



CAMBRIDGESHIRE POLICE AND CRIME PANEL

WEDNESDAY 16 MARCH 2016, 2.00 PM

Bourges/Viersen Room - Town Hall

Contact – paulina.ford@peterborough.gov.uk, 01733 452508

AGENDA

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Police and Crime Commissioners Response to Actions from Meeting



**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 (Chairman), A Coles (Vice Chairman), M McGuire, S Criswell, L Herbert, D Oliver, S Lane, A Shaheed, A Pearson, 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 HUNTINGDONSHIRE DISTRICT COUNCIL
ON 3 FEBRUARY 2016**

Members Present:	Councillors Shelton (Chair), McGuire, Herbert, Shellens, Reeve, Criswell, Oliver, Pearson, Over, Francesca Anderson and Edward Leigh.	
Officers Present:	Paulina Ford Ian Phillips	Peterborough City Council Lead Officer Peterborough City Council
Others Present:	Sir Graham Bright Brian Ashton Dr Dorothy Gregson Josie Gowler	Cambridgeshire Police and Crime Commissioner Deputy Cambridgeshire Police and Crime Commissioner Chief Executive, Office of the Police and Crime Commissioner Chief Finance Officer, Office of the Police and Crime Commissioner

1. Election of Chairman

The Secretariat informed the Panel that Councillor Ablewhite had decided to stand as a candidate in the forthcoming elections for the Police and Crime Commissioner and had therefore decided to resign from the Panel. The position of Chairman was therefore vacant. Councillor Criswell who was in attendance would be replacing Councillor Ablewhite as a member of the Panel.

The Secretariat asked for nominations for the role of Chairman of the Panel. Councillor McGuire seconded by Councillor Criswell nominated Councillor Shelton. There were no other nominations and Councillor Shelton was therefore elected as Chairman for the remainder of the 2015/16 municipal year.

Some members whilst in agreement with the appointment felt that consideration should be given to appointing one of the co-opted independent members to the role of Chairman in the future.

Councillor Shelton confirmed his acceptance of the role and thanked everyone for their nomination and vote of confidence.

2. Election of Vice Chairman

The Chairman asked for nominations for the role of Vice Chairman. Councillor McGuire seconded by Councillor Criswell nominated Councillor Coles. Councillor McGuire explained that whilst Councillor Coles was not in attendance at the meeting he had spoken to him and he had agreed to be nominated. A second nomination was received from Edward Leigh

seconded by Councillor Shellens for Councillor Herbert. Having received two nominations each were put to the vote. Councillor Coles received 5 votes in favour and Councillor Herbert received 5 votes in favour. As there was an equality of votes in favour of each nomination the Chairman had a casting vote. Councillor Reeve requested that the Chairman take into consideration that the Panel was a cross party Panel and that choosing a Panel member from a different political group would help public perception and confidence in the Panel. The Chairman voted in favour of Councillor Coles explaining that he had voted for him because he was a former Police constable and represented South Cambridgeshire.

Councillor Coles was therefore elected as Vice Chairman for the remainder of the 2015/16 municipal year.

3. Apologies for Absence

Apologies for absence were received from Councillor Coles, Councillor Shaheed, Councillor Lane, and Councillor Bullen. Councillor Reeve was in attendance as substitute for Councillor Bullen and Councillor Over was in attendance as substitute for Councillor Coles.

4. Declarations of Interest

Item 11. Decisions by Cambridgeshire Police and Crime Commissioner

Councillor Criswell declared an interest in that he was the Chairman of the Cambridgeshire and Peterborough Road Safety Partnership which was mentioned under Decision notice CPCC 2015-045: Operation of the Road Casualty Reduction and Support Fund.

5. Minutes of the meeting held 4 November 2015

The minutes of the meetings held on 4 November 2015 were agreed as an accurate record with the following correction noted:

Councillor Oliver had been in attendance at the meeting held on 4 November but this had not been recorded. The Secretariat to amend the minutes to reflect this.

Councillor McGuire noted an omission in regard to an issue that had been raised by Councillor Reeve at the meeting regarding an arrest and no action being taken. Councillor Reeve responded that he had mentioned this at the meeting and the Commissioner had since been in contact with him to find out more information but that it was not necessary to amend the minutes to include his statement.

6. Public Questions/Statements

The Secretariat informed the Panel that two questions had been received from Mr Richard Taylor but they had been received after the deadline for receipt of questions which was 12noon on the third working day following the publication of the meeting agenda. However in accordance with the Rules of Procedure the Secretariat had informed the Chairman. The Rules of Procedure state that submissions received after the deadline may be accepted at the discretion of the Chairperson. The Chairman advised that he would not accept the late submission in this instance.

One Member commented that they were disappointment that the Chairman had not allowed the questions to be asked. Another Member commented that it may not be immediately apparent to members of the public from the Rules of Procedure when the agenda would be published and suggested that when the Rules of Procedure are reviewed at the Annual Meeting further clarification is provided. Members further suggested that in the meantime a notification could be put on the Panels website to make it clear when the agendas are published.

ACTION

1. The Secretariat to put a notification on the Panels website to make it clear when the agenda for any public meeting of the Panel will be published.
2. The Secretariat to note that an amendment would be required to the Rules of Procedure when next reviewed to provide clarification of when the agenda is published prior to a meeting.

7. 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.

8. Precept Report 2016-2017

The Police and Crime Commissioner introduced the report which notified the Panel of the Cambridgeshire Police and Crime Commissioners proposed budget and precept for 2016/17 to enable the Panel to review the proposed precept. The Deputy Police and Crime Commissioner and the Chief Finance Officer gave a presentation to provide context to the report. The presentation provided highlights on the following areas:

- 2015/16 Outturn to November (month 8)
- Year by year savings
- Estimates in MTFP – information awaited
- Budget Assistance Reserve
- Future Savings 2017/18 to 2019/20
- Precept 2016/17

Observations and comments raised by the Panel included:

- Members sought clarification regarding the use of reserves and if the use of reserves was required to ensure the books balanced. Had the Commissioner considered increasing the precept to above 0.99% to ensure a level budget and therefore not have to use the reserves?
- Reference was made to the slide: Precept 2016/17 quoting Consumer Price Index and Retail Price Index. As far as inflation had affected the constabulary was the proposed precept a fair reflection.
- It was noted that the proposed precept had been announced publically on 6 January 2016 prior to the Panel debating and approving it. This had given the impression that it had already been agreed and that it was just a formality for the Panel to ratify it. A member of the Panel provided clarification on the role of the Panel in the process of approving the Precept.
- Members were concerned that £2.8M of savings were being taken out of the reserves and clarification was sought regarding local savings and where they would be and if the reserves would be adequate.
- There had been no mention within the report regarding the recent announcement of the possible merger with the Fire Service and the consequences of such a merger.
- Further clarification was sought regarding the breakdown of the £2.6M total savings figure and in particular the £0.9M for police staff.

