



CAMBRIDGESHIRE POLICE AND CRIME PANEL

WEDNESDAY 3 FEBRUARY 2016, 2.00 PM

**Civic Suite 1A - Huntingdonshire District Council, Pathfinder House,
St Mary's Street, Huntingdon. PE29 3TN**

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AGENDA

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

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

Membership:

Councillors: B Shelton (Vice Chairman), M McGuire, S Criswell, L Herbert, D Oliver, S Lane, A Shaheed, A Pearson, A Coles, P Bullen, M Shellens,

Independent Co-optees:

Edward Leigh
Francesca Anderson

Officer Support:

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



**MINUTES OF A MEETING OF THE CAMBRIDGESHIRE POLICE AND CRIME PANEL
HELD AT CAMBRIDGE CITY COUNCIL
ON 4 NOVEMBER 2015**

Members Present: Councillors J Ablewhite, (Chairman) B Shelton (Vice Chairman), M McGuire, M Shellens, P Reeve, V Campbell, A Sinnott, A Coles, S Lane, Edward Leigh and Francesca Anderson

Officers Present:

Paulina Ford	Peterborough City Council
Ian Phillips	Peterborough City Council
Alison Stuart	Peterborough City Council

Others Present:

Sir Graham Bright	Cambridgeshire Police and Crime Commissioner
Brian Ashton	Deputy Cambridgeshire Police and Crime Commissioner
Dr Dorothy Gregson	Chief Executive, Office of the Police and Crime Commissioner
Josie Gowler	Chief Finance Officer, Office of the Police and Crime Commissioner

1. Apologies for Absence

Apologies for absence were received from Councillor Pearson, Councillor Bullen, Councillor Herbert and Councillor Shaheed. Councillor Campbell was in attendance as substitute for Councillor Pearson, Councillor Reeve was in attendance as substitute for Councillor Bullen and Councillor Sinnott was in attendance as substitute for Councillor Herbert.

2. Declarations of Interest

There were no declarations of interest.

3. Minutes of the meetings held 16 September 2015

The minutes of the meeting held at 10.00am on 16 September 2015 for the Chief Constable Confirmation Hearing were agreed as an accurate record.

The minutes of the ordinary meeting held on 16 September 2015 at 2.00pm were agreed as an accurate record subject to one change. Edward Leigh, Independent Co-opted member of the Panel had noted an omission of the word 'and' and requested that the following amendment be made with regard to Paragraph 9. Cambridgeshire Police and Crime Commissioner Annual Report. The last line of the third bullet point stated the following "satisfaction detection rates" and should be changed to "satisfaction and detection rates".

The Secretariat to correct the minutes accordingly prior to publication.

4. Public Questions

There were no public questions submitted.

5. Review of Complaints

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

ACTION

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

6. Rules of Procedure

The report was introduced by the Chairman which provided the Panel with the opportunity to review the Rules of Procedure as required in paragraph 1.4 of the Rules of Procedure and consider the suggested changes proposed by the Working Group which were highlighted in red in the Rules of Procedure document attached at Appendix 1 of the report.

The Chairman thanked the Working Group and Officers for their work in reviewing the Rules of Procedure and invited Edward Leigh, Independent Co-opted Member of the Panel and member of the Working Group to provide the Panel with context to the proposed changes. The Panel were informed that the proposed changes were mainly to provide further clarity to and enhancement of the public participation section. This included allowing more time for the public to submit questions following publication of the agenda and the addition of allowing the submission of statements as well as questions.

The Chairman suggested two further amendments:

1. The wording 'and Statements' to be added to the section heading Questions and the wording 'and statement' to be added at paragraph 7.7 after the word 'question' and to follow this format throughout the section where applicable after the word question.
2. That paragraphs 7.5 and 7.6 under the section Questions be combined as one paragraph to provide further clarity regarding the timeframe for members of the public to submit questions.

Following discussion the Panel AGREED to adopt the revised Rules of Procedure proposed by the Working Group with the above additional amendments proposed by the Chairman as set out in Appendix 1 to the minutes.

7. Procedure for the Appointment of the Chief Constable of Cambridgeshire Constabulary

The report was introduced by the Police and Crime Commissioner and provided the Panel with further information regarding the appointment process for the position of Chief Constable.

Observations and comments raised by the Panel included:

- Clarification was sought as to whether the criteria for the position had excluded overseas applicants from applying.
- Had the Commissioner considered inviting Leaders, Deputy Leaders or Chief Executives of the local authorities to sit on the interview panel to provide local representation.
- Was the Commissioner disappointed in the number of applicants that had applied and what more could have been done to encourage more applications.

- What more could have been done to have made the interview panel more representative of the local communities for which the Chief Constable will be representing.
- Members commented that it had not been clear who the stakeholder engagement had included and therefore if the 7 responses were a good percentage.
- Members noted at paragraph 9.3 of the report that it was a national issue that there was only a small pool of possible candidates for the role of Chief Constable.
- Clarification was sought as to who was responsible for the appointment of the Deputy Chief Constable.

Responses by the Commissioner to questions from the Panel included:

- Applicants from overseas could apply but none had been received. Possible applicants would have self-eliminated if they did not have the necessary qualifications and experience.
- The Commissioner and Deputy Commissioner were responsible for the makeup of the interview panel however advice was taken from the College of Policing. Views were also sought from the various Chief Executives and a variety of other people on what should be considered when appointing a new Chief Constable.
- A limited number of people were eligible to apply and it was not unusual for only one applicant to apply. The College of Policing were asked to distribute the advert twice directly to senior police chiefs.
- The interview questions were pulled together from the views sought prior to interview.
- Only 7 responses had been received which had been disappointing. There was an Independent Member on the interview panel to provide an additional perspective.
- The appointment of the Deputy Chief Constable was the responsibility of the Chief Constable and there were a few possible applicants.

The Chairman stated that the College of Policing had been invited to attend the meeting to provide further context about the Chief Constable interview process. The College of Policing had responded that they would not be able to add any further value to what had already been provided within the report and that there would be a charge for them attending. The Chairman wished to record his disappointment to this response.

The Panel AGREED to note the report, and

1. to make reference to the report that was submitted to them for the Chief Constable's Confirmation Hearing on the 16th September 2015 and the report of the Independent Panel Member, Carolyn Dhanraj, and
2. to refer to their report 'Determination of Appointment of Senior Staff following a Confirmation Hearing', 18th September 2015, which gave their formal recommendation that the Commissioner appoint Alec Wood as Chief Constable of Cambridgeshire Constabulary.

8. Update of Violent Crime

The report was introduced by the Police and Crime Commissioner and provided the Panel with an update on violent crime. The report highlighted overall crime recording, violent crime, Cambridgeshire Constabulary's response and focus, the Commissioner's response and future challenges. The Commissioner informed the Panel that it was important to assure the people of Cambridgeshire that it was a safe place. The Commissioner pointed out to the Panel that if two people were involved in an affray it had to be recorded as two separate incidents.

Observations and comments raised by the Panel included:

- Members wanted to see a more detailed breakdown of the types of violent crime and noted that incidents of domestic violence were recorded separately and there were issues recording repeat incidents.
- Members sought assurance as to how adequately domestic violence was being recorded.
- Referring to page 62 and the table showing Violence with injury. Members noted that 4032 crimes had been recorded over 12 months. How was the Commissioner holding the Chief Constable to account and ensuring that action was being taken to reduce this number.
- Members were concerned that the accuracy and reporting of violent crime was not a true reflection of what was happening on the street. What was being seen in A & E was not an accurate picture as most people did not go to A & E unless it was an emergency. Was there a better benchmark that could be used.
- Detection rates and successful prosecutions should be shown when crime rates were being reported as these would be a good indication of how successful the police were at dealing with crime. The measure of effective policing was having this information and the Chairman urged the Commissioner to continue to request more detailed data on crime rates and detailed information on the different types of violent crime.

Responses by the Commissioner to questions from the Panel included:

- Violent crime covered a very broad spectrum from poking someone to murder. This needed to be broken down further and this was being looked into.
- The Commissioner agreed that there needed to be better data regarding domestic violence incidents.
- Police officers were trained to identify domestic violence incidents. Domestic violence was one of the new Chief Constables areas of focus.
- It was difficult for the police to prevent crime happening but by catching the criminals it would act as a deterrent. Cambridgeshire and Peterborough have a diverse and rapidly growing community and the police were unable to be everywhere and that was why there was local policing in place to adapt to the local environment. An example of this was in Peterborough where the police were based in with other services who deal with areas like homelessness and truancy to try and deal with issues straight away and prevent further incidents happening.
- The Commissioner confirmed that the best route to report a violent crime was to call 999 for an immediate response.
- The detection rates were regularly reported through the performance monitoring reports.

Following debate the Panel AGREED to note the report.

9. Cybercrime

The Police and Crime Commissioner introduced the report which provided the Panel with an update on the work that was being undertaken to prevent and deal with cybercrime within Cambridgeshire. The report highlighted the Commissioners response to cybercrime, Cambridgeshire constabulary's response to cybercrime, education and training and support for victims. The Panel were informed that this was a relatively new area of crime and it was changing the face of crime and crime figures would therefore rise.

Observations and comments raised by the Panel included:

- How important was it for people to report bogus telephone callers requesting things like bank details and how should this be reported? Were telephone scams classed as cybercrime.

- Could the Commissioner provide details of the type of response that was being provided to tackle cybercrime locally.
- One of the key challenges with cybercrime is case management. If it is reported at a local level it is essential that feedback is given to encourage the public to continue reporting cybercrime.

Responses by the Commissioner to questions from the Panel included:

- It was important to report all telephone scams and this could be done by phoning 101. There would also be a new portal which was being introduced specifically to report such scams. This was currently being tested in Hertfordshire. Telephone scams were also classed as cybercrime.
- If an incident of cybercrime is identified locally the local constabulary would trigger an investigation. The National Crime Agency (NCA) is responsible for leading the overall response to cybercrime. The Constabulary worked closely with NCA.
- The Commissioner agreed that it was important to feedback to people when they had reported a cybercrime incident and would ensure that this was done where possible but it was not always easy to do when it involved a major fraud case.

Following debate the Panel AGREED to note the report.

10. Budget Strategy

The Police and Crime Commissioner introduced the report which provided the Panel with an update on the budget strategy. Also in attendance to present the report was the Chief Finance Officer and Deputy Police and Crime Commissioner.

The Chief Finance Officer advised that the report provided a briefing on the budget strategy in preparation for the Panel to consider the Precept in February and the Medium Term Financial Plan in March 2016. Members were advised of the key principles for setting the budget strategy and key risks. The budget setting process was ongoing and constantly reviewed with the Constabulary's Director of Finance and Resources.

The Deputy Police and Crime Commissioner highlighted the following:

- Front line policing numbers had remained almost the same since 2009.
- The number of constables had slightly increased.
- Underspend against the budget had been managed each year.
- There was a Budget Assistance Reserve of £9.8m in cash.
- Projected underspend for this year was £1.5m.
- Total level of long term borrowing was reducing each year.
- 2016/2017 would be a peak year for pressures.
- Work was being done with Bedfordshire and Hertfordshire to look at back office functions which would produce approximately £20m savings each year. An estimated £7.4m would be Cambridgeshire's share of the savings.
- It is estimated that there would not be a reduction in front line policing over the next year.

Observations and comments raised by the Panel included:

- Members welcomed the early discussion on the budget.
- Members noted the mention of the new formula funding and that there could be extra funding available. Would Cambridgeshire gain from this?
- Were the budget predictions based on the effects of what might happen to other police forces.

- Members commented that there could be a possible reduction of grant funding from central government of between 25% to 40%. What effect would a 25% reduction in the government grant have on the budget predictions.
- Members referred to page 70 of the report. It had been noted that rural areas of Cambridgeshire rarely saw any police. Were PCSO's filling the gap and could more resources be redeployed to rural areas. *The Commissioner responded that this was an operational question but advised that PCSO's had been given more powers and PCSO's were used countywide and deployed where activities were taking place. Significant gains in the productivity of police officers and PCSOs on the front-line have been achieved and every effort will be used to maintain this increase in effective capacity. In addition to this there was a programme to recruit more Specials within the rural villages but this would take time to recruit and train the right people.*
- Clarification was sought regarding the £19.3m saving. Was the savings against the current budget or next year's budget.
- Clarification was sought regarding the statement within the report "*The guiding principle in setting the precept is to achieve value for money policing whilst not increasing the burden on the taxpayer*".
- The report mentions the Constabulary's operational policing strategy. Would the Panel be able to see the Chief Constables operational policing strategy?
- Members commented that at a recent presentation by the new Chief Constable he had stated that with the reduction in government funding there was likely to be a reduction in frontline policing in future years. *The Commissioner responded that the Chief Constable had been reflecting on what might happen in other areas but that Cambridgeshire was committed to not reducing frontline policing.*
- A member commented that some people might consider a 2% increase in the precept if this were to ensure that frontline policing would not be reduced.

The Chairman stated that the Panel was there to provide challenge and support to the Commissioner and if it was possible to see more information on the budget at an earlier stage it would be most welcome. *The Commissioner responded that more information than had been provided previously had already been presented to the Panel in advance.*

Responses by the Commissioner, Deputy Commissioner and Chief Finance Officer to questions from the Panel included:

- There had been indications from the Home Office that there might be a small potential of extra funding for Cambridgeshire. However no presumptions had been included in the budget predictions with regard to this.
- The Deputy Commissioner advised that his understanding was that the 25% reduction in government funding would affect government departments. A total of £73.3m was received in Cambridgeshire last year and within the local precept there was an increase in band E properties which had been a welcome increase to assist in bridging the gap. It was difficult to predict what or if there would be a reduction in grant funding this year.
- The £19.3m savings was against next year's budget 2016/2017 onwards and based on this year's baseline figure of £129.1m.
- The statement regarding not increasing the burden on the taxpayer meant that the council tax precept would be set at a rate that did not increase the burden on individual households.
- The operational policing strategy was led by the Police and Crime Plan.
- There was currently no pressure to reduce frontline policing.

The Panel AGREED to note the report.

11. Decisions By the Commissioner

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

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

CPC 2015-031- Bottisham Police Station Site and CPC 2015-032 – Papworth Police Station Site

- Members were concerned that the Papworth site would go to auction without outline planning permission. *The Deputy Commissioner responded that they had thought that outline planning permission was being sought and this was the preferred route. Clarification would be sought to see what was happening.*
- Why were two valuable assets being disposed of by taking them to auction. It would be better to place them on the open market to gain as much money as possible. *The Deputy Commissioner responded that both sites would probably go forward as development sites and therefore there would be a number of ways that people may take advantage of the outline planning permission. The auction contained parcels of land which had been widely published and the evidence suggested that this was the best approach. The parcels of land have a reserved value.*

CPC 2015-034 – Variation to the Police and Crime Plan (Objectives 3 and 4) 2013-16

- Clarification was sought as to what this decision was for. *Members were informed that it was to formally adopt the changes after receiving comments and confirmation of approval from the Panel.*

CPC 2015-029 – S22A Agreement under the Police Act 1996 (as amended to be a member of the Midlands and South Fleet Buying Group.

- Clarification was sought as to whether the schedule of 135 minimum committed vehicle requirements applied to the Group or was for Cambridgeshire Constabulary. *Members were advised that it was for Cambridgeshire Constabulary.*

CPC 2015-033 – Funding for tuServ and Metis Developments

- Clarification was sought regarding paragraph 4.2 page 87 of the report and the statement *“It is proposed that the additional £599k of Metis expenditure will be financed by the additional receipts from vehicle sales and the increased vehicle usage charges to collaborated units”.* *Members were informed that there was a cross charging arrangement between constabularies to ensure an equitable arrangement.*

The Chairman thanked the Commissioner for including a forward plan of decisions to be made in the future within the report as requested at the previous meeting by the Panel. The Chairman also requested that it would be helpful if target dates for each decision could also be included going forward.

ACTION

The Panel AGREED to note the report and decisions that had been made by the Commissioner and requested that the Commissioner provide target dates against future decisions where possible in future reports.

12. Meeting Dates and Agenda Plan 2015-2016

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

The Chairman asked the Panel if any additional items should be added to the work programme. The following suggestions were made and agreed to.

- A report on the Modern Slavery Act – explanation of the act and how this was being implemented locally
- A report from the Commissioner on Surveillance & ANPR - What has the Police and Crime Commissioner done on ensuring safeguards are in place in relation to the force's use of surveillance technology, including Automatic Number Plate Recognition ANPR, and on the collection of data from electronic devices during searches and when individuals are brought into custody. Has the Police and Crime Commissioner set a clear strategy and policy in this area and is assured himself, and can assure the public, that the force's activities are lawful and proportionate.
- Review of cost effectiveness of the offices of the Police and Crime Commissioner
- Child Sexual Exploitation

Members suggested that as the agendas were already full for the next two meetings of the Panel then the items proposed should be scheduled into the work programme for the next municipal year.

Following discussion the Panel AGREED to the proposed items being scheduled in to the work programme for the next municipal year.

ACTIONS

DATE OF MEETING	ITEM	ACTION	UPDATE
4 November 2015	Decisions By the Commissioner	The Panel AGREED to note the report and decisions that had been made by the Commissioner and requested that the Commissioner provide target dates against future decisions where possible in future reports.	
	Meeting Dates and Agenda Plan 2015-2016	The following items for scrutiny to be programmed into the work programme during 2016/2017. <ul style="list-style-type: none">• A report on the Modern Slavery Act• A report from the Commissioner on Surveillance & ANPR• Review of cost effectiveness of the offices of the Police and Crime Commissioner• Child Sexual Exploitation	

Appendix 1 – Rules of Procedure

The meeting began at 2.00pm and ended at 4.20pm

CHAIRMAN

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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 “PCC” is the Police and Crime Commissioner
- 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 Chairperson and Vice-Chairperson

- 2.1 The Chairperson and Vice-Chairperson 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 Chairperson or Vice-Chairperson 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-Chairperson will preside in the absence of the Chairperson and, if neither is present, the Panel will appoint a Chairperson from among the remaining members for the purposes of that meeting.

3.0 Resignation and removal of the Chairperson and Vice-Chairperson

- 3.1 The Chairperson and/or Vice Chairperson 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 Chairperson or Vice-Chairperson 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.
- 4.2 The date, time and venue of each Ordinary Meeting shall be determined and published on the Panel's website at least 10 working days in advance, unless the Chairperson or, in his/her absence, the Vice-Chairperson agrees that there are special reasons for an urgent meeting in which case the notice period may be shorter. Ordinary Meetings will not be held in April or May. The calendar of meetings will normally be agreed by the Panel at its Annual Meeting.
- 4.3 Extraordinary Meetings may also be called by the Chairperson or by any four members of the Panel or by the Monitoring Officer of the Host Authority.
- 4.4 The date, time and venue of an Extraordinary Meeting must be published on the Panel's website, and all Panel members notified at least ten working days before an Extraordinary Meeting, unless the Chairperson or, in his/her absence, the Vice-Chairperson agrees that there are special reasons for an urgent meeting in which case the notice period may be shorter.
- 4.5 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.
- 4.6 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.

- 4.7 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.
- 4.8 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, statements 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. to consider items requested by members in accordance with paragraph 4.12.
- 4.9 The only business to be conducted at an Extraordinary Meeting of the Panel will be:
- a) to choose a person to preside if the Chairperson and Vice-Chairperson are absent or otherwise unable to preside;
 - b) to consider the matter specified in the request to call an Extraordinary Meeting;
 - c) to receive any questions, statements or petitions from members of the public in accordance with paragraph 7 which must relate to the matter of business specified in the request to call the Extraordinary Meeting;
 - d) no other business may be conducted at the meeting unless the Panel otherwise resolve.
- 4.10 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.
- 4.11 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

- 4.12 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.
- 4.13 In the event of a dispute on whether the conditions listed above apply, the Monitoring Officer of the Host Authority will advise the Chairperson and Panel. The Chairperson's decision shall be final.
- 4.14 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 Chairperson 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 public meetings subject only to the exceptions in the Access to Information Standing Orders attached at Annex A.
- 7.2 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.
- 7.3 Part of the order of business at public meetings shall be designated for community involvement. The 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 and statements from the public; and

- The receipt of petitions.

7.4 At an Ordinary meeting, questions and statements need not relate to an item on the agenda. At an Extraordinary Meeting only questions and statements that relate to the principle agenda item shall be admitted as stated in standing order 4.9

Questions and Statements

7.5 A member of the public (Questioner) wishing to ask a question or make a statement at a public meeting of the Panel must submit his/her question or statement in writing, by facsimile transmission or by electronic mail to the Secretariat in advance of the meeting. To guarantee acceptance (subject to paragraphs 7.9 and 7.10), the Questioner's submission must be received by the Secretariat not later than 12 noon, on the third working day following the publication of the meeting agenda. Submissions received after the deadline may be accepted at the discretion of the Chairperson.

7.6 Each question or statement must give the name and address of the Questioner. All questions and statements to be addressed to the Chairperson.

7.7 The Secretariat shall circulate copies of all questions and statements to Panel members in advance of the meeting.

7.8 Questions and statements from the Public shall be taken at the beginning of the meeting. The Chairperson shall determine the order in which questions or statements are put to the Panel.

7.9 If the Chairperson decides that a matter is urgent he or she can allow a question or statement without having received notice, as at paragraph 7.5, provided a copy of the question or statement is delivered to the Secretariat not later than 10am on the day of the meeting. In such circumstances, the Chairperson shall have discretion as to the order in which it is presented to the meeting.

7.10 No person may submit more than two questions or statements to a Panel meeting and no more than two such questions or statements may be asked on behalf of one organisation.

7.11 If the Secretariat considers that a question or statement 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 or statement which has been put at a meeting of the Panel in the previous six months; or
- (e) requires the disclosure of confidential or exempt information;

The Secretariat shall inform the Chairperson who will then decide whether or not to accept the question or statement to be put. If the Chairperson decides not to accept a question or statement his or her reasons will be recorded in the minutes of the meeting and will not be open to debate.

7.12 The Secretariat may edit any question or statement provided the person asking the question or statement is consulted about any alteration.

- 7.13 The Secretariat will enter each question or statement received in a book open to public inspection and will within two working days send a copy to the Panel or the nominated respondent. In addition, a copy of all questions, statements and responses will be published on the Panel's website and added as an annex to the meeting's minutes.
- 7.14 Two minutes are allowed to the Questioner to read or explain each submitted question or statement.
- 7.15 If a questioner who has submitted a written question or statement 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.
- 7.16 A questioner who has put a question or made a statement in person may also put one supplementary question without notice to the member who has replied to his or her original question or statement. A supplementary question must arise directly out of the original question, statement or the reply and be directed to clarifying the reply. The Chairperson may reject a supplementary question on any of the grounds in paragraph 7.11 above. One minute is allowed for putting a supplementary question.
- 7.17 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.
- 7.18 The person asked the question may refuse to answer but must give his or her reasons for doing so.
- 7.19 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.

Petitions

- 7.20 Members and residents can present petitions.
- 7.21 Every petition must be polite and must be relevant to the responsibilities of Panel.
- 7.22 The petitioner must say what the petition is about without commenting;
- 7.23 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.
- 7.24 There will be no debate about a petition when it is presented.
- 7.25 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

- 7.26 Any further involvement from the public at the meetings of the Panel will be at the discretion of the Chairperson, including involvement in any debate and the asking of questions or making statements, without prior notice, during the debate on items on the agenda.
- 7.27 Members of the public are entitled to record the meetings of the Panel using audio and visual recording equipment. If the Chairperson 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:
- 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 Chairperson 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-Committee meetings shall be minuted. The minutes shall be published on the Panel's website and presented at the next meeting of 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 The Panel will appoint Task Groups. The Chairperson of the Panel may make a recommendation to the Panel on the membership.
- 10.4 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.
- 10.5 The Panel shall appoint a Chairperson of the Task Group from within the membership of the Panel. The Chairperson of the Panel may make a recommendation on whom to appoint.
- 10.6 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
- 10.7 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.

10.8 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 Chairperson 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 Chairperson 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 The Secretariat shall publish on the Panel's website any written responses from the PCC to matters raised at meetings of the Panel.

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:
 - 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 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).
- 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 relevant post-election period. The relevant post-election period means the period that:
- a) Begins with the day of the poll at an ordinary election of a police and crime commissioner under section 50 of the Police Reform and Social Responsibility Act 2011, and
 - b) Ends with the day on which the person elected as Police and Crime Commissioner delivers a declaration of acceptance of office under section 70 of the Police Reform and Social Responsibility Act 2011.
- 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. After questioning the candidate, the Panel in accordance with schedule 12A of the Local Government Act 1972, will go into private session in order to determine its recommendations regarding the candidate's appointment.
- 17.5 Following the hearing, the Panel will make a report of its recommendations to the PCC on the proposed appointment. The PCC must respond in writing within 20 working days of receipt of the Panel's report 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 Chairperson 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.

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 7
3 FEBRUARY 2016	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 To note the details of this report

3. TERMS OF REFERENCE

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

4. BACKGROUND

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

5. KEY ISSUES

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

6. IMPLICATIONS

6.1 None

7. CONSULTATION

7.1 None

8. NEXT STEPS

8.1 N/a.

9. BACKGROUND DOCUMENTS

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

9.1 None

10. APPENDICES

10.1 None

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 8
3 FEBRUARY 2016	Public Report

Report from the Cambridgeshire Police and Crime Commissioner

Contact Officers – Josie Gowler, Chief Finance Officer & Deputy Chief Executive

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

PRECEPT REPORT 2016/17

1. PURPOSE

- 1.1 To notify the Cambridgeshire Police and Crime Panel (“the Panel”) of the Cambridgeshire Police and Crime Commissioner’s (“the Commissioner”) proposed budget and precept for 2016/17 and to enable the Panel to review the proposed precept.

2. RECOMMENDATIONS

- 2.1 The Panel is recommended to review and make a report to the Commissioner on the proposed precept for 2016/17.

3. TERMS OF REFERENCE

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

4. BACKGROUND

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

5. KEY ISSUES

- 5.1 The Commissioner’s supports the Chief Constable and Cambridgeshire Constabulary (“the Constabulary”) as a whole by ensuring they have the necessary resources to maintain and enhance effective policing across Cambridgeshire. The Commissioner’s Police and Crime Plan (“the Plan”) incorporates priorities for ensuring efficiency and effectiveness in policing and tackling crime based on the issues of importance to the public.

