Borrowing strategy

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

Against this background and the risks within the economic forecast, caution will be adopted with the 2015/16 treasury operations. The Director of Finance will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

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

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

Treasury management limits on activity

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

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

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

£'000	2015/16	2016/17	2017/18
Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	11,841	11,415	10,966
Maturity structure of fixed interest rate borrowing 2015/16			
		Lower	Upper

Under 12 months	0%	100%
12 months to 2 years	0%	100%
2 years to 5 years	0%	100%
5 years to 10 years	0%	100%
10 years and above	0%	100%

3.5 Policy on borrowing in advance of need

As the Commissioner is not planning to borrow to finance the Capital Programme over the next 4 years there is no expectation of borrowing in advance of need.

3.6 Debt rescheduling

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

The reasons for any rescheduling to take place will include:

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

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

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

4 ANNUAL INVESTMENT STRATEGY

Introduction: changes to credit rating methodology

The main rating agencies (Fitch, Moody's and Standard & Poor's) have, through much of the financial crisis, provided some institutions with a ratings "uplift" due to implied levels of sovereign support. More recently, in response to the evolving regulatory regime, the agencies have indicated they may remove these "uplifts". This process may commence during 2014/15 and / or 2015/16. The actual timing of the changes is still subject to discussion, but this does mean immediate changes to the credit methodology are required.

It is important to stress that the rating agency changes do not reflect any changes in the underlying status of the institution or credit environment, merely the implied level of sovereign support that has been built into ratings through the financial crisis. The eventual removal of implied sovereign support will only take place when the regulatory and economic environments have ensured that financial institutions are much stronger and less prone to failure in a financial crisis.

Both Fitch and Moody's provide "standalone" credit ratings for financial institutions. For Fitch, it is the Viability Rating, while Moody's has the Financial Strength Rating. Due to the future removal of sovereign support from institution assessments, both agencies have suggested going forward that these will be in line with their respective Long Term ratings. As such, there is no point monitoring both Long Term and these "standalone" ratings.

Furthermore, Fitch has already begun assessing its Support ratings, with a clear expectation that these will be lowered to 5, which is defined as "A bank for which there is a possibility of external support, but it cannot be relied upon." With all institutions likely to drop to these levels, there is little to no differentiation to be had by assessing Support ratings.

As a result of these rating agency changes, the credit element of our future methodology will focus solely on the Short and Long Term ratings of an institution. Rating Watch and Outlook information will continue to be assessed where it relates to these categories. This is the same process for Standard & Poor's that we have always taken, but a change to the use of Fitch and Moody's ratings. Furthermore, we will continue to utilise CDS prices as an overlay to ratings in our new methodology.

4.1 Investment policy

The Commissioner's investment policy has regard to the CLG's Guidance on Local Government Investments ("the Guidance") and the revised CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes ("the CIPFA TM Code"). The Commissioner's investment priorities will be security first, liquidity second, then return.

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

Continuing regulatory changes in the banking sector are designed to see greater stability, lower risk and the removal of expectations of Government financial support should an institution fail. This withdrawal of implied sovereign support is anticipated to have an effect on ratings applied to institutions. This will result in the key ratings used to monitor counterparties being the Short Term and Long Term ratings only. Viability, Financial Strength and Support Ratings previously applied will effectively become redundant. This change does not reflect deterioration in the credit environment but rather a change of method in response to regulatory changes.

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

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

Investment instruments identified for use in the financial year are listed in appendix 5.2 under the ‘specified’ and ‘non-specified’ investments categories. Counterparty limits will be as set through the Commissioner’s treasury management practices – schedules.

4.2 Creditworthiness policy

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

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

The CFO constabulary will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Commissioner for

approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Commissioner may use, rather than defining what types of investment instruments are to be used.

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

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

- Banks 1 - good credit quality – the Commissioner will only use banks which:
 - i. are UK banks; and/or
 - ii. are non-UK and domiciled in a country which has a minimum sovereign Long Term rating of AAA

and have, as a minimum, the following Fitch, Moody's and Standard and Poors credit ratings:

- i. Long Term - A-
- ii. Short Term - F1

Please note that only short-term ratings are relevant as the Commissioner only has call accounts with its bank based counterparties.

(N.B. Viability, Financial Strength and Support ratings have been removed and will not be considered in choosing counterparties.)

- Banks 2 – Part nationalised UK banks – Lloyds Banking Group and Royal Bank of Scotland. These banks can be included if they continue to be part nationalised or they meet the ratings in Banks 1 above.
- Banks 3 – The Commissioner's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time.
- Money market funds, including non-government funds– AAA
- UK Government (including gilts and the DMADF)
- Local authorities, Parish Councils, Commissioners etc.

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

Country and sector considerations - Due care will be taken to consider the country, group and sector exposure of the Commissioner's investments. In part, the country selection will be chosen by the credit rating of the sovereign state in Banks 1 above. In addition:

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

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

Time and monetary limits applying to investments. The time and monetary limits for institutions on the Commissioner's counterparty list are as follows

	Fitch Long term Rating (or equivalent)	Money Limit	Time Limit
Limit 1 Category Banks	A- F1 (Short term)	25% of available funds up to £5m per institution	364 days
Limit 2 Category Banks – part nationalised	A- F1 (Short term)	25% of available funds up to £5m per institution	364 days
Limit 3 Category Commissioner's banker (not meeting Banks Limit 1)		£5m	Overnight
Limit 4 Category DMADF	AAA	100% available funds	6 months
Limit 5 Category Local Authorities	N/A	£5m	364 days
	Fund Rating	Money and/or % limit	Time Limit

Limit 6 Category Money Market Funds – including non-government funds	AAA	100% of available funds. If over £5m, spread over 2 funds.	liquid
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3. The proposed criteria for specified and non-specified investments are shown in Appendix 5.4 for approval.

4.3 Country limits

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

4.4 Investment strategy

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

Investment returns expectations. Bank Rate is forecast to remain unchanged at 0.5% before starting to rise from quarter 4 of 2016. Bank Rate forecasts for financial year ends (March) are:

- 2015/16 0.75%
- 2016/17 1.25%
- 2017/18 2.00%

There are downside risks to these forecasts (i.e. start of increases in Bank Rate occurs later) if economic growth weakens. However, should the pace of growth quicken, there could be an upside risk.

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

- 2015/16 0.50%
- 2016/17 0.90%
- 2017/18 1.50%
- 2018/19 2.00%
- 2019/20 2.75%
- 2020/21 3.00%
- 2021/22 3.25%
- 2022/23 3.25%
- Later years 3.50%

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

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

Maximum principal sums invested > 364 days			
£m	2015/16	2016/17	2017/18
Principal sums invested > 364 days	£0m	£0m	£0m

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

4.5 Investment risk benchmarking

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

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

- **0.017% historic risk of default when compared to the whole portfolio.**

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

- Bank overdraft - £100K overnight for unforeseen expenditure
- Liquid short term deposits of at least 75% available with a week's notice.

Yield - local measures of yield benchmarks are

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

4.6 End of year investment report

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

5 APPENDICES

1. Economic background
2. Treasury management practice 1 – credit and counterparty risk management (option 2)
3. Treasury management scheme of delegation
4. The treasury management role of the section 151 officer

5.1 APPENDIX: Economic Background

UK. After strong UK GDP growth in 2013 at an annual rate of 2.7%, and then growth in 2014 of 0.6% in Q1, 0.8% Q2, 0.7% Q3 and 0.5% Q4 (annual rate for 2014 of 2.6%), growth is expected to gain increased momentum during 2015 and 2016 to annual rates of 2.9%, (2017 2.7%). This will be a response to two developments; firstly, the stimulative effect of the sharp fall in oil prices in quarter 4 of 2014 and then inflation potentially falling into negative territory during 2015, but anyway being near to zero until towards the end of the year. Secondly, due to an expected return to a significant rise in average wage rates due to the continuing fall in unemployment to about 5.5% by mid 2015, (the long run equilibrium level is 5.0%), and the further erosion of spare capacity, (slack), to about 0.5% of GDP. This is expected to lead to total consumer disposable income rising by no less than around 3.5% during quarter 3 2015. This would therefore strengthen consumer expenditure, but without much downside to the savings ratio.