- The Commissioner was congratulated on the sensible proposal of a 0.99% precept but it was hoped that some of the savings would provide an opportunity for more officers in rural areas.
- Clarification was sought as to why there was a separate budget reserve as well as a general reserve.
- What is a collaborated policeman?
- Members noted the workforce projections (establishment) of 1,352 police officers for 2016/17 and wanted to know if they would all be available all of the time in Cambridgeshire.
- Members commented that it would be better to show the budget figures as an annual figure rather than as compounded figures over a number of years. It would be helpful to show this year's precept rise with this year's inflation rise to show a more transparent budget.
- Are there other reserves that the Police hold in addition to the two reserves within the Commissioners budget.
- It was noted that the cost of the Police and Crime Commissioners Office of £1.2M had not reduced. Why?
- Members commented that the information received by the Panel over the year regarding the budget had been much better than previous years and congratulated the Commissioner on a prudent budget and managing it so effectively.
- Members were however concerned that the budget might be too prudent. The council tax base had increased by 2% which reflected an increase in the population, more houses and more cars and therefore a greater requirement for policing.
- Members commented that the figures for the 'state of the force' as mentioned in the Business Coordination Board minutes did not correlate with those listed in the budget papers.

3.20pm. Councillor Shellens left the meeting at this point.

- What resources had been put into the 101 service to assist with improving the 30 second response time?
- Concern was raised regarding the fact that Her Majesty's Inspectorate of Constabulary (HMIC) had stated that the constabulary were still not doing what it could with its powers to safeguard vulnerable victims of domestic violence. What resources had been put into sorting out domestic violence?

Responses by the Commissioner to questions from the Panel included:

- Increasing the precept to above 0.99% had been considered but the Commissioner had not wanted to put further burden on the taxpayer. The use of reserves was just a bridge until the expected savings came through.
- The proposed precept was a fair reflection of inflation rates. Whilst there may be slight variations in inflation it was important to ensure that resources were available to do the job and therefore keep the level of resources the same.
- The statement regarding the proposed precept which had been announced on 6 January had stated that it was a proposal before being approved by the Panel. It had been necessary to announce the proposed precept to obtain comments and views from the public before being presented to the Panel.
- Members were referred to page 39, Table 1, Budget Changes 2015/16 to 2016/17 and the projected savings of £0.2M under estates and informed that there would be further savings of £0.7M in estates later in the year which would mean savings would be in hand for 2017/18. This was the methodology used throughout the budget.
- The Home Office were expecting Commissioners to join up with Blue Light services but no figures had been announced yet. The Policing and Crime Bill would be published next week but discussions with the Fire Service were already being organised.

- The budget establishment at the end of 2015/16 was 825 and the position was now 803 showing a reduction overall of approximately 20 personnel. Changes in technology and changes in processes of working through Operation Metis had provided opportunities for changes in staffing.
- Rural policing was being tackled in that more specials were being put in place to specifically look after rural and village life.
- There was a separate budget reserve as well as a general reserve as there needed to be clarity as to what might be an operational requirement for the money and that a reserve was retained against the risk of needing to spend against exceptional expenditures for operational policing need. The budget reserve was built up to provide sufficient resource to get through the transition to gaining the savings. This was a prudent approach and there would be a redefinition of the reserves in the future.
- A collaborated police officer was someone who was employed by the county but would be working in a policing unit which covered all three counties or the Eastern Region e.g. road policing unit.
- The workforce projections of 1,352 police officers would not all be available at any one time in Cambridgeshire but they could be called upon if required according to operational need.
- The budget figures were presented as compounded figures to show a trajectory to ensure that the public were not paying more than they should. The budget had been presented in a transparent way during the term of the office of the Commissioner over the four year period. This had been presented by showing what the starting figure was and what the end figure hoped to be.
- All reserves were listed on page 54, Appendix 6, General and Earmarked Reserves within the report. Members were also informed that the historic debt of the constabulary had been reduced over the four years as well as building reserves.
- The cost of the Police and Crime Commissioners Office had not been reduced as it had taken 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.
- The Deputy Commissioner assured the Panel that the number of police in proportion to the budget had not only been maintained but had increased. The Deputy Commissioner provided further context regarding the makeup of the budget.
- The figures provided at the Business Coordination Board were the figures provided by the Force Executive Board Report that was produced by the constabulary and were the numbers actually employed at that moment in time not the establishment. The numbers that the force wished to recruit did not always instantly match with the number available as some would still be in training.
- Additional resources had already been put into the 101 service and calls were now being answered within 10 seconds.
- Acknowledging the HMIC report and comments the Commissioner advised that work was being done with other constabularies to look at best practice. Further investment had been put into better body worn cameras in order to capture evidence and the procedure to deal with domestic violence had been improved. There were currently 200 trained officers in how to deal with domestic violence and this was being extended.

Following discussion the Chairman put the recommendation to approve the 0.99% increase for the Precept for 2016/2017 to a vote.

The recommendation to approve the proposal of a 0.99% increase for the Precept for 2016/2017 was APPROVED. (9 in favour, 1 vote against from Councillor Reeve, 0 abstentions). Councillor Reeve requested that his vote be recorded.

ACTION

The Panel requested that the Commissioner provide the Panel with the following information at the next meeting:

- Numbers involved in territorial policing
- The numbers of police officers per 1000 population
- Expenditure per head by population

9. Police and Crime Plan Variation

The Police and Crime Commissioner introduced the report which provided the Panel with a variation of the Police and Crime Plan for approval. The sections being varied included:

- Executive Summary – the one page summary had been updated to reflect the variations to the Plan which had been previously approved by the Panel.
- Foreword from Cambridgeshire Police and Crime Commissioner – the variation allowed the Commissioner to welcome a new Chief Constable who is responsible for the operational delivery of the Plan.
- Foreword from Chief Constable – the variation enabled 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 acknowledged that the influences remain the same but refreshed and simplified the content.