- 5.2 The Commissioner has listened to what people have told him, balancing their expectations of police visibility with affordability of tax increases, whilst driving efficiencies. His office, the Office of the Police and Crime Commissioner (OPCC), has worked closely with the Constabulary to ensure that the Constabulary is delivering effective and efficient policing to the people of Cambridgeshire, which is sustainable in the future. To ensure that this can be achieved the Commissioner continues to oversee, in conjunction with the Constabulary, the delivery of technology-enabled agile working. In addition, collectively with the Commissioner’s fellow Police and Crime Commissioner’s for Bedfordshire and Hertfordshire and their respective police forces, there is a clear demonstration of a keen commitment to working collaboratively to drive through effectiveness and efficiencies.

- 5.3 The Commissioner is cognisant that there is a need to ensure value for money policing with no extra burden on the council taxpayer. The Commissioner is also mindful that the Government's provisional financial settlement announcement last month stated that policing resources will be protected taking into account both grant funding and potential council tax rises. The Commissioner, the Constabulary and the OPCC have analysed future budget requirements alongside the savings planned from programmes already underway. This has been set this against various economic indicators that represent how the cost of living has changed over a four-year period, alongside increases in average earnings.
- 5.4 The Constabulary and the OPCC are able to balance the books with a 0.99% increase to the policing element of the council tax for 2016/17. The savings plans indicated in the full report at Appendix A show the means of balancing the budgets from 2017/18 to 2019/20.
- 5.5 The budget will enable continued delivery of the Commissioner's Plan. The Panel is recommended to review the proposed precept in the context of ensuring continued and sustainable effectiveness and efficiency in policing in Cambridgeshire.

6. IMPLICATIONS

- 6.1 The draft budget the Commissioner's presents to the Panel is balanced for 2016/17 and further details of how this has been achieved are presented in the Commissioner's precept-setting report at Appendix A. If accepted, the precept will ensure a £130.5m budget for policing in Cambridgeshire for 2016/17. This would see the policing element of a 2016/17 Band D council tax increasing from £181.35 to £183.15 per annum, an increase of 3.5p per week.

7. CONSULTATION

- 7.1 Public engagement between the Commissioner and the public takes place using a range of channels and methods, including via the Commissioner's Outreach Workers who have proved invaluable in picking up and reporting back local concerns, as well as wider issues that need escalating for further action or scrutiny. Informed by this work, the Commissioner believes that the 0.99% increase in precept balances the public's expectations of police visibility, whilst not placing additional burden on the council taxpayer.
- 7.2 On 6th January 2016, the Commissioner announced his plans for the proposed increase in the precept. This announcement was covered by the media across Cambridgeshire, was also on social media and in the Commissioner's newsletter. This has provided for further public engagement opportunities for those who wished to comment on the Commissioner's proposal.

8. NEXT STEPS

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

9. BACKGROUND DOCUMENTS

Home Office Provisional Grant Report December 2015

10. APPENDICES

Precept Report 2016/17 – Appendix A

Financial Update 2015/16 and Precept 2016/17 – Appendix B



PRECEPT REPORT 2016/17

1. Purpose of the Report

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

2. Police and Crime Plan

- 2.1 The budget enables delivery of the Commissioner’s Police and Crime Plan (“the Plan”). The Police Reform and Social Responsibility Act 2011 (“the Act”) places a responsibility on Police and Crime Commissioners to keep the Plan under review and may vary it at any time. The Commissioner continues to update the Police and Crime Plan in order to reflect changes occurring both regionally and nationally. Examples of updates include the enhanced status of partnership working on key themes such as Victims, Offenders and Vulnerable Adults and the collaboration work with neighbouring forces, particularly Bedfordshire Police and Hertfordshire Constabulary, and more recently a new section detailing ‘What influenced the Police and Crime Plan’.
- 2.2 The Plan incorporates the Commissioner’s objectives for ensuring efficiency and effectiveness in policing and tackling crime, based on the issues the public tells the Commissioner they are concerned about (e.g. fighting anti-social behaviour, burglary and timely response to telephone calls).
- 2.3 Public engagement between the Commissioner and the public takes place using a range of channels and methods, including via his Outreach Workers who have proved valuable in picking up and reporting back local concerns, as well as wider issues that need escalating for further action or scrutiny. Further information on public engagement is provided in section 3 below.
- 2.4 The Plan will be updated again once the 2016/17 budget and MTFP have been finalised. The Plan also reflects the Commissioner’s wider “and crime” role.

- 2.5 Commissioners must consult Chief Constables on their draft Plans before they are sent to the Panel for consideration. Commissioners must have regard to the crime and disorder reduction priorities set by partners, the strategic direction of the criminal justice system and the national Strategic Policing Requirement.
- 2.6 The Commissioner continues to ensure that every effort is taken to protect frontline policing to fulfil the Commissioner's and Constabulary's statutory functions and meet the public's needs and expectations. This is exemplified in the Plan and the new Chief Constable's operational policing strategy of safeguarding the vulnerable, attacking criminality, preventing and reducing crime, achieving excellent value for money and reassuring the public. The financial strategy is never viewed in isolation.

3. Public engagement

- 3.1 Public engagement between the Commissioner and the public is continuous, using a range of methods all of which inform the decisions of the Commissioner.
- 3.2 Public opinion is fed back directly to the Commissioner through the correspondence received, typically in excess of 120 pieces per month. Communication by phone, post, e-mail, website and via Twitter are all utilised by the public. The Commissioner also visits different towns and cities and meets the public on the street listening to the views and concerns of the community. One-to-one appointments are offered to member of the public wishing to discuss particular issues with the Commissioner at one of his "surgeries". In the Commissioner's monthly newsletter financial issues are regularly raised and people are invited to comment on what they read.
- 3.3 Public opinion is also fed back through the Commissioner's two Outreach Workers who pick up and report back on local concerns, as well as wider issues that need escalating for further action or scrutiny. Public opinion received through the Constabulary is shared with the Commissioner's Office (the Office of the Police and Crime Commissioner (OPCC)) through meetings and reports.
- 3.4 Extensive engagement is achieved through various meetings with elected representatives, such as councillors and MPs, through attendance at, and feedback from, neighbourhood meetings, parish council meetings, Community Safety Partnership meetings and Neighbourhood Watch.
- 3.5 Due to continued media coverage, there is an increased awareness by the public of the extent and impact of ongoing budget pressures across the public sector.
- 3.6 The main theme expressed by the public is the desire to have greater police visibility and a perception that the police are not as visible as they used to be.
- 3.7 Whilst the confidence in the Constabulary remains high, national news coverage has had an impact on some people in terms of confidence in police integrity in general.

- 3.8 Public concerns expressed tend to be related to specific instances experienced by the individual, for example, speeding cars or anti-social behaviour.
- 3.9 There has been general support for the work undertaken to support the victims of crime and, in particular, the most vulnerable members of society.
- 3.10 There are a large number of people wanting to help their communities and one way this is expressed is in support for volunteer schemes such as Neighbourhood Watch and Speedwatch.

4. Budget and Medium Term Financial Strategy Development

- 4.1 During the autumn the Commissioner oversaw work to update the MTFP. As part of the Comprehensive Spending Review 2016/17 to 2019/20, government departments were asked to model savings of 25% and 40% over the period. At that stage the budget gap for Cambridgeshire policing in 2016/17 was estimated at £9.3m with a gap of £19.3m over the full four-year period of the MTFP.
- 4.2 The Provisional 2016/17 Police Grant Settlement was announced on 17 December 2015, stating a flat rate reduction in grant funding of 0.6% in cash terms. Once legacy council tax grants are taken into account, this is equivalent to a £416k cash reduction (0.52%) in overall policing grant for Cambridgeshire. The Provisional Settlement covers 2016/17 only. A prudent assumption has been made that the grant will be reduced by 1.00% per annum for the remainder of the MTFP period.
- 4.3 Appendix 1 sets out the updated 2016/17 to 2019/20 MTFP including the 2016/17 budget which is based on detailed budget work undertaken by the Constabulary over the past few months. It also shows the £55k movement from the original 2015/16 budget as presented to the Panel in March 2015 to the updated budget for 2015/16. This was caused by the fact that the final council tax freeze grant figure for 2015/16 was not received until mid-April 2015 and it had increased by £55k compared to the original budgeted figure. It is also worth noting that in the original 2015/16 budget as presented to the Panel in March 2015, the net cost of police pensions was shown on a separate line after Local Policing and Business Support expenditure. In the budget in Appendix 1 police pensions have been allocated to individual police pensions lines in both Local Policing and Business Support to improve clarity of the division of pension costs between Local Policing and Business Support.
- 4.4 Appendix 2 sets out the assumptions underpinning the budget and MTFP and also the estimates of the following which are yet to be determined but will be finalised in the budget-setting report that will be presented to the Commissioner's Business Co-ordination Board on 25 February 2016 and to the Panel on 16 March 2016:
- The Provisional Grant Settlement 2016/17 was received on 17 December 2015 and final figures are expected to be received on 3 February 2016

- Notification of Cambridgeshire's allocation of the capital grant will not be received from the Home Office until February 2016 although the Commissioner has been advised that there will be a reduction for policing of 40%.
- Final council tax base figures and details of losses/surpluses on collection funds as at 31 March 2016 are currently being awaited.
- The cost of the police helicopter under the National Police Air Service contract will not be finalised until February 2016.
- The budgets for services within the collaborated functions of Joint Protective Services, Operational Support and Organisational Support are in the process of being finalised and this is due to be completed in January 2016.

4.5 Appendix 3 sets out the details of the Provisional Police Grant Settlement for 2016/17.

4.6 Table 1 below sets out in broad terms how the budget has been balanced and Table 2 shows a high level analysis of the total budget.

Table 1 – Budget changes 2015/16 to 2016/17

	£m
Budget 2015/16	129.2
Funding Changes	
Reduction of grants	-0.4
Increase in Precept	1.5
Change to Draw Required on Reserves	0.2
Net Budget Requirement 2016/17	130.5
Net Revenue Expenditure Changes	
Inflation and budgetary pressures	4.6
Increase in Constable posts	0.6
Increase requirement for capital funding from revenue	0.7
Savings:	
Senior Police Officer Posts	-0.5
Police staff	-0.9
Transport	-0.4
Supplies and services	-0.6
Estates	-0.2
Total Savings Identified	-2.6
Use of Reserves	-2.0
	130.5

Table 2 – High Level Budget Analysis

	£m
Policing Budget – delegated to the Chief Constable	124.6
Office of the Police and Crime Commissioner	1.2
Ministry of Justice victims' grants / crime and disorder grants	2.3
Capital Financing and Reserves	2.4
Net Budget Requirement	130.5

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5. Council Tax Base and Collection Funds

5.1 Final council tax base figures and details of losses/surpluses on collection funds as at 31 March 2016 are currently being awaited. The tax base figures within the budget are based on estimates received from the individual councils. Net losses or surpluses on collection funds can either contribute to or be financed from the General Reserve. Compared to 2015/16 the council tax base for 2016/17 has increased by 2.0%.

6. Precept 2016/17

6.1 Since taking Office in November 2012, the Commissioner has been ensuring that the Constabulary is delivering effective and efficient policing to the people of Cambridgeshire, which is sustainable in the future. To ensure that this can be achieved the Commissioner is overseeing, in conjunction with the Constabulary, the delivery of technology-enabled agile working and collaboration with Bedfordshire Police and Crime Commissioner/Police and Hertfordshire Police and Crime Commissioner/Constabulary.

6.2 When considering the council tax, the Commissioner has ensured all efficiencies are identified, performance is protected, and that the reserve levels are at an appropriate level to meet the needs of policing. During the Commissioner's 2012 Election campaign, the Commissioner had stated he would ensure value for money policing with no extra burden on the council taxpayer.

6.3 Between March 2012 (the budget inherited by the Commissioner from the Police Authority) and November 2015 the change in key national financial indicators has been as follows:

- Consumer Price Index: 4.99%
- Retail Price Index: 7.89%
- Average weekly earnings: 6.02% (figures to October 2015 – November 2015 data not yet available)

6.4 The Provisional Police Grant Settlement announced that no Police and Crime Commissioner would face a cash reduction in Formula Funding plus legacy council tax grants plus precept income, as long as they maximise their precept.

6.5 For the above reasons, and also due to projects currently in place to deliver future efficiencies, the Commissioner will be recommending to the Panel an increase of 0.99% in council tax for 2016/17. This would see the policing element of a 2016/17 Band D council tax increasing from £181.35 to £183.15 per annum, an increase of 3.5p per week. The Commissioner wants to ensure he has listened to what people have told him, balancing their expectations of police visibility with affordability of tax increases, whilst driving efficiencies. This means that between 2012/13 and 2016/17

the total increase in council tax for a Band D property was 4.951%, marginally less than any of the indicators in 6.3.

- 6.6 On 6 January 2016 the Commissioner announced his proposed precept increase to the media. The Commissioner considers this to be achievable as he and his team have worked closely with the Constabulary to ensure an effective and efficient police force, continuing to drive down costs and develop plans to meet future savings requirements. The adoption of new technology and working in collaboration with other police forces will continue to deliver further efficiencies in future years. As mentioned above, the Commissioner is also mindful of not wanting to create an extra burden on the taxpayer.
- 6.7 News of the Commissioner's proposal was covered by the media across Cambridgeshire, on social media, and in the Commissioner's newsletter. During the past year the Commissioner has again received numerous emails, letters and comments from members of the public expressing the desire to have greater police visibility.
- 6.8 Details of the precepts due from each collection authority net of any loss or surplus on the collection funds are set out at Appendix 5.

7. Collaboration

- 7.1 Work to balance the budget for the period 2017/18 to 2019/20 continues to focus on collaboration initiatives as part of Cambridgeshire Constabulary's three-way Strategic Alliance with Bedfordshire Police and Hertfordshire Constabulary. Collaboration is delivering a significant contribution to the overall goal of the three forces to scale back office costs by up to £20m each year from a baseline of £120m. The Strategic Alliance enables the three forces to develop plans to collaborate on a range of operational support and organisational support functions. The three are already collaborating on a number of areas including Armed Policing, Procurement, the Professional Standards Department and Roads Policing. The Alliance signed the legal agreement under Section 22A of the Police Act ("the S22A Agreement") on 27 November 2015 to progress with the collaboration of the following areas, creating savings of £2.8m for Cambridgeshire from 2017/18 to 2019/20:
- Public Contact: an integrated tri-force public contact service incorporating digitally enabled public services, with increased online access and self-service to provide an improved citizen experience, whilst reducing demand on police resources and increasing resilience.
 - Human Resources and Learning and Development: a single organisational support function covering recruitment, knowledge and skills building, managing change programmes, health and safety, and application of regulations, terms and conditions in a unified way.

- Firearms and Explosives Licensing: a single tri-force structure and process to manage applications, renewals and revocations of firearms and explosives licences, and manage risk and appropriate use of intelligence.

7.2 Additional areas where there is evidence that collaboration will improve efficiency and resilience include Information Management, ICT, Criminal Justice and Custody and collaboration plans in these areas are also progressing. Full Business Cases were signed for these areas on 13 October 2015. Strategic work on the S22A Agreements and practical implementation plans is already in hand with expectations of savings coming to fruition from 2017/18 to 2019/20 predicted to be £1.5m.

7.3 Total collaboration savings for 2017/18 to 2019/20 including Joint Protective Service and the Eastern Region Special Operations Unit (ERSOU) are therefore predicted to reach £5.8m.

8. Workforce

8.1 Despite ongoing budget pressures, the total number of police officer posts in the Constabulary establishment is budgeted to slightly increase from 1,343 in 2015/16 to 1,352 in 2016/17.

8.2 PCSO establishment numbers are budgeted to remain at 150.

8.3 Police Staff budgeted numbers are estimated to fall from 825 to 803 in 2016/17 due to local and collaboration-related reductions in headcount.

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

8.5 As referred to in para 7.1, the Constabulary is already collaborating in several areas. This has enabled each Force/Constabulary to have access to a greater number of resources. Table 3 also shows that 93 staff are to be collaborated and these relate to the functions of Learning and Development, Public Contact, Custody and Criminal Justice. It is anticipated the total number of resources the Constabulary will have access to will increase as collaboration continues to develop.

Table 3 – Workforce projections (establishment)

	2015/16	2016/17
Police Officers:		
Local Policing	1,147	1,047
Other Policing	196	212
To be collaborated		93
Total Officers	1,343	1,352
Police Staff:		
Police Staff	825	803
PCSOs	150	150
Total	975	953

9. Capital Financing

- 9.1 Capital Programme expenditure for 2016/17 to 2019/20 will be financed without the need for external borrowing, which has been the wish of the Commissioner, to continually ensure that available resources are maximised for policing purposes. Financing of the programme will be through a number of different sources which include Capital Grant from Government, Capital Receipts, Revenue Contributions and the use of Capital Reserves for its intended purpose.
- 9.2 The Capital Programme’s 2016/17 to 2019/10 revenue effects are included in the budget and the MTFP.

10. Specific Grants

- 10.1 The Commissioner has allocated £2.28m of grant funding to use towards various community safety and victim support services. These specific grants have controls in place and recipients must demonstrate that the money has been used for the correct purpose. This is outlined below:
- The Police Reform and Social Responsibility Act 2011 gave Police and Crime Commissioners the powers to make crime and disorder reduction grants. During 2014/15 the Commissioner took over grants previously issued by the Constabulary and integrated them with the Community Safety Grants. The Commissioner made grants of £1,307k in 2015/16 and will be making grants of £1,300k in 2016/17.

- The Commissioner received £910k during 2015/16 from the Ministry of Justice to commission services for victims and will receive £981k for this purpose in 2016/17. This funding is allocated to enable all Police and Crime Commissioners to provide:
 - (i) services for victims of crime and particularly victims in the priority categories outlined in the Victims' Code: victims of the most serious crime, persistently targeted victims, and vulnerable or intimidated victims, to help them cope with the immediate impacts of crime and, as far as possible, recover from the harm they have experienced
 - (ii) services for victims of sexual and/or domestic violence;
 - (iii) support services for family members;
 - (iv) capacity and capability building for restorative justice services (this element of the grant is unringfenced).

10.2 The move from national to local commissioning of victim support services has enabled the Commissioner to integrate and enhance the provision of evidence based support services for victims of crime in the county. A mixed model of funding services has been used which includes true commissioning and grant agreements.

10.3 In a pioneering move, the Commissioner opted out of the national services provided by the charity Victim Support and created a police-led locally-based Victims' Hub staffed by local people who understand local crime trends and the local support services available. The flexibility of the model has allowed the Constabulary and the Commissioner to respond in November 2015 to changes to the Code of Practice for Victims of Crime which extends entitlements to victims of careless and drink driving. It is also available to vulnerable victims of anti-social behaviour.

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

10.5 **Domestic and Sexual Violence Support Services:** The Victim Care Co-ordinators within the Victims' Hub provide support to standard and medium risk victims of domestic violence where a specialist support service is not assigned. Outside of the Hub the services available for victims of domestic abuse and serious sexual offences have also been boosted through grants to Rape Crisis and Women's Aid. This funding has contributed to the provision of sexual violence counselling, peer support groups and telephone helplines. Young victims are able to access enhanced support through two Young Person Independent Sexual Violence Advisers and a pilot post within the

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Sexual Assault Referral Centre to support the families of children who have been sexually assaulted. A Young Person Independent Domestic Violence Adviser is also funded to sit within the force's Multi-Agency Safeguarding Hub.

- 10.6 **Home Security for elderly victims of crime:** A charity is commissioned to provide practical support to elderly victims of crime to secure their homes and make them feel safe.
- 10.7 **Road Traffic Victims:** The bereaved families of those killed on the county's roads in fatal road traffic collisions are being supported by a local charity. The work of the charity's volunteers not only saves officer time but professionalises the support offered to families in what are often traumatic circumstances.
- 10.8 The OPCC has stayed true to the 'Understand, Plan, Do and Review' mantra. This has ensured all commissioned services are evidence-based and regularly evaluated to ensure they are meeting the needs of victims.

11. Office of the Police and Crime Commissioner (OPCC)

- 11.1 The work of the OPCC has been changing and as of November 2014 it took on the responsibility for the provision of certain victims' services and the continued scrutiny and oversight implications of the large collaboration projects being undertaken to deliver the savings required over the next few years.
- 11.2 The OPCC budget for 2016/17 is £1,249k, an increase of 0.4% (£5k) on 2015/16. Increased staffing costs of £24k (relating to increased National Insurance and pension costs for 2016/17) are to be offset by savings in premises costs, supplies and services of £19k. As regards pension costs, the current Commissioner and Deputy Commissioner decided that they would not seek to take advantage of the pension benefits on offer, but recognise that an incoming Commissioner and Deputy Commissioner may be of an age where it may be expected that they would make a different decision.
- 11.3 The detailed budget for the OPCC is shown at Appendix 4.

12. Robustness of estimates

- 12.1 Under Section 25 of the Local Government Act 2003, the Commissioner's Chief Financial Officer (CFO) is required to report on the robustness of the estimates made for the purposes of the budget calculations.
- 12.2 Work on the 2016/17 budget gap started at the beginning of 2015/16, as the Constabulary identified savings during the financial year which contribute towards balancing the budgets for the next financial year. This is the established practice,

which ensures that the savings and efficiencies are achievable and the Constabulary continually strives to ensure effective and efficient policing.

- 12.3 A sound financial strategy is the key enabler to the achievement of the pledges in the Plan, the objectives of the operational policing strategy and the protection of front-line policing. The best way to keep people safe and maintain police resources and people's confidence in the police is to place an emphasis on long-term financial and strategic management as a whole. The Commissioner and Constabulary never look at expenditure numbers in isolation.
- 12.4 Analysing and setting the Commissioner's and Constabulary's budgets is an iterative and ongoing process. Initial drafts of the following year's budget are prepared throughout the current year. The budget setting process continues in earnest in September. The known factors including contractual commitments, cost pressures and savings identified during the current financial year, alongside assumptions relating to central government funding. These factors set the financial landscape for the coming year. The Constabulary's Budget Managers are tasked with reviewing their budgets and recommending savings. This work is undertaken in close co-operation with the Constabulary's Finance Team.
- 12.5 The Deputy Commissioner, Commissioner's CFO and Constabulary Director of Finance and Resources meet regularly from September to consider the draft budget and MTFP, challenging assumptions and analysing savings in order to improve a realistic and sustainable financial plan that enables the Constabulary to bring the operational policing strategy to fruition.
- 12.6 2016/17 remains the most challenging year due to the impact of the end of contracting-out of National Insurance contributions (£2m pressure) and the fact that collaboration savings will not be fully realised until later in the MTFP period. The Budget Assistance reserve will be used to balance the budget during this period, as explained further in paragraph 13.5 below.
- 12.7 In the MTFP in Appendix 1, services in the process of being collaborated with Bedfordshire Police and Hertfordshire Constabulary were included within the local policing figures in 2015/16. For the 2016/17 budget and beyond these are shown within a separate section titled 'To Be Collaborated', thus giving a more detailed picture of the Local Policing budget going forward.

13. Use of Reserves

- 13.1 Section 25 of the Local Government Act 2003 requires the CFO to report on the adequacy of the proposed financial reserves as part of budget setting considerations.
- 13.2 Appendix 6 sets out the Commissioner's reserves including estimated movements in 2015/16 and 2016/17.

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- 13.3 Earmarked Reserves have been built up over the last few years specifically for the financing of capital (via the Capital Reserve). The Capital Reserve has been applied to fund legacy schemes (schemes approved pre-2013) and use of the Capital Reserve in this way reduces the pressure on the revenue costs required to fund the capital programme.
- 13.4 The Commissioner holds a general reserve, primarily as a contingency for the cost of major police operations. This reserve currently totals £7.2m or 5.5% of the Net Budget Requirement for 2016/17 which is considered a prudent percentage of the total budget to hold as a general reserve for operational contingencies.
- 13.5 The Budget Assistance reserve currently stands at £9.8m and is predicted to rise to £11.2m by 31 March 2016. The revenue budget for 2016/17 seeks to utilise £1,978k of Budget Assistance reserve, to balance the budget while the changes and savings being achieved through organisational and operational support collaboration are realised. Opportunities to replenish this reserve will be sought throughout the MTFP period as those benefits materialise in later years.

14. The Medium Term Outlook

- 14.1 As set out in Appendix 1 the projected budget gap in the three years 2017/18 to 2019/20 is a further £6.6m. The Chancellor's Autumn Statement only announced a one year funding settlement, with no firm future commitments. This has made financial planning more challenging.
- 14.2 Work to balance the budget for the period 2017/18 to 2019/20 continues to focus on collaboration initiatives as part of Cambridgeshire Constabulary's three-way Strategic Alliance with Bedfordshire Police and Hertfordshire Constabulary. This collaboration, coupled with the embedding of Metis (the IT streamlining of processes to deliver information directly to the front-line) and further local savings in areas such as procurement and strategic use of estates, are projected to deal with the funding gap in the medium term.

15. Conclusion

- 15.1 Robust plans are in place for maintaining police performance, protecting frontline policing, and continuing to work with partners to reduce offending and improve support for victims.
- 15.2 The Commissioner has sought to ensure that the Constabulary are delivering policing effectively and efficiently. The adoption of new technology and working in collaboration with other forces will continue to deliver further efficiencies in future years to ensure that the front line is protected, without having to burden the people of Cambridgeshire through increases in council tax.

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16. Recommendation

- 16.1 Taking into account all the information contained in the report the Commissioner is asking the Panel to endorse his recommendation to increase the policing element of council tax by 0.99%; this will increase the policing element of Band D council tax from £181.35p in 2015/16 to £183.15 in 2016/17, a rise of 3.5p per week.