However, for this recovery to become more balanced and sustainable in the longer term, the recovery still needs to move away from dependence on consumer expenditure and the housing market to exporting, and particularly of manufactured goods, both of which need to substantially improve on their recent lacklustre performance. In addition, there has been a need for a major improvement in labour productivity, which has languished at dismal levels since 2008, to support longer term increases in pay rates and economic growth after the positive effect of the fall in oil prices dissipates. The February Inflation Report contained good news on that score that productivity was forecast to increase by just under 0.75% in the first three quarters of 2015.

The February Inflation Report also explained that the initial fall in the price of oil of over 50% would cause an overall reduction in CPI of about 0.8% in quarter 2 2015 and boost UK GDP by around 0.5% during the MPC's three year forecast period. It also forecast that the sharp fall in the price of oil and its knock on effects, would start falling out of the twelve month calculation of CPI inflation in quarter 4 of 2015. This is expected to result in a sharp rise in inflation from near zero in that quarter and also onward into 2016. The report also mentioned a potential risk of deflation becoming embedded, which could then require remedial action by the MPC such as a cut in Bank Rate and / or further quantitative easing. This is viewed as being a small risk given the above expected sharp increase in inflationary pressures. However, while inflation is at or near 0% for much of 2015, it is unlikely that the MPC would make a start on increasing Bank Rate. Market expectations for the first increase in Bank Rate have therefore moved from quarter 3 2015 after the November 2014 report, to around mid year 2016 during February 2015. However, the MPC is focused on where inflation will be over a 2 – 3 year time horizon so too much emphasis should not be placed on the short term inflation outlook, especially when the February report identified a slight increase in inflationary pressures on that time horizon to just above the 2% target. This treasury management report is therefore based on a forecast of a first increase in Bank Rate in quarter 1 of 2016, though it would be quite possible for it to be in quarter 4 of 2015 if events were to turn out favourably in Greece, the EZ as a whole and elsewhere.

The return to strong growth has helped lower forecasts for the increase in Government debt over the last year but monthly public sector deficit figures during 2014 have disappointed, being only a fraction lower than the previous year through to December 2014. The autumn statement, therefore, had to revise the speed with which the deficit is forecast to be eliminated. The flight to quality in January 2015 has seen gilt yields fall to incredibly low levels, which will reduce interest costs on new and replacement government debt.

Eurozone (EZ). The Eurozone is facing an increasing threat from weak or negative growth and from deflation. In January 2015, the inflation rate fell further, to reach a low of -0.6%. However, this is an average for all EZ countries and includes some countries with even higher negative rates of inflation. Initially, the ECB took some rather limited action in June and September 2014 to loosen monetary policy in order to promote growth. As this failed to have much of a discernible effect, the ECB launched a

massive €1.1 trillion programme of quantitative easing in January 2015 to buy up high credit quality government debt of selected EZ countries. This programme will run to September 2016.

Concern in financial markets for the Eurozone had subsided considerably after the prolonged crisis during 2011-2013. However, sovereign debt difficulties have not gone away and major issues could return in respect of any countries that do not dynamically address issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy, (as Ireland has done). It is, therefore, possible over the next few years that levels of government debt to GDP ratios could continue to rise for some countries. This could mean that sovereign debt concerns have not disappeared but, rather, have only been postponed. The ECB's pledge in 2012 to buy unlimited amounts of bonds of countries which ask for a bailout has provided heavily indebted countries with a strong defence against market forces. This has bought them time to make progress with their economies to return to growth or to reduce the degree of recession. However, debt to GDP ratios (2013 figures) of Greece 180%, Italy 133%, Portugal 129%, Ireland 124% and Cyprus 112%, remain a cause for concern, especially as some of these countries are experiencing continuing rates of increase in debt in excess of their rate of economic growth i.e. these debt ratios are likely to continue to deteriorate. Any sharp downturn in economic growth would make these countries particularly vulnerable to a new bout of sovereign debt crisis. It should also be noted that Italy has the third biggest debt mountain in the world behind Japan and the US.

Greece: the general election on 25 January 2015 has brought to power a coalition which is anti EU imposed austerity. Although it is not certain that Greece will leave the Euro, the recent intractability of the troika (the EU, ECB and IMF), to finding a negotiated compromise with the new Greek government leaves this as a real possibility. However, if Greece was to leave the EZ, it is unlikely that this will directly destabilise the Eurozone as the EU has put in place adequate firewalls to contain the immediate fallout to just Greece. Nevertheless, the indirect effects of the likely strengthening of anti EU and anti-austerity political parties throughout the EU is much more difficult to gauge. There are particular concerns as to whether democratically elected governments will lose the support of electorates suffering under EZ imposed austerity programmes, especially in countries which have high unemployment rates. Of particular concern is the fact that Spain and Portugal have general elections coming up in late 2015. This will give ample opportunity for anti-austerity parties to make a big impact.

There are also major concerns as to whether the governments of France and Italy will effectively implement austerity programmes and undertake overdue reforms to improve national competitiveness. These countries already have political parties with major electoral support for anti EU and anti-austerity policies. Any loss of market confidence in either of the two largest Eurozone economies, after Germany, would present a huge challenge to the resources of the ECB to defend their debt.

USA. The U.S. Federal Reserve ended its monthly asset purchases in October 2014. GDP growth rates (annualised) for Q2 of 4.6%, Q3 of 5.0% and Q4 of 2.6%, (overall 2.4% during 2014 as a whole), provides great promise for strong growth going forward. It is confidently forecast that the first increase in the Fed. rate will occur by the end of 2015.

China. Government action in 2014 to stimulate the economy almost succeeded in achieving the target of 7.5% growth but recent government statements have emphasised that growth going forward will slow marginally as this becomes the new normal for China. There are concerns that the Chinese leadership has only just started to address an unbalanced economy, which is heavily over dependent on new investment expenditure, and for a potential bubble in the property sector to burst, as it did in Japan in the 1990s, with its consequent impact on the financial health of the banking sector. There are also concerns around the potential size, and dubious creditworthiness, of some bank lending to local government organisations and major corporates. This primarily occurred during the government promoted expansion of credit, which was aimed at protecting the overall rate of growth in the economy after the Lehman's crisis.

Japan. Japan is causing considerable concern as the increase in sales tax in April 2014 has suppressed consumer expenditure and growth to the extent that it has slipped back into recession. The Japanese government already has the highest debt to GDP ratio in the world.

CAPITA ASSET SERVICES FORWARD VIEW

Economic forecasting remains difficult with so many external influences weighing on the UK. Our Bank Rate forecasts, (and also MPC decisions), will be liable to further amendment depending on how economic data transpires over 2015. Forecasts for average earnings beyond the three year time horizon will be heavily dependent on economic and political developments. Major volatility in bond yields is likely to endure as investor fears and confidence ebb and flow between favouring more risky assets i.e. equities, or the safe haven of bonds.

The overall longer run trend is for gilt yields and PWLB rates to rise, due to the high volume of gilt issuance in the UK, and of bond issuance in other major western countries. Increasing investor confidence in eventual world economic recovery is also likely to compound this effect as recovery will encourage investors to switch from bonds to equities.