Observations and comments raised by the Panel included:

- Members highlighted that there appeared to be different sets of priorities within the police force e.g. priorities of the Chief Constable, priorities of the Superintendents of each area, priorities of the Community Safety Partnerships, neighbourhood priorities and district priorities. It was hoped that within the next Police and Crime Plan there would be a clearer focus on crimes by issue and priority.

Responses by the Commissioner to questions from the Panel included:

- The Police and Crime Plan was in place to hold the police force to account. There were six commanders in place and they had to take note of what was in the Police and Crime Plan. There was also a performance working group in place which looked at performance of burglary, domestic abuse, sexual offences etc.

There being no further discussion and having reviewed the draft variation to the Police and Crime Plan the Panel AGREED to ENDORSE the variation of the following sections of the Police and Crime Plan.

- Executive Summary
- Foreword from Cambridgeshire Police and Crime Commissioner
- Foreword from Chief Constable
- How we developed the Police and Crime Plan

10. Estates and Front Line Policing

The Police and Crime Commissioner introduced the report which provided the Panel with an outline of the strategic direction of the Estate having regard to agile working, contact points and collaboration and demonstrating how an annual saving of circa £700,000 could be

identified by the end of the 2016/17 budget year. The Deputy Commissioner provided further context to the report.

3.35pm. Councillor McGuire left the meeting at this point.

Observations and comments raised by the Panel included:

- Members were pleased to note that with the new technology in place police officers were out and about more and spent less time in the office. There was however concern that officers would be pre booked for long periods of time therefore not allowing them time to engage with members of the public.
- The Commissioner was congratulated on the disposal of some assets.
- Members requested the following information:
 - Breakdown of the targeted workforce numbers and the minimum number that the workforce reaches at any point in the year
 - An explanation of why the targeted workforce figures are significantly higher than the actual workforce figures.
 - The number of police officers per 1000 population
 - How many of the police officers were shared between other forces and by which police forces.
- Members noted and understood that some buildings were no longer needed but sought clarification on the future of Parkside in Cambridge as it was felt that city's like Cambridge and Peterborough required central city facilities.
- Members referred to page 68, Appendix A, Cambridgeshire Constabulary Estate assets identified as surplus to requirements. What message did the Commissioner feel was being portrayed to people in rural communities by closing their police stations as well as there no longer being a police presence in rural villages. Members were concerned that the public perception was that rural communities would no longer have a police presence.
- Members were pleased to have seen the Police Contact point launch in Tesco's.
- Could the signage on buildings no longer being used as police stations be removed? The old police station at Werrington was given as an example.
- Had consideration been given to the police sharing buildings with other services e.g. fire stations.

Responses by the Commissioner to questions from the Panel included:

- The Deputy Commissioner advised that the information requested on numbers of police officers would be provided at the next meeting of the Panel in March.
- Parkside in Cambridge City would remain and there were no plans to close the facility in the foreseeable future. There were plans in place to refurbish the building.
- The Commissioner commented that police officers protected localities not police station buildings. If some of the buildings were kept this would impact on the number of frontline police officers. Contact points within rural communities were being put in place so that people had somewhere to go to report any issues. Agile working of police offices meant that they could work anywhere e.g. coffee shops, supermarkets. If there was an emergency a call to 999 would still apply. The number of frontline police still remained the same.
- The removal of signage on old police buildings would be brought to the attention of the Estates Manager.
- Consideration was being given to the police sharing buildings with other emergency services.

ACTION

1. The Panel noted the report and requested that the Commissioner provide the Panel with the following information at the next meeting of the Panel on 16 March 2016:

- a. Breakdown of the targeted workforce numbers and the minimum number that the workforce reaches at any point in the year
- b. An explanation of why the targeted workforce figures are significantly higher than the actual workforce figures.
- c. The number of police officers per 1000 population
- d. How many of the police officers were shared between other forces and by which police forces.

2. The Panel requested that the Commissioner look into the removal of signage from police station buildings no longer being used.

11. Decisions by Cambridgeshire Police and Crime Commissioner

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

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

Business Coordination Board Approved Minutes – 30 September 2015

- Page 81, paragraph 6.3. Members sought clarification of the statement “*Areas of concern were discussed, these being: prosecution possible for Domestic Abuse, victim based crime and secondary call handing*”. Did the statement mean that there was a serious underperformance in those key areas. The HMIC December 2015 report had mentioned Cambridgeshire Constabulary’s use of Domestic Violence Protection notices as low and was concerned that the constabulary was not using its power available to safe guard vulnerable victims. *Members were informed that it had been highlighted because Domestic Abuse, victim based crime and secondary call handing were areas of priority and the HMIC comments within the report had been taken on board.*
- Making further reference to the HMIC report Members highlighted other areas of concern which had been highlighted within the report and specifically: voluntary attendance of perpetrators and not arresting them. *Members were informed that this was being looked into.*

CPCC 2015-040 Developing a Restorative Justice Approach in Cambridgeshire – Extension of Delivery Partnership

- Members sought assurance that the private company being hired to deliver restorative justice would be fully integrated in the system. *Members were informed that the company would not be delivering restorative justice but would be delivering training on restorative justice as part of a cultural change programme.*
- Members requested that there be consistency and clarification when using the term restorative justice as it was sometimes confused with community remedy.

Finance Sub-Group Approved Minutes – 27 August 2015

- Page 76, paragraph 3. Force Revenue Monitoring report Month 3 2015/16. Members noted the statement “*The DPCC had heard that an increasing number of young police officers were not taking up the offer of a police pension*” and that a Federation Research Report would be commissioned to look at this issue. Members requested that when complete it could be provided to the Panel.
- Page 136, paragraph 3.8. Members sought clarification as to why no further action was required in respect of the National Police Volunteer Cadet team bid into the Innovation Fund. *Members were advised that the Commissioner had supported the bid but that no further action was required from Cambridgeshire.*

- Members noted that the Commissioner had intended to set up a Cybercrime Conference and asked if it was his intention to invite Panel members. *The Commissioner advised that he would extend an invitation to Panel members.*
- Members congratulated the Commissioner on the Innovation Fund Bids.
- Members provided a note of caution with large IT projects as they could be risky and suggested a more tactical approach.

CPCC 2015-037 S22A Agreement under the Police Act 1996 (as amended) – Civil Nuclear Constabulary.