DRAFT Budget Assumptions and Main Risks and Uncertainties

1. The following assumptions (some now confirmed) underpin the estimates/forecasts:
 - Pay awards – 1.0% per annum for Police Officers and 0.58% for Police Staff for 2016/17, and 1.0% for both Police Officers and Police Staff thereafter
 - General (price) inflation is now projected at 1.0% in 2016/17 and 2.0% thereafter
 - Energy and fuel inflation assumption is 1.5% in 2016/17 and 3.0% for the remainder of the MTFP period
 - A precept increase of 0.99% for 2016/17 and 1.99% for the remainder of the MTFP period
 - A formula grant reduction of 1.0% from 2017/18 onwards
2. The main risks and uncertainties in the MTFP comprise:
 - Pay awards and increments and pension costs
 - Inflationary pressures
 - Energy costs – predicting whether and to what extent the current low energy costs will continue.
 - In July 2015, the Government proposed a new, simplified allocation model for the police funding formula. The Commissioner's CFO and Constabulary's Director of Finance and Resources issued joint responses to the two rounds of consultation that were broadly positive but highlighted concerns with the formula, most notably around the lack of inclusion of non-crime data. On 9 November 2015 the Home Office announced a delay to the finalisation and implementation of the funding formula to 2017/18 with further consultation due to take place in 2016. Implementation of the revised formula is likely to be slow.
 - Police Grant – reduction expected over 2017/18 to 2019/20 of up to 1% per annum, to take account of Home Office top slicing of the Police Grant.
 - At the present time the exact Police share of the £1bn for the Emergency Services Network system (the replacement for Airwaves) is not known.
 - The future costs of the Athena system (a 'one-stop' IT system which will help police to identify criminals more quickly and increase the potential to catch criminals) can only be estimated at this stage as the project is in development.
 - Overtime claims for undercover officers – the claim is passing through the courts at present and the outcome remains uncertain

DRAFT Details of the Provisional Grant Settlement 2016/17

1. Formula Grant

- 1.1 The Provisional Grant Settlement is a flat rate reduction in grant funding of 0.6% in cash terms. Once legacy council tax grants are taken into account, this is equivalent to a £416k cash reduction (0.52%) in overall policing grant for Cambridgeshire.
- 1.2 The Provisional Settlement covers 2016/17 only.
- 1.3 The final grant settlement is expected to be received on 3 February 2016.

2. Victim Services, Child Sexual Abuse Services and Restorative Justice Grant

- 2.1 The Ministry of Justice has announced a grant of £981k to fund victims' services in 2016/17.

3 Council Tax

- 3.1 Under the Localism Act 2011, the Government sets a limit (the excessive amount) on council tax increases. The 25 November 2015 Autumn Statement set a limit of 2% for 2016/17 for policing except for the ten lowest-charging police forces for which a limit of £5 was set; therefore the limit for Cambridgeshire is 2%.

4. Capital Grant

The current capital plan is based on a best estimate of the Capital Grant. Confirmation is awaited from the Home Office which is anticipated in February 2016; the Commissioner has been advised that there will be a reduction for policing of 40%.

DRAFT Office of the Police and Crime Commissioner (OPCC)

Narrative	PCC	PCC		Comments
	2015/16 Budget £'000	2016/17 Forecast £'000	Movement £'000	
Police Staff Pay & Allowances	952.7	977.0	24.3	Increased National Insurance and pension costs
Training - Support Staff - External	0.6	0.3	-0.3	
Agency Staff/Seconded Officers	0.0	0.0	0.0	
Advertising for Support Staff	4.0	2.0	-2.0	
Rents & Leases	28.0	28.0	0.0	
Travel and Subsistence Expenses	6.1	10.5	4.4	
Reorganisation Travel	1.8	0.0	-1.8	
Car Allowances Staff (staff mileage)	14.4	15.7	1.3	
Printing & Stationery - General	10.6	7.9	-2.7	
Postage & Carriage Costs	1.5	0.6	-0.9	
Photocopier - Rentals	0.9	2.2	1.3	
Photocopier Copy Charges	0.5	1.0	0.5	
Other Office Equipment	1.0	0.2	-0.8	
Books & Publications etc.	1.0	0.1	-0.9	
Printed Materials	3.0	0.5	-2.5	
Casual Hire of Rooms	2.0	1.0	-1.0	
Consultants - Non-Operational	10.0	10.0	0.0	
Legal Fees - Civil	20.0	12.0	-8.0	
External Audit Fees	65.0	46.0	-19.0	Constabulary to contribute £20k to their share
Internal Audit	46.0	52.0	6.0	
Advertising - Non Recruitment	2.0	2.0	0.0	
Bank Charges	0.0	6.0	6.0	Transfer from Constabulary, to reflect responsibility for cash balances and treasury management
Computer Hardware - Purchase	1.5	0.5	-1.0	
Computer Software Purchase	0.2	0.2	0.0	
Computer Consumables & Peripherals	1.9	0.0	-1.9	
Telephone Rental	0.5	0.1	-0.4	
Support Staff Subsistence Expenses	2.0	1.5	-0.5	
Conference & Seminar Costs	5.0	2.0	-3.0	
Hospitality - Internal	2.1	1.5	-0.6	
Members Attendance Allowance	8.8	8.8	0.0	
Members Travel Expenses	3.4	3.4	0.0	
Custody Visitor-Expenses	3.5	3.6	0.1	
Custody Visitor-Training & Conferences	2.1	2.0	-0.1	
Subscriptions Corporate	41.9	49.7	7.8	Includes National Police ICT contribution not yet finalised
Professional subscriptions	0.0	1.1	1.1	
NET REVENUE EXPENDITURE (NRE)	1,244.0	1,249.4	5.4	

Cambridgeshire Police and Crime Commissioner

Precept Report 2016/17

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Appendix 5

DRAFT Estimated Share of Precept to be paid by each District/City Council in 2016/17


	2016/17 Council Tax Estimated Base No	Precept	Collection fund surplus (+) / deficit (-)	Estimated Total Payment Due	Comments
Cambridge City	40,932	7,497,123	-89,114	7,408,010	Estimated Base and Collection Fund deficit provided by the Authority
East Cambridgeshire District Council	28,682	5,253,395	83,346	5,336,741	Estimated Base and Collection Fund surplus provided by the Authority
Fenland District Council	27,935	5,116,575	101,055	5,217,630	Estimated Base and Collection Fund surplus provided by the Authority
Huntingdon District Council	59,358	10,872,011	42,552	10,914,563	Estimated Base and Collection Fund surplus provided by the Authority
South Cambridgeshire District Council	60,257	11,036,672	33,927	11,070,599	Estimated Base and Collection Fund surplus provided by the Authority
Peterborough City Council	54,100	9,909,029	238,090	10,147,119	Estimated Base and Collection Fund surplus provided by the Authority
Total	271,265	49,684,806	409,856	50,094,662	

DRAFT General and Earmarked Reserves - Movements

	Balance	Forecast		Balance	Forecast		Notes	Balance
	31 March	2015/16		31 March	2016/17			31 March
	2015	Reserve	Applied	2016	Reserve	Applied		2017
	£000	£000	£000	£000	£000	£000		£000
Carry Forward Underspending Reserve	846	750	(846)	750	750	(750)		750
Insurance Reserve	1,047	-	-	1,047	-	-		1,047
Ill-Health Retirement Reserve	627	-	-	627	-	-		627
Capital Reserve	4,683	-	(665)	4,018	-	(500)		3,518
Drug Forfeiture (Operational) Reserve	127	8	(37)	98	-	-		98
Budget Assistance Reserve	9,797	1,380	-	11,177	-	(2,892)	(A)	8,285
Capital Carry Forward Reserve	1,912	735	(1,912)	735	500	(735)		500
Casualty Reduction & Support Reserve	515	476	(269)	722	-	-	(B)	722
Collaboration & Commissioning Reserve	241	-	(34)	207	-	-		207
Total Earmarked Reserves	19,795	3,349	(3,763)	19,381	1,250	(4,877)		15,754
General Reserve	7,198	-	-	7,198	-	-		7,198
Total General and Earmarked Reserves	26,993	3,349	(3,763)	26,579	1,250	(4,877)		22,952

(A) Comprises £1,978k use of reserves to balance 2016/17 budget plus £914k to finance capital programme (subject to outcome of Innovation Fund bids)

(B) Planning of allocation of reserve to 2016/17 casualty reduction initiatives is in progress





Cambridgeshire
Police & Crime
Commissioner

Financial Update 2015/16 and Precept 2016/17


Josie Gowler, Chief Finance Officer, Police and Crime Commissioner's Office
Brian Ashton, Deputy Police and Crime Commissioner

3 February 2016

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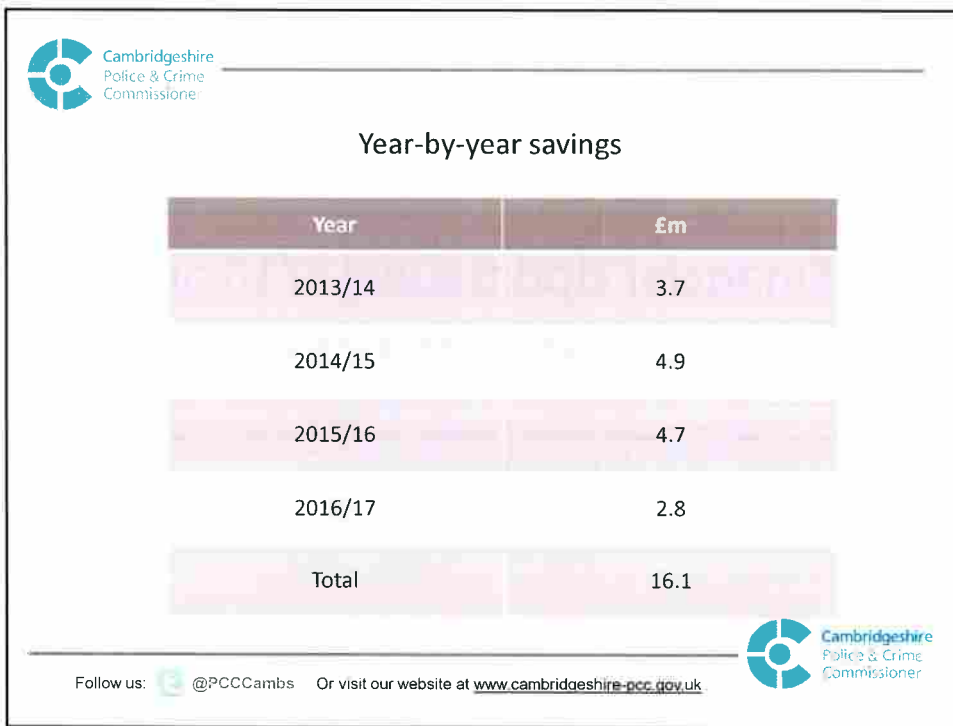
2015/16 Outturn to November (month 8)



- Constabulary underspend to November 2015 – £1.3m
 - Main contributors are police staff and transport underspends
- PCC in line with budget
- Prediction to year-end: £1.4m projected underspend after Revenue Contributions to Capital Outlay (RCCO) – major items comprise:
 - Body Worn Video
 - Collaboration: equipment replacement rolling programme


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- ### Estimates in MTFP – information awaited
- Final Police Grant settlement
 - Allocation of capital grant
 - Final council tax base and details of losses/surpluses on collection funds
 - Cost of helicopter
 - Finalisation of Joint Protective Service, Organisational Support and Operational Support collaborated costs
- 


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Budget Assistance Reserve

- Underspends achieved:
 - 2012/13: £2.2m
 - 2013/14: £3.4m
 - 2014/15: £2.6m
- This has enabled us to build up a budget assistance reserve of £9.8m
- £1.4m forecast 2015/16 underspend will be added to reserve
- Predicted that £2.0m of budget assistance reserve will be used to balance the 2016/17 budget while collaboration savings are realised

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Future Savings 2017/18 to 2019/20

- Public Contact, Human Resources/Learning and Development and Firearms Licencing collaboration: £2.8m
- Information Management, ICT, Criminal Justice and Custody: £1.5m
- Joint Protective Services/ Eastern Region Special Operations Unit: £1.5m
- Local savings: £2.8m

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Precept 2016/17

- Change in key financial indicators March 2012 – November 2015:
 - Consumer Price Index: 4.99%
 - Retail Price Index: 7.89%
 - Average weekly earnings (to Oct 2015): 6.02%
- Proposed precept increase 0.99%
- Equates to increase from £181.35 to £183.15 = 3.5p per week for a Band D property
- Total increase in council tax for Band D property 2012/13 to 2016/17 = 4.951%

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 9
3 FEBRUARY 2016	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

1. PURPOSE

1.1 For the Police and Crime Panel (“the Panel”) to review the variation of the Executive Summary, the Foreword and a section called ‘How we developed the Police and Crime Plan’ within the Police and Crime Commissioner’s (“the Commissioner”) Police and Crime Plan (“the Plan”). The variations seek to update the Plan to reflect the recruitment of a new Chief Constable and consolidate variations made across the term of the Commissioner’s office.

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 Plan has undergone several variations to reflect operational developments and increased partnership working.

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 This latest variation allows the Commissioner to welcome Alec Wood as the new Chief Constable responsible for the operational delivery of the Plan, and for Chief Constable Wood to respond and share his vision. It also enables a refreshed Executive Summary to bring together all the recent variations to the Plan.

4.5 The Commissioner has consulted with the Chief Constable. A paper on these variations was submitted to the Commissioner’s Business Co-ordination Board on the 22nd January 2016.

5. PLAN VARIATIONS

5.1

The sections being varied include:

- **Executive Summary** – this one page summary has been updated to reflect the variations to the Plan which have been previously approved by the Panel.
- **Foreword from Cambridgeshire Police and Crime Commissioner** – this variation allows the Commissioner to welcome a new Chief Constable who is responsible for the operational delivery of the Plan.
- **Foreword from Chief Constable** – the variation enables the new Chief Constable Alec Wood to respond to his appointment and share his vision for the future of Cambridgeshire Constabulary.
- **How we developed the Police and Crime Plan** – the change to this section acknowledges that the influences remain the same but refreshes and simplifies the content.

6. NEXT STEPS

6.1

The draft variations will be reviewed by the Panel on the 3 February 2016. The Commissioner is aware that he must have regard to any report or recommendation made by the Panel, give the Panel a response to any such report or recommendation and publish his response.

7. BACKGROUND DOCUMENTS

7.1

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

Variation to the Police and Crime Plan, Agenda Item 6.0, Business Co-ordination Board, January 2016

<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/>

8. APPENDICES

8.1

Appendix A - Draft Variation to the Police and Crime Plan

Appendix A - Variation to the Cambridgeshire Police and Crime Plan

Executive Summary

Cambridgeshire's first Police and Crime Plan

Sir Graham Bright was elected Cambridgeshire's Police and Crime Commissioner in November 2012. The Police Reform and Social Responsibility Act 2011 placed a duty on him to issue a Police and Crime Plan within the financial year he was elected. This short time scale prompted Sir Graham to build on the previous Local Policing Plan rather than start completely afresh. That plan had already been written with the priorities of partner agencies and the criminal justice system in mind in preparation for the incoming Commissioner. It had also been influenced by the national Strategic Policing Requirement and engagement with the people of Cambridgeshire. This Police and Crime Plan was first published in 2013. However, the plan is regularly reviewed and updated to reflect the changing nature of crime and new demands on policing.

The Police and Crime Objectives

The five Police and Crime Objectives follow on from those set in 2012/13. However a number of the actions to achieve each of them have changed in line with the Constabulary's strategic assessment, which identifies current and emerging crime trends.

Sir Graham has promised to be the 'voice of the people', not the police, and has added a series of personal pledges throughout the plan, which are in direct response to public feedback during his election campaign. He has also made effective engagement with the people who live and work in the county one of his personal priorities.

Cambridgeshire's people

Cambridgeshire and Peterborough have a diverse and rapidly growing population with both wealthy and socially deprived communities in close proximity. Unemployment in the north of the county, (although still below the national average) is much higher than that of the south*. Inward migration poses challenges for the Constabulary and partner agencies not least through the number of languages spoken, but also in helping new communities settle and integrate with long standing resident populations. This plan gives local residents and the officers working in their community the opportunity to set truly local people's priorities for their area, which ensures policing isn't one size fits all. From 2014/15 the Commissioner became responsible for commissioning local support services for victims of crime which includes provision for Restorative Justice.

The Budget

The Commissioner is responsible for allocating a budget of £131.7 million (2015/16 budget). This includes £1.3m Crime and Disorder Reduction Grants which the Commissioner awards to organisations who contribute to reducing crime and disorder in the area, for example community safety work, tackling drugs and alcohol misuse and reducing youth crime.

From October 2014 the Police and Crime Commissioner became responsible for commissioning the majority of emotional and practical support services for victims of crime in Cambridgeshire and in 2015/16 £910k was distributed to partners to support victims of crime to cope and recover.

Looking back, savings of £4.9m were identified in the 2014/15 budget and a further £4.7m in the 2015/16 budget. Combined with the £3.7 million achieved in 2013/14, this makes a total of £13.3 million of savings over three years. Despite these reductions frontline officer numbers have been

maintained with the majority of savings coming from streamlining staff operations and through collaboration with other forces.

Looking ahead, after balancing the budget for 2016/17, it is estimated that further reductions in spending of £6.6 million will be required in the period from 2017/18 to 2019/20, to be achieved mainly through collaboration, strategic use of estates and procurement savings in supplies and services.

*Footnote:

<http://www.ons.gov.uk/ons/search/index.html?newquery=unemployment+peterborough>
Regional labour market statistics: M01 Model based estimates of unemployment.

Foreword from Cambridgeshire Police and Crime Commissioner

The election of a Police and Crime Commissioner marked one of the biggest changes to the way in which our Police Service is managed for many years and I was delighted that I was chosen to be the county's first Police and Crime Commissioner. My first action was to take the 'Oath of Impartiality' to signify quite clearly that my role was to represent the public and to hold the police accountable on behalf of the public in an independent and single-minded manner.

I made the decision during the campaign that my independence on behalf of the public required me to have my office away from police headquarters in Huntingdon. I have, therefore, set up office at Cambourne to ensure that I am the face of the public and not of the police. Having said that, I have been hugely impressed with the calibre of the officers and staff of the Constabulary at all levels. I have been fortunate to work with two first rate Chief Constables. Simon Parr and I quickly established a good working relationship and this continued until his retirement in July 2015. I was then delighted to appoint Alec Wood as his replacement and he and I are maintaining this strong relationship as we continue to deliver the strong, effective service that Cambridgeshire Constabulary provide.

From the outset, I have had to take important decisions in order to balance the budget and deliver a police service that people can have confidence in. My plan for achieving this is set out in this document. This plan builds on the previous Local Policing Plan but, in a constantly changing world, I regularly review sections of the plan in consultation with the Chief Constable.

Because of increasing funding pressures I have had to make very difficult decisions in relation to the policing part of the council tax. Together with my Deputy, Brian Ashton, I have sought to minimise the financial burden on the people of Cambridgeshire and keep any rises as low as possible. I am pleased to say we have succeeded in balancing the budget with minimal council tax rises and still maintained the same number of front line officers, an achievement very few forces can claim.

It is my intention to continue to collaborate with our neighbouring forces, particularly with Bedfordshire Police and Hertfordshire Constabulary. We have already collaborated many of our services - such as roads policing, human resources, I.T. and training – and are looking at many other areas. This will enable us to maintain our own resilience as well as becoming more efficient, allowing us to use the savings to maintain front line officer numbers.

I would like to thank everyone who has supported me in my journey so far as I established the new role – my staff, the Constabulary and the public. It is important to me that the people of Cambridgeshire continue to tell me what is important to them and also when things are not going well. I encourage all residents to contact me with their thoughts and ideas so that together we can continue to provide a service we all respect and value.

Foreword from Chief Constable

Chief Constable Alec Wood

I am extremely proud to be the Chief Constable of an open, accessible and responsive force that works hard to meet the needs of those who live, work or visit the county. Cambridgeshire continues to be one of the fastest growing areas with an expected population growth of a further 25 per cent by 2031.

Despite this Cambridgeshire remains one of the safest counties in the country due to our focus on safeguarding the most vulnerable, supporting victims of crime and robustly investigating and bringing offenders to justice.

However the nature of crime is changing with human trafficking, modern day slavery, child sexual exploitation and cyber-crime placing further complex investigative and safeguarding demands on the Constabulary. I am confident our officers, staff, special constables and volunteers are rising to this challenge and showing their dedication and commitment to doing the right thing to reassure the public, prevent crime and ultimately keep our county safe.

Organisationally we continue to look at new and better ways to deliver a policing service which includes making the best use of new technology to allow us to respond and adapt to the needs of the public and to help keep people safe.

We also have a duty to the taxpayer to ensure we deliver a policing service in the most efficient and effective way providing the best value for money. Our strategic alliance with Bedfordshire Police and Hertfordshire Constabulary allows us to do just that and also provide resilience now and in the future for Cambridgeshire.

In the year ahead I am committed to providing the best possible police service to the people of Cambridgeshire, to keeping our communities safe from harm and to responding to the changing nature of crime in an effective and efficient way.

Creating a Safer Cambridgeshire

Values

- Respect – our communities, our people our position.
- Openness – be a transparent organisation.
- Integrity – rooted in all we do.
- Trust – our people.
- Innovation – continually looking at new and better ways to deliver service.

Our Policing Mission

- Safeguard the vulnerable – identify and act to protect.
- Attack criminality – with specific focus on those who prey on the vulnerable or cause vulnerability.
- Prevention of crime – working with our partners
- Value for money – best value to the taxpayer.
- Reassure the public – through contact and presence.

How we developed the Police and Crime Plan

The Police Reform and Social Responsibility Act 2011 places a responsibility on Police and Crime Commissioners to issue a Police and Crime Plan within the financial year they are elected.

Commissioners must keep this plan under review and may at any time vary the plan, or issue a new plan.

Commissioners must consult Chief Constables on their draft plans before they are sent to the Police and Crime Panels for consideration.

This plan will run for the whole of Sir Graham Bright's term of office (election will be in May 2016), and will be subject to regular reviews.

The plan's objectives are informed and influenced by a range of factors which are listed below.

1. Cambridgeshire Constabulary's Strategic Assessment

The Strategic Assessment considers current and future demands on the Constabulary to inform prioritisation and resourcing decisions, using a risk-based approach. This in turn informs the Strategic Tasking & Coordinating Group who set the Control Strategy Priorities for the Constabulary and define the resources and intelligence required to deliver against them.

2. Community Safety Partnership Priorities

The Community Safety Partnerships based in each locality area (Peterborough, Fenland, East Cambridgeshire, Huntingdonshire, South Cambridgeshire and Cambridge City) set priorities to work in partnership to tackle local issues of crime and disorder.

3. Criminal Justice Board Priorities

Cambridgeshire Criminal Justice Board (CCJB) formally brings together the Constabulary's senior officers, Her Majesty's Court & Tribunal Service, Crown Prosecution Service, the National Probation Service, local CRC probation provider and other key stakeholders. This forum enables joint working at a main board and several sub-groups to ensure the local criminal justice system is 'effective and efficient'. The priorities set by the Board, which includes driving forward technological advances within the system, are taken into account when drafting the plan.

4. Health and Wellbeing Strategies for Peterborough and Cambridgeshire

Cambridgeshire and Peterborough's Health and Wellbeing Boards have produced Health and Wellbeing Strategies. These documents identify the health and wellbeing priorities required to meet the needs of the local populations.

5. Strategic Policing Requirement (SPR)

The Strategic Policing Requirement describes the national responsibilities police forces have and the expectations on how chief constables and police and crime commissioners will meet these national needs.

6. Government Strategies and Legislation

Many relevant strategies and pieces of new legislation across a wide range of themes have been considered in the writing of this plan.

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 10
3 FEBRUARY 2016	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

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

ESTATES AND FRONTLINE POLICING

1. PURPOSE

- 1.1 The paper outlines the Police and Crime Commissioner’s (“the Commissioner”) strategic direction of the Estate, having regard to the agile working, contact points and collaboration, and to demonstrate how an annual saving of circa £700,000 can be identified by the end of the 2016/17 budget year.
- 1.2 The purpose of this report is to provide the Police and Crime Panel (“the Panel”) with an update on work being undertaken to ensure that the Estate occupied by Cambridgeshire Constabulary (“the Constabulary”) is managed and developed in such a way as to support the changing requirements of frontline policing and the achievement of the objectives of the operational policing strategy.

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 Police and Crime Commissioner in connection with the discharge of the Commissioner’s functions.
- Item 8 – To support the effective exercise of the functions of the Police and Crime Commissioner.

4. BACKGROUND

- 4.1 The implementation of mobile technology is having a major impact in the way local police teams work, allowing officers to send and receive real-time information while out and about, reducing the need to return to a fixed base to complete paperwork and increasing the amount of time they can be visible in their communities. Enquiry offices, interview rooms, meeting rooms, custody, agile working areas, locker space and radio charging points etc. are still required but the new working methods support estate rationalisation without adversely impacting on frontline policing.
- 4.2 From April 2014 the Commissioner took on the strategic responsibility for £35 million of the Constabulary’s Estates assets. The Estates Sub Group (ESG), comprising senior staff from the Commissioner’s Office and the Constabulary, hold monthly meetings to set the strategic direction of Estates in order to achieve the objectives set out in paragraph 1.2 above. Proposals arising from ESG are reviewed by both the Commissioner’s Finance Sub Group and the Business Co-ordination Board.

- 4.3 Future savings made by rationalising places rather than people enables a more modern approach to public engagement, making local policing more accessible and visible. A good example of where this works in practice can be seen in the roll-out of Police Contact Points which the Commissioner introduced across the county, typically sited within busy supermarkets and currently located at Peterborough, St Neots, Cambridge, Wisbech, Cambourne and Chatteris.
- 4.4 As collaboration with Bedfordshire Police and Hertfordshire Constabulary has progressed a number of departments have been restructured or collaborated to new sites and this has resulted in some areas of the current estate becoming underutilised as evidenced at Chord Business Park, Godmanchester.
- 4.5 With the Constabulary continuing to face financial challenges, with a further £6.6m of savings to be found by the end of the financial year 2019/20, it is clear that fixed cost resources such as buildings and maintenance need to be reviewed and, where possible, budgets reduced to contribute to the maintenance of frontline policing resource.
- 4.6 The Constabulary's workforce numbers for 2015/16 (Establishment Full Time Equivalent) are to date:

Category	Total
Police Officers	1,343
PCSOs	150
Specials – Target	300
Police Staff	825
TOTAL	2,618

- 4.7 The retained estate represents 36,883m² (gross internal area) with officers and staff occupying above the recognised average space standard. With the continued implementation of agile working improved space standards are expected as a significant proportion of both staff and police officers will not require an individually assigned desk.