There has been exceptionally high volatility in gilt yields and PWLB rates during January and February 2015. It is likely that this trend could continue through 2015 and that there could be swings of 50 basis points, (0.50%), during even one quarter.

The overall balance of risks to economic recovery in the UK is currently evenly balanced. Only time will tell just how long this current period of strong economic growth will last; it also remains exposed to vulnerabilities in a number of key areas.

The interest rate forecasts in this report are based on an initial assumption that there will not be a major resurgence of the EZ debt crisis. There is an increased risk that Greece could end up leaving the Euro but if this happens, the EZ now has sufficient fire walls in place that a Greek exit would have little immediate direct impact on the rest of the EZ and the Euro. It is therefore expected that there will be an overall managed, albeit painful and tortuous, resolution of any EZ debt crisis that may occur where EZ institutions and governments eventually do what is necessary - but only when all else has been tried and failed. Under this assumed scenario, growth within the EZ will be weak at best for the next couple of years with some EZ countries experiencing low or negative growth, which will, over that time period, see an increase in total government debt to GDP ratios. There is a significant danger that these ratios could rise to the point where markets lose confidence in the financial viability of one, or more, countries, especially if growth disappoints and / or efforts to reduce government deficits fail to deliver the necessary reductions. However, it is impossible to forecast whether any individual country will lose such confidence, or when, and so precipitate a sharp resurgence of the EZ debt crisis. While the ECB has adequate resources to manage a debt crisis in a small EZ country, if one, or more, of the larger countries were to experience a major crisis of market confidence, this would present a serious challenge to the ECB and to EZ politicians.

Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:

- Geopolitical risks in Eastern Europe, the Middle East and Asia, increasing safe haven flows.
- UK strong economic growth is weaker than we currently anticipate.
- Weak growth or recession in the UK's main trading partners - the EU, US and China.
- A resurgence of the Eurozone sovereign debt crisis.
- Recapitalisation of European banks requiring more government financial support.
- Monetary policy action failing to stimulate sustainable growth and to combat the threat of deflation in western economies, especially the Eurozone and Japan.

The potential for upside risks to current forecasts for UK gilt yields and PWLB rates, especially for longer term PWLB rates include: -

- An adverse reaction by financial markets to the result of the UK general election in May 2015 and the EU, economic and debt management policies adopted by the new government.
- The ECB severely disappointing financial markets with a programme of asset purchases which proves insufficient to significantly stimulate growth in the EZ.
- The commencement by the US Federal Reserve of increases in the Fed. funds rate in 2015, causing a fundamental reassessment by investors of the relative risks of holding bonds as opposed to equities and leading to a major flight from bonds to equities. There could also be a sharp fundamental reassessment of investments in the debt and equities of emerging countries which have chased higher yields during a prolonged period when yields and returns in western countries have been heavily suppressed; countries such as Brazil and Russia are already in recession and facing major economic and political challenges.
- UK inflation returning to significantly higher levels than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

5.2 APPENDIX: Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management

SPECIFIED INVESTMENTS: All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum ‘high’ quality criteria where applicable.

NON-SPECIFIED INVESTMENTS: These are any investments which do not meet the specified investment criteria. A maximum of 0% will be held in aggregate in non-specified investment

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

Specified

	Minimum credit criteria	** Max % of total investments/ £ limit per institution	Max. maturity period
DMADF – UK Government	UK sovereign rating	100%	6 months
UK Government gilts	UK sovereign rating	25%	364 Days
UK Government Treasury bills	UK sovereign rating	25%	364 Days
UK Government gilts	AAA	25%	6 months
Money market funds	AAA	100%	Liquid
Local authorities	N/A	100%	364 Days

Non Specified – Not used

5.2 APPENDIX: Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management

The CLG issued Investment Guidance in 2010, and this forms the structure of the Commissioner's policy below. These guidelines do not apply to either trust funds or pension funds which operate under a different regulatory regime.

The key intention of the Guidance is to maintain the current requirement for Commissioners to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective the guidance requires this Commissioner to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. The former Police Authority adopted the Code in Feb 2006 and the Commissioner will apply its principles to all investment activity. In accordance with the Code, the CFO (to PCC) has produced its treasury management practices (TMPs). This part, TMP 1(1), covering investment counterparty policy requires approval each year.

Annual investment strategy - The key requirements of both the Code and the investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments.
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Commissioner will use. These are high security (i.e. high credit rating, although this is defined by the Commissioner, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.

The investment policy proposed for the Commissioner is:

Strategy guidelines – The main strategy guidelines are contained in the body of the treasury strategy statement.

Specified investments – These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Commissioner has the right to be repaid within 12 months if it wishes. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

1. The UK Government (such as the Debt Management Account deposit facility, UK treasury bills or a gilt with less than one year to maturity).
2. Supranational bonds of less than one year's duration.
3. A local authority.
4. Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard and Poor's, Moody's and / or Fitch rating agencies.
5. A body that is considered of a high credit quality. For category 5 this covers bodies with a minimum Short Term rating of F1 (or the equivalent) as rated by Standard and Poor's, Moody's and / or Fitch rating agencies.

Within these bodies, and in accordance with the Code, the Commissioner has set additional criteria to set the time and amount of monies which will be invested in these bodies. The criteria is set out below:

	Fitch Long term Rating (or equivalent)	Money Limit	Time Limit
Limit 1 Category Banks	A- F1 (Short term)	25% of available funds up to £5m per institution	364 days
Limit 2 Category Banks – part nationalised	A- F1 (Short term)	25% of available funds up to £5m per institution	364 days
Limit 3 Category Commissioner’s banker (not meeting Banks Limit 1)		£5m	Overnight
Limit 4 Category DMADF	AAA	100% available funds	6 months
Limit 5 Category Local Authorities	N/A	£5m	364 days
	Fund Rating	Money and/or % limit	Time Limit
Limit 6 Category Money Market Funds – including non-government funds	AAA	100% of available funds. If over £5m, spread over 2 funds.	Liquid

Non Specified Investments – not used

The monitoring of investment counterparties - The credit rating of counterparties will be monitored regularly. The Commissioner receives credit rating information (changes, rating watches and rating outlooks) from Capita Asset Services as and when ratings change, and counterparties are checked. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the CFO (constabulary), and if required new counterparties which meet the criteria will be added to the list.

5.3 APPENDIX: Treasury management scheme of delegation

(i) Finance Sub Group (FSG) /Commissioner (Business Co-Ordination Board) BCB

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual strategy.

(ii) Commissioner/BCB

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;
- approving the selection of external service providers and agreeing terms of appointment.

(iii) FSG/Commissioner

- reviewing the treasury management policy and procedures and making recommendations to the responsible body.

5.4 APPENDIX: The treasury management role of the section 151 officer

The S151 officer (CFO to PCC)

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 15
17 JUNE 2015	Public Report

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

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RULES OF PROCEDURE

1. PURPOSE

1.1 The purpose of this report is to review the Rules of Procedure which were adopted by the Police and Crime Panel at its meeting on 7 February 2013.

2. RECOMMENDATIONS

2.1 It is recommended that:

- (a) the Panel review the Rules of Procedure as required at paragraph 1.4 of the Rules of Procedure.

3. TERMS OF REFERENCE

3.1 The rules of procedure outline how the Panel will operate. They can also be referred to as the standing orders of the Panel.

4. BACKGROUND

4.1 At the meeting of the Cambridgeshire Police and Crime Panel on 7 February 2013 the Rules of Procedure were approved in accordance with Schedule 6, paragraph 25, of the Police Reform and Social Responsibility Act 2011 (the ‘Act’). In accordance with paragraph 1.4 of the Rules of Procedure the Panel are required to review the Rules of Procedure annually at the Panels Annual Meeting. The Rules of Procedure are attached at Appendix 1.