- Members asked for further information as to what the Civil Nuclear Constabulary was. *Members were informed that some of the information was sensitive but that some information could be provided.*

ACTION

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

The Panel requested that the Commissioner provide the Panel with the following information:

1. A copy of the Federation Research Report into why young police officers were not taking up the offer of a police pension when completed.
2. An explanation of what the Civil Nuclear Constabulary was.

4.05pm. Councillor Criswell left the meeting at this point.

12. Meeting Dates and Agenda Plan 2015-2016

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

ACTION

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

- A report on the use of police drones which are being piloted in Cambridgeshire. The information to be included within the report on surveillance and ANPR to be scheduled in during the new municipal year.

The meeting began at 2.00pm and ended at 4.10pm

CHAIRMAN

ACTIONS

DATE OF MEETING	ITEM	ACTION	UPDATE
3 February 2016	Minutes of the meeting held 4 November 2015	The Secretariat to amend the minutes to reflect Councillor Oliver's attendance at the meeting.	Completed
	Public Questions/State ments	<p>The Secretariat to put a notification on the Panels website to make it clear when the agenda for any public meeting of the Panel will be published.</p> <p>The Secretariat to note that an amendment would be required to the Rules of Procedure when next reviewed to provide clarification of when the agenda is published prior to a meeting.</p>	Completed
	Precept Report 2016-2017	<p>The Panel requested that the Commissioner provide the Panel with the following information at the next meeting:</p> <ul style="list-style-type: none"> • Numbers involved in territorial policing • The numbers of police officers per 1000 population • Expenditure per head by population 	
	Estates and Front Line Policing	<p>The Panel noted the report and requested that the Commissioner provide the Panel with the following information at the next meeting of the Panel on 16 March 2016:</p> <ul style="list-style-type: none"> • Breakdown of the targeted workforce numbers and the minimum number that the workforce reaches at any point in the year. • An explanation of why the targeted workforce figures are significantly higher than the actual workforce figures. • The number of police officers per 1000 population. • How many of the police officers were shared between other forces and by which police forces. <p>The Panel requested that the Commissioner look into the removal of signage from police station buildings no longer being used.</p>	

DATE OF MEETING	ITEM	ACTION	UPDATE
	Decisions by Cambridgeshire Police and Crime Commissioner	<p>The Panel requested that the Commissioner provide the Panel with the following information:</p> <ol style="list-style-type: none"> 1. A copy of the Federation Research Report into why young police officers were not taking up the offer of a police pension when completed. 2. An explanation of what the Civil Nuclear Constabulary was. 	
	Meeting Dates and Agenda Plan 2015-2016	<p>The Panel agreed that the following items be included on the Agenda Plan at a future meeting:</p> <ul style="list-style-type: none"> • A report on the use of police drones which are being piloted in Cambridgeshire. The information to be included within the report on surveillance and ANPR to be scheduled in during the new municipal year. 	To be programmed into the 2016/2017 work programme.

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 5
16 MARCH 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. 6
16 MARCH 2016	Public Report

Contact Officer(s) – Ian Phillips
Contact Details – 01733 863849

CAMBRIDGESHIRE POLICE AND CRIME PANEL – ADMINISTRATIVE COSTS AND MEMBER EXPENSES

1. PURPOSE

1.1 This report provides details about the budget claimed to support Cambridgeshire’s Police and Crime Panel, including the expenses and allowances of Panel Members.

2. RECOMMENDATIONS

2.1 The Panel notes the financial position for costs associated with administrative support and member expenses.

3. TERMS OF REFERENCE

3.1 The report is in accordance with the inter-authority agreement of July 2012 concerning the arrangements of the Panel.

4. BACKGROUND

4.1 As Host Authority, Peterborough City Council receives a grant from the Home Office to fund the operation of the Cambridgeshire Police and Crime Panel. This grant is up to a maximum of £53,300 per full financial year for support and running costs, plus up to £920 per Panel member to cover their necessary expenses. The grant commenced in October 2012 and has been paid annually thereafter.

As agreed previously, the annual costs of the Panel, reduced by the figure of grant from the Home Office or any other source, shall be borne between the Authorities equally. However, to date this has not been required.

5. KEY ISSUES

5.1 Between October 2012 and the current date Peterborough City Council has provided staffing and other support to set up, establish and run Cambridgeshire’s Panel. The majority of costs are associated with day-day management and support of the Panel’s functions. This includes management support from Peterborough City Council’s Social Inclusion Manager and specialist support where required from teams across the council such as Legal, HR, Finance and Governance. The total administration costs for 2015/16 are forecast to be £33,521.

5.2 The council also receives grant to cover Panel Members expenses. Each member may claim up to £920 per annum in expenses. In 2015/16 Members claimed a total of £1,022.38 as at 29 February 2016. A breakdown of Member expenses is set out below:

Councillor/Member	Item	Cost	Total
Cllr Ablewhite	Police and Crime Panel Conference Mileage Car Parking	£99 £38.25 £10.20	£147.45
Francesca Anderson	Nil	£0	£0
Cllr Bullen	Mileage Car parking	£28.80 £9.20	£38
Cllr Coles	Police and Crime Panel Conference Train fare	£99 £50	£149
Cllr Criswell	Nil	£0	£0
Cllr Herbert	Nil	£0	£0
Cllr Lane	Nil	£0	£0
Edward Leigh	Mileage Police and Crime Panel Conference Train Fares/Bus	£10.35 £99 £96.60	£205.95
Cllr McGuire	Nil	£0	£0
Cllr Oliver	Nil	£0	£0
Cllr Over	Mileage	£26.73	£26.73
Cllr Pearson	Nil	£0	£0
Cllr Shellens	Mileage Car Parking	£20.70 £6	£26.70
Cllr Sinnott	Police and Crime Panel Conference	£99	£99
Cllr Shaheed	Nil	£0	£0
Cllr Shelton	Mileage Car parking	£184.95 £45.60	£230.55
Cllr Reeve	Police and Crime Panel Conference	£99	£99
Total			£1,022.38

6. IMPLICATIONS

- 6.1 The costs of supporting the operation of the Panel will be contained within funding provided by the Home Office for this purpose. It is therefore anticipated that no funding contributions will be required from Authorities.

7. CONSULTATION

- 7.1 Not applicable.

8. NEXT STEPS

- 8.1 The budget will be monitored in accordance with the normal arrangements of the Host Authority, and reported to future panel meetings on a regular basis.