5. THE ESTATE

- 5.1 The Estates Strategic Programme paper taken to the Commissioner's Business Co-ordination Board in October 2015 reported on an Estate of 41 buildings and costs in excess of £4m pa to run the Estate. A review of each of the six local policing areas and the corporate portfolio has been undertaken.
- 5.2 Shared accommodation options with partner agencies will be key to delivering the solutions for the Estates review and the project as we move forward.
- 5.3 It is envisaged that moves of appropriate business areas will be enabled to other sites, thus allowing any empty buildings/floors to be leased, reducing revenue maintenance costs and generating lease income.
- 5.4 Iterative impact of the roll-out of mobile technology, use of Contact Points and collaboration mean assets have been identified by the Constabulary as surplus to operational requirements with positive action already taken in some areas. A list of these assets are given at Appendix A along with a map showing the local policing Estate following rationalisation.
- 5.5 It is recognised that additional Estate savings will need to be achieved in the future. It is expected that opportunities around agile working and collaboration will further contribute to these savings as they enable a reduction of the back office Estate.
- 5.6 Partner discussions are being held with Councils and public services with a joint team

comprising of local authority and Constabulary officers already co-located and operating together in Peterborough. A similar shared service approach is being explored in Fenland which will assist partner agencies to improve service and rationalise their estate.

- 5.7 The Constabulary currently has three vehicle workshops across the county and a project is underway to provide services from a new single workshop at St Ives. This facility will be available from November 2016 and will be funded from the sale of Bridge Street Police Station, Peterborough. Space will also be freed up at March Police Station and Parkside Police Station, Cambridge.
- 5.8 The provision of custody facilities through collaboration is under consideration and may impact on the estate particularly to the south of the county.
- 5.9 Until such time as a review of the requirements for custody and the physical needs of policing in Cambridge are more advanced, it is considered premature to draw final conclusions to the provision of the Estate in the south of the County. This review will be simplified by the relocation of the on-site vehicle workshop at Parkside, Cambridge.

6. SUMMARY

- 6.1 The implementation of mobile technology has reduced the need to return to a fixed base. This allows police officers to spend longer in their communities and to support the public contact points and has rendered a number of operational buildings surplus to requirements.
- 6.2 The use of agile working facilities across the retained Estate will reduce unnecessary journeys, increase available working time and reduce the demand for office space. Further cultural change is required to optimise this opportunity.
- 6.3 Due to the on-going programme of collaboration with Bedfordshire Police and Hertfordshire Constabulary, a joint estate strategy across the three forces will be required in the near future and planning for the new strategy has begun.
- 6.4 The introduction of agile working is expected to achieve an annual saving of circa £700,000 through Estate rationalisation.
- 6.5 As the agile working and collaboration projects mature it is likely that further estate revenue savings can be secured and contribute to the wider financial savings highlighted in 4.5 above.

7. BACKGROUND DOCUMENTS

- 7.1 Estate Strategic Programme 2015, Agenda Item 7.0, Business Coordination Board, October 2015

<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2015-2/bcb-27th-october-2015/>

Estate Strategic Programme and Frontline Policing 2016, Agenda Item 5.0, Business Coordination Board, January 2016

<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/>

8. APPENDICES

- 8.1 Cambridgeshire Constabulary Estate assets identified as surplus to requirements – Appendix A

Cambridgeshire Constabulary Estate assets identified as surplus to requirements

Asset	Comments
Cardinal Park, Godmanchester	Building no longer required operationally and returned to landlord
John Mansfield Centre, Peterborough	Building no longer required operationally & returned to Peterborough City Council
Belgic Square, Peterborough	Building no longer required operationally and returned to landlord
Chatteris	Building no longer required operationally and leased to Police Firearms Officers Association
Yaxley	Building no longer required operationally and sold to Police Federation
Bottisham	Building no longer required operationally and sold by Auction (11/01/16)
Melbourn	Building no longer required operationally and lease returned on 03/06/16
Papworth	Building no longer required operationally planning application submitted and will be sold in 2016
Bretton, Peterborough	Building no longer required operationally and will be returned to landlord agreed
Orton, Peterborough	Building no longer required operationally and terms agreed for sub-let
Werrington, Peterborough	Building no longer required operationally on the market for assignment
Bridge Street, Peterborough	Building no longer required operationally and will be sold in 2016 following relocation of Vehicle Workshop
Wisbech	Discussion on going with partners regarding future estate needs
11/12 Ferrars Road, Huntingdon	Building no longer required operationally and change of use being investigated for a sale in 2016
Ramsey	Building no longer required operationally and change of use being investigated for a sale in 2016
Whittlesey	Building no longer required operationally Change of use being investigated for a proposed sale in 2016
Sawtry	Building no longer required operationally Advanced relocation discussions with sale in 2016
Unit C Chord, Godmanchester	Building no longer required operationally and will be leased in 2016 following refurbishment
Unit D Chord, Godmanchester	Staff relocations planned and will be leased in 2016

Map showing the local policing Estate following rationalisation



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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 11
3 FEBRUARY 2016	Public Report

Report of Cambridgeshire Police and Crime Commissioner

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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, 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:

- Section 22A Agreements under the Police Act 1996 (as amended) for the collaboration across Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary for :
 - National Ballistics Intelligence Service
 - Criminal Justice
 - Custody
 - Information Management
 - Human Resource and Finance ITC system
- Community Safety and Victims Support Services Grant
- Precept 2016/17
- Police and Crime Plan – Appendix 1 – Finances Update

- 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

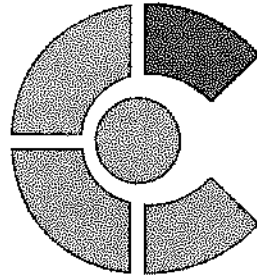
- 10.1 Appendix 1 - Decision records notified to the Panel.

Appendix 2 - Decision records and background papers

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

Date	Decision Record	Decision	Decision Summary
27 th October 2015	CPCC 2015-036	Removal from the capital funding budget for the purchasing of the dog kennel unit	To approve the removal of the commitment from the Cambridgeshire Police and Crime Commissioner's capital funding budget for the contribution towards the funding of the dog kennel units.
2 nd November 2015	CPCC 2015-037	S22A Agreement under the Police Act 1996 (as amended) - Civil Nuclear Constabulary	For the Police and Crime Commissioner and Cambridgeshire Constabulary to become a party to the Section 22A Agreement under the Police Act 1996 (as amended) with the Civil Nuclear Constabulary.
26 th November 2015	CPCC 2015-038	Bretton Police Station – surrender of lease	To approve the surrender of the lease at Bretton Police Station, Peterborough, to Peterborough City Council.
26 th November 2015	CPCC 2015-039	Melbourn Police Office – termination of lease	To approve the termination of the lease by serving notice on the Landlord, Melbourn Village College, in accordance with the lease terms.
26 th November 2015	CPCC 2015-040	Developing a Restorative Justice Approach in Cambridgeshire – Extension of Delivery Partnership	To extend the delivery partnership with Restorative Solutions Community Interest Company for a further year (December 2015 – December 2016) to further develop the Restorative Justice Service for victims in Cambridgeshire.
26 th November 2015	CPCC 2015-041	Independent Custody Visiting Association Eastern Region Management Board	Extending the appointment of Hannah Watson, Volunteer Co-ordinator at the Office of the Cambridgeshire Police and Crime Commissioner, to continue to act as the Eastern Region Director on the Independent Custody Visiting Association) Management Board for 2015/16.
27 th November 2015	CPCC 2015-042	S22A Agreement under the Police Act 1996 (as amended) for the collaboration of the Firearms and Explosives Licensing function between Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary	To sign the Section 22A Agreement under the Police Act 1996 (as amended) for Cambridgeshire Constabulary to share the Firearms and Explosive Licensing function with Bedfordshire Police and Hertfordshire Constabulary.

Date	Decision Record	Decision	Decision Summary
27 th November 2015	CPCC 2015-043	S22A Agreement under the Police Act 1996 (as amended) for the collaboration of the Human Resources and Learning and Development function between Bedfordshire Police, Cambridgeshire and Hertfordshire Constabulary.	To sign the Section 22A Agreement under the Police Act 1996 (as amended) for Cambridgeshire Constabulary to share the Human Resources and Learning and Development function with Bedfordshire Police and Hertfordshire Constabulary.
27 th November 2015	CPCC 2015-044	S22A Agreement under the Police Act 1996 (as amended) for the collaboration of the Public Contact function between Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary	To sign the Section 22A Agreement under the Police Act 1996 (as amended) for Cambridgeshire Constabulary to share the Public Contact function with Bedfordshire Police and Hertfordshire Constabulary.
16 th December 2015	CPCC 2015-045	Road Casualty Reduction and Support Fund	To utilise the first tranche of funds from the Road Casualty Reduction and Support Fund.
16 th December 2015	CPCC 2015-046	Nomination of appointment of Chairs for Police Misconduct Hearings	Approve the 17 nominations of appointment for Chairs of Police Misconduct Hearings under The Police (Conduct) Regulations 2012 (as amended) and for Cambridgeshire Office of the Police and Crime Commissioner to maintain the list of Chairs on behalf of the Eastern Region Police and Crime Commissioners.
16 th December 2015	CPCC 2015-047	Approval of Innovation Fund Bids	The Police and Crime Commissioner approve the Innovation Fund Bids.



Cambridgeshire Police & Crime Commissioner

FINANCE SUB-GROUP

APPROVED MINUTES

Date:	27th August 2015	
Time:	10:00 hours	
Location:	OPCC Office at Cambourne	
Members:	Brian Ashton	Deputy Police and Crime Commissioner
	Niki Howard	Director of Finance & Resources
	Josie Gowler	Director of Finance for OPCC
	Mark Hopkins	T/Deputy Chief Constable
In Attendance:	Tanya Little	Senior Admin Officer

1. Welcome and Apologies

The DPCC welcomed everybody to the meeting.

Apologies were received from Dorothy Gregson, Chief Executive OPCC and Nancy Leversha, Strategic Accountant OPCC.

2. Actions arising from minutes of meeting 30th July 2015

NH noted that motor vehicle access insurance was imminent and was to increase, although there had not been any major claims to disrupt the figures.

The DPCC asked about the Casualty Reduction and Support Fund in respect of the precise arrangements around requesting money from that fund and spending it. JG offered to write up the key principles and methodology.

The DPCC said it was an OPCC supported reserve to cover initiatives such as Speedwatch, defibrillators, safety equipment and initiatives to improve driver behaviour and the prevention of collisions.

Further clarification regarding the funding of Metis devices in excess of the grant receipt from vehicle receipts was provided by NH.

The DPCC asked whether there had been progress regarding the notes at Item 10 of the minutes re collaborated finance and organisational support. He said it was important to always be ahead of the curve to avoid spending more at the beginning of the year unless planned for. NH noted this would be kept in mind in the Final Business Case. A Force workshop in December 2015 would be used to help budget for the more complicated areas of collaboration such as ICT. The budget could not be completely ironed out but vacant posts would be identified as clearly as possible.

The minutes were agreed and signed by the DPCC.

3. Force Revenue Monitoring report Month 3 2015/16

NH took the Group through a report updating the budget position for financial year 2015/16. It was noted that Table 1 showed a predicted year-end Force underspend of £2.1m but the impact of Athena has not yet been taken into account in the forecast. Further discussion of collaboration costs then took place.

NH raised a comment regarding a change to Police Pensions and a lack of clarity from the Home Office. It was thought the Home Office would change the contribution to 24% for all.

The DPCC had heard that an increasing number of young police officers were not taking up the offer of a police pension, commenting this would diminish the cash fund.

The T/DCC asked NH to provide the numbers of Cambridgeshire officers not signing up or leaving the Police Pension Scheme. This was in order to consider whether hardship is having an effect on their decision or perhaps other factors are at work.

The display of CTC income in excess of expenditure was considered with the potential to add a further note at the bottom of the page.

Referring to Paragraph 2.4 of the report the T/DCC asked about the current Athena training of officers and whether the costs for this had been built into these figures; it was confirmed that they were not. £25k had been used for permanent matting to strengthen the car park at Monks Wood to accommodate vehicles of trainees. Buses would have been a cheaper option but there would have been additional implications in terms of abstractions. Door and security matters were also being addressed. These costs would all be captured under Athena.

NH noted the training budget for month 4 would be less (about £300k) than planned as not all used up due to the precedence of Athena training, although some of the training was compulsory so may have to be pushed to catch up later in the year. JG noted this underspend could possibly be earmarked as a reserve.

(i) NH would look into the numbers and reasons for the reduction of new officers joining the Police Pension Scheme.

(ii) The group noted the report.

4. Capital Programme Monitoring

NH talked through the paper which provided a financial overview of the Capital Programme for the three months ending 30 June 2015 including a table of in year schemes which includes major works on land and buildings, rolling vehicle replacements and the rollout of mobile devices. The £226k brought forward from 2014/15 for the dangerous dogs facility has been cancelled in 2015/16.

Fleet Management had already been set aside and is being delivered, financed from Revenue now rather than Capital. The table also included in year Revenue Contribution to Capital Outlay (RCCO) schemes from the Chief Constable's budget (£51k) and the Police & Crime Commissioner's budget (£83k).

The DPCC and JG were appreciative of the way the table had been set out to improve clarity. NH would add a notes column to provide further detail.

(i) The group approved the recommendations and noted the report.

5. Cash Flow August 2015

The Group were all pleased with the cash flow report. JG noted the Treasury Management Annual Report would soon be complete.

(i) The group noted the report.

6. Authorisation of Reserves – PCC CFO report

JG presented a report providing the Group with the movement of reserves to 31 March 2015, further to the approval received to tidy up and merge certain earmarked reserves at the FSG meeting on 25 June 2015. The paper set out a robust explanation of cash-backed reserves and background to how reserves are managed. This was discussed and various matters and procedures were explained.

(i) The group noted the report.

7. Funding Formula Consultation Update

JG presented a report setting out progress on analysing the implications of the Home Office's funding formula consultation and the proposed next steps for Cambridgeshire PCC and Constabulary.

The Home Office had looked at the Funding Formula on 21st July and announced proposals with an 8 week consultation period, ending on 15th September. JG and the Strategic Accountant had researched the proposals in-house. JG discussed the proposed formula at a recent workshop of the Police and Crime Commissioners' Treasurers Society, as well as with other PCC CFOs and at a meeting with the Home Office statisticians. The transition to the new formula was expected to be in FY 2016/17 but this was likely to be too soon for the Forces that would lose out under the formula.

Initial suggestions showed that it would be positive for Shire counties and negative for Metropolitan areas. The increased population in Cambridgeshire was expected to help.

The Home Office had been reluctant to release their calculations and their response is expected in November 2015.

JG is drafting the response and would share with the DPCC and NH for review prior to agreeing a final response from Cambridgeshire.

(i) *JG would share the draft Home Office response with NH and the DPCC.*

(ii) *The group noted the report.*

8. ESG Minutes from 16th July 2015

JG noted that Decision Notices regarding the Vehicle Workshop and Yaxley Police Station mentioned at Item 3 of the minutes would go to the Business Co-Ordination Board later the same day.

The minutes were noted and approved.

(i) *The group noted the report.*

9. Any Other Business

There was no other business to discuss.

11. Date of next meeting

Wednesday 30th September 2015 at 10:00am, OPCC Cambourne.



Brian Ashton



Cambridgeshire
Police & Crime
Commissioner

BUSINESS COORDINATION BOARD

APPROVED MINUTES

Date: 30th September 2015

Time: 13.15

Location: Swansley A Room, Cambourne

Members:	Sir Graham Bright	Cambridgeshire Police and Crime Commissioner
	Alec Wood	Chief Constable Cambridgeshire Constabulary
	Brian Ashton	Deputy Police and Crime Commissioner
	Dorothy Gregson	Chief Executive, Office of Police and Crime Commissioner
	Josie Gowler	Director of Finance Office of the Police and Crime Commissioner
	Mark Hopkins	Temporary Deputy Chief Constable Cambridgeshire Constabulary
	Niki Howard	Director of Finance and Resources, , Cambridgeshire Constabulary
In Attendance:	Aly Flowers	Senior Policy and Performance Officer, Office of Police and Crime Commissioner
	Claire George	Executive Support Officer, Office of Police and Crime Commissioner
	Jim Haylett	Head of Policy and Performance (Collaboration) Office of Police and Crime Commissioner
	Jon Hutchinson	Head of Corporate Development, Cambridgeshire Constabulary
	Colin Luscombe	Director of Estates, Office of Police and Crime Commissioner
	Howard Thackray	Business Manager, Office of the Police and Crime Commissioner
	Dan Vajzovic	Local Policing Commander Cambridgeshire Constabulary

1. Welcome and Apologies

- 1.1 Apologies were received from, Andy Hebb Temporary Assistant Chief Constable, Cambridgeshire Constabulary, Charles Kitchin Director of Public Engagement and Communication, Office of Police and Crime Commissioner, Cristina Strood Head of Policy and Performance, Office of Police and Crime Commissioner.

2. Declarations of Interest

- 2.1 There were no declarations of interest.

3. Approval of the minutes from the last meeting held on the 27th August 2015

- 3.1 There were no outstanding actions from the last meeting of the 27th August 2015.

3.2 Resolved:

- (i) *The minutes of the meeting held on the 27th August 2015 were agreed and signed.*

4. Appointment of Chief Constable

- 4.1 Dorothy Gregson provided an update to the Board of the Commissioners appointment of Alec Wood to the role of Chief Constable for Cambridgeshire Constabulary. This included a brief description of recruitment process and the positive feedback from the Police and Crime Panel confirmation hearing in support of the appointment. The Commissioner signed the Decision Record confirming the appointment, effective from the 22nd September 2015

5. Operational Update

- 5.1 Mark Hopkins presented the Operational update, confirming that the Her Majesties Inspectorate of Constabulary inspection (HMIC) would commence for Efficiency Effectiveness and Legitimacy (PEEL) on the 26th October. HMIC would be visiting the Constabulary on the 8th October 2015 as part of this inspection.
- 5.2 The College of Policing Peer Team would be undertaking a review of child sexual exploitation (CSE) in Cambridgeshire week commencing the 12th October. The purpose of the review is to consider the arrangements in place to tackle CSE, in line with the objectives of the National Police Chief Council CSE Action Plan.
- 5.3 There is an anticipated increase in CSE and therefore demand management will be an issue. Dan Vajzovic commented that the increase fits with the national picture and there seems to be no levelling off with this type of crime. This is also being fuelled by use of the internet. The challenge of this agenda was noted.
- 5.4 A discussion was had with regards to the 20mph speeding zones and bespoke 20mph speeding courses that will be available from the 1st September 2015 as an educational options to receiving points on the licence, where appropriate. The Board felt that

20mph zones needed more than road signs to distinguish them from 30 mph zones and noted that Local Authorities had a role to play in this.

- 5.5 With regards to the motorcyclist accident on the Constabulary's boarder at Tilbrook the Commissioner was clear that there should not be delay by checking force boarders and a timely response was of paramount importance. To help progress this Alec Wood agreed to work with partners to reinforce this. Mark Hopkins confirmed that there would be a wider debate between the Ambulance service and the Constabulary.

6. Performance Update

- 6.1 Alec Wood presented the quarterly performance report (12 months to June 15) to the Board.
- 6.2 Alec commented that is pleasing to see public confidence improving in each of the local areas. Also, victim satisfaction remained high and had improved from the 12 months ending March 15. There has been an improvement in Burglary prosecution possible and a reduction in the number of burglaries.
- 6.3 Areas of concern were discussed, these being; prosecution possible for Domestic Abuse, victim based crime and secondary call handling. Alec Wood commented that the Constabulary were working hard to improve **Domestic Abuse** response times and make arrests wherever appropriate. **Victim based** crime in the 12 months to March 2015 were higher than the most similar group of forces, and the regional, however remained lower than the national. More recent data (the 12 months to June 2015) has seen some stability emerge in the monthly crime levels, although they remain marginally higher than at the year-end position (up by 2%). **101 secondary call handling** was proving a challenge. In response to this a commitment has been made regards to implementing technological solutions in order to facilitate an improved service to the public; 'Queuebuster' has been implemented, close monitoring of progress is continuing; on average this is proving to be managing approximately 15% of the demand entering into 101. There are a number of vacancies within Contact Management and recruiting into these posts has proved difficult.
- 6.4 The Commissioner commented regards to 101 call handling that the longest wait, in excess of 50 minutes was unacceptable and that he wants to see this improve and reiterated that the public need to have confidence in 101 as it is part of the front line. Mark Hopkins commented that 'Queuebuster' should help to reduce the longest wait time. The commitment to improve the service and the continued effort to recruit to the vacant posts were noted.
- 6.5 It was reported that there had been a reduction in the number of Special Constables and currently at 266 falls short of the Commissioners pledge of 300. However, the hours worked had seen a significant increase (77,100 hrs v the benchmark of 67,829hrs). The Commissioner passed on his thanks to the Special Constables for all their hard work.

7. Bottisham and Papworth Police Stations Sites

- 7.1 Colin Luscombe presented the report to the Board the purpose of which is to approve the freehold disposal of Bottisham and Papworth Police Station sites, which had been identified as surplus to operational requirement.
- 7.2 The Board approved the freehold disposal of Bottisham and Papworth Police Station sites, by auction, at the earliest dates considered reasonable by the Director of Estates for the Office of the Police and Crime Commissioner (OPCC). The Commissioner will sign the Decision Notice following consideration of the Force Executive Board on the 6th October 2015.

8. Midlands and South Fleet Buying Group

- 8.1 Josie Gowler presented the report to the Board the purpose of which is to make the Board aware that the Commissioner, Director of Finance and the Chief Constable of Cambridgeshire Constabulary have signed the Vehicle Procurement Consortium Collaboration Agreement under section 22A of the Police Act 1996 (as amended) (the "Agreement") to become members of the Group.
- 8.2 The purpose of the Group is to minimise risk and financing costs and maximise financial savings by purchasing as a consortium. It strives to combine the interests of multiple authorities into a strategic and unified approach to achieve the very best for participating members. West Midlands will lead the procurement process and will award a single contract on behalf of all Group members, with members then responsible for placing their own orders thereafter.
- 8.3 A Decision Notice has been signed by the Commissioner.

9. Proposal for Funding for Tuserv and Metis Developments

- 9.1 Josie Gowler presented the report to the Board the purpose being to seek approval for funding for the Constabulary for the continued development of Tuserv, the purchase of Metis Mobile devices and phone cradles and in-vehicle chargers, as follows:
- £197k for tuServ development work
 - £599k for further Metis Mobile Devices
 - £15k for a vehicle-based solution for Metis

- 9.2 The Board approved the funding and the Commissioner signed the Decision Notice.

10. Police and Crime Commissioner's Decisions

- 10.1 Dorothy Gregson introduced the report, the purpose of which was to inform the Board of the decisions made by the Commissioner since the Board meeting on the 27th August 2015 and the decisions taken since that meeting.
- 10.2 The Board noted the paper

11. Finance Sub-Group

- 11.1 Brian Ashton, Deputy Commissioner presented the minutes of the meetings on 30^h July 2015
- 11.2 The Camera, Ticket and Collisions underspend will be apportioned and go back to each of the Tri forces. As reported to the Business Co-ordination Board, a Casualty Reduction fund has been created.
- 11.3 Collaboration; it is the intention to show the financial benefit on a month by month basis including the probability of success and identifying when costs will be incurred and where savings will be made.

12. Force Executive Board

- 12.1 Alec Wood presented the report to the Board, giving an overview of the meeting held on the 14th July and the 4th August 2015.
- 12.2 The Board noted the reports

13. Professional Standards Department Alliance Sub Group.

- 13.1 Brian Ashton presented the report to the Board, giving an overview of the meeting held on the 19th May 2015.
- 14.2 Attention was drawn to the Public Misconduct Hearings and the fact there appears to be a lack of clarity as to whether filming or recording in the hearing would be allowed. The Board were advised that we should treat the hearings as a normal court.
- 14.3 It was confirmed that there had been over 150 applications received for the post of Legally Qualified Chair. Dorothy Gregson complemented Aly Flowers, from the Commissioner's office, for the work she had done to facilitate this process.
- 14.3 The minutes were approved by the Board.

15. AOB

- 15.1 Alec Wood drew the Boards attention the National Contingency plan and the requirement for the Civil Nuclear Section 22A agreement. This is to legally deploy police officers onto nuclear sites if required. The collaboration was agreed.
- 15.2 A collaboration update was provided by Jim Haylett from the Police and Crime Commissioners office. Following a rigorous business case process a number of S22A collaboration agreements will be ready for signing in the near future, these are Human Resources and Learning and Development and Public Contact. Further business cases being developed are for; Information and Communication Technology, Custody and Criminal Justice.



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive

Date: 26 November 2015

MELBOURN POLICE OFFICE AND BRETTON POLICE STATION

1. Purpose

1.1 To seek approval of the Business Coordination Board (“the Board”) to the termination of the leases of Melbourn Police Office and Bretton Police Station.

2. Recommendation

2.1 The Board is recommended to approve the termination of the lease by serving notice on the landlord, Melbourn Village College, in accordance with the lease terms and the Police and Crime Commissioner (“the Commissioner”) signs the Decision Notice.

2.2 The Board is recommended to approve the surrender of the lease at Bretton to the landlord, Peterborough City Council and the Police and the Commissioner signs the Decision Notice.

3. Background

Melbourn

3.1 Melbourn Police Office is held on a 10 year lease from 21/06/10 at a rent of £500pa.

3.2 The Police Office on the Melbourn Village College site is surplus to operational requirements and the College have a use for the building and have confirmed they are prepared to take on the responsibility for this building.

3.3 The lease provides for Cambridgeshire Constabulary (“the Constabulary”) as tenant, to serve 6 months notice to terminate.