5. KEY ISSUES

5.1 The Rules shall not be amended unless written notification of the amendments required are received by the Panel Secretariat not less than fifteen working days prior to a Panel meeting. No amendment may be considered by the Panel which does not comply with the Police Reform and Social Responsibility Act 2011, relevant Regulations or statutory guidance.

5.2 It has been highlighted that the wording under Section 16.0 Proposed Precept, paragraph 16.2 bullet point c) does not accurately reflect legislation as required in Schedule 5 of the Police Reform and Social Responsibility Act 2011, Issuing Precepts. Under the Panels power to veto precept, paragraph 4, bullet point 4 it states the following:

“For that purpose, the panel makes that decision by the required majority if at least two-thirds of the persons who are members of the panel at the time when the decision is made vote in favour of making that decision”

It is therefore proposed that the wording should be changed in the Rules of Procedure from:

“ c) veto the proposed precept by a two thirds majority of those members present at the time when the decision is made” to;

c) veto the proposed precept (by the required majority of at least two thirds of the persons who are members of the Panel at the time when the decision is made).

6. IMPLICATIONS

6.1 N/A

7. CONSULTATION

7.1 N/A.

8. NEXT STEPS

8.1 Should any amendments be requested to specific sections of the Rules of Procedure, these will be amended accordingly and agreed at the next meeting of the Panel with the remaining Rules being deemed approved.

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 Rules of Procedure (Appendix 1)



Cambridgeshire Police and Crime Panel Rules of Procedure

1.0 General

1.1 In this document:

- the “Panel” is the Police and Crime Panel for the Cambridgeshire Police Force;
- the “Secretariat” is the financial, administrative, scrutiny and other officer support to the Panel;
- the “Host Authority” is the council which is host to the Secretariat at the relevant time;
- the “Act” is the Police Reform and Social Responsibility Act 2011;
- the “Panel Arrangements Document” is the document which sets out the agreement of all 7 Authorities on the overarching framework for how the Panel will operate;
- the “Rules” are the rules as set out in this Rules of Procedure Document.

1.2 These Rules of Procedure (“the Rules”) are made by the Panel pursuant to Schedule 6, paragraph 25, of the Police Reform and Social Responsibility Act 2011 (the ‘Act’).

1.3 The Police and Crime Panel (‘the Panel’) will be conducted in accordance with the Rules. The Rules should be read and considered in conjunction with the Panel Arrangements.

1.4 The Rules shall be reviewed annually at the Panel’s Annual Meeting. In the first year of operation amendments may be made mid-year to take into account a Memorandum of Understanding between the Panel and the newly elected Police and Crime Commissioner; and at any time may be updated should regulations require.

1.5 The Rules shall not be amended unless written notification of the amendment/s required are received by the Panel Secretariat not less than fifteen working days prior to the Panel meeting. No amendment may be considered by the Panel which does not comply with the Act, relevant Regulations or statutory guidance.

1.6 If there is any conflict in interpretation between these Rules and the Act or Regulations made under the Act, the Act and Regulations will prevail. The Monitoring Officer of the Host Authority will have the final ruling as to the interpretation of legal matters.

1.7 Where the Rules do not explicitly address an issue the Standing Orders from the Host Authority will apply.

1.8 All Panel members will be subject to a Member Code of Conduct which for elected members will be those of their own Council; co-opted members will be subject to the Code of Conduct of the Host Authority provided that the Panel may agree to adopt

such additional protocols as it thinks fit.

2.0 Election of Chairman and Vice-Chairman

- 2.1 The Chairman and Vice-Chairman of the Panel shall be elected from amongst the members of the Panel. The election will take place annually at the Annual Meeting of the Panel, which will normally be held in June of each year.
- 2.2 Save for the requirement for re-election; there is no maximum term length for the Chairman or Vice-Chairman positions.
- 2.3 The positions will be elected by those members present at the Annual Meeting by a simple majority vote.
- 2.4 The Vice-Chairman will preside in the absence of the Chairman and, if neither is present, the Panel will appoint a Chairman from among the remaining members for the purposes of that meeting.

3.0 Resignation and removal of the Chairman and Vice-Chairman

- 3.1 The Chairman and/or Vice-Chairman may be removed by a vote of no confidence by a simple majority vote at a formal meeting of the Panel.
- 3.2 In the event of the resignation or removal of the Chairman or Vice-Chairman an election for the position will be held at the next meeting of the Panel.

4.0 Panel Meetings

- 4.1 The Panel will hold at least four Ordinary Meetings per year to carry out its functions. The calendar of meetings will normally be agreed by the Panel at its Annual Meeting. Ordinary Meetings will not be held in April or May.
- 4.2 Extraordinary Meetings may also be called by the Chairman or by any four members of the Panel or by the Monitoring Officer of the Host Authority.
- 4.3 Written notice must be given at least 10 working days before an Extraordinary Meeting (unless the Chairman agrees that there are special reasons for an urgent meeting) and the meeting must then be held within 20 working days of that notice. (or the Vice-Chairman in the unavoidable absence of the Chairman)
- 4.4 Any request for an Extraordinary Meeting of the Panel must specify the particular item of business for which the Extraordinary Meeting is to be called.
- 4.5 The Panel will determine the location and timing of its meetings, bearing in mind the principle that meetings should be rotated across the Cambridgeshire area.
- 4.6 Ordinary Meetings will take place in accordance with a work programme agreed by the Panel, and will start at the time decided by the Panel. The maximum length of a meeting shall normally be three hours, however meetings would normally be expected to last no longer than two hours.
- 4.7 The agenda to be followed at Ordinary Meetings will be as follows:
 1. to receive apologies for absence;
 2. to receive any declarations of interest from members;

3. to approve the minutes of the last meeting;
 4. to receive the minutes of Sub-Committees and Task Groups and any reports submitted to the Panel by those Sub-Committees and Task Groups; and
 5. to receive any questions or petitions from members of the public in accordance with paragraph 7;
 6. to consider written and verbal reports from officers and Panel members; and
 7. items requested by members of the min accordance with 4.11.
- 4.8 The only business to be conducted at an Extraordinary Meeting of the Panel will be to choose a person to preside if the Chairman and Vice-Chairman are absent or otherwise unable to preside and to consider the matter specified in the request to call an Extraordinary Meeting. No other business may be conducted at the meeting unless the Panel otherwise resolve.
- 4.9 The Panel Agenda, and accompanying papers, will normally be issued to Panel members at least 5 working days before the meeting. It will also be published on the Panel's website and by sending copies to each Panel member, and publicised by any other means the Panel considers appropriate. Papers will normally be sent by email.
- 4.10 The Secretariat will endeavour to co-ordinate the circulation of papers as early as possible to enable members to have as much time as possible to consider the issues before the meeting.

The scheduling of ad-hoc agenda items

- 4.11 Any member of the Panel shall be entitled to give notice to the Secretariat that he or she wishes an item relevant to the functions of the Panel to be included on the agenda following the existing scheduled items of business. Items will normally be considered at the next Ordinary Meeting of the Panel, providing that the following conditions apply:
- a) At least 15 working days written notice is given to the Secretariat (The Police and Crime Commissioner (PCC) is required to be given 10 working days notice therefore this timing allows for discussions prior to this).
 - b) The item must be relevant to the remit of the Panel, as set out in the Panel Arrangements Document.
 - c) The item must not have been already considered within the last six months by the Panel.
- 4.12 In the event of a dispute on whether the conditions listed above apply, the Monitoring Officer of the Host Authority will advise the Chairman and Panel. The Chairman's decision shall be final.
- 4.13 Where the conditions above apply and the agenda item is discussed, the Panel may consider at this point whether any further action is needed in terms of further agenda time; investigation outside of the meeting; or a written response or information from the PCC.