9. BACKGROUND DOCUMENTS

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

- 9.1 None

10. APPENDICES

10.1 None.

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 7
16 MARCH 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

POLICE AND CRIME PLAN VARIATION – APPENDIX 1 FINANCES UPDATE

1. PURPOSE

- 1.1 The purpose of the report is to provide the Police and Crime Panel (“the Panel”) with an update of the Police and Crime Commissioner’s (“the Commissioner”) Police and Crime Plan (“the Plan”) Appendix 1 – Finances.

2. RECOMMENDATIONS

- 2.1 The Panel review the variation to Appendix 1 of the Plan provided within Appendix E of 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 The Commissioner presented the proposed precept and budget to his Business Coordination Board (“the Board”) at their meeting on 22 January 2016 for their consideration. The Commissioner notified the Panel of his proposal to increase the policing element of the precept by 0.99% for the financial year 2016/17 at their meeting on 3 February 2016. The Panel reviewed the recommendation at their meeting and made a formal report dated 4 February 2016 endorsing the precept. The Commissioner formally responded to the Panel’s report on their recommendation on 9 February 2016.

- 4.2 When establishing, considering and scrutinising the budget The Policing Protocol Order 2011 should be kept in mind, which sets out some key guiding principles for all Police and Crime Commissioners, Chief Constables and Police and Crime Panels. In relation to the financing of policing the Protocol sets out the following:

- *“The Commissioner is the recipient of all funding related to policing and crime reduction and all funding for the force [Constabulary] must come via the Commissioner. How this money is allocated is a matter for the Commissioner in consultation with the Chief Constable. The Chief Constable will provide professional advice and recommendations.*
- *The Commissioner must not fetter the operational independence of the police force and the Chief Constable who leads it.*
- *The Chief Constable is responsible to the public and accountable to the Commissioner for ... having day to day responsibility for financial management of the force within the framework of the agreed budget allocation and levels of authorisation issued by the Commissioner.*
- *In order to respond to the strategic objectives set by the Commissioner and the wide variety of challenges faced by the police every day, the Chief Constable is charged with the direction and control of the force and day-to-day management of such force assets as agreed by the Commissioner.*

- *The Commissioner is ultimately accountable to the public for the management of the police fund. The Commissioner and Chief Constable share a responsibility to provide effective management of the policing budget and to secure value for money on behalf of the public that they both serve.*
- *The Chief Constable has day to day responsibility for managing their allocated budgets after they have been approved by the Commissioner. The Chief Constable must ensure that the financial management of their allocated budget remains consistent with the objectives and conditions set by the Commissioner and those set within his Plan”.*

5. REVENUE BUDGET 2016/17 BUILD PROCESS

- 5.1 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.
- 5.2 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 include 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.
- 5.3 Budget monitoring reports are presented to the Commissioner’s monthly Finance Sub-Group, chaired by the Deputy Commissioner, whose minutes are reported to the Board. This ensures that the savings and efficiencies are achievable and the Constabulary continually strives to ensure effective and efficient policing.
- 5.4 The Deputy Commissioner, Commissioner’s Chief Finance Officer (“CFO”) and Constabulary Director of Finance and Resources meet regularly from September to consider the draft budget and Medium Term Financial Plan (“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. The budget-setting process was shared with the Panel at its meeting on 4 November 2015 allowing them to both support and challenge the Commissioner during the process of budget setting.
- 5.5 The Government’s 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.
- 5.6 At that time other funding announcements relating to Victims Grant, Capital Grant and top slicing for the Police share of the Emergency Services Network system were not made, thereby creating uncertainty around these funding streams.
- 5.7 The MTFP was presented to the Board at its meeting on 6 January 2016 for consideration. This proposed a balanced budget for 2016/17. The Commissioner also announced his proposal to increase the precept for the 2016/17 financial year by 0.99%.
- 5.8 At the Board meeting on 22 January 2016, the Precept Report was presented for approval. This covered both the budget for 2016/17 and the Commissioner’s proposal to increase the precept by 0.99.

6. REVENUE BUDGET ASSUMPTIONS

- 6.1 As with all budgets, there were a number of assumptions made at the time of presenting the budget and precept to both the Board on 22 January 2016 and the Panel on 3 February 2016. This was due to provisional information being received from Central Government pending final confirmation, information awaited from partners, and also forecasts needing to be made for the coming financial year. The main assumptions and updates on them where relevant comprise:

- Policing Grant reduction in 2016/17 of 0.52%. This was confirmed in the Home Office Final settlement issued on 4 February 2016. A formula grant reduction of 1.0% is assumed from 2017/18 onwards.
- Figures for the Council Tax Base and Collection Fund were previously estimated. All information has now been confirmed by the Local Authorities and is built into the budget.
- The Police Staff pay award has been assumed at 0.58% for 2016/17. The previous pay award of 2.2% commenced in March 2015 and covers the period up to September 2016. Increase assumed at 1.0% for the remainder of the MTFP period.
- Police Officer pay award – 1.0% assumed; maintained at this level as negotiations have yet to commence on the pay award for September 2016. Increase assumed at 1.0% for the remainder of the MTFP period.
- General inflation – 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.

7. RISKS AND UNCERTAINTIES

7.1 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 (“ESN”) system (the replacement for Airwaves) is not known. The magnitude and timing of the device, vehicle and control room costs are uncertain and the financial pressure in future years associated with this new system will be significant. The ESN architecture will be funded by the Government top-slicing the national police grant.
- 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.

8. 2016/17 REVENUE BUDGET

8.1 The Police Settlement for 2016/17 covers one year only and represents a grant reduction in 2016/17 of 0.52%.

8.2 The 2016/17 net budget requirement will be £130.5m compared with a 2015/16 net budget requirement of £129.2m. The table below sets out a high level summary of the budget. Appendix A gives a more detailed summary of the 2016/17 budget and Appendix B sets out the

budget on a subjective (cost category) basis.