3.4 Termination of the lease at Melbourn will make an annual revenue saving of approximately £3,700 to the Constabulary.

Bretton

3.5 Bretton Police station is held on a long lease expiring on 17th June 2073 (58 years remaining) with restrictions on use and subletting. The landlord, has confirmed that these restrictions may be lifted.

3.6 The premises have been unsuccessfully marketed since May 2015 for an assignment of the lease and only a short term sub-let is achievable. The sub-let would create a short term income but the Constabulary would remain liable to the landlord for repairs, maintenance, and service charge and for property on-costs on expiry of the sub lease.

3.7 Whilst there is no provision within the lease to surrender, the landlord has confirmed that a surrender at nil premium would be acceptable. A surrender provides a clean break with no revenue liability beyond the surrender date.

3.8 This will make an annual revenue saving of approximately £12,000.

4. Summary

4.1 Following discussion with the Principal of Melbourn Village College agreement has been reached to terminate the lease of the Police Office.

4.2 Following discussions with Peterborough City Council, as landlord, agreement has been reached to surrender Bretton Police Station at nil premium.

5. Recommendation

5.1 The Board is recommended to approve the termination of the lease at Melbourn Village College by serving notice on the landlord in accordance with the lease terms and the Commissioner signs the Decision Notice.

5.2 The Board is recommended to approve the surrender of the lease at Bretton to the landlord, Peterborough City Council and the Commissioner signs the Decision Notice.

BIBLIOGRAPHY

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

17. Date of Next Meeting

- 16.1 The next meeting will be held on 27th October 2015 at 14.00 in the Monkfield Room Cambourne.



Sir Graham Bright



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive and Chief Constable

Date 26th November 2015

RESTORATIVE JUSTICE PROVISION IN CAMBRIDGESHIRE

1. Purpose

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on the implementation of the Joint Office of the Police and Crime Commissioner (OPCC) and Cambridgeshire Constabulary (“the Constabulary”) Strategic Vision for Developing Restorative Justice (RJ) in Cambridgeshire.

2. Recommendation

2.1 The Board is recommended to:

- Note the contents of the paper.
- Approve the 12-month extension of the delivery partnership with Community Interest Company Restorative Solutions until December 2016 and for the Police and Crime Commissioner (“the Commissioner”) to sign the associated Decision Notice.
- Approve the proposed direction of travel to ensure the continuation of a restorative justice service in the county as part of an integrated model of victim support services into 2016/17. This includes agreeing a service specification for the ‘Restorative Justice Multi-Agency Virtual Hub’.

3. Background

3.1 Restorative Justice (RJ) 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”.

3.2 Police and Crime Commissioners (PCCs) took over the responsibility for commissioning support services for victims of crime in 2014/15. The Ministry of Justice (MoJ) has

provided three years of non-ringed restorative justice funding as part of the Victims' Services grant to enable PCCs to develop the provision of victim-initiated restorative justice.

- 3.3 Cambridgeshire received £52k as part of the Capability and Capacity Fund in 13/14; £90k in 14/15 and £184k in 15/16.
- 3.4 An early scoping report into the provision of RJ in the county showed pockets of good practice but a lack of clear referral pathways and limited provision for adults.
- 3.5 Cambridgeshire OPCC and Constabulary created a joint Strategic Vision for Developing Restorative Justice in Cambridgeshire which was approved by this Board in October 2014. This Strategy informed the creation of a set of Commissioning Intentions in October 2014 for a co-funding delivery partner to work with the Constabulary to develop a provision to sit alongside the Victims' Hub as part as an integrated service for victims. Restorative Solutions were the successful bidder for a one year partnership ending in December 2015.
- 3.6 Formal governance of the RJ service is through the Cambridgeshire Criminal Justice Board (CCJB) Victims and Witnesses sub-group.

4. Current service provision – 2015/16 'Restorative Justice Multi-Agency Virtual Hub'

- 4.1 The Constabulary, in partnership with the OPCC and Restorative Solutions, has developed a largely sustainable model for the delivery of restorative justice. The model relies on building partnership capacity (and reciprocal arrangement with agencies) as set out in Memorandum of Understandings and integrating the RJ offer into conversations the Victims' Hub staff have with victims. In 2015/16 only two staff have been funded to deliver RJ from the MoJ grant. A Chief Inspector from within the Criminal Justice Unit has been funded to implement and embed the RJ offer into the Constabulary through RJ awareness sessions to all frontline staff – including Special Constables. An RJ Co-ordinator, who was 75 per cent funded by Restorative Solutions, is co-located in the Victims' Hub and receives all the referrals.
- 4.2 The RJ Co-ordinator can then call on a core of trained facilitators, who are either volunteers or colleagues from partner agencies, to progress a potential intervention. All of these facilitators have been trained by Restorative Solutions as part of the delivery partnership.
- 4.3 The delivery partnership has also provided the Constabulary and OPCC with support from experienced practitioners. However the emphasis remains on building capacity within the county to enable it to become wholly self-sufficient. In particular developing in-house training packages for facilitators.
- 4.4 Feedback from the Ministry of Justice on the Cambridgeshire model has described it as 'simple, yet effective' with twice the number of referrals coming into the service than other models which cost double the amount of money.
- 4.5 In the first six months of operation the RJ Co-ordinator has received 42 referrals (20 from the Victims' Hub, 15 from police officers, five from partner agencies and three self-referrals). Of these referrals three have already gone to full conferences, 20 are still live. Of those three conferences feedback from victims has been positive and none

of the offenders have re-offended within this time period therefore reducing demand for policing services.

4.6 A detailed service specification has been drawn up which is available at Appendix 1.

5. Proposed future provision

5.1 The delivery partnership with Restorative Solutions has proved successful. The Cambridgeshire model has been allowed to develop in consultation with local partners into a truly bespoke service. However its simplicity has meant that not all of the resources available as part of the delivery partnership were required during the first year. Therefore it is proposed that this partnership is extended until December 2016.

5.2 Such an extension will provide resilience when the funding for the Chief Inspector post ends on March 31, 2016. It will also provide resources to support the RJ Co-ordinator in extending the use of RJ with Registered Social Landlords and within the Troubled Families agenda. It will also enable continuation of the part co-funding agreement for the RJ Co-ordinator.

5.3 Links are being made with the county's only Neighbourhood Justice Panel in Cambridge City through nominal funding and a sharing of resources. It is hoped that this partnership will be formalised with a Memorandum of Understanding later this month.

5.4 While it would be disingenuous to say the RJ Model is wholly sustainable without any financial investment; it is clear it is the least cost-intensive option available. The model relies on a single post holder co-ordinating the volunteering commitment of others. Premises to hold conferences have been secured at nil cost leaving only the expenses of the facilitators to be paid. In a relatively short time period the model has already delivered savings with one offender, who was part of the Integrated Offender Management cohort, not re-offending in the four months since the RJ conference. This certainly indicates that the returns on the early investment will clearly outlive the current MoJ funding stream.

5.5 Finally it is anticipated that the requirement for good quality RJ services will only increase in future years; particularly following the Government's proposals to streamline the out of court disposal options to ensure a more meaningful approach for offenders and victims. The proposals, which are currently being trialled in three police forces, will see a move from a system of warnings and reprimands to one which gives the police the power to tackling offending behaviour in a more effective way through a clearer and simpler disposal framework. Options such as a suspended prosecution with appropriate compliance conditions and community resolutions, potentially with an RJ element, are likely to increase the need for RJ expertise. A paper on Out of Court Disposals is expected at a future Board meeting.

6. Recommendations

6.1 The Board is recommended to:

- Note the contents of the paper
- Approve the 12-month extension of the delivery partnership with Community Interest Company Restorative Solutions until December 2016 and for the Commissioner to sign the associated Decision Notice.
- Approve the proposed direction of travel to ensure the continuation of a restorative justice service in the county as part of an integrated model of victim support services into 2016/17. This includes agreeing a service specification for the 'Restorative Justice Multi-Agency Virtual Hub'.

BIBLIOGRAPHY

Source Documents	Joint Strategic Vision for Developing Restorative Justice in Cambridgeshire http://www.cambridgeshire-pcc.gov.uk/restorative-justice/
Contact Officers	Nicky Phillipson, Strategic Advisor, Office of the Police and Crime Commissioner T/DCI Dominic Human, RJ Development Manager, Cambridgeshire Constabulary



Cambridgeshire Police & Crime Commissioner

BUSINESS COORDINATION BOARD

APPROVED MINUTES

Date: 26th November 2015

Time: 14:30

Location: Swansley A Room, Cambourne

Members:	Sir Graham Bright	Cambridgeshire Police and Crime Commissioner
	Brian Ashton	Deputy Police and Crime Commissioner
	Dorothy Gregson	Chief Executive, Office of Police and Crime Commissioner
	Josie Gowler	Director of Finance, Office of the Police and Crime Commissioner
	Mark Hopkins	Temporary Deputy Chief Constable Cambridgeshire Constabulary
	Niki Howard	Director of Finance and Resources, , Cambridgeshire Constabulary
In Attendance:	Aly Flowers	Senior Policy and Performance Officer, Office of Police and Crime Commissioner
	Claire George	Executive Support Officer, Office of Police and Crime Commissioner
	Andy Hebb	Temporary Assistant Chief Constable, Cambridgeshire Constabulary
	Jon Hutchinson	Head of Corporate Development, Cambridgeshire Constabulary
	Charles Kitchen	Director of Public Engagement and Communication, Office of Police and Crime Commissioner
	Colin Luscombe	Director of Estates, Office of Police and Crime Commissioner
	Paul Ormerod	Chief Inspector, Cambridgeshire Constabulary
	Nicky Phillipson	Strategic Advisor, Office of Police and Crime Commissioner
	Sue Ratcliffe	Head of Performance, Cambridgeshire Constabulary

Howard Thackray

Business Manager, Office of the Police and Crime
Commissioner**1. Welcome and Apologies**

- 1.1 Apologies were received from Alec Wood, Chief Constable Cambridgeshire Constabulary.

2. Declarations of Interest

- 2.1 There were no declarations of interest.

3. Approval of the minutes from the last meeting held on the 27th October 2015

- 3.1 There were no outstanding actions from the last meeting of the 27th October 2015.

3.2 Resolved:

- (i) *The minutes of the meeting held on the 27th October 2015 were agreed and signed.*

4. Restorative Justice Provision in Cambridgeshire

- 4.1 The Strategic Advisor presented the report, the purpose being to update the Board on the implementation of the Joint Office of the Police and Crime Commissioner (OPCC) and Cambridgeshire Constabulary's ("the Constabulary") Strategic Vision for Developing Restorative Justice (RJ) in Cambridgeshire and approve the 12-month extension of the delivery partnership with Community Interest Company Restorative Solutions until December 2016.
- 4.2 The Board was given an overview on how the RJ model is being used within Cambridgeshire, and the excellent support that was being received from partners. The Board noted that this was a low cost, cost effective model in operation.
- 4.3 The Commissioner commented on the good working relationship that existed with Restorative Solutions. The Commissioner stressed that RJ should be recognised as a process that can empower victims to have their say and equally make offenders recognise the impact of what they had done, and make amends and was one element in preventing the 'revolving door' of offending as opposed to RJ being an alternative to a criminal sanction. The Chief Executive welcomed this innovative RJ approach, and one that had been recognised nationally.
- 4.4 The Board agreed to the 12 month extension of the delivery partnership with Community Interest Company Restorative Solutions and the Commissioner signed the Decision Notice.

5. Operational Update

- 5.1 The Temporary Assistant Chief Constable presented the report the purpose being to update the Board on any exceptional issues relating to the Constabulary on recent performance, Her Majesty's Inspectorate of Constabulary (HMIC) inspections, significant operations and effective and efficient policing.
- 5.2 The Board were provided with an update on the recent HMIC Police Efficiency, Effectiveness, Efficiency and Legitimacy (PEEL) inspection process. The Constabulary would be producing a full report on HMIC's report to the December 2015 Board meeting.
- 5.3 The Board were informed that the Independent Police Complaints Commission investigation into the shooting at St Neots was ongoing and consequently it would be inappropriate at this stage to comment further.
- 5.4 The Board noted that the launch date of the operational policing system (Athena) had been delayed until November 2016 due to software issues. Work was on-going with the stakeholders to ensure the new deadline was met. The Temporary Deputy Chief Constable informed the Board that it was likely that the collaborated contact management system was anticipated to go live at a similar time but reassured the Board that operational impact of system implementation would be managed effectively.
- 5.5 The Board were briefed on the Hate Crime Awareness week which commenced mid-October. The purpose of the week being to tackle the issue of Hate Crime, encourage reporting and inform the public of what constitutes this type of offence.
- 5.6 The Commissioner commented positively on Cambridgeshire's first Human Trafficking summit which took place on 17th October 2015. He was encouraged by the support shown by policing experts and human rights campaigners who had come together to consider what action is needed to safeguard vulnerable victims living within South Cambridgeshire. He hoped that such an event could be replicated across the County.
- 5.7 The Temporary Deputy Chief Constable reassured the Board that the Constabulary had responded in respect of the recent terrorist attacks and emphasised that are fully committed to ensuring community cohesion.
- 5.8 The Commissioner asked that his congratulations were passed on to PC Pete Moulton and PC Janine Hagger for winning a national bravery award in respect of apprehending a knife-wielding man.

6. Performance Working Group

- 6.1 The Chief Executive presented the minutes of the Performance Working Group to the Board, giving an overview of the meeting held on the 8th October 2015.
- 6.2 In giving an overview of the minutes, the Chief Executive brought to the Board's attention that there were a number of important issues being considered by the Group such as 101 secondary call handling performance, levels of recorded crime,

prosecution possible outcomes, burglary, Cyber-crime and domestic abuse response times.

- 6.3 The Commissioner emphasised the important work of the Group to enable him to hold the Constabulary to account, and thanked the Temporary Assistant Chief Constable and the Constabulary's Head of Performance for their input into the Group. The Constabulary reassured the Commissioner that the areas of concern would be monitored closely.

7. Performance Update – 12 months to September 2015

- 7.1 The Temporary Assistant Chief Constable presented the report, the purpose being to provide a performance update on the Constabulary's performance against the priorities identified in the Commissioner's Police and Crime Plan in the 12 months to September 2015.
- 7.2 The Commissioner commented on 101 secondary call handling and recognised that, as a front line service, the non-emergency second pick-up wait times were still too long. However, he felt the Constabulary were now able to respond to the situation in part due to successful recruitment and improved technology.
- 7.3 The Deputy Police and Crime Commissioner questioned the Constabulary as to the reason why the public's confidence in the Constabulary had declined, particularly when victim satisfaction remained high. The Constabulary responded that they were undertaking work to better understand the drivers behind public confidence.
- 7.4 The Board discussed the public's perception of anti-social behaviour (ASB). The Commissioner commented that he was pleased that we had a low rate of perceived ASB and that this was a good reflection on local policing who deal with this issue. The Temporary Deputy Chief Constable confirmed that in part this was due to the good working relationship with Community Safety partners. In addition, from November 2015 the more serious cases (medium/high risk victim) of ASB getting support from the Victims' Hub.
- 7.5 Cyber-crime was discussed in some detail and it was agreed that in the future this will have a big impact on the figures for recorded crime. The Commissioner stressed that he wants to continue raising the awareness of Cyber-Crime across the County, and hopes to hold a seminar in 2016. The Temporary Assistant Chief Constable commented that Cyber-Crime training had been given to front line officers and detectives and as such felt that the Constabulary were in a reasonable position to deal with the anticipated increase in volume of this crime type.
- 7.6 The Board discussed the Constabulary's prosecution possible outcome rates. The Commissioner asked that the Constabulary stay focused on this and recognised the work being undertaken via the Burglary action plan and Investigations Steering Group.
- 7.7 The Board noted the content of the report.

8. Domestic Abuse Update

- 8.1 The Head of Corporate Development presented the report, the purpose of which was to update the Board on the Constabulary's current service provision, action plan progression and to improve performance delivery in relation to Domestic Abuse.
- 8.2 The Board were made aware of the HMIC inspection in November 2013 on the Constabulary's response to Domestic Abuse. The Constabulary was concerned by the HMIC findings following the November inspection. However, when the HMIC inspection team revisited in February 2014 they highlighted the progress that the Constabulary had made in addressing its response, noting substantial improvements to victims of violence but also recognising more needed to be done. The HMIC completed a further DA inspection in July 2015 and the results of this inspection are due to be published on the 15th December 2015.
- 8.3 The Board were informed of the work the Constabulary had to shift the culture within the Constabulary, tightening up internal governance arrangements and the revision of the Domestic Abuse strategy. Additional safeguarding training had been given, complemented by improved technology to improve the quality and quantity of evidence gathered. A month long media campaign was run by the Constabulary in November to raise awareness of Domestic Abuse. In Peterborough the Constabulary are trialling the use of a Domestic Abuse Response Team, to attend and manage all reports of Domestic Abuse within the area.
- 8.4 It was reported that Domestic Abuse performance has improved in recent months with prosecution possible outcome rates improving in September and October.
- 8.5 The Constabulary emphasised that they strived, with partners, to be one of the best police forces in the country to safeguard all involved and bring offenders to justice. The Commissioner was reassured that the Constabulary were taking this very seriously. The Commissioner is to meet the Head of the Constabulary's Public Protection Department to discuss the Constabulary's response to Domestic Abuse in more detail and ensure progress is sustained.
- 8.6 The Chief Executive clarified with the Constabulary that more people were not coming forward to report incidents of Domestic Abuse but of those that have come forward to report this, more incidents are being recorded and converted into a crime. This is a consequence of the tightening of the National Crime Recording Standards.
- 8.7 The Board noted the content of the report.

9. Section 22A Collaboration Agreements under the Police Act 1996 for Firearms and Explosive Licensing, Public Contact, and Human Resources and Learning and Development.

- 9.1 The Chief Executive presented the paper, the purpose of which was to update the Board with details of the rationale for the signing of three Section 22A collaboration agreements under the Police Act 1996 (as amended) ("the S22A Agreement") with Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary.

- 9.2 The Chief Executive informed the Board of the responsibility of Commissioners and Chief Constables to keep collaboration options under review for each S22A Agreement in order to maintain the efficiency and effectiveness of policing. It was also confirmed that each S22A Agreement were a result of a culmination of a process of detailed scrutiny and external assurance on outline and full business cases for each of these collaboration initiatives and had been developed with input from the appropriate professional subject matter experts, legal advisers and professionals.
- 9.3 The Board noted that the public had been made aware of the collaboration intentions and proposals through consultation with the firearms community, press releases and newsletters. The business cases were also in the public domain.
- 9.4 By collaborating these functions will enable the Constabulary to save over £3.2 million over the period to 2019/20.
- 9.5 The Board were informed that the S22A Agreements will be continually reviewed at least annually as they are 'living documents' and as such should be refreshed to ensure practice follows delivers the desired outcomes i.e. service delivery, governance. The Temporary Deputy Chief Constable commented that he was reassured with the level of engagement regarding the S22A Agreements.
- 9.6 The Board noted the report and gave approval for the Commissioner to sign the Decision Notice to sign the S22A Agreements subject to them being agreed at the Alliance meeting on the 27th November 2015.

10. Medium Term Financial Plan 2016/17 Budget Update

- 10.1 The Commissioner's Director of Finance presented the report, the purpose of this report is to update the Board on the Medium Term Financial Plan (the "MTFP") and the development of the 2016/17 budget.
- 10.2 The Board were taken through the key principles of the MTFP and budget setting, such as the need to achieve value for money policing whilst not increasing the burden on the taxpayer, and the efforts to protect front line policing. The timetable for the remainder of the budget setting process was discussed. It was agreed that close attention must be paid to the Collaboration projects as these will deliver year on year budget savings.
- 10.3 The Commissioner and Deputy Commissioner both commented that no budget decision would be made until the detail of the Home Office's police finance settlement is published in December 2015. The reserves accumulated in recent years would still be used in 2016/17 to smooth the implementation of the Collaboration agenda.
- 10.4 The Constabulary's Director of Finance and Resources commented that 2016/17 would be a difficult year financially due to such factors as the increase in National Insurance costs that would require approximately £5m of funding.
- 10.5 The Board noted the report.

11. Strategic Risk Management

- 11.1 The Commissioner's Director of Finance presented the Strategic Risk Management report to the Board.

11.2 It was noted that a six month review was last considered in March 2015 and the risks had subsequently been updated for a number of areas. It was noted that the red risk relating to collaboration would reduce to amber should the collaboration move forward on the 27th November 2015.

11.3 The Board noted the specific areas of risks that had been identified in the report.

12. Operation of the Road Casualty Reduction and Support Fund

12.1 The Board were updated on the proposed future operation of the Road Casualty Reduction and Support Fund ("the Fund").

12.2 The Commissioner's Director of Finance confirmed that as agreed at the Finance Sub-Group (FSG) in June 2015 and approved by the Board in August 2015 the underspend from Cameras, Tickets and Collisions would go into the Fund. A paper on the proposed future operation of the Fund was presented to and agreed at the FSG meeting on 30 September 2015.

12.3 The Commissioner's Strategic Advisor and the Constabulary's Temporary Deputy Chief Constable, had worked closely with the Cambridgeshire and Peterborough Road Safety Partnership to create a joint declaration. This sets out the Partnership's intention to work together as agencies to reduce the number of collisions on the roads and therefore the number of people killed or seriously injured. The declaration reflects the contents of the Cambridgeshire and Peterborough Road Safety Strategy 2015-20.

12.4 The Commissioner commented that he had received good public feedback and that the public were pleased this money would be used for road safety.

12.5 The Board noted the report.

13. Annual Equality and Diversity Update

13.1 Chief Inspector Paul Ormerod presented the report, the purpose of which was to provide an overview to the Board on the Constabulary's public sector equality duty and outline how the Constabulary are exercising their statutory duties under the Equality Act 2010.

13.2 The Board's attention was drawn to the Positive Action Steering Group which had been created to help with the Constabulary's delivery equality actions.

13.2 The Commissioner questioned the Constabulary on what was being done to improve the ethnic mix of the Constabulary. Chief Inspector Ormerod commented that there was an equality objective to shape recruitment, retention and progression activity to achieve a representative workforce and that this was being taken forward by the Steering Group. The Commissioner commented on the positive contribution officers and staff from ethnic minorities make to the Constabulary.

13.3 The Commissioner requested an Equality and Diversity update in six months.

13.4 The Board noted the report.

Action: Equality and Diversity update paper to Board in May 2016.

14. Melbourn and Bretton Police Stations

- 14.1 The Commissioner's Director of Estates presented the report, the purpose being to seek the approval of the Board to the termination of the leases of Melbourn Police Office and Bretton Police Station.
- 14.2 It was confirmed that following agreement of the Estates Sub-Group and meetings with the respective landlords, the lease for Melbourn Police Office would be terminated and the lease at Bretton Police Station would be surrendered.
- 14.3 The Board approved the action regarding the two leases and the Commissioner signed the Decision Notices.

15. Police and Crime Commissioners Decisions and Forward Plan

- 15.1 The Chief Executive introduced the report, the purpose of which was to inform the Board of the decisions made by the Commissioner since the Board meeting on the 27th October 2015 and the decisions taken since that meeting.
- 15.2 The Board noted the paper.

16. Finance Sub-Group

- 16.1 The Deputy Police and Crime Commissioner presented the minutes of the meeting on 20th September 2015 and commented that a clear understanding was required on the Capital requirements of Collaboration.
- 16.2 The Board noted the content of the report.

17. Force Executive Board minutes

- 17.1 The Temporary Deputy Chief Constable presented the report to the Board, giving an overview of the meeting held on the 6th October 2015.
- 17.2 The Board noted the report.

18. Any Other Business

- 18.1 The Board discussed the request for extending the appointment of Hannah Watson, Volunteer Co-ordinator at the Office of the Cambridgeshire Police and Crime Commissioner, to continue to act as the Eastern Region Director on the Independent Custody Visiting Association (ICVA) Management Board for 2015/16
- 18.2 The Board approved to the extension and the Commissioner signed the Decision Notice

19. Date of Next Meeting

- 19.1 The next meeting will be held on 16th December 2015 at 14.30 at Cambourne.

A handwritten signature in blue ink, consisting of a large, stylized initial 'G' followed by 'B' and 'R'.

Sir Graham Bright



To: Business Coordination Board

From: Chief Executive

Date: 26 November 2015

SECTION 22A COLLABORATION AGREEMENTS FOR: FIREARMS AND EXPLOSIVE LICENSING; PUBLIC CONTACT; AND HUMAN RESOURCES AND LEARNING AND DEVELOPMENT

1.0 Purpose

- 1.1 The purpose of this report is to provide the Business Coordination Board (“the Board”) with details of the rationale for the signing of three Section 22A collaboration agreements under the Police Act 1996 (as amended) (“the S22A Agreement”) with Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary (“BCH”).
- 1.2 The report shows where and how due consideration has been given to key public-sector principles and objectives to ensure informed and transparent decisions have been made to enable the Section 22A’s to be signed in line with statutory functions.
- 1.3 The report first considers the development of the Section 22A Collaboration Agreements and then shows the rigour and transparency which has been applied in the decision-making to collaborate on the provision of the following services:
 - Firearms and explosive Licensing;
 - Human Resources and Learning and Development; and
 - Public Contact.

2.0 Recommendations

- 2.1 The Board is recommended to approve the signing of the S22A Agreement to enable Cambridgeshire Constabulary (“the Constabulary”) to share the Firearms and Explosives Licensing function with Bedfordshire Police and Hertfordshire Constabulary.

BCB 26th November
2015

- 2.2 The Board is recommended to approve the signing of the S22A Agreement to enable the Constabulary to share the Human Resources and Learning and Development function with Bedfordshire Police and Hertfordshire Constabulary.
- 2.3 The Board is recommended to approve the signing of the S22A Agreement to enable the Constabulary to share the Public Contact function with Bedfordshire Police and Hertfordshire Constabulary
- 2.4 The Police and Crime Commissioner (“the Commissioner”) signs the Decision Notice to sign the S22A Agreements subject to it being agreed at the Alliance meeting on the 27 November 2015.
- 2.5 The Board notes the Section 22A Agreements which will follow in early 2016 (i.e. Criminal Justice, Custody, ICT, Information Management and the new HR/Finance ICT System).