5.0 Quorum

- 5.1 A meeting of the Panel cannot take place unless at least one third of the membership of the Panel is present.

6.0 Voting

- 6.1 Unless agreed by consensus, a decision is taken by a majority of those present and voting.
- 6.2 Voting is generally by a show of hands unless a named vote is called for by a member of the Panel.
- 6.3 If a Panel member arrives at the meeting before the casting of votes on any item has been commenced he/she is entitled to vote on that item.
- 6.4 Immediately after a vote is taken any Panel member may ask for it to be recorded in the minutes that he/she voted for or against the question, or that he/she abstained.
- 6.5 The Chairman of the Panel, or other person presiding, shall have a second and/or casting vote where votes for and against a proposal are equal. There shall be no restriction on the manner in which the casting vote is exercised.

7.0 Public Participation

- 7.1 Members of the public may attend all meetings subject only to the exceptions in the Access to Information Standing Orders. The Police and Crime Panel may also invite other people to address it, discuss issues of local concern and/or answer questions. It may, for example, wish to hear from residents, stakeholders, councillors who are not members of the panel and officers in other parts of the public sector and may invite such people to attend.
- 7.2 Part of the order of business at the meetings shall be designated for community involvement. This time allowed for this section of the meeting shall be up to 30 minutes. During this part of the meeting there shall be provision for:
- Questions from the public; and
 - The receipt of petitions.

Questions

- 7.3 A question may only be asked if notice has been given by delivering it in writing, by 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 question must give the name and address of the questioner and must name or clearly identify the member to whom it is to be put. Copies of all questions will be circulated to members in advance of the meeting.
- 7.4 If the Chairman decides that a matter is urgent he or she can allow a question without having received notice, as at paragraph 7.3, provided a copy of the question is delivered to the Secretariat not later than 10am on the day of the meeting. In such circumstances, the Chairman shall have discretion as to the order in which it is presented to the meeting.

- 7.5 No person may submit more than two questions to a Panel meeting and no more than two such questions may be asked on behalf of one organisation.
- 7.6 If the Secretariat feels that a question is:
- (a) not about a matter for which the Panel has a responsibility;
 - (b) not a matter for the Commissioner
 - (c) illegal, improper, irregular, frivolous or offensive;
 - (d) substantially the same as a question which has been put at a meeting of the Panel in the past six months; or
 - (e) requires the disclosure of confidential or exempt information;
- He/she shall inform the Chairman who will then decide whether or not to allow the question to be put. If the Chairman decides not to allow a question his or her reasons will be recorded in the minutes of the meeting and will not be open to debate.
- 7.7 The Secretariat can edit any question provided the person asking the question is consulted about any alteration. The Secretariat will enter each question in a book open to public inspection and will immediately send a copy of the question to the person to whom it is to be put. In addition, a copy of all questions received and the subsequent response from the Panel will be published on the Panel's website.
- 7.8 If a questioner who has submitted a written question is unable to be present at a Panel meeting, the Panel shall provide a written response. Where possible, the written response will be available for public inspection at the meeting. However, where this is not possible, a written response will be sent to the questioner within ten days of the meeting. Both the question and response will be published on the Panel's website and added as an annex to the minutes.
- 7.9 A questioner who has put a question in person may also put one supplementary question without notice to the member who has replied to his or her original question. A supplementary question must arise directly out of the original question or the reply and be directed to clarifying the reply. The Chairman may reject a supplementary question on any of the grounds in paragraph 7.6 above. One minute is allowed for putting a supplementary question.
- 7.10 An answer can take any of the following forms:
- (a) a direct oral answer;
 - (b) a reference to a publicly available document if it answers the question;
 - (c) if it would not be practicable or appropriate to answer a question orally the member will supply a written answer to the questioner within 10 days.
- 7.11 The person asked the question may refuse to answer but must give his or her reasons for doing so. Two minutes are allowed for answering a supplementary question.
- 7.12 Any questions not fully answered at the end of the allotted period will be answered in writing within ten days and published on the Panel's website.
- 7.13 A summary of the key points of questions asked on notice and replies given will be produced after each meeting as an annex to the minutes.

Petitions

- 7.14 Members and residents can present petitions.
- 7.15 Every petition must be polite and must be relevant to the responsibilities of Panel.
- 7.16 The petitioner must say what the petition is about without commenting;
- 7.17 Petitions must contain at least 3 signatures. To present a petition, the Secretariat must receive written notice and the wording of the petition no later than 4 pm on the day before the meeting. No more than two people must present the petition and say what it is about, without commenting. It will be referred to the Secretariat for consideration.
- 7.18 There will be no debate about a petition when it is presented.
- 7.19 A report to the Panel about the action taken on the petition will be made no later than the second Ordinary Meeting of the Panel following the meeting when the petition was presented.

General Participation

- 7.20 Any further involvement from the public at the meetings of the Panel will be at the discretion of the Chairman, including involvement in any debate and the asking of questions, without prior notice, during the debate on items on the agenda.
- 7.21 Members of the public are entitled to record the meetings of the Panel using audio and visual recording equipment. If the Chairman feels that the recording is obstructing, disturbing or disrupting the proceedings of the meeting, the recording must cease.

8.0 Work Programme

- 8.1 The Panel will be responsible for setting its work programme. In doing so it shall have regard to:
- a) the requirement to undertake the functions and responsibilities of the Panel as set out in the Act including consideration of the necessary timings to meet its legal responsibilities;
 - b) the priorities defined by the PCC;
 - c) the views of the public on Police and Crime matters;
 - d) the views of key partners, including Probation, Health, Community Safety Partnerships; and relevant county, district council or town or parish councils
 - e) the views of its members and advisers; and
 - f) the resources available to support the delivery of the work programme.

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.

9.0 Sub-Committees

- 9.1 The Panel may set up Sub-Committees to undertake specified functions of the Panel. The role of Sub-Committees is to carry out delegated Panel functions, excluding those functions that are not able to be delegated under the Act. Sub-Committees may formally take decisions as delegated to them by the Panel.
- 9.2 The work to be undertaken by a Sub-Committee will be agreed by the Panel. In commissioning the work the Panel will agree as part of the scoping document the following: (See 10.2 – for example of punctuation after text.
- a) terms of reference and delegations
 - b) purpose/objectives
 - c) resources
 - d) timescales for completing the work and reporting back
 - e) membership
- 9.3 The Panel shall appoint Sub-Committees. The Chairman of the Panel may make a recommendation to the Panel on membership.
- 9.4 The maximum size of a Sub-Committee shall be seven members. The minimum size is three members. Size shall be determined on a case-by-case basis at the point that the review is commissioned.
- 9.5 The membership of Sub-Committees shall be confined to members of the Panel.
- 9.6 In determining the membership of a Sub-Committee the Panel shall give, so far as practicable, consideration to the duties in the Act to consider political balance; geographical balance; and the skills and expertise of members.
- 9.7 Sub-Committees shall report back to the Panel, and the minutes of the Sub-Committee shall be received by the Panel.

10.0 Task Groups

- 10.1 The role of Task Groups is to undertake time-limited investigations into particular issues, such as a scrutiny topic review. They are informal working groups, and as such have no decision-making power. Task Groups will report back upon the completion of their work with a report and recommendations to the Panel.
- 10.2 The work to be undertaken by a Task Group will be agreed by the Panel. In commissioning the work the Panel will agree as part of the scoping document the following:
- a) terms of reference;
 - b) purpose/objectives;
 - c) approach to gathering evidence;
 - d) resources to support the review;
 - e) timescales for completing the work and reporting back; and
 - f) membership.
- 10.3 Task Groups can only make reports or recommendations to the Panel. The Panel will consider reports it receives, and if agreed, such reports may be adopted as the Panel's report.