	2015/16 Budget £'m	2016/17 budget £'m
Local Policing	72.4	61.9
Business Support	32.3	17.3
Collaboration	21.7	22.4
To be collaborated	included above	26.3
Office of the Police and Crime Commissioner	1.2	1.2
Police ICT Company / Community Safety / Crime Reduction Grants	1.3	1.4
Ministry of Justice Victims' Grant	0.9	1.0
Capital Financing Costs	1.8	2.4
Income	-2.1*	-1.4*
Net Revenue Expenditure	129.6	132.5
Use of Reserves	-0.4	-2.0
Net Budget Requirement	129.2	130.5

*£0.6m of other income included in To Be Collaborated function from 2016/17

8.3 During the 2016/17 budgeting process £2.8m of savings were identified which has enabled the budget to be balanced for that year. The Precept report presented to Panel on 3 February 2016 highlighted the savings which have been identified. These included:

- Senior police officer posts
- Police staff
- Transport
- Supplies and services
- Estates

8.4 The changes to the 2016/17 budget since its review at the Panel meeting on 3 February 2016 comprise:

- Finalisation of costs for Business Support, Collaboration and To Be Collaborated functions, resulting in a net reduction in Constabulary costs of £37k. Within these categories, a movement was made from To Be Collaborated supplies and services back to Business Services supplies and services of £224k, which mainly relates to Athena

costs which are to remain with Cambridgeshire Constabulary.

- Confirmation of the Police ICT Company charges for 2016/17 (£60k). The original estimated charge of £25k was shown within OPCC supplies and services; the full £60k charge is now displayed on a separate line for clarity
- OPCC conference and seminar costs returned to £5k (formerly £2k in previous draft of budget; 2015/16: £5k) to enable continued staff professional development in line with professional requirements
- OPCC subscriptions increased by £1.3k due to identification of additional subscription requirement since previous draft of budget

9. PRECEPT 2016/17

9.1 Since taking Office in November 2012, the Commissioner has been ensuring that the Constabulary is delivering an effective and efficient policing service 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 the provision of mobile technology and Collaboration with Bedfordshire Police and Crime Commissioner/Police together with Hertfordshire Police and Crime Commissioner/Constabulary.

9.2 When considering the precept, the Commissioner has ensured all efficiencies are identified 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.

9.3 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)

9.4 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.

9.5 For the above reasons, and also due to projects currently in place to deliver future efficiencies, the Commissioner will be increasing council tax by 0.99% 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 9.3.

9.6 The table below shows the 2016/17 council tax rate for each banding:

Council Tax Band	£
A	122.10
B	142.45
C	162.80
D	183.15
E	223.85
F	264.55
G	305.25
H	366.30

9.7 The Commissioner has now received notices from each local authority confirming the council tax base for 2016/17 and the collection fund surplus/deficit. The table below shows the total income to be collected from the authorities in 2016/17, which is based on the information from the authorities and the council tax bands which have been set by the Commissioner.

	2016/17 Council Tax Base	Total Precept	Collection fund surplus (+) / deficit (-)	Total Precept adjusted for Collection Fund
Cambridge City	40,932	7,496,714	-89,114	7,407,601
East Cambridgeshire District Council	28,682	5,253,108	83,346	5,336,454
Fenland District Council	27,935	5,116,295	101,055	5,217,350
Huntingdon District Council	59,358	10,871,418	42,552	10,913,970
South Cambridgeshire District Council	60,257	11,036,070	33,927	11,069,997
Peterborough City Council	54,100	9,908,488	238,090	10,146,578
Total	271,265	49,682,093	409,856	50,091,950

10. MEDIUM TERM FINANCIAL PLAN

- 10.1 The MTFP is a projection of the likely resource requirements over the next four years (up to 2019/20), based on both known events and assumptions of likely occurrences (such as inflation). This is a live document which will be continually updated as and when new information is received.
- 10.2 In the MTFP in Appendix A, 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.
- 10.3 The MTFP pulls together forecasts for expenditure, funding, precept, reserves and investments over the next four years, which then estimates the funding gap required to be addressed. This is a base tool for future planning, but it is important to stress that it is not the only tool used in future planning.
- 10.4 Whilst the Government announced its funding intentions for 2016/17, it did not give indications to funding levels beyond this period. As mentioned in 6.1 above, the police funding formula is being reviewed in order to produce a new and simplified allocation model, with consultation taking place in 2016. This has created a level of uncertainty as to future funding and the size of the budget gap for 2017/18 to 2019/20. The Commissioner and Constabulary have taken a prudent approach and assumed that the police grant will be reduced by 1.00% per annum for the remainder of the MTFP period.

- 10.5 The detailed subjective-based MTFP in Appendix B shows the key assumptions that have been made when predicting future resource requirements and funding levels. This shows the cumulative gap over MTFP period is anticipated to be £6.3m.
- 10.6 Work to balance the budget for the period 2017/18 to 2019/20 continues to focus on collaboration initiatives as part of the Constabulary's three-way Strategic Alliance with Bedfordshire Police and Hertfordshire Constabulary. This collaboration, coupled with the embedding of tuServ (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.

Bedfordshire, Cambridgeshire and Hertfordshire Collaboration:

- 10.7 Collaboration between Bedfordshire, Cambridgeshire and Hertfordshire 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. This 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.

- 10.8 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 agreed for these areas on 13 October 2015. The S22A agreement for ICT was signed on 28 January 2016. Strategic work on the remaining S22A Agreements, and practical implementation plans, are already in hand with expectations of savings coming to fruition from 2017/18 to 2019/20 predicted to be £1.5m.

- 10.9 Total collaboration savings for 2017/18 to 2019/20 including Joint Protective Services and the Eastern Regions Special Operations Unit (ERSOU) are predicted to reach £5.8m.

ERSOU:

- 10.10 ERSOU was established in 2010 to deliver an increased response to tackling the threat of organised crime across the six police forces/police and crime commissioners (Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk) in the Eastern Region of the United Kingdom and to provide specialist covert policing capability to law enforcement. The Collaboration includes the Eastern Region Intelligence Unit, Regional Asset Recovery Team, Asset Confiscation Enforcement and the Cyber Crime Unit.
- 10.11 The budget includes a £2.4m contribution to this collaboration, which reflects the cost of the services that are within ERSOU.

Seven-Force Collaboration:

- 10.12 Wider collaboration across the Eastern Region covers the counties of Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent. A collaboration team has been set up and an initial collaboration covering the areas of procurement, vetting and the anti-corruption element of the Professional Standards Department is in development. No savings have been assumed from this initiative in the MTFP period as the collaboration is in an early

stage of development, but the expectation is that it will deliver savings in the longer term.

Other Joint Arrangements:

10.13 The Commissioner is also engaged in a national arrangement for the provision of air support for the Cambridgeshire through the National Police Air Service (NPAS) and ensuring custody capacity through an arrangement with Norfolk Police to share the use of King’s Lynn Police Investigation Centre.