3.0 Background

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

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

Provided that:

- *the Chief Officers think that such an agreement is in the interests of the efficiency or effectiveness of one or more police forces, and*
 - *the policing bodies think that the agreement is in the interests of the efficiency and effectiveness of one of or more policing bodies or police forces.*
- 3.2 Through the Police Reform and Social Responsibility Act 2011 (Section 89) the presumption is now in favour of collaboration, i.e. joint working should be taken forward where in the opinion of chief officers or policing body collaboration delivers greater efficiency or effectiveness.
 - 3.3 The Alliance have already collaborated a number of operational, operational support and organisational support functions. In December 2013 they signed a ‘Memorandum of Understanding’ to foster further organisational and operational support service collaboration where greater efficiency and effectiveness is supported. To date seven business cases have been agreed (i.e. Firearms Licensing, Human Resources, Public Contact, Criminal Justice, Custody, ICT and Information Management) in addition to

progressing a number of joint enabling initiatives (i.e. agile working, mobilisation, the Athena policing system and business support system).

- 3.4 Business Cases have been prepared in line with the Five Case Treasury Model with external Assurance Reviews (i.e. Gateway Reviews) conducted to ensure value for money and effective management of risk. Engagement has been conducted and external consultancy support utilised in certain instances to ensure rigour and robustness. Equality Impact Assessments have been conducted for all the business cases. The Alliance Summit has been involved in every stage of the development of the business case and has provided robust scrutiny in their development. This has been both through the Summit meetings themselves and also in monthly Engagement Sessions which have been held with PCCs and their teams. In addition OPCC Chaired governance boards have been established for Joint Protective Services, Operational Support and Organisational Support to provide more detailed scrutiny.

4.0 **Section 22A Collaboration Agreements**

- 4.1 A Section 22A Collaboration Agreement is entered into in accordance with sections 22A to 23I of the Police Act 1996. These Agreements, whilst legally binding, are not intended to be arms-length commercial contracts as there are a number of provisions in the Police Act 1996 that run directly contrary to commercial contractual negotiations and agreements.
- 4.2 The six Corporations Sole have taken advice from George Thomas QC (Sergeants' Inn Chambers) who works predominately in the field of policing throughout the process. Counsel has also been involved in devising a Section 22A Collaboration Agreement toolkit for the six Corporations Sole which is now used as the basis for drafting the agreements.
- 4.3 The key clauses were agreed at the Strategic Alliance Summit (i.e. the main Governance Body formed of the six Corporations Sole) on 13 October 2015. Where required each of the Corporations Sole has sought their own legal advice on material matters, where conflict of interest exists or on the sufficiency of advice provided throughout the process and will continue to do so. The internal Insurance Lead and Insurers have been involved in ensuring the Insurance, Liability and Claims Handling Protocol is appropriate and sufficient. The Chief Finance Officers for the six Corporations Sole have been involved in all financial matters concerned with the agreements. The Chief Executives for the Office of Police and Crime Commissioner in Bedfordshire, Cambridgeshire and Hertfordshire have provided active oversight of the development of each Section 22A Collaborative Agreement and in particular have led on all governance related matters. Finally, Senior Responsible Owners and Project Owners along with operational / delivery personnel have informed the service specific elements of each agreement.
- 4.4 Hertfordshire Constabulary Legal Services, acting on behalf of the six Corporations Sole, have led on the drafting of each individual agreement with support for the Change Portfolio Office.
- 4.5 The Section 22A Collaborative Agreements have therefore all been developed with input from the appropriate professional subject matter experts, legal advisers and

professionals. The Section 22A Agreements will be continually reviewed and at least annually as they are seen as 'living documents' which should be refreshed to ensure practice follows protocol as all levels i.e. service delivery, governance, etc.

4.6 Each individual Section 22A Agreement to be presented for signature at the Strategic Alliance Summit on 27 November 2015 is now considered individually.

5.0 **Firearms Licensing**

5.1 The Full Business Case (FBC) for collaboration of the Firearms Licensing Unit was approved at the Strategic Alliance Summit on 19 February 2015.

5.2 It proposed a single tri-force structure and process to manage applications, renewals and revocations of firearms and explosives licences, and manage risk and appropriate use of intelligence. The future operating model will deliver a total saving of £314k across the Alliance against a total baseline cost of £712k. In addition to the financial benefit of collaboration, the function will be more effective and resilient and enable the public to access the application process online.

5.3 The Table below summarises how the key public sector principles and objectives were met to enable the decision to be made to collaborate the function.

Principle	Work Completed (Firearms Licensing)
Public Value	<p>At the heart of the FBC is the need to continue to deliver a first class service across all three counties to prevent public safety issues and achieve the effective management of risk. This Strategic Case demonstrated that the Firearms Licensing collaboration project provided business synergy and strategic fit. It was predicated upon a robust and evidence-based case for change. It demonstrated how the project aligned to national, regional and local policies, strategies and plans. This functions of this unit need to be provided by statute.</p> <p>Hertfordshire OPCC as lead holding to account body for the function have established an Operational Support Governance Board to ensure the new collaborated function will deliver public value and value for money. This body holds the new collaborated FEL function to account for strategy, change and performance.</p>
Professional / Specialist Advice	<p>In preparing the FBC national Working Groups on Firearms Licensing, the Home Office and College of Policing were engaged with. The Home Office Manual of Guidance 2014 and CoP Approved Professional Practice on Firearms and Explosives Licensing (FEL) were used to take risk-informed decisions on the design of the final Operating Model. Regional and other police forces with already collaborated FEL Units were visited or liaised with. Thus provided baseline data against which to design the</p>

Principle	Work Completed (Firearms Licensing)
	<p>Operating Model. Advice sought in relation to the production of the Section 22 Collaboration Agreement is captured in Section 4 of this report.</p>
<p>Engagement and Communication</p>	<p>Staff and officers from within the existing FEL Units were engaged with throughout and have then gone through a Statutory Consultation period which enabled counter-proposals to be considered. This strengthened the design and buy into the Operating model from staff.</p> <p>An online and paper-based public survey was conducted and closed on 31 March 2015 with 697 responses from existing FEL Holders. The highlights from the survey were:</p> <ul style="list-style-type: none"> • 91% either very likely or quite likely to use an on-line service offering to apply for a certificate • 93% either very likely or quite likely to use an on-line payment option <p>This allayed fears that the public would not positively respond to increased on-line functionality.</p> <p>Press Releases / Announcements have been issued at key milestones including the approval of the Full Business Case and the final Operating Model. Ongoing communication is continuing with internal customers and externally with certificate holders. Websites have been updated to reflect the new operating model.</p> <p>Individual Police and Crime Panels / Coordination Boards have been kept updated with update papers, briefing notes and presentations. The redacted FBC is available on PCC Websites.</p> <p>Further information on engagement activities undertaken in Cambridgeshire is detailed in Appendix 1.</p>
<p>Value for Money</p>	<p>Currently split into two operating centres with Cambridgeshire as a standalone department whilst Hertfordshire and Bedfordshire have previously amalgamated, the Full Business Case (FBC) went further with a view to transforming the business processes, stripping out waste and removing duplication by utilising modern IT initiatives to transform the ways of operating. In addition to the cost savings of £314K (44%) the following benefits are being monitored:</p> <ul style="list-style-type: none"> • Efficient and effective common business processes • Good customer centred services • Optimum configuration of resources • Effective demand management • Increased self-service • Effective management of risk and improved Public safety

Principle	Work Completed (Firearms Licensing)
	Chief Finance Officers from the six Corporations Sole have scrutinised the financial data through a range of forums.
Risk Management	In accordance with national guidance the operating model introduces a full risk-based approach to renewal visits. All new processes have been mapped with risk-based thinking at the forefront of design. A single unit also brings resilience across the three forces while protecting frontline policing through the release of cashable efficiencies. Project related implementation risks continue to be monitored through change governance arrangement including a fortnightly Assurance Review Group.
Equality	The key equality impact related to whether a move to greater online provision of services would disadvantage certain communities. The online survey proved this was not the case. However, with greater online provision existing channels (e.g. paper-based forms; face-to-face contact) are being maintained so as not to disadvantage any groups or individuals.

5.4 The collaborated Unit will ‘go live’ on 1 December 2015 and a Section 22A Collaborative Agreement has been prepared for sign-off. The collaborated Firearms Licensing Unit will be fully operational from 1 December 2015 and will continue to look at continuous improvement opportunities through ICT opportunities.

6.0 Human Resources

6.1 The Outline Business Case (OBC) for collaboration of Human Resources (HR) / Learning and Development (L&D) functions was approved at the Strategic Alliance Summit on 19 February 2015 with the Full Business Case (FBC) approved on 14 May 2015.

6.2 The HR and L&D transformation seeks to unify the HR and L&D functions of Bedfordshire, Cambridgeshire and Hertfordshire police forces into a single organisational support function covering recruitment, knowledge and skills building, core transactional services, managing change, health and safety, and the application of regulations / terms and conditions in a unified way. Functions are being brigaded to provide economies of scale, policies are being streamlined in a common consistent way and new technology is being implemented to provide greater self-service and efficiencies. The future operating model will deliver a total saving of £4.3m across the Alliance against a total baseline cost of £13.8m with a phased full implementation in 2017/18 driven by the availability of new technology. In addition to the financial benefit of collaboration, the function will be more effective and resilient with already collaborated units getting a consistent service. There will be implementation costs in the early stages.

6.3 The Table below summarises how the key public sector principles and objectives were met to enable the decision to be made to collaborate the function.

Principle	Work Completed (Human Resources)
<p>Public Value</p>	<p>Police and Crime Commissioners have been involved in ensuring the target operating model for this function would secure best value. This has been through the governance arrangement of the Strategic Alliance Summit, monthly Engagement Session with the project teams and the Organisational Support Governance Board. In addition OPCC representatives have attended scoping and design workshops.</p> <p>Addressing organisational support as part of that collaborative vision is an opportunity to maximise savings from this area of the business to preserve resources that directly contribute to the delivery of operational policing. Cambridgeshire OPCC as lead holding to account body for the function have established an Organisational Support Governance Board to ensure the new collaborated function will deliver public value and value for money. This body holds the new collaborated HR function to account for strategy, change and performance.</p> <p>The HR and L&D transformation seeks to unify the HR and L&D functions of Bedfordshire, Cambridgeshire and Hertfordshire police forces into a single organisational support function. As a key initiative of the BCH Strategic Alliance, the transformation is being delivered to provide effective and efficient organisational support at a reduced cost whilst sufficiently enabling local policing in each force.</p> <p>The vision of the BCH HR and L&D function is that it will be able to effectively respond to and support the complex business of policing and enable high performing forces across Bedfordshire, Cambridgeshire and Hertfordshire by:</p> <ul style="list-style-type: none"> • Recruiting the right people with the right attitudes behaviours and skills to meet the high standards that policing requires; • Building the knowledge and skills required for those high standards; • Managing large scale, ongoing change programmes in a complex employment model; • Managing health and safety risks and wellbeing in a physically and psychologically taxing environment; • Understanding and applying complex Police Regulations, terms and conditions for officers and staff across a relatively unionised workforce;

Principle	Work Completed (Human Resources)
	<ul style="list-style-type: none"> • Fully understanding the requirements of office holders and employees. <p>A business benefits baseline is being established including a tri-force HR-specific staff survey which is taking place. This will then feed into the Benefits Realisation Plan for the Project.</p>
<p>Professional / Specialist Advice</p>	<p>In preparing the OBC and FBC other forces who have collaborated functions or which utilise greater self-service were engaged with.</p> <p>The operating model itself was designed with the active involvement of leaders and managers from the three forces who are the professional experts in their areas of responsibility. This enhanced the strength of the model which was developed.</p> <p>KPMG consultancy services provided specialist assistance and subject matter expertise throughout in developing the operating model along with commercial rigour and scrutiny.</p> <p>An external independent Assurance Review (i.e. Gateway Review) of the Full Business Case was conducted by Concerto LLP with site visits and interview between 11 and 12 May along with a detailed review of all the Project Documentation. The review concluded “the business case presents a sound analysis of costs and benefits with sufficient evidence to warrant its approval.” The Assurance Review finding accompanied the presentation of the FBC to the Strategic Alliance Summit.</p>
<p>Engagement and Communication</p>	<p>A collaborative approach was taken to the design of the new BCH HR and L&D function with the relevant BCH Senior Managers working in their area of expertise. To ensure strategic coherence of the TOM, oversight of design was led and managed by the Strategic Lead.</p> <p>During the development of the chosen operating model, a series of customer engagement sessions were organised to understand the requirements for service that needed to be built into the TOM and to test initial thoughts about the design of the new operating model. These sessions were held with the Chief Officers of the three forces, the JPS Command team and line managers from across the three forces.</p> <p>Staff engagement workshops have been held for staff and officers in HR and L&D in both January and March this year. There were a total of seven sessions on each occasion held in venues across the three forces led by the project Strategic Lead addressing the staff on a face to face basis. Unison and the Federation were invited to all the meetings. The purpose of the</p>

Principle	Work Completed (Human Resources)
	<p>session was to provide an update on progress, get staff involved in a workshop on aspects of the work required to build both the OBC and FBC and to provide time for questions and answers. The project has a dedicated micro-site where all staff can view the presentation made, read the Q&As from each set of engagement sessions and view copies of the regular bulletins that get sent out to all staff providing updates on the project progress and milestones. In addition, intranet updates have been issued to all BCH personnel.</p> <p>Statutory Consultation with staff has been completed following group and individual (1-to-1) briefings. Counter-proposals were considered and the first phase of the target operating model will 'go live' on the 1 December 2015 with the establishment of a BCH HR Department. All staff have been appointed for Phase 1 with further phases seeing further staff reduction as key enabling technology is implemented.</p> <p>Subsequent to sign-off of the FBC intranet news items, briefings and meetings have been held with managers and staff across the three forces so they understand the new delivery model. An HR specific intranet site will be launched prior to the 'go live' date to sign-post staff to the services within the new operating model.</p> <p>Press Releases / Announcements have been issued at key milestones including the approvals of the Outline and Full business cases and the final Operating Model. Ongoing communication is continuing with internal customers. Websites have been updated to reflect the new operating model. Governance arrangements are being put in place so the function can understand and deliver to customer needs plus be held to account.</p> <p>Individual Police and Crime Panels / Coordination Boards have been kept updated with update papers, briefing notes and presentations. The redacted versions of the OBC and FBC are available on PCC Websites.</p> <p>Further information on engagement activities undertaken in Cambridgeshire is detailed in Appendix 1.</p>
<p>Value for Money</p>	<p>In addition to the cost savings of £4.3m (31%) the following benefit categories are being monitored:</p> <ul style="list-style-type: none"> • To maximise resources in the value added elements of HR • To increase consistency and commonality of service • To increase customer self-service

Principle	Work Completed (Human Resources)
	<p>The project will deliver the proposed savings and levels of service through several means which are detailed in this Full Business Case. However the key high level enablers for the savings are that:</p> <ul style="list-style-type: none"> • Functions will be brigaded into joint units to deliver economies of scale; • Policies, procedures and processes will be streamlined and made common and consistent; • New technology will be implemented to provide a high degree of self service capability and deliver other services more efficiently; • Line managers will take the responsibility for managing their people that is rightfully theirs. <p>A balanced scorecard approach was used to identify the operating model which was most suitable for the new organisation whereby the three options were scored against how well they met the agreed key objectives of the project.</p> <p>The customer journey – or Service Delivery Model – is based on a tiered industry approach to delivering services and responding to queries whereby as much activity as possible is performed by self-service (i.e. approximately 50%). Transactional and specialist activity subsequently decrease in quantity. HR and L&D activity will reduce over time and so release the efficiencies.</p> <p>The IT solution has specified an integrated or interfaced HR, Finance, duties, payroll and expenses system(s) that will enable single keying of any data that will flow seamlessly into the other applications and so enhance data quality and improve the quality of management information and business intelligence. The procurement process for this is nearing completion and in addition requirements have been specified for a Learning Management System, Customer Relationship Management System, Occupational Health System and Self-Service portal. Technology releases are linked to release of savings in 2017/18.</p> <p>Aside from the financial benefit of collaboration, there are other significant benefits of the proposal. BCH already have many collaborated functions with staff drawn from all three forces. A single common HR and L&D service for all staff will both save money and improve efficiency across all functions as staff will not be accessing multiple different systems and policies / procedures.</p> <p>Chief Finance Officers from the six Corporations Sole have scrutinised the financial data through a range of forums.</p>

Principle	Work Completed (Human Resources)
Risk Management	<p>Project related implementation risks continue to be monitored through change governance arrangements including a fortnightly Assurance Review Group. OPCCs monitor the management of the risks through their Organisational Support Governance Board.</p> <p>The key risks being managed during the phases of implementation are:</p> <ul style="list-style-type: none"> • That the expectations of service remain the same; • That the technology needed for the new model does not deliver the functionality required; • That the agreed savings may be too extreme, leading to a false economy. <p>A particular focus has been placed on cultural change and up-skilling line-managers so they perform the required duties and can utilise the self-service to maximum effect.</p>
Equality	<p>As part of the HR and L&D project, an Equality Impact Assessment was undertaken to identify whether there would be disproportionate negative impacts on any one particular group of individuals. The Assessment showed that there may be slight negative impacts on those with flexible working arrangements and those with disabilities as the new Target Operating Model may require additional travel for some roles. However the level of impact brought by the change was deemed to have been low.</p>

6.4 The collaborated Unit will 'go live' on 1 December 2015. All appointments have been made to posts in the structure following a staff consultation process. A Section 22A Collaborative Agreement has been prepared for sign-off. The collaborated Human Resources Department will be fully operational from 1 December 2015 and further phases will then be implemented as new technology becomes available.

7.0 Public Contact

7.1 The Outline Business Case (OBC) for collaboration of Public Contact functions was approved at the Strategic Alliance Summit on 22 January 2015 with the Full Business Case (FBC) approved on 9 July 2015. The public contact function includes handling 101 and 999 calls, incident management, despatching resources and crime recording.

7.2 The Section 22A for Public Contact collaborate in the provision of a BCH Public Contact Department Management and Implementation Team. The objective is to plan and implement the transition to a BCH Public Contact Department for the three Forces as well as establishing a transitional senior management team who have operational responsibility and accountability for 'business as usual' service provision in relation to call handling, dispatch, crime recording that is presently within public contact and

related support functions. The agreement will be expanded upon as implementation progresses with the breadth and depth of collaboration increasing.

- 7.3 The Public Contact collaboration project will deliver an integrated tri-force public contact service incorporating digitally enabled public services, with increased online access and self-service to provide an improved citizen experience, whilst reducing demand on police resources and increasing resilience. The proposal is for the service to be run from two sites, currently four sites are used to deliver this service. The two selected sites are at Cambridgeshire Constabulary HQ at Hinchingsbrooke and Hertfordshire Constabulary HQ at Welwyn Garden City.
- 7.4 Where members of the public choose to telephone using the 101 and 999 services, they will not experience a different kind of service as the calls will broadly be handled in the same way. Where incidents are urgent and need an immediate response an incident will be created and a resource despatched. Where the initial vulnerability and threat assessment does not require this response, the caller will be put through to a member of staff to discuss and record the full details of the incident/crime.
- 7.5 The future operating model will deliver a total saving of £4.3m across the Alliance against a total baseline cost of £30.9m with a target full 'go live' of November 2016 with savings phased until 2017/18 linked to new technology becoming available. In addition to the financial benefit of collaboration, the function will be more effective and resilient whilst maintained service levels. There will be implementation costs in the early stages.
- 7.6 The Table below summarises how the key public sector principles and objectives were met to enable the decision to be made to collaborate the function.

Principle	Work Completed (Public Contact)
Public Value	<p>Police and Crime Commissioners have been involved in ensuring the target operating model for this function would secure best value. This has been through the governance arrangement of the Strategic Alliance Summit, monthly Engagement Session with the project teams and the Operational Support Governance Board. In addition OPCC representatives have attended scoping and design workshops.</p> <p>The key public value drivers for a collaborated Public Contact service are:</p> <ul style="list-style-type: none"> • Improved citizen experience as the project has a transformational focus on utilising new channels which are easier to adopt across three forces at the same time as opposed to individually; • Release of financial savings as a result of economies of scale arising from combining three 'like' functions together which have a significant resource base; • Increased operational resilience and responsiveness arising from collaborating a mission critical high-volume operational support function;

Principle	Work Completed (Public Contact)
	<ul style="list-style-type: none"> • Improved demand management arising from applying common threat, harm and risk models which will deliver downstream savings in an ever tightening fiscal climate; • Improved public safeguarding as a result of implementing key elements of the Athena Business Model within a collaborated function which will also improve data quality and information flows resulting in better decision-making; • Common processes to support increased operational collaboration between Bedfordshire, Cambridgeshire and Hertfordshire; • Providing a platform for continuous improvement across a tri-force function where a common culture of delivery can be established across the workforce; • Support the national cost reduction and collaboration agendas for policing; • Delivers a strong Strategic Fit with the Police and Crime Plans for Bedfordshire, Cambridgeshire and Hertfordshire. <p>The Public Contact collaboration Target Operating Model (TOM) provides business synergy and fit with Bedfordshire, Cambridgeshire and Hertfordshire Police and Crime Plans as well as Central Government and Home Office policies:</p> <ul style="list-style-type: none"> • Collaborative Focus • More for Less • Digital by Default • Delivery of Common ICT Platforms (e.g. Athena) <p>In order to achieve these objectives, the TOM has been designed to satisfy the following critical success factors:</p> <ul style="list-style-type: none"> • Efficient and effective common business processes • Appropriately skilled, empowered and supported staff • Industry standard and fit-for-purpose technology • Enables channel shift • Strategic and regulatory alignment • Fit-for-purpose performance framework • Scalability potential • Ease and speed of delivery <p>The TOM has been designed with the needs of the Public being a clear priority and focus on the ‘citizen experience’:</p> <ul style="list-style-type: none"> • New channels will improve the citizen experience, providing greater victim access to information. The delivery and management of these channels, and the

Principle	Work Completed (Public Contact)
	<p>technology that supports them, are lower risk and cost within a single collaborated function as opposed to by individual Public Contact functions.</p> <ul style="list-style-type: none"> • Improved public safeguarding as a result of implementing key elements of the Athena Business Model within a collaborated function which will also improve data quality and information flows resulting in better decision-making. • The TOM will also drive better signposting to other agencies through improved recording, processes and ICT capabilities, supporting the wider public agenda to improve public safety beyond the BCH forces. • Driving continuous improvement in terms of the quality of the service offered to the public, as well as financially. <p>Maintaining and improving staff morale is critical to ensuring Public Contact delivers key benefits, particularly increased flexibility to changes in demand, and therefore the TOM design aims to:</p> <ul style="list-style-type: none"> • Provide access to information via Customer Relationship Management and Athena technologies that empowers staff to make more informed decisions thereby providing a better public service; • Maintain a more realistic level of staffing that meets demand from the public, but is also operationally robust, reducing pressure on staff; • Introduce standardised processes and access to Force specific policy information that provides staff with the required support to manage contact and respond to different policies across BCH with ease; • Introduce coherent and consistent working across all three forces; by working to a single set of processes the service provided to internal customers will improve; • Focus on proactive staff development underpinned by appropriate training, coaching and mentoring, improving staff capability and morale and driving continuous improvement. • Give staff the opportunity to own and drive the delivery of change in a collaboration environment. <p>Hertfordshire OPCC as lead holding to account body for the function have established an Operational Support Governance Board to ensure the new collaborated function will deliver public value and value for money. This body holds the collaborated</p>

Principle	Work Completed (Public Contact)
	Public Contact function to account for strategy, change and performance.
<p>Professional / Specialist Advice</p>	<p>The mission critical, service delivery and reputational importance of Public Contact functions has resulted in the most significant amount of professional, specialist and assurance afforded to any collaborative venture to date.</p> <p>The Project Team was formed of subject matter experts and professionals from across the three forces to ensure valid and appropriate solutions were produced.</p> <p>Deloitte Digital consultants were involved from the outset of the project and formed part of the Project Team which produced the Outline (OBC) and Full (FBC) business cases. Deloitte brought significant modelling techniques, analytical tools and financial capability to ensure a robust and rigorous design process took place in line with industry-standards and met the requirements of the Treasury Five Case Model. A comprehensive Risk, Assumption, Issue and Decision (RAID) log was maintained from the outset. The comprehensive approach focus on the following layers of decision-making and design:</p> <ul style="list-style-type: none"> • Customer • Channels • Services • Processes • Performance Framework • Location Configuration • People / Organisation • ICT <p>Decision-making was informed by:</p> <ul style="list-style-type: none"> • Detailed process maps; • Modelling of the demand volumes managed by each function within the TOM with average handle times for the key activities to assess staff requirements; • A draft template balanced scorecard performance framework, including agreement of critical KPIs; • An ICT solution concept (including key changes required to existing ICT) to meet the TOM requirements, which is critical enable organisational change; • Police staff and officer full-time equivalents (FTE) requirement (including grading and assessment of shift premia) to deliver the TOM;

Principle	Work Completed (Public Contact)
	<ul style="list-style-type: none"> • An assessment of down-stream benefits that the TOM enables in Local Policing through a focus on resolving more incidents and investigations within Public Contact and avoiding unnecessary deployments. <p>In preparing the OBC and FBC other forces who have collaborated similar functions or which utilise greater self-service were visited to collect learnings and ideas. National bodies were also consulted to ensure National Standards and Authorised Professional Practise informed the operating model.</p> <p>The operating model itself was designed with the active involvement of leaders and managers from the three forces who are the professional experts in their areas of responsibility.</p> <p>Three independent external assurance reviews were conducted: one on the Outline Business Case and two for the Full Business Case.</p> <p>Concerto LLP conducted the Assurance Reviews (Gateway Reviews) on the OBC (April 2015) and FBC (June 2015). The FBC Assurance Review concluded: <i>“We believe there is sufficient evidence, in the underlying business case, to support a decision to proceed, subject to the critical recommendations.”</i> The critical recommendations were completed for the final iteration of the FBC and were mostly technical in nature.</p> <p>RSM conducted a more technical focussed review of the ‘Modelling’ in the FBC to ensure that the FBC for Collaborated Public Contact has robust assumptions, demand, people and financial modelling in place to enable informed design, decision-making and implementation. The FBC Modelling Review concluded:</p> <ul style="list-style-type: none"> • Whilst the models project a good ‘case for change’ for public contact collaboration, this was being lost in the iterations of the FBC we reviewed; • the models should be simplified for on-going use and the RAID document actively utilised during implementation; • critical corrective actions from the review have been communicated for incorporation into the updated FBC and revised models; • undue complexity should be avoided in future project phases;