- 10.4 The Panel will appoint Task Groups. The Chairman of the Panel may make a recommendation to the Panel on the membership.
- 10.5 The maximum size of a Task Group shall be agreed by the Panel at the point that the review is commissioned. The minimum size is three members.
- 10.6 The Panel shall appoint a Chairman of the Task Group from within the membership of the Panel. The Chairman of the Panel may make a recommendation on whom to appoint.
- 10.7 The composition of a Task Group will be determined by the role it is to perform. Whilst issues of political and geographical balance may be taken into account, to help the effectiveness of the group consideration may also be given to:
- a) skills and expertise
 - b) availability of members to undertake the work
 - c) interest and commitment
 - d) Local knowledge
- 10.8 The Panel may choose to co-opt non-Panel members onto a Task Group if it is considered that they possess skills, expertise, or a perspective which will assist the Group in its work. Co-opted members on a Task Group are non-voting members of the Group.
- 10.9 The following eligibility rules will apply to non-voting co-opted members of Task Groups:
- a) must live and/or work in the Cambridgeshire Police Force area; and
 - b) must be able to provide expertise/layperson's perspective to assist the group in carrying out its scrutiny function.

11.0 Panel Reports and Recommendations—General

- 11.1 Where the Panel makes a report to the PCC, the PCC will publish the report or recommendations on its website, except where the information is exempt or confidential as defined in the Local Government Act 1972 (as amended).
- 11.2 The Panel may require the PCC within 20 working days (or within such other period as is indicated in these Rules) of the date on which s/he receives the Panel's report or recommendations to:
- a) consider the report or recommendations;
 - b) respond to the Panel indicating what (if any) action the PCC proposes to take;
 - c) publish the response from the PCC where the Panel has published the report or recommendations.
- 11.3 The Panel will formally make requests to the PCC or issue other statements by way of reports and recommendations. As the Panel is a scrutiny body, rather than an executive decision-making committee, motions or resolutions will not be considered by the Panel.

Procedure for Agreeing Reports and Recommendations

- 11.4 Recommendations to the PCC from the Panel will be made as an outcome of a scrutiny review or as a result of an agenda item discussion.

- 11.5 As a cross-party scrutiny committee, reports and recommendations to the PCC should normally be agreed by consensus rather than a formal vote. Where this is not possible a vote may be taken, under the voting procedure outlined above. This includes the option of a Panel member requesting that a named vote is taken at the meeting to ensure that views are minuted.

Minority Reporting

- 11.6 In exceptional circumstances, one minority report in relation to a report prepared by a Task Groups may be prepared and submitted for consideration with the majority report to the PCC. Where a member or members wish to submit a minority report the Chairman of the Panel and Secretariat should be notified as soon as possible in advance of the Panel meeting, normally 10 working days notice should be given depending on the timing of the Task Group's consideration of its majority report.
- 11.7 The PCC's responsibilities and remit relate to the Committee as a whole, therefore the PCC will respond to the Committee as a whole and not to individual members of the Panel. This means that for the purposes of communication to the public, stakeholders and the PCC the majority report represents the viewpoint of the Panel. The PCC will be required only to respond to the majority report.

12.0 PCC and others giving account

- 12.1 The presumption will be that the PCC will be required to attend all formal Police and Crime Panel meetings (Ordinary and Extraordinary) to answer questions which may be necessary to assist the Panel in discharging its functions, unless the Panel decides that this is not necessary and informs the PCC that he/she will not be required.
- 12.2 The PCC shall be notified by the Secretariat of the Panel of the Annual Work Programme of the Panel, including meeting dates.
- 12.3 In setting the Annual Work Programme the Panel should identify and consider where possible what papers will be required, and if any supporting staff from the Secretariat, Police or otherwise are likely to be needed in addition to the PCC, in order to give as much notice as possible.
- 12.4 Where a new agenda item is scheduled for a meeting that is not included within the work programme and the PCC (and staff/or Chief Constable) is required to attend, the Secretariat will inform the relevant persons of the nature of the agenda item and any written information that is required as soon as possible.
- 12.5 At least 15 working days notice will be given of the new agenda item to the PCC and any requirement to provide written information (owing to the access of information requirements this equates to 10 working days notice for the provision of written information).
- 12.6 In exceptional circumstances, and where there is agreement between the PCC and Chairman of the Panel, shorter notice may be required for either attendance or papers.
- 12.7 If the Panel requires the PCC to attend before the Panel, the Panel may also request the Chief Constable to attend on the same occasion to answer any questions which appear to the Panel to be necessary in order for it to carry out its functions.

- 12.8 In undertaking its functions, the Panel may invite persons other than those referred to above to attend Panel meetings, to address the meeting, discuss issues of local concern and/or answer questions. This may, for example and not exclusively, include residents, stakeholders, Council members who are not members of the Panel and officers from other parts of the public sector.
- 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.

13.0 Special Functions

- 13.1 The Special Functions of the Panel, as set out in the Panel Arrangements, are those functions which are conferred on the Panel in relation to:
Looks as if alignment needs adjusting in b) to e) below
- a) the review of the Police and Crime Plan as required by Section 28(3) of the Act;
 - b) the review of the Annual Report as required by Section 28 (4) of the Act;
 - c) the review of senior appointments in accordance with Paragraphs 10 and 11 of Schedule 1 of the Act;
 - d) the review and potential veto of the proposed precept in accordance with Schedule 5 of the Act;
 - e) the review and potential veto of appointment of the Chief Constable in accordance with Part 1 the Act.

14.0 Police and Crime Plan

- 14.1 The Panel is a statutory consultee on the development of the PCC's Police and Crime Plan and will receive a copy of the draft Police and Crime Plan, or a draft of any variation to it, from the PCC.
- 14.2 The Panel will:
- a) hold a meeting to review the draft Police and Crime Plan (or a variation to it); and
 - b) report or make recommendations on the draft Plan which the PCC must take into account.

15.0 Annual Report

- 15.1 The PCC must publish an Annual Report about the exercise of his/her functions in the financial year and progress in meeting police and crime objectives in the year. The report must be sent to the Panel for consideration.
- 15.2 The Panel must comment upon the Annual Report of the PCC, and for that purpose must:
- a) arrange for a meeting of the Panel to be held as soon as practicable after the Panel receives the Annual Report;
 - b) require the PCC to attend the meeting to present the Annual Report and answer such questions about the Annual Report as the Panel think appropriate;
 - c) make a report and/or recommendations on the Annual Report to the PCC.

16.0 Proposed precept

- 16.1 The Panel will receive notification from the PCC of the precept that s/he are proposing to issue for the coming financial year. The Panel will arrange for a meeting of the Panel to be held as soon as practicable after the Panel receives the proposed precept and make a report including recommendations.
- 16.2 Having considered the precept, the Panel will either:
- a) support the precept without qualification or comment; or
 - b) support the precept and make recommendations; or
 - c) veto the proposed precept by a two thirds majority of those members present at the time when the decision is made.
- 16.3 If the Panel vetoes the proposed precept, the report to the PCC must include a statement that the panel has vetoed the proposed precept and give reasons for that decision. The Panel will require a response from the PCC within seven days to the report and any such recommendations.