11. WORKFORCE

11.1 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. 76% of police officers are deployed on front-line duties.

11.2 PCSO establishment numbers are budgeted to remain at 150.

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

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

11.5 As referred to in para 10.7, the Constabulary is already collaborating in several areas. This has enabled each Force/Constabulary to have access to a greater number of resources. The table below 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.

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

11.6 Actual strength as at 30 September 2015 was 1,335 officers of which 1,012 were Constables. 15 new constable recruits started in November 2015 and a further 15 starters are due to join by the end of March 2016.

12. SPECIFIC GRANTS

12.1 The Commissioner has allocated £2.28m of grant funding to use towards various community safety and victim led initiatives/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 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:
 - 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
 - services for victims of sexual and/or domestic violence;
 - support services for family members;
 - capacity and capability building for restorative justice services (this element of the grant is unringfenced).
- 12.2 The move from national to local commissioning of victim support services has enabled the Commissioner to integrate 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 commissioning and grant agreements.
- 12.3 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.
- 12.4 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) deliver 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.
- 12.5 **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 Advisors. A Young Person Independent Domestic Violence Advisor is also funded to sit within the force's Multi-Agency Safeguarding Hub.
- 12.6 **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: A charity is commissioned to provide practical support to elderly victims of crime to secure their homes and make them feel safe.
- 12.7 **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.
- 12.8 The Office of the Police and Crime Commissioner ("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.

13. CAPITAL FINANCING

- 13.1 The Capital Programme expenditure for 2016/17 to 2019/20 has been 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 several different sources which include Capital Grant from Government, Capital Receipts, Revenue Contributions and the use of Capital Reserves for its intended purpose.
- 13.2 The Capital Programme's 2016/17 to 2019/20 revenue effects are included in the budget and the MTFP.

14 OFFICE OF THE POLICE AND CRIME COMMISSIONER

- 14.1 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.
- 14.2 The detailed budget for the OPCC is shown at Appendix C. The budget for 2016/17 has been reviewed and the final Police ICT Company subscription for 2016/17 has been split out of the overall subscriptions line and is shown on a separate line in the detailed budget to aid review and clarity.
- 14.3 It is currently anticipated that the OPCC's 2015/16 outturn will be in line with the budget for that year.

15. ROBUSTNESS OF ESTIMATES

- 15.1 Under Section 25 of the Local Government Act 2003, the Commissioner's Chief Finance Officer is required to report on the robustness of the estimates made for the purposes of the budget calculations.
- 15.2 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. The iterative and ongoing process of analysing and setting the Commissioner's and Constabulary's budgets is set out in paragraphs 5.1 to 5.4 above.
- 15.3 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 16.5 below.

16. USE OF RESERVES

- 16.1 Section 25 of the Local Government Act 2003 requires the Chief Finance Officer to report on the adequacy of the proposed financial reserves as part of budget setting considerations.
- 16.2 Appendix D sets out the Commissioner's reserves including estimated movements in 2015/16 and 2016/17.
- 16.3 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.
- 16.4 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.
- 16.5 The Budget Assistance reserve currently stands at £9.8m. The revenue budget for 2016/17 seeks to utilise £2.0m 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.

17. POLICE AND CRIME PLAN UPDATE

17.1 The Commissioner's Plan presents budgetary and grant information in its appendix 1. This sets out the resourcing for the financial year and has been updated for the financial year 2016/17, to reflect the approvals from the Board and the endorsement of the Precept from the Panel. The MTFP has been updated for the latest known information and covers the periods 2015/16 to 2019/20. The updated Police and Crime Plan appendix 1 is shown in Appendix E to this budget-setting report.

18. FURTHER INFORMATION

18.1 The Commissioner routinely publishes financial information on his website, which is available for all to access. This includes the follow (with links the area of the website):

- Financial Information - <http://www.cambridgeshire-pcc.gov.uk/transparency/financial-information>
- Expenditure over £500 - <http://www.cambridgeshire-pcc.gov.uk/transparency/expenditure-over-500>
- Contracts over £10k - <http://www.cambridgeshire-pcc.gov.uk/transparency/financial-information>
- Office of the Police and Crime Commissioner – Staffing - <http://www.cambridgeshire-pcc.gov.uk/transparency/the-office-of-the-police-and-crime-commissioner-staffing>
- Office of the Police and Crime Commissioner salaries - <http://www.cambridgeshire-pcc.gov.uk/transparency/salaries/>
- Expenses – <http://www.cambridgeshire-pcc.gov.uk/transparency/expenses>
- Business Co Ordination Board Papers - <http://www.cambridgeshire-pcc.gov.uk/business-coordination-board>
- Collaboration - <http://www.cambridgeshire-pcc.gov.uk/collaboration/>

19. SUMMARY

19.1 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.

19.2 The MTFP shows a gap of £6.3m to 2019/20. The Commissioner continues to seek 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.

19.3 It is important for the Panel to note that the budget is a forecast of what is expected to happen in the financial year based on known information and assumptions. There is a potential that events during the financial year could necessitate a reallocation of budgets, if differing priorities emerge.

20. RECOMMENDATION

20.1 The Panel agree the variation to Appendix 1 of the Plan provided within Appendix E of this report.

21. APPENDICES

APPENDIX A - Cambridgeshire Office of the Police and Crime Commissioner – Medium Term Financial Forecasts

APPENDIX B - Cambridgeshire Office of the Police and Crime Commissioner – Medium Term Financial Forecasts