Principle	Work Completed (Public Contact)
	<ul style="list-style-type: none"> appropriate project management will be crucial to the eventual success of the proposed vision for public contact collaboration. <p>The FBC was updated to include the critical corrective actions.</p> <p>The level of professional, specialist, consultancy and assurance advice provided a strong basis to ensure informed and sound decisions were taken.</p>
<p>Engagement and Communication</p>	<p>During the development of the chosen operating model, a series of customer engagement sessions were organised to understand the requirements for service that needed to be built into the TOM and to test initial thoughts about the design of the new operating model. These sessions includes leaders, managers, staff and officers at all levels. Significant engagement also took place with staff associations, internal and external suppliers.</p> <p>Staff engagement workshops were also held for all affected staff and officers in Public Contact functions. The purpose of the session was to provide an update on progress, get staff involved in workshops on aspects of the work required to build both the OBC and FBC and to provide time for questions and answers. The project has a dedicated micro-site where all staff can view the presentation made, read the Q&As from each set of engagement sessions and view copies of the regular bulletins that get sent out to all staff providing updates on the project progress and milestones. In addition, intranet updates have been issued to all BCH personnel. Statutory Consultation with staff will commence in early January 2016 with group and individual (1-to-1) briefings.</p> <p>Subsequent to sign-off of the FBC intranet news items, briefings and meetings have been held with managers and staff across the three forces so they understand the new delivery model.</p> <p>Press Releases / Announcements have been issued at key milestones including the approvals of the Outline and Full business cases by PCCs and CCs. Ongoing communication is continuing with internal customers.</p> <p>Individual Police and Crime Panels / Coordination Boards have been kept updated with update papers, briefing notes and presentations. The redacted versions of the OBC and FBC are available on PCC Websites.</p> <p>Further information on engagement activities undertaken in Cambridgeshire is detailed in Appendix 1.</p>

Principle	Work Completed (Public Contact)
<p>Value for Money</p>	<p>In addition to the cost savings of £4.3m (14%) the following benefit categories are being monitored:</p> <ul style="list-style-type: none"> • To effectively manage operational risk • To deliver a high level of public and victim centred services • To create a healthy culture for staff with continuous improvement <p>Savings are driven by:</p> <ul style="list-style-type: none"> • Increased public contact access through lower cost channels; • Lower annual staff cost, driven by a reduced number of FTEs (from the baseline including Athena), a reduction in the management and supervisor layer, an increased staff : officer ratio and the adoption of a more demand-driven approach to resourcing and shifts; • More effective use of estates and ICT, consolidating from four sites to two; • Reduced number of unnecessary deployments, driving benefits in downstream Local Policing with officer time released to support more operationally critical activities. <p>In addition to providing benefits that enable Public Contact to meet its objectives in the next five years, implementing the proposed TOM provides a platform for further possible improvement and efficiencies in the future including:</p> <ul style="list-style-type: none"> • Reduction in dispatch channels; • Introduction of agile working for some functions (dependent on development of necessary supporting ICT); • Introduction of appointments as default / self-managed appointments; • Increased self-service functionality; • Improve management efficiency with more remote management; • Consolidation to a single site; • Broader collaboration (e.g. with local authorities) <p>Chief Finance Officers from the six Corporations Sole have scrutinised the financial data through a range of forums. The Implementation Plan is being actively developed to clearly show the links to the savings which will be released.</p>

Principle	Work Completed (Public Contact)
<p>Risk Management</p>	<p>Project related implementation risks continue to be monitored through change governance arrangements including a fortnightly Assurance Review Group. OPCCs monitor the management of the risks through their Operational Support Governance Board.</p> <p>The top five most significant risks being managed during the phases of implementation are:</p> <ul style="list-style-type: none"> • <i>Insufficient staff numbers to deliver Public Contact function:</i> There is a risk that, due to staff losses through implementation or an inability to recruit sufficient numbers of skilled resources within planned timescales, there is not enough staff to deliver a robust Public Contact operating model; • <i>Insufficient financial savings:</i> There is a risk that the Public Contact project will not achieve the target 30% savings; • <i>Athena impacts significantly on design work and planned timescales:</i> There is a risk that decisions made on the scope of the IMU and the requirement for public contact functions to perform data capture processes on Athena, will result in re-work of existing design work, create workload uplift and impact on timescales; • <i>Insufficient access to Local Policing resource to assist in defining resolution demand:</i> There is a risk that the lack of input from Local Policing results in demand being defined based on a single Public Contact led view; • <i>Implemented solution does not meet the agreed design / requirement:</i> There is a risk that the final Public Contact solution delivered does not meet the established and agreed / design requirements. <p>In addition the TOM has been designed to effectively manage operational risk. The TOM is focused on increasing operational resilience and responsiveness arising from collaborating a mission critical high-volume operational support function both in the long-term and through implementation:</p> <ul style="list-style-type: none"> • New processes (including introduction of a single approach to THRIIVES) and ICT will drive a reduction in the number of information errors recorded in systems and improve coherency and comparability in records across the three forces;

Principle	Work Completed (Public Contact)
	<ul style="list-style-type: none"> • New channels and demand-driven staffing will improve demand management and reduce the risk and impact of under-resourcing, which is currently resulting in missed performance targets within BCH; • A conscious drive to increase resourcing through implementation will mitigate risk of disruptions to operations during this period of change. It is noted, however, that significant risk will remain through this period – particularly with regards to the forces’ ability to recruit and retain sufficient numbers of staff in this period – which could impact the ability to meet performance targets with regards to recording and non-emergency calls in the short-term; • The implementation plan also includes checkpoints at key milestones so that progress and assumptions can be reviewed and updated, ensuring that the final delivered TOM is flexible to any changed requirements, whilst limiting the disruption that ongoing change and uncertainty can introduce to a project. This also allows ongoing opportunities to review forecast costs and inform future budget cycles, ensuring there is sufficient budget allocated to Public Contact to maintain operational resilience. <p>The risk levels for a project of this nature are significant and are being actively managed.</p>
<p>Equality</p>	<p>As part of the Public Contact project, a detailed Equality Impact Assessment was undertaken to identify whether there would be disproportionate negative impacts on any one particular group of individuals. The Assessment showed a large number of potential impact areas and these are being managed by the Project Team:</p> <p>Internal:-</p> <ul style="list-style-type: none"> • Any changes in working environment, terms and conditions will have an impact on those subject to them. The PC staff profiles are expected to reveal above average numbers of female, primary carers, flexible and part-time workers, disabled, long-term sick and restricted staff. Some of these characteristics could be disproportionately affected by changes or the change management process itself, so specific needs require identification and potentially particular arrangements where appropriate implemented. Once the future PC model is outlined and staff profiles collated, a further

Principle	Work Completed (Public Contact)
	<p>assessment of impact can be conducted and outcomes recorded.</p> <ul style="list-style-type: none"> • Any impact from proposals on race or religion could be better understood through the engagement of staff associations and the findings from the staff profiles in Bedfordshire, Hertfordshire and Cambridgeshire police forces. • Given three Forces with their own policies and procedures are working together there is a risk of inconsistency in practice and potentially unfairness based around inequality in practice. • Redundancy, changes in location and terms and conditions have emerged through informal engagement with staff and their representatives as three of the most key concerns at this stage of the project. <p>External –</p> <ul style="list-style-type: none"> • In designing a new PC service, any service reliant on self-service or increased use of ICT could potentially have a disproportionate impact on the protected characteristics based around the issue of access to an effective use of ICT. This could potentially disproportionately affect lower income and lower socio-economic group service users where there may be cost implication for access to services. <p>There is a requirement to continually consider protected characteristics whilst going through the PC change programme, ensuring service delivery achieves citizens’ expectations.</p>

7.7 On 1 December 2015 a Public Contact Department Management and Implementation Team will ‘go live’ and this will both drive the transition to ‘go live’ and manage ‘business as usual’ to ensure convergence and joint working commences earlier. The scope of the Section 22A covers this aspect.

8.0 Future Agreements

8.1 Four other Full Business Cases have been signed-off by the Strategic Alliance Summit and these will follow in 2016:

- ICT (January 2016)
- Criminal Justice (February 2016)
- Custody (March 2016)
- Information Management (March 2016)

- 8.2 In addition an agreement will follow on the new HR / Finance ICT System once a contract has been awarded.

9.0 Recommendations

- 9.1 The Board is recommended to approve the signing of the S22A Agreement to enable Cambridgeshire Constabulary (“the Constabulary”) to share the Firearms and Explosives Licensing function with Bedfordshire Police and Hertfordshire Constabulary.
- 9.2 The Board is recommended to approve the signing of the S22A Agreement to enable the Constabulary to share the Human Resources and Learning and Development function with Bedfordshire Police and Hertfordshire Constabulary.
- 9.3 The Board is recommended to approve the signing of the S22A Agreement to enable the Constabulary to share the Public Contact function with Bedfordshire Police and Hertfordshire Constabulary
- 9.4 The Commissioner signs the Decision Notice to sign the S22A Agreement subject to it being agreed at the Alliance meeting on the 27 November 2015.
- 9.5 The Board notes the Section 22A Agreements which will follow in early 2016 (i.e. Criminal Justice, Custody, ICT, Information Management and the new HR/Finance ICT System).

APPENDIX 1 – PUBLIC ENGAGEMENT

1.1 The progress towards collaboration of the contact management function has been widely communicated both internally and externally. A series of press announcements have generated media coverage and the Police and Crime Commissioners Newsletter provides regular updates on progress to the public and stakeholders. Officers and staff are provided with regular updates through the force intranet. We have been transparent with our decision making with regular updates to the Business Continuation Board and the business case has been published on the OPCC website. The Police and Crime Commissioner has also shared proposals and reported progress on Collaboration to the Police and Crime Panel through the regular Panel meetings.

BCB papers

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

Decision Papers

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

Media

June 2015 - <http://www.cambridgeshire-pcc.gov.uk/police-collaboration-proposals-progressed-custody-criminal-justice/>

June 2015 - <http://www.cambridgeshire-pcc.gov.uk/commissioner-highlights-local-benefits-collaboration/>

May 2015 - <http://www.cambridgeshire-pcc.gov.uk/three-chiefs-police-crime-commissioners-agree-collaborate-organisational-support-functions/>

Jan 2015 - <http://www.cambridgeshire-pcc.gov.uk/proposals-changes-counties-control-room-progressing/>

May 2014 - <http://www.cambridgeshire-pcc.gov.uk/commissioner-gives-agreement-to-progress-with-strategic-alliance/>

Dec 2013 - <http://www.cambridgeshire-pcc.gov.uk/regions-forces-rise-to-the-financial-challenge-with-new-plans-to-share-resources/>

Newsletters

March 2015 - <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2014/12/PCC-Connect-Newsletter-Mar-15-Issue-3.pdf>

June 2015 - <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2015/06/PCC-Connect-Newsletter-June-2015-Issue-6.pdf>

BCB 26th November
2015

July 2015 - <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2015/05/PCC-Connect-Newsletter-July-2015-Issue-7.pdf>

Internal Communications

Several updates have been provided on the intranet (Nimbus). Also regular staff bulletins have been issued by the Collaboration team.

Firearms

The survey with license holders detailed in section 5.3 above covered the whole BCH area. 260 hard copy responses were received, with further responses received via Survey Monkey.

Public Contact 101 timeline

June 2014 <http://www.cambridgeshire-pcc.gov.uk/tell-us-think-101-says-commissioner/>



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive

Date: 26 November 2015

OPERATION OF THE ROAD CASUALTY REDUCTION AND SUPPORT FUND

1. Purpose

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on progress to date and proposed future operation of the Road Casualty Reduction and Support Fund (“the Fund”).

2. Recommendation

2.1 The Board is recommended to support the proposed action and the recommended future method of operation of the Fund.

3. Background

3.1 At the Commissioner’s Finance Sub-Group (“FSG”) meeting on 25 June 2015 it was agreed that Cambridgeshire Constabulary’s (“Constabulary”) 2014/15 underspend from the collaborated Bedfordshire Police, Constabulary’s and Hertfordshire Constabulary’s (BCH) Cameras, Tickets and Collisions (“CTC”) unit would go into the Fund. This was approved at the Board meeting on 27 August 2015 and the Police and Crime Commissioner (the “Commissioner”) signed decision notice CPCC 2015-025. FSG wish to drive significant improvements in efficiency and effectiveness of policing whilst funding a range of activities such as Speedwatch, Road Victims Trust and initiatives to improve driver behaviour and the prevention of collisions. It was agreed that the funding of these initiatives will come from this new earmarked Fund which is ring-fenced for this specific purpose and funded from the underspend on the collaborated function as noted above.

3.2 A paper on the proposed future operation of the Fund was presented to and agreed at the FSG meeting on 30 September 2015 and the recommendations from this meeting are presented to the Board for its consideration.

5. Strategies Driving the Fund

5.1 The fund is driven by three strategies:

- Road Safety Strategy
- Victim Support Strategy
- Efficient and effective operation of roads policing and other policing units

5.2 The Commissioner's Strategic Advisor and the Constabulary's Temporary Deputy Chief Constable have worked closely with road safety partners who sit on the Cambridgeshire and Peterborough Road Safety Partnership ("the Partnership") to create a joint declaration (see Appendix 1). The declaration sets out the Partnership's intention to work together as agencies to reduce the number of collisions on the roads and therefore the number of people killed or seriously injured. The declaration reflects the contents of the Cambridgeshire and Peterborough Road Safety Strategy 2015-20.

5.3 With respect to supporting victims, the Constabulary will need to comply with a new amendment to the Code of Practice for Victims of Crime. The change, which came into force on 16 November 2015, provides victims of careless and drink driving with an entitlement to be referred to support to help them cope and recover from the crime they have experienced.

5.4 Resources shall be provided from the Fund where required to ensure the efficient and effective operation of roads policing and other policing units as managed by the Constabulary and the BCH Joint Protective Services (the "JPS") unit.

6. Proposed Fund Operation Arrangements

6.1 The Partnership is a key stakeholder and their views on the operation of the Fund were sought by the Strategic Advisor at their board meeting on 7 October 2015. It was agreed that any road safety intervention spends from the Fund should be made in line with the strategies and principles referred to in section 5 above.

6.2 It is recognised that expertise lies with the Partnership and it is therefore proposed that the Commissioner consults with the Partnership about delegating a proportion of the fund to them to manage from 2016/17. It is envisaged that the Partnership would be supported to make recommendations regarding spending. The final sign off for any proposals would lie with the Commissioner and Chief Constable who will consider individual bids on their compliance with the purposes of the Fund, their affordability and their contribution to casualty reduction and support. This is a similar arrangement to the Commissioner's Youth Fund.

6.3 Proposals for support for victims or Constabulary initiatives at the BCH and Eastern region level will be considered where these fit with the commissioning intentions and strategies / principles set out in section 5.

6.4 Any grants will be made subject to a grant agreement to be signed by both parties prior to funding being provided by the Commissioner. This will set out the purpose and extent of the grant, payment arrangements, financial conditions, eligible expenditure, and arrangements for management, monitoring and reporting.

6.5 Recipients of funding will be required to provide a half-yearly return to the Commissioner for the duration of the funding, reporting on financial expenditure and

outcomes in the period. The Deputy Commissioner and the Commissioner's Chief Finance Officer will review the returns. The extent to which the previous funding to an organisation resulted in successful outcomes will be considered when decisions are made on future funding of that organisation by the Commissioner.

7. Commissioning Intentions

- 7.1 It is recognised that the Fund has been created part way through the financial year and consultations with the Partnership about their future role in informing allocations are still in train. Therefore the first round of funding allocations were proposed through the FSG meeting on 29 October 2015 and will be brought to the Board meeting on 15 December 2015 for consideration. An outline of these allocations is as follows:
- Support for the operation of the volunteer-run Speedwatch – £14k to fund 60 per cent of a Cambridgeshire police staff post.
 - £146k to upgrade static Automatic Number Plate Recognition cameras.
 - £5k for a trial in Fenland equipping six patrol cars with defibrillators. No training is required for their use and they may save lives when Cambridgeshire Police officers come across an incident where they can be deployed.
 - Safety Camera Vans. The vans were originally supplied through the road safety partnership and are not part of Cambridgeshire Constabulary's substantive fleet. Two are to be replaced at a total cost of £83k.
- 7.2 The Partnership has submitted an initial bid for £20k to be spent this financial year. The Partnership proposes to enhance the Christmas Drink Drive campaign and then undertake an education programme covering the new drug driving law to young drivers in January/February 2016. This will coincide with the police enforcement/publicity and internal training programme. The Partnership are also exploring a potential bid for a contribution to a regional research project on the collision prevention. The Commissioner will be invited to make a decision on this bid in line with the processes set out in section 6.2.
- 7.3 An estimated £1k has also been identified to provide a grant to "Brake", the national charity, in order to reimburse them for the packs they provide for the families of the deceased. These packs complement the support provided by Road Policing Unit Family Liaison Officers and Volunteers from the Road Victims Trust. This grant will be made under our Crime and Disorder Reduction grant-making powers¹ and therefore a Decision Notice will be required from the Commissioner.
- 7.4 It is also intended to fund continued support for the Road Victims' Trust from the Fund under our Crime and Disorder Reduction grant-making powers; the Trust was previously awarded a £41k Crime and Disorder Reduction Grant from the Community Safety Fund. This charity supports the bereaved families of fatal road traffic incidents.
- 7.5 Finally a small amount of funding may be required to ensure the Constabulary complies with the new amendments to the Code of Practice for Victims of Crime as noted in

¹ Schedule 9 of the Police Reform and Social Responsibility Act 2011

paragraph 5.3 above. Scoping work is ongoing to look at what resources this may require to deliver with a preference to equity of provision across the BCH tri-force area.

8. Financial Implications and Reporting Mechanism

- 8.1 The creation of the Fund will allow the funding of these road casualty reduction and support activities to be achieved from the most appropriate source.
- 8.2 Road casualty reduction and support initiatives will be reviewed by the Commissioner as part of his grant funding allocations for reduction of crime and support for victims in the context of all grants and reported as part of the overall grant programme in terms of maintaining the coherence and transparency of the process.
- 8.3 The Fund has been credited with the Constabulary's CTC underspend of £515k in 2014/15. As this was the first full year of CTC being collaborated, future revenue is difficult to predict.

9. Recommendation

- 9.1 The Board is recommended to support the proposed action and the recommended future method of operation of the Fund.

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Source Documents	<p>Finance Sub-Group Minutes 25 June 2015, 30 September 2015 and 29 October 2015</p> <p>Business Coordination Board 27 August 2015</p> <p>Financial statements 2014/15</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2015-2/bcb-27th-august-</p> <p>Cambridgeshire multi-agency joint strategic vision for road safety 2015: http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2015/08/15-08-27-BCB-Agenda-Item-8.0-Creation-of-Casualty-Reduction-and-Support-Fund.pdf</p> <p>Cambridgeshire and Peterborough Road Safety Partnership 2015-20 Road Safety Strategy http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2015-2/bcb-february-xxth-2015/</p>
Contact Officer	<p>Josie Gowler</p> <p>Chief Finance Officer, Office of the Police and Crime Commissioner</p>

APPENDIX 1

Cambridgeshire and Peterborough Road Safety Partnership Strategic Declaration

“Every death and life changing injury which happens as a result of a road collision on a Cambridgeshire road is one too many.”

We want to reduce the number of collisions on our roads and therefore the number of people killed or seriously injured as a result and the subsequent impact on individuals, their families and the community.

We will take an evidence-based approach through:

- effective and sustainable **prevention and early intervention** – by influencing the way people behave when they drive, cycle on or walk near roads
- **working together in partnership** to influence environmental factors such as speed limits and road layout
- providing a swift and **joined-up response** to road collisions which gives people the best chance of recovery
- **supporting the victims** of road collisions and their families to enable them to cope and recover from their experience
- timely **information sharing and resources**
- ensuring all sectors (voluntary, community and private) are able to **play their part** and understand the value they can add.

We acknowledge that the social and economic cost of road collisions is felt by a wide range of statutory and non-statutory agencies – not just those emergency services immediately involved – but those who are responsible for providing support through recovery in particular the health-care system.

We, as partner organisations, accept our joint responsibility to deliver against our declaration and the principles of the Cambridgeshire and Peterborough Road Safety Strategy (2015-20) and reduce the likelihood of further harm to the public on our roads.



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive

Date: 16 December 2015

APPOINTMENT OF LEGALLY QUALIFIED CHAIRS FOR POLICE MISCONDUCT HEARINGS

1. Purpose

1.1 The purpose of this report is to provide the Business Coordination Board (“the Board”) with the details of the Police and Crime Commissioner’s (“the Commissioner”) recruitment process to appoint Legally Qualified Chairs (LQCs) to serve on Police Misconduct Panels.

2. Recommendation

2.1 The Board is recommended to:

- Endorse the steps taken in the recruitment and selection process to identify candidates for appointment as LQCs;
- Approve the appointment of the 17 candidates identified at paragraph 5.6 as LQCs;
- Approve the day-to-day maintenance of the list of nominations by Cambridgeshire Office of the Police and Crime Commissioner (OPCC).

2.2 The Commissioner is asked to sign a Decision Notice to appoint the 17 LQCs.

3. Background

3.1 As part of the Home Secretary’s reforms of the police disciplinary system, new powers were introduced in March 2015 relating to the police misconduct hearings. The overall purpose of The Police (Conduct) Regulations 2012 (amended by Police (Conduct)

(Amendment) Regulations 2015¹ (“the Regulations”) is to bring more transparency, independence and justice to the disciplinary system.

- 3.2 The Regulations, amongst other provisions, brought into effect that where a police officer² had been served with a requisite notice on or after the 1st May 2015 that their case would be referred to a hearing, that hearing would be held in public (unless there are particular circumstances of the case outweigh the public interest in holding the hearing in public). In respect of such hearings, the Regulations further provide that from the 1st January 2016 these hearings would be conducted by a LQCs, a member of a police force of at least the rank of superintendent and an independent member selected by the appropriate authority.
- 3.3 Under the Regulations, Police and Crime Commissioners are responsible for appointing LQCs and thereafter for maintaining and administering the list of the LQCs.
- 3.4 Chairs are not judicial appointments but must fulfil a judicial appointment eligibility condition as set out in section 50 of the Tribunals, Courts and Enforcement Act, on a 5-year basis i.e possess a relevant legal qualification for the requisite period.

4. Recruitment Approach

- 4.1 Whilst it was for individual Commissioners to appoint the LQCs, there was a recognition across the Eastern Region³ that there were economies of scale to be achieved in undertaking a regional recruitment exercise to appoint a pool of LQCs for the region.
- 4.2 Representatives from each of the six regional Offices of the Police and Crime Commissioners (OPCC) began working together on the recruitment exercise in early August 2015. OPCC representatives, working with their respective Professional Standards Department, had undertaken some projection modelling on the number of LQCs likely to be required for the regional pool. Taken together, it was agreed that 20 LQCs would be a sufficient number for the Eastern Region based on an initial four year appointment term.
- 4.3 In addition, it was agreed that all costs involved in the recruitment would be split equally between the six Commissioners. There was also agreement as to the fees and expenses paid to the LQCs, that being in accordance with Home Office guidance⁴, of being lower than, but not exceeding the fee rate specified for Police Appeals Tribunal chairs, these being:
 - £366 for a full sitting of more than 4 hours (excluding meal breaks);
 - £181 for a half day sitting of four hours or less (excluding meal breaks);
 - £52.50 may be claimed for each hour spent in preparatory or report writing.

¹ S.I. 2015/626

http://www.legislation.gov.uk/ukxi/2015/626/pdfs/ukxi_20150626_en.pdf

² other than senior police officers

³ Norfolk, Suffolk, Cambridgeshire, Bedfordshire, Essex, Hertfordshire

⁴ <https://www.gov.uk/government/publications/circular-0062015-changes-to-home-office-guidance-on-police-misconduct-unsatisfactory-performance-and-attendance-management-procedures>

4.4 Regular telephone conferences between the OPCC representatives were held to ensure delivery against the tasks and timescales in the project plan, collective decisions made regarding actions and the monitoring of the associated budget.

5. Recruitment exercise

5.1 The LQC Job Description and Person Specification are set out at Appendix 1. The advert for the LQCs ran for three weeks and was placed in two legal publications (on-line and hard copy) and on the six OPCC websites. The Association of Police and Crime Commissioner’s website also hosted a broader advert with signposting to the Norfolk OPCC website (host website).

5.2 153 application forms were received. Representatives from each of the OPCCs shortlisted those for interview by considering and discussing the applicants against the essential and desirable shortlisting criteria set out in the Person Specification. This resulted in agreement of the 25 candidates to be invited to interview, for the pool of 20.

5.3 Interviews took place over three days on the 16th, 22nd and 23rd October 2015. The Interview Panel consisted of Gavin Miles, Deputy Chief Executive, Hertfordshire OPCC (Chair); Rachel Wilkinson, the Joint Director of Human Resources for Norfolk and Suffolk Constabularies; and Carolyn Dhanraj, Independent Member.

5.4 Carolyn Dhanraj also completed a report upon the recruitment process with a view to demonstrating that the process was open, transparent and merit based. Her report attached as Appendix 1 concluded:

“I am wholly satisfied that the Eastern Region Office of the Police and Crime Commissioners (Bedfordshire, Cambridgeshire, Hertfordshire, Essex, Norfolk and Suffolk), fulfilled their joint responsibility to ensure the assessment process to select Legally Qualified Chairs for Misconduct Hearings was undertaken in a fair, open and transparent manner. The appointments were based on merit and on the skills, understanding and ability to perform this crucial role.”

5.5 The Interview Panel recommended 18 candidates for appointment. Since that point one of the candidates has withdrawn from the process.