17.0 Senior Appointments

- 17.1 The Panel must review the proposed appointment by the PCC of the Chief Constable, Chief Executive, Chief Finance Officer and Deputy Police and Crime PCC.
- 17.2 The Panel will receive notification of the proposed appointment from the PCC, which will include:
- a) the name of the candidate;
 - b) the criteria used to assess suitability of the candidate;
 - c) why the candidate satisfies the criteria; and
 - d) the terms and conditions proposed for the appointment.
- 17.3 The Panel must hold a confirmation hearing for all proposed senior appointments as outlined in 17.1 within 15 working days of receipt of notification by the PCC. It must also report to the PCC at the same time with its recommendations. The 15 working days will not include the post-election period.
- 17.4 The confirmation hearings will be held in public and the candidates will be questioned in relation to their appointment. Candidates must attend, either in person or by video link.
- 17.5 Following the hearing, the Panel will make a report and/or recommendations to the PCC on the proposed appointment. The PCC must respond in writing within 20 working days confirming whether the recommendation has been accepted or not.
- 17.6 In relation to the proposed appointment of the Chief Constable, the Panel is required to make recommendations to the PCC and has the power to veto the appointment. Following the hearing, the Panel will be asked to:
- a) support the appointment without qualification or comment;
 - b) support the appointment with associated recommendations, or
 - c) veto the appointment of the Chief Constable (a two thirds majority is required of those members present at the time when the decision is made.) (This may be subject to change following Home Office Regulations)

17.7 If the Panel vetoes an appointment, it must set out its reasons for doing so in a report to the PCC and the PCC must not then appoint that candidate as Chief Constable.

18.0 Suspension of the Police and Crime Commissioner

18.1 The Panel may suspend the PCC if it appears to the Panel that:

- a) the PCC is charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence; and
- b) the offence is one which carries a maximum term of imprisonment exceeding two years.

18.2 This decision will be taken at a formal Panel meeting via a majority vote.

18.3 The suspension of the PCC ceases to have effect upon the occurrence of the earliest of these events:

- a) the charge being dropped;
- b) the PCC being acquitted of the offence;
- c) the PCC being convicted of the offence but not being disqualified under Section 66 of the Police Reform and Social Responsibility Act 2011 by virtue of the conviction; or
- d) the termination of the suspension by the Police and Crime Panel.

18.4 In this section references to an offence which carries a maximum term of imprisonment exceeding two years are references to:

- a) an offence which carries such a maximum term in the case of a person who has attained the age of 18 years, or
- b) an offence for which, in the case of such a person, the sentence is fixed by law as life imprisonment.

19.0 Suspension and Removal of the Chief Constable

19.1 The Panel will receive notification if the PCC suspends the Chief Constable.

19.2 The PCC must also notify the Panel in writing of his/her proposal to call upon the Chief Constable to retire or resign together with a copy of the reasons given to the Chief Constable in relation to that proposal.

19.3 The PCC must provide the Panel with a copy of any representations from the Chief Constable about the proposal to call for his/her resignation or retirement.

19.4 If the PCC is still proposing to call upon the Chief Constable to resign, she/he must notify the Panel accordingly (the 'further notification').

19.5 Within 30 days from the date of receiving the further notification the Panel must make a recommendation in writing to the PCC as to whether or not s/he should call for the retirement or resignation. Before making any recommendation the Panel may consult the Chief Inspector of Constabulary, and must hold a Scrutiny hearing.

19.6 The Scrutiny hearing which must be held by the Panel is a Panel meeting in private to which the PCC and Chief Constable are entitled to attend to make representations

in relation to the proposal to call upon the Chief Constable to retire or resign. Appearance at the Scrutiny hearing can be by attending in person or video link.

19.7 The PCC may not call upon the Chief Constable to retire or resign until the end of the scrutiny process which will occur:

- (a) at the end of 30 days from the Panel having received notification if the Panel has not by then given the PCC a recommendation as to whether or not she/he should call for the retirement or resignation; or
- (b) when the PCC notifies the Panel of a decision about whether she/he accepts the Panel's recommendations in relation to resignation or retirement.

19.8 The PCC must consider the Panel's recommendation and may accept or reject it, notifying the Panel accordingly.

20.0 Appointment of an Acting Police and Crime Commissioner

20.1 The Panel must meet to appoint a person to be acting PCC within 15 working days if:

- a) no person holds the office of PCC;
- b) the PCC is incapacitated (i.e. unable to fulfil the functions of PCC) which is a matter for the Panel to determine; or
- c) the PCC is suspended.

20.2 In the event that the Panel has to appoint an Acting PCC it will meet to determine the process for appointment which will comply with these Rules of Procedure and any legal requirements.

20.3 The Panel may appoint a person as Acting PCC only if the person is a member of the PCC's staff at the time of the appointment.

20.4 In appointing a person as Acting PCC in a case where the PCC is incapacitated, the Panel must have regard to any representations made by the PCC in relation to the appointment.

20.5 The appointment of an Acting PCC will cease to have effect upon the earliest of the following:

- a) the election of a person as PCC;
- b) the termination by the Panel, or by the Acting PCC, of the appointment of the Acting PCC;
- c) where the Acting PCC is appointed because the PCC is incapacitated, the PCC ceases to be incapacitated; or
- d) where the Acting PCC is appointed because the PCC is suspended, the PCC ceases to be suspended.

20.6 Where the Acting PCC is appointed because the PCC is incapacitated or suspended, the Acting PCC's appointment does not terminate because a vacancy occurs in the office of PCC.

21.0 Complaints

21.1 Complaints which involve allegations which may amount to a criminal offence by the

PCC or senior office holders are dealt with by the Independent Police Complaints Commission (the 'IPCC').

- 21.2 The Panel may however be involved in the informal resolution of certain other complaints against the PCC and Deputy PCC, where they are not being investigated by the IPCC or cease to be investigated by the IPCC.
- 21.3 The Panel shall have a complaints procedure for complaint handling that shall be set out in a protocol.

22.0 Further Guidelines/Protocols

- 22.1 The Panel may agree further guidelines/protocols to assist it in carrying out its business so long as these are in accordance with the Rules of Procedure, Panel Arrangements and legal requirements. Further guidance and protocols may cover:
- a) Memoranda of Understanding between the PCC and Panel.
 - b) Communications Protocols (including media handling).
 - c) Public Involvement.
 - d) Complaints Procedure.
 - e) PCP and Local Scrutiny Committees' Protocol.

ANNEX A: ACCESS TO INFORMATION STANDING ORDERS

1.0 SCOPE

- 1.1 These standing orders apply to all formal meetings of the Police and Crime Panel.
- 1.2 These rules do not affect any additional rights to information contained elsewhere in this constitution or granted by law.

2.0 RIGHTS TO ATTEND MEETINGS

- 2.1 Members of the public may attend all meetings, subject only to the exceptions in these standing orders.

3.0 NOTICES OF MEETING

- 3.1 The Secretariat will give at least ten clear days notice of any meeting by posting details of the meeting at the principal offices of the Host Authority and on the Internet.

4.0 ACCESS TO AGENDA AND REPORTS BEFORE THE MEETING

- 4.1 The Secretariat will make copies of the agenda and reports open to the public available for inspection at the designated offices at least five clear days before the meeting. If an item is added to the agenda later, the Monitoring Officer of the Host Authority shall make each report available to the public as soon as the report is completed and sent to members, and will ensure that it will be open to inspection from the time the item was added to the supplementary agenda.

5.0 SUPPLY OF COPIES

- 5.1 The Secretariat will supply hard copies of:
 - a) any agenda and reports which are open to public inspection;
 - b) any further statements or particulars necessary to indicate the nature of the items in the agenda; and
 - c) if the Monitoring Officer of the Host Authority thinks fit, copies of any other documents supplied to members in connection with an item to any person on payment of a charge for postage and any other costs under the Host Authority's Charging Policy. Under the Freedom of Information Act, information would be supplied free until these costs go over the threshold of £450, when a charge would be levied.

6.0 ACCESS TO MINUTES ETC AFTER THE MEETING

- 6.1 The Secretariat will make available hard copies of the following for six years after a meeting:
 - a) the minutes of the meeting, or, where appropriate, records of decisions taken, together with reasons, for all meetings of the Panel, excluding any part of the minutes of proceedings when the meeting was not open to the public or which disclose exempt or confidential information;
 - b) a summary of any proceedings not open to the public where the minutes open to inspection would not provide a reasonably fair and coherent record;
 - c) the agenda for the meeting; and

d) reports relating to items when the meeting was open to the public.

7.0 BACKGROUND PAPERS

- 7.1 *List of background papers:* Reports will include a list (prepared by the Secretariat) of those documents (called background papers) relating to the subject matter of the report which in their opinion disclose any facts or matters on which the report or an important part of the report is based; and which have been relied on to a material extent in preparing the report but does not include published works or those which disclose exempt or confidential information.
- 7.2 *Public inspection of background papers:* The Council will make available for public inspection via its website for six years after the date of the meeting one copy of each of the documents on the list of background papers.
- 7.3 *Use of media technology at Panel Meetings:* At the discretion of the Chairman of the Panel recording of meetings and use of media technology will be permitted provided that it does not release information that the Secretariat has identified as being confidential under the Access to Information Regulations.
- 7.4 The Secretariat supports the use of networking sites to disseminate information during their meetings, provided that confidential information as outlined above is not deliberately or inadvertently disclosed.

8.0 SUMMARY OF THE PUBLIC'S RIGHTS

- 8.1 A written summary of the public's rights to attend meetings and to inspect and copy documents is available for inspection at the Principal Offices of the Host Authority.

9.0 EXCLUSION OF ACCESS BY THE PUBLIC TO MEETINGS **Confidential or Exempt information – requirement to exclude public**

- 9.1 The public must be excluded from an item at a meeting whenever it is likely to be confidential in view of the nature of the business.
- 9.2 *Meaning of confidential information:* Confidential information means information given to the Panel by a Government Department on terms which forbid its public disclosure or information which cannot be publicly disclosed by reason of a Court Order or any enactment.
- 9.3 The public may be excluded from an item at a meeting whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings, that exempt information would be disclosed.
- 9.4 *Meaning of exempt information:* Subject to the test of the Public Interest set out below, information is exempt information where it falls within any of the following categories:
- 1 Information relating to an individual.
 - 2 Information which is likely to reveal the identity of an individual.
 - 3 Information relating to the financial or business affairs of any particular person (including the public authority holding the information), except where the information is required to be registered under certain prescribed statutes including

the Companies Act 1985 and the Charities Act 1993. "Financial or business affairs" includes contemplated, as well as past or current activities.

- 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the Authority or a Minister of the Crown and employees of, or office holders under, the Authority. "Labour relations matter" means any matter which may be the subject of a trade dispute, or any dispute about any such matter (i.e. a matter specified in paragraphs (a) to (g) of section 218(1) of the Trade Union and Labour Relations (Consolidation) Act 1992.)
 - 5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
 - 6 Information which reveals that the Authority proposes:
 - a) to give under any enactment a notice, under which or by virtue of which requirements are to be imposed on a person; or
 - b) to make an order or direction under any enactment.
 - 7 Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.
- 9.5 *Public interest test:* Information falling within any of categories 1-7 set out above, which is not prevented from being exempt because it falls within category 3, and is required to be registered under the prescribed enactments is exempt information if, and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

10.0 EXCLUSION OF ACCESS BY THE PUBLIC TO REPORTS

- 10.1 The Monitoring Officer of the Host Authority may exclude access by the public to a report which, in his or her opinion, relates to an item during which, in accordance with this Access to Information Standing Order, the meeting is likely not to be open to the public; or, as the case may be, was not open to the public. Such reports will be marked "Not for publication", together with the category of information likely to be disclosed.

11.0 RECORD OF DECISIONS

- 11.1 After any formal meeting of the Panel, the Secretariat will produce a record of every decision taken at that meeting as soon as practicable. The record will include a statement of the reasons for each decision and, where appropriate, any alternative options considered and rejected at that meeting. All such decisions will be recorded in the Panel's minutes and published accordingly.

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**CAMBRIDGESHIRE POLICE AND CRIME PANEL
DRAFT AGENDA PLAN 2015-2016**

DATE OF MEETING	TITLE/PURPOSE	OFFICER
Wednesday 17 June 2015, 2pm ANNUAL MEETING, Cambridgeshire County Council, Kreis Viersen room, Cambridge	Election of Chairman Election of Vice Chairman Public Questions Review of Complaints Rules of Procedure Cambridgeshire Police and Crime Panel Annual Report 2014-2015 Crime Data Integrity– Update On Actions Following Her Majesty’s Inspectorate Of Constabulary Inspection Of Cambridgeshire Constabulary Services To Victims Of Domestic Abuse - Update On Actions Following Her Majesty’s Inspectorate Of Constabulary Inspection Of Cambridgeshire Constabulary	 Ian Phillips, Peterborough City Council Ian Phillips, Peterborough City Council Ian Phillips, Peterborough City Council Police and Crime Commissioners Office Police and Crime Commissioners Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Call Handling Update</p> <p>Police and crime plan variation: objective 3 – continue to tackle crime and disorder and objective 4 – keeping people safe</p> <p>Police and Crime Plan Variation to Appendix 2 – Performance Framework</p> <p>Decisions by the Commissioner</p> <p>Meeting Dates and Agenda Plan</p>	<p>Police and Crime Commissioner’s Office</p> <p>Police and Crime Commissioner’s Office</p> <p>Police and Crime Commissioner’s Office</p> <p>Police and Crime Commissioner’s Office</p>
<p>Wednesday 16 September 2015, 2pm Peterborough City Council, Bourges / Viersen Rooms, Town Hall</p>	<p>Public Questions</p> <p>Review of Complaints</p> <p>Budget Update</p> <p>Cambridgeshire Police Crime Commissioners Annual Report 2014-2015</p> <p>Decisions by the Commissioner</p> <p>Meeting Dates and Agenda Plan</p>	<p>Ian Phillips, Peterborough City Council</p> <p>Police and Crime Commissioner’s Office</p> <p>Police and Crime Commissioner’s Office</p> <p>Police and Crime Commissioner’s Office</p>



DATE OF MEETING	TITLE/PURPOSE	OFFICER
Wednesday 4 November 2015, 2pm Cambridge City Council, The Guild Hall, Council Chamber	Public Questions Review of Complaints Budget Strategy Decisions by the Commissioner Meeting Dates and Agenda Plan	Ian Phillips, Peterborough City Council Police and Crime Commissioner's Office Police and Crime Commissioner's Office
Wednesday 3 February 2016, 2pm BUDGET MEETING Huntingdonshire District Council Civic Suite	Public Questions Review of Complaints Budget Precept 2016/2017 Decisions by the Commissioner Meeting Dates and Agenda Plan	Ian Phillips, Peterborough City Council Police and Crime Commissioner's Office Police and Crime Commissioner's Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
Wednesday 16 March 2016, 2pm Peterborough City Council, Bourges / Viersen Rooms, Town Hall	Public Questions Review of Complaints Police and Crime Plan Variation – Appendix 1 Finances Update Decisions by the Commissioner Meeting Dates and Agenda Plan	Ian Phillips, Peterborough City Council Police and Crime Commissioner’s Office Police and Crime Commissioner’s Office

Updated: 8 June 2015

Items to be programmed in:

Item	Comments
Rural Crime and Specials	
Child Sexual Exploitation	
Cybercrime	What is being done to address cybercrime and educate the public.
Estates Strategy and long term view of policing	
Discretionary Spend	
What are the links with Area Commanders and Districts	
Measuring Public Confidence	How is the Commissioner engaging with the public to obtain greater public participation?
Community Safety Partnerships	What is their remit and relationship with the police, Police and Crime Panels, Scrutiny Committees and Police Commissioner?