APPENDIX C - Office of the Police and Crime Commissioner

APPENDIX D - General and Earmarked Reserves - Movements

APPENDIX E - Police and Crime Plan Appendix 1 – Finances

**Cambridgeshire Office of the Police and Crime Commissioner – Medium
Term Financial Plan: Summary**

	Original Budget 2015/16 £'000	Updates To Budget 2015/16 £'000	Updated Budget 2015/16 £'000	Proposed Budget 2016/17 £'000	Forecast Budget 2017/18 £'000	Forecast Budget 2018/19 £'000	Forecast Budget 2019/20 £'000
Local Policing Expenditure	72,448		72,448	61,922	63,488	64,897	65,906
Business Support Expenditure	32,289	55	32,344	17,271	18,039	18,418	18,806
Collaboration Expenditure	21,705		21,705	22,399	22,177	22,318	22,415
To Be Collaborated Business Support Expenditure	Included in local policing / business support above			26,278	26,722	27,174	27,634
Office of the Police and Crime Commissioner	1,219		1,219	1,229	1,248	1,267	1,287
Police ICT Company	25		25	60	60	60	60
Community Safety / Crime Reduction Grants	1,307		1,307	1,300	1,300	1,300	1,300
Ministry of Justice Victims' Grant	910		910	981	981	981	981
Capital Financing Costs	1,756		1,756	2,420	3,299	3,489	3,247
GROSS REVENUE EXPENDITURE	131,658	55	131,713	133,860	137,314	139,906	141,637
Total Income	-2,126		-2,126	-1,376	-1,376	-1,376	-1,376
NET REVENUE EXPENDITURE	129,532	55	129,587	132,484	135,938	138,530	140,261
Contributions +To /- From Reserves	-395		-395	-1,980			
NET BUDGET REQUIREMENT (NBR)	129,137	-55	129,192	130,504	135,938	138,530	140,261
Budget -Decrease / +Increase Year on Year	-1.5%		-1.4%	1.0%	4.2%	1.9%	1.2%
TOTAL FINANCING	129,137	55	129,192	130,504	131,301	132,597	133,985
	-1.48%		-1.44%	0			
BUDGET GAP	0		0	0	-4,638	-5,933	-6,276
Band D Council Tax £	£181.35		£181.35	£183.15	£186.79	£190.51	£194.30

Cambridgeshire Office of the Police and Crime Commissioner – Medium Term Financial Forecasts: Subjective Summary

	Original Budget 2015/16 £'000	Updates To Budget 2015/16 £'000	Updated Budget 2015/16 £'000	Proposed Budget 2016/17 £'000	Forecast Budget 2017/18 £'000	Forecast Budget 2018/19 £'000	Forecast Budget 2019/20 £'000
Employee Costs							
Police Officer Pay & Allowances	45,353		45,353	43,027	44,215	45,273	45,997
Police Officer Overtime	1,880		1,880	1,819	1,819	1,819	1,819
Sub-total Police Officers	47,233		47,233	44,846	46,035	47,092	47,816
PCSO Pay & Allowances	4,787		4,787	4,968	5,047	5,128	5,210
Support Staff Pay	23,058		23,058	7,664	7,787	7,912	8,038
Support Staff Overtime	183		183	55	56	57	58
Sub-total Police Staff	23,241		23,241	7,719	7,843	7,968	8,096
Training	587		587	0	0	0	0
Other Employee Expenses	31		31	4	4	4	4
Other Employee Costs	618		618	4	4	4	4
Total Employee Costs	75,879		75,879	57,537	58,928	60,192	61,126
Police Pension Costs							
Notional Employer Contributions	9,598		9,598	8,816	9,061	9,280	9,429
Injury Pensions	2,329		2,329	2,295	2,341	2,387	2,435
Ill Health Retirements				150	153	156	159
Pension Admin & Comp Grant	194		194	168	171	175	178
Total Police Pension Costs	12,121		12,121	11,428	11,726	11,998	12,201
Premises Costs							
Building Repairs, Alterations & Maintenance	967		967	767	790	814	838
Utility Costs	945		945	900	926	954	983
Rent & Rates	1,571		1,571	1,489	1,534	1,580	1,628
Other Premises Costs	76		76	78	81	83	86
Cleaning Contract	522		522	516	531	547	564
Total Premises Costs	4,080		4,080	3,750	3,863	3,979	4,098
Transport Costs							
Vehicle Running Costs	1,679		1,679	1,353	1,394	1,436	1,479
Hired Transport	12		12	8	8	8	9
Travel Expenses	522		522	397	409	422	434
Vehicle Recharges	-733		-733	-733	-755	-777	-801
Total Transport Costs	1,480		1,480	1,026	1,056	1,088	1,121
Supplies & Services							
Catering & Operational Feeding	178		178	111	123	125	127
Clothing, Uniforms & Laundry	372		372	350	389	395	402
Communication Costs	2,366		2,366	124	138	141	143
Computing Costs	2,291		2,291	377	419	426	433
Conference & Seminar Costs	45		45	16	18	18	19
Consultancy, Legal & Audit Costs	233		233	296	329	335	341
Doctors - Medicals and Prisoners	992		992	35	39	40	40
Equipment & Materials	451		451	456	507	515	524
Informants, Identity Parades	126		126	126	140	142	145
Insurance & Risk Management	794		794	1,000	1,111	1,130	1,149
Interpreters	380		380	188	209	212	216
Mutual Aid	-150		-150	0	0	0	0
Other Supplies & Services	972	55	1,027	683	759	772	785
Printing, Stationery & General Office Expenses	361		361	267	297	302	307
Staff Subsistence Expenses	107		107	99	110	112	114
Subscriptions & Contributions	255		255	207	230	234	238
Total Supplies & Services	9,771	55	9,826	4,335	4,816	4,898	4,983

Hosted Services	1,406	1,406	1,115	1,137	1,160	1,183
Collaboration Expenditure				0	0	0
Armed Policing	2,380	2,380	2,410	2,449	2,488	2,528
Regional Change Team			171	174	177	179
Business Support	0	0	94	96	97	99
Athena - AMO	0	0	425	431	438	445
Collaboration Team - Change	1,895	1,895	1,758	1,200	1,000	750
Collaboration Team - Athena	0		292	296	301	306
CTC	0	0	0	0	0	0
Dogs Unit	842	842	752	764	776	789
Major Crime	3,211	3,211	3,131	3,181	3,232	3,284
Operational Planning	367	367	296	301	306	310
Procurement	268	268	268	272	277	281
PS Command	201	201	198	201	204	208
PSD	884	884	944	959	974	990
Roads Policing Unit	4,813	4,813	4,706	4,781	4,858	4,936
Scientific Services	2,671	2,671	2,563	2,604	2,646	2,688
Total BCH Collaboration	17,532	17,532	18,007	17,709	17,773	17,791
Other Collaboration Initiatives						
Counter Terrorism and Domestic Extremism	622	622	630	640	650	661
ERSOU	2,121	2,121	2,359	2,397	2,435	2,474
Helicopter	490	490	490	500	510	520
Kings Lynn PIC	940	940	913	931	950	969
Total Other Collaboration Initiatives	4,173	4,173	4,392	4,468	4,545	4,624
Total Collaboration Expenditure	