5.6 The names of the candidates recommended by the interview panel for appointment and remaining in the process are:

John Bassett	Maurice Cohen	Hannah Graves	James Tunbridge
Angela Black	Monica Daley-Campbell	Graham Humby	Alexandra Ward
Karen Booth	Neil Dalton	Trevor Jones	
Colin Chapman	Steven Evans	Sarah Moore	
Hazel Clark	Siobhan Goodrich	Peter Nicholls	

- 5.7 References for all the recorded candidates have been taken up and have been found to be satisfactory.
- 5.8 Following consideration of guidance issued by the National Police Chiefs’ Council (NPCC) and following consideration by Regional Chief Constables that they were content to accept that advice, officers from the six OPCCs in the Region determined upon accepting the NPCC advice, that vetting of the LQCs was not necessary.
- 5.9 LQCs must attend mandatory training before being appointed to a Police Misconduct Panel. Training has been organised nationally by the College of Policing, with the majority of appointees receiving training in November, and the remainder early in the New Year.
- 5.10 The final anticipated recruitment and training costs are in the region of £17,000, which will be divided equally between the six OPCCs at around £2,800 each. It is for the individual police forces to pay the LQCs fees and expenses.

6. Maintenance of list of Legally Qualified Chairs

- 6.1 The list of Independent Members for Police Misconduct Panels is currently maintained for the Region by the Cambridgeshire OPCC. The new list of LQCs will need to be maintained on a day-to-day basis. It has been agreed by the Regional OPCCs that the most sensible and practical arrangement would be for Cambridgeshire OPCC to maintain the new list of LQCs also.

7. Recommendation

- 7.1 The Board is recommended to:
 - Endorse the steps taken in the recruitment and selection process to identify candidates for appointment as LQCs;
 - Approve the appointment of the 17 candidates identified at paragraph 5.6 as LQCs;
 - Approve the day-to-day maintenance of the list of nominations by Cambridgeshire OPCC.
- 7.2 The Commissioner is asked to sign a Decision Notice to appoint the 17 LQCs.

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Source Documents	The Police (Conduct) Regulations 2012 (amended by Police (Conduct) (Amendment) Regulations 2015 http://www.legislation.gov.uk/uksi/2015/626/pdfs/uksi_20150626_en.pdf
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	<p>Home Office Guidance on Misconduct and Special Case Hearings Held in Public, Recruitment of Legally-Qualified Chairs and Orders to restrict or prohibit compensation payments to senior officers</p> <p>https://www.gov.uk/government/publications/circular-0062015-changes-to-home-office-guidance-on-police-misconduct-unsatisfactory-performance-and-attendance-management-procedures</p>
Contact Officer	Aly Flowers, Senior Policy and Performance Officer, Office of Cambridgeshire Police and Crime Commissioner



Cambridgeshire
Police & Crime
Commissioner

To: Business Co-ordination Board

From: Chief Executive Officer

Date: 16 December 2015

INNOVATION FUND BIDS REVIEW

1. Introduction

1.1 This report provides further information to the Business Co-ordination Board (the "Board") on the Innovation Fund bids that the Finance Sub Group (the "FSG") agreed to support and strengthen at its meeting on 29 October 2015 and subsequently reviewed at its meeting on 26 November 2015, and also one further bid that has been received since that date.

2. Recommendation

2.1 The Board is recommended to approve the Innovation Fund bids to enable the Police and Crime Commissioner (the "Commissioner") and the Commissioner's Director of Finance to sign the bids as follows:

- Cambs EOI number 80: 'Roll out of evidence-based approach to conditional pre-trial diversion within the context of devolution in Cambridgeshire'
- Cambs EOI number 97: 'Beds, Cambs and Herts strategic alliance delivery of an integrated multi-force finance/human resources system'
- Herts EOI number 65: 'Delivery of an integrated multi-force customer relationship management system as an enabler of the wider innovative collaboration through shared process, intelligent call-handling and self-service'
- Bedfordshire (Eastern Regions Special Operations Unit ("ERSOU")) EOI number 23: 'Eastern Region Integrated CAB/SPOC/AO Workflow'
- The bid for support of the 7 Force Strategic Collaboration Programme

2.2 The Commissioner signs the Decision Notice to sign the Innovation Fund bids.

3. Background

- 3.1 The Home Office launched the Expressions of Interest (“EOI”) stage for the Police Innovation Fund 2016/17 on 1 September 2015. An Expression of Interest is an opportunity for Forces/PCCs to make known those ideas which they thought, at that stage, could be worked up into a formal bid to the Police Innovation Fund 2016/17 when the window opened in December 2015. The Home Office is looking to support ‘proof-of-concept bids’ as well as ‘implementation-ready bids’.
- 3.2 Bids were submitted by the deadline of 18 September and feedback received from the Home Office on 20 October 2015.
- 3.3 At its meeting on 29 October 2015, FSG agreed to support and strengthen the following bids:
- Cambs EOI Number 22: ‘A common site security system that is fit for the future, meeting the operational needs of any given facility at any time while reducing the fiscal footprint’. This bid was subsequently withdrawn and passed to the Collaboration Team to implement as a slower-time project.
 - Cambs EOI number 80: ‘Roll out of evidence-based approach to conditional pre-trial diversion within the context of devolution in Cambridgeshire’
 - Cambs EOI number 97: ‘Beds, Cambs and Herts strategic alliance delivery of an integrated multi-force finance/human resources system’
 - Herts EOI number 65: ‘Delivery of an integrated multi-force customer relationship management system as an enabler of the wider innovative collaboration through shared process, intelligent call-handling and self-service’
- 3.4 These EOIs were submitted to the Home Office; the Home Office subsequently supplied feedback on each specific EOI and provided generic feedback applying to all EOIs. This feedback was then incorporated into the bids.
- 3.5 At its meeting on 26 November 2015, FSG considered the following additional bid:
- Bedfordshire (Eastern Regions Special Operations Unit (“ERSOU”)) EOI number 23: ‘Eastern Region Integrated CAB/SPOC/AO Workflow’
- 3.6 A further bid in support of the 7 Force Strategic Collaboration Programme was notified to the PCC on 9 December 2015 and is currently being worked up. Brief details of this bid are shown below and the full bid will be presented as a late Board paper or tabled at the Board meeting, depending on when it becomes available.
- 3.7 The final deadline for bids into the Innovation Fund is 5pm on 18 December 2015.
- 3.8 The National Police Volunteer Cadet (“NPVC”) team have also made a bid into the Innovation Fund; the Commissioner wrote a letter of support to the NPVC Office Manager on 9 December 2015; no further action is required in respect of this bid.

4. Expression of Interest Number 80: ‘Roll out of evidence-based approach to conditional pre-trial diversion within the context of devolution in Cambridgeshire’

- 4.1 Summary: An integrated, multi-agency offender pathway will be established with appropriate escalatory processes to ensure that the causes of early offending behaviour can be tackled effectively as early as possible. Rather than entering a 'revolving' door of offending, the root causes of an individual's offending behaviour will be addressed, while holding over the prospect of prosecution to ensure compliance.
- 4.2 When early offending behaviour comes to the attention of agencies, whether police or other agencies, the offender can be held to account for their behaviour. At the same time, the causes can be addressed rather than waiting for the problems to escalate and require more costly interventions. In addition to out of court disposal routes, where an individual meets the appropriate criteria, including a prosecutable offence which would be unlikely to attract a custodial sentence, the prosecution will be held over on condition of complying with conditions. If these are not met the prosecution will continue.
- 4.3 A virtual "hub" will be established. A small co-ordination point will co-ordinate the roll out of an integrated, multi-agency offender pathway and monitor the implementation of the diversion scheme. A coordinated response to need will ensure the delivery of more appropriate interventions by fewer agencies, where previously many organisations may have acted independently, often duplicating services and giving conflicting advice and assistance. Key to this delivery is putting the needs of individuals at the heart of every decision and working together to deliver this in the most effective way.
- 4.4 We will use our experience and learning from our effective approach to restorative justice, the victims' hub, out of court disposals and our Multi-agency Safeguarding Hub to roll out this multiagency integrated approach. This will be informed by the evidence base from the Operation Turning Point randomised control trial which demonstrates the impact on cost effectiveness of a pre-trial diversion scheme. We will also use evidence from Project CARA and the Choices and Consequences Programme.
- 4.5 This project will not work in isolation. It is part of a wider devolution proposal. It will be implemented over two years. The objective over those two years will be to drive sustainability to develop the integrated pathways and working practices which enable the system to work more effectively as a whole after this period.
- 4.6 The project will focus on three key outcomes in terms of reducing reoffending:
- Reducing the number of offenders
 - Reducing reoffending
 - Reducing demand and costs associated with reoffending.
- 4.7 This is an implementation-ready bid. Benefits include:
- Multi-agency working to ensure conditions for pre-trial diversion that are more consistently matched to offending pathways and victims' need
 - Savings from court processes (early findings from the randomised control trial in the West Midlands show savings of £1000 per case), and longer-term savings across agencies

- Increased victim satisfaction (early findings from the randomised control trial in the West Midlands show victims are more likely to think what happened in their case is going to stop the offender from doing it again)
- More offenders brought to justice
- Reducing police time spent on issues they are not trained for, ensuring that the issues causing offending behaviour are tackled by the most appropriate agency
- Reducing demand across all services.

4.8 Key financial highlights comprise:

- The total cost to deliver the proposal for 2016/17 is £933k, rising to £977k in 2017/18 and then falling to £823k from 2018/19 to 2020/21. These costs are forecasts pending receipt and analysis of the Commissioner's grant settlement for 2016-17 and beyond.
- Efficiency savings of £1.8m per year are expected from 2017/18 onwards

5. Expression of Interest Number 97: 'Beds, Cambs and Herts strategic alliance delivery of an integrated multi-force finance/human resources system'

5.1 Summary: The proposed solution is an integrated ERP providing a single platform to support agreed single processes across all related back office functions. To achieve the savings identified within the Full Business Case for HR, L&D and the Occupational Health Unit the system will need to be fully operational during the 3rd quarter of 2017/18.

5.2 The requirements for the proposed solution are METIS compliant and therefore have been through a process where existing ways of working have been reimaged to reflect an operating environment where our workforce are enabled with mobile technology, operating within the principles of agile working in both collaborated and none collaborated teams. The solution will provide a single interface to Athena and tuServ in support of frontline operational policing. Against this background of transformation, and what we know about the ability of ERP technology and its architecture to drive out efficiency, we are confident that the proposed solution will transform service delivery within organisational support functions realising significant cashable savings. The self-service portal will transform how our workforce operate introducing a degree of self-sufficiency not possible within our current architecture.

5.3 The proposal has also been widened to directly cover Client Relationship Management and the Occupational Health Unit, which will result in a full integrated end to end solution, providing real time information. The solution will now be internally hosted as an integrated part of the BCH ICT strategy which is acknowledged as being a lead collaborated partnership at the forefront of digitally enabled technology supporting frontline policing and providing a better service to the public.

5.4 The benefits from implementation of an ERP solution range from the removal of multiple keying of data, to access to real time data and reporting. To example this, the ability to link officer deployable skills to real time deployment will enable us to deploy

the right officer, to the right place, at the right time, improving service on the frontline to members of the public.

- 5.5 This is an implementation-ready bid. Key financial highlights comprise:
- The estimated cost to deliver the proposal in 2016/17 is £4m (including capital expenditure of £2.4m), falling to £444k resource cost thereafter
 - Potential sustainable savings per annum are estimated at over £5m according to the EOI; bid figures are currently being prepared.
- 5.6 It was agreed at the FSG meeting on 26 November 2015 that costing of incidents and analysis of crime types, and the timing of the assurance review, would be discussed with the project team. This took place at the Organisational Support Governance Board meeting on 30 November 2015.
- 6. Expression of Interest Number 65: 'Delivery of an integrated multi-force customer relationship management system as an enabler of the wider innovative collaboration through shared process, intelligent call-handling and self-service'**
- 6.1 Summary: The collaboration between Bedfordshire, Cambridgeshire and Hertfordshire (BCH) has the objectives of improving efficiency, reducing the revenue budget, while maintaining or improving service. Technological enablement has been a cornerstone of delivering this.
- 6.2 Introducing a multi-force Customer Relationship Management System will specifically enable the following outcomes, linked to the collaborative objectives:
- Increase the operational hours available for use.
 - Reduce organisational risk by early identification, intervention and assessment.
 - Increased sharing of information, both within and outside the organisation.
- 6.3 These will deliver efficiencies of time and money savings, and improve service to the public by having greater data immediately available at first point of contact with the potential to expand to all parts of the customer journey.
- 6.4 This is a proof-of-concept bid. Key financial highlights are being prepared for the bid; the figures supplied in the EOI comprised:
- The estimated total cost to deliver the proposal is £2.4m
 - Potential sustainable savings per annum are estimated at £0.6m per year from 2017/18
 - £1.2m is likely to be sought from the Innovation Fund
- 7. Bedfordshire (Eastern Regions Special Operations Unit ("ERSOU")) EOI number 23: 'Eastern Region Integrated CAB/SPOC/AO Workflow Solution'.**
- 7.1 Summary: Bedfordshire, Cambridgeshire and Hertfordshire currently have small separate teams of staff delivering the Covert Authorities Bureau ("CAB")/ Telecoms Single Point Of Contact ("SPOC") service and dedicated Authorising Officers. Norfolk/Suffolk have collaborated to deliver this capability but still have team

delivering the CAB/SPOC service in both forces. Beds, Cambs and Norfolk/Suffolk use a standalone workflow solution supplied by Charter Systems Ltd whilst Herts use an alternative product for telecoms data acquisition and a paper system within their CAB. The current arrangements restrict capability and capacity with each team providing 24/7 cover through on call arrangements that offer little or no resilience.

- 7.2 The acquisition and introduction of a fully integrated workflow solution would enable the brigading of resource through a collaborative regional model delivering cashable efficiencies whilst increasing capacity, capability and resilience. Charter Systems can provide the integrated workflow solution and its products are already used by many forces and LEA's on a standalone basis. The regional Chief Constables support the concept of a regional CAB/SPOC and AO capability but the current individual force workflow arrangements prevent this.
- 7.3 Essex (Eastern Region) currently collaborates with Kent (South East Region) to deliver the CAB/SPOC/AO function through their Serious Crime Directorate arrangements. Both forces are working with the Eastern Region ROCU (ERSOU) to exploit collaborative opportunities on a number of serious and organised crime capabilities and will shortly be accessing all Confidential Unit services through ERSOU. Both forces have indicated their preference to collaborate with the other Eastern Region forces in the delivery of the CAB/SPOC/AO function if an integrated workflow solution is adopted across the 7 forces.
- 7.4 A 7 force collaborative model would deliver significant efficiencies whilst increasing capacity, capability and resilience.
- 7.5 This is an implementation-ready bid. Capital costs are estimated as £918k in 2016/17 with resource costs estimated at £231k; no further costs are expected in later years. Savings of £407k are predicted in 2016/17.
- 7.6 FSG requested a breakdown of the costs before a decision could be made. This information and the final draft bid have now been received.

8. Bid for support of the 7 Force Strategic Collaboration Programme

- 8.1 Summary: To drive out more savings/efficiencies that can be used by each force to sustain public service delivery and/or invest in changing policing demand e.g. the hidden harm agenda, cybercrime, fraud.
- 8.2 The current projected target savings to be achieved through local savings and this programme are £220m. Within the 7 forces, substantial successful collaboration already exists between the trio of Bedfordshire, Cambridgeshire and Hertfordshire, plus two pairings of Norfolk & Suffolk and Essex & Kent.
- 8.3 The 7 forces are also introducing the same core policing IT system of Athena: a fully integrated single policing database incorporating the key policing functions of: intelligence, investigation, custody & case preparation. Athena will be implemented across all 7 by November 2016. With Athena in place, providing instant cross border data access, this consortium of forces is uniquely placed in the UK to move to the next level of IT enabled cross border efficiency and effectiveness and ideally placed to test

the concept that, even in a post-collaborated environment, significant savings can still be made.

- 8.4 There are a number of challenges that are evident from our previous experience of the existing smaller scale collaborations and these are multiplied with the additional scale and complexity e.g:
- Savings/benefits – significant savings have already been driven out so we need to establish whether through harmonisation of our processes, alignment of ICT, single procurement, further economies of scale, reduced application purchases (and subsequent annual costs), reduced duplication in training, that the savings are actually worth the development and implementation costs.
 - Flexibility – a one size fits all approach will not work given the differing starting positions and needs/risks for each force. Our model will have to enable some degree of flexibility with regard to what works for each force / PCC.
 - Governance – with 7 Chief Constables and 7 PCCs, identifying a suitable arrangement that provides rigour and fulfilment of statutory “holding to account” duties, but is practical and agile enough to be manageable.
 - Competitive model – we need to identify an approach to transforming our services that will drive efficiency by enabling additional scale through other forces’ “on boarding” which will only be achieved if the services provided are competitive.
 - Scalability – if we can demonstrate that better value for money is still possible in a post local collaborative environment, our model will become scalable and transferable
- 8.5 The programme will develop business cases based on the Treasury Business Case Model, across the full range of functional areas (with the exception of local policing). On a case by case basis it will be determined whether, in the light of existing positions, structural collaboration/merging of the function will deliver required savings or whether there is greater net benefit in the harmonisation and standardisation of key processes based upon a reduced number of systems. Some of the functions to be reviewed are “enablers” for the 7 forces given the Athena base that we are working from e.g. Procurement, convergence of ICT and Athena related functions will provide benefits of themselves. In reviewing the other functions the type of function (e.g. operational, transactional, and strategic) will determine the nature of the collaborative model proposed.
- 8.6 The robustness of the Treasury Model approach will enable the 14 Corporations Sole involved to have confidence in the respective benefits of the options presented. This will be supported by the Gateway Review process. Within 12 months the programme will have established whether the challenges identified above can be overcome and the programme can become self-funding and replicable across the country.
- 8.7 A small team is being assembled to scope the best workstreams and develop potential business cases over the next 5 – 6 months.
- 8.8 This is a proof-of-concept bid. The team intends to submit the bid for circa £1.4m of which they will request circa £0.7m of bid funding. Further detailed financial analysis

is being prepared with the assistance of Chief Financial Officers across the seven forces, and will be shared when available.

9. Recommendation

9.1 The Board is recommended to approve the Innovation Fund bids to enable the Police and Crime Commissioner (the “Commissioner”) and the Commissioner’s Director of Finance to sign the bids as follows:

- Cambs EOI number 80: ‘Roll out of evidence-based approach to conditional pre-trial diversion within the context of devolution in Cambridgeshire’
- Cambs EOI number 97: ‘Beds, Cambs and Herts strategic alliance delivery of an integrated multi-force finance/human resources system’
- Herts EOI number 65: ‘Delivery of an integrated multi-force customer relationship management system as an enabler of the wider innovative collaboration through shared process, intelligent call-handling and self-service’
- Bedfordshire (Eastern Regions Special Operations Unit (“ERSOU”)) EOI number 23: ‘Eastern Region Integrated CAB/SPOC/AO Workflow’
- The bid for support of the 7 Force Strategic Collaboration Programme

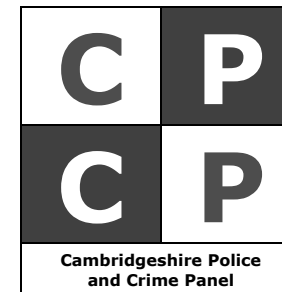
9.2 The Commissioner signs the Decision Notice to sign the Innovation Fund bids.

Source Documents	Finance Sub-Group Minutes 29 October 2015 and 26 November 2015
Contact Officer	Josie Gowler Chief Finance Officer, Office of the Police and Crime Commissioner



**CAMBRIDGESHIRE POLICE AND CRIME PANEL
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	Ian Phillips, Peterborough City Council
	Rules of Procedure	Ian Phillips, Peterborough City Council
	Cambridgeshire Police and Crime Panel Annual Report 2014-2015	Ian Phillips, Peterborough City Council
	Crime Data Integrity– Update On Actions Following Her Majesty’s Inspectorate Of Constabulary Inspection Of Cambridgeshire Constabulary	Police and Crime Commissioners Office
	Services To Victims Of Domestic Abuse - Update On Actions Following Her Majesty’s Inspectorate Of Constabulary Inspection Of Cambridgeshire Constabulary	Police and Crime Commissioners Office
Call Handling Update	Police and Crime Commissioner’s Office	



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<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>Wednesday 16 September 2015, 2pm Peterborough City Council, Bourges / Viersen Rooms, Town Hall</p>	<p>Public Questions</p> <p>Review of Complaints</p> <p>Rules of Procedure</p> <p>Vacancy for Independent Co-Opted Member</p> <p>Review of Community Safety Partnership and how they link into Crime Reduction Panels.</p> <p>Police Outturn 2015/15 and Looking Forward 2015/16</p> <p>Cambridgeshire Police Crime Commissioners Annual Report 2014-2015</p>	<p>Ian Phillips, Peterborough City Council</p> <p>Ian Phillips, Peterborough City Council</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
	Decisions by the Commissioner Meeting Dates and Agenda Plan	Police and Crime Commissioner's Office
Wednesday 4 November 2015, 2pm Cambridge City Council, The Guild Hall, Council Chamber	Public Questions	
	Review of Complaints To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.	Ian Phillips, Peterborough City Council
	Rules of Procedure The Panel to review the Rules of Procedure as required at paragraph 1.4 of the Rules of Procedure.	Report of the Working Group
	Procedure for Appointment of the Chief Constable of Cambridgeshire Constabulary Request for further information regarding the appointment process for the position of Chief Constable.	Police and Crime Commissioners Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Violent Crime</p> <p>Commissioner to provide a breakdown of violent crime and how this is being tackled and reduced. How data collection can be improved.</p>	Police and Crime Commissioners Office
	<p>Cybercrime</p> <p>Report on what work is being done to prevent cybercrime within Cambridgeshire and how it is being dealt with. Also to include what is being put in place to educate people.</p>	Police and Crime Commissioner's Office
	<p>Budget Strategy</p> <p>Report indicating next year's budget in line with the spending review and a Five Year Financial Plan.</p>	Police and Crime Commissioner's Office
	<p>Decisions by the Commissioner</p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner ("the Commissioner") under Section 28 of the Police Reform and Social Responsibility Act 2011 ("the Act").</p>	Police and Crime Commissioner's Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Meeting Dates and Agenda Plan 2015/2016</p> <p>Panel to note the dates of future meetings and to consider any items for future meetings which may have been highlighted during the meeting.</p>	
<p>Wednesday 3 February 2016, 2pm BUDGET MEETING Huntingdonshire District Council Civic Suite</p>	<p>Public Questions</p>	
	<p>Review of Complaints</p> <p>To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.</p>	<p>Ian Phillips, Peterborough City Council</p>
	<p>Budget Precept 2016/2017</p> <p>To notify the Cambridgeshire Police and Crime of the Cambridgeshire Police and Crime Commissioner's proposed budget and precept for 2016/17. To enable the Panel to review the proposed precept.</p>	<p>Police and Crime Commissioner's Office</p>
	<p>Police and Crime Plan Variation</p> <p>The Panel to review the variation of the Executive Summary, the Foreword and a section called 'How we developed the Police and Crime Plan' within the Police and Crime Commissioner's Police and Crime Plan. The variations seek to update the Plan to reflect the recruitment of a new Chief Constable and consolidate variations made across the term of the Commissioner's office.</p>	



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Estates Strategy and Front Line Policing to 2020</p> <p>Report on how the reduction in police budgets will affect the Estates Strategy.</p>	Police and Crime Commissioner's Office
	<p>Decisions by the Commissioner</p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner ("the Commissioner") under Section 28 of the Police Reform and Social Responsibility Act 2011 ("the Act").</p>	Police and Crime Commissioner's Office
	<p>Meeting Dates and Agenda Plan 2015/2016</p> <p>Panel to note the dates of future meetings and to consider any items for future meetings which may have been highlighted during the meeting.</p>	
<p>Wednesday 16 March 2016, 2pm Peterborough City Council, Bourges / Viersen Rooms, Town Hall</p>	<p>Public Questions</p>	
	<p>Review of Complaints</p> <p>To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.</p>	Ian Phillips, Peterborough City Council



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Community Safety Partnerships</p> <p>Report on the outcome of the Commissioners review of Community Safety Partnerships. Requested at the meeting held on 16 September 2015.</p>	Police and Crime Commissioner's Office
	<p>Measuring Public Confidence</p> <p>Report on how the Commissioner is engaging with the public to obtain greater public participation and what value this is having.</p>	Police and Crime Commissioner's Office
	<p>Police and Crime Plan Variation – Appendix 1 Finances Update</p>	Police and Crime Commissioner's Office
	<p>Links between Area Commanders and Districts</p> <p>A report detailing the links between Area Commanders and Districts including how the links are established and maintained.</p>	Police and Crime Commissioner's Office
	<p>Rural Crime and Specials Plan</p> <p>Detailed report on tackling rural crime and what support mechanisms are in place.</p>	Police and Crime Commissioner's Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Decisions by the Commissioner</p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner (“the Commissioner”) under Section 28 of the Police Reform and Social Responsibility Act 2011 (“the Act”).</p>	Police and Crime Commissioner’s Office
	<p>Draft Meeting Dates 2016/2017</p> <p>The Panel to receive the draft meeting schedule for the 2016/2017 municipal year.</p>	

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Items to be programmed in to 2016/2017 Work Programme

Item	Comments
Child Sexual Exploitation	
A report on the Modern Slavery Act	<p>Requested at meeting held on 4 November 2015</p> <p>To include an explanation of the act and how this is being implemented locally.</p>
Review of cost effectiveness of offices of the Police and Crime Commissioner	Requested at meeting held on 4 November 2015
A report from the Commissioner on Surveillance & ANPR	Requested at the meeting held on 4 November 2015.



Item	Comments
	To include: What has the Police and Crime Commissioner done on ensuring safeguards are in place in relation to the force's use of surveillance technology, including Automatic Number Plate Recognition ANPR, and on the collection of data from electronic devices during searches and when individuals are brought into custody. Has the Police and Crime Commissioner set a clear strategy and policy in this area and is assured himself, and can assure the public, that the force's activities are lawful and proportionate.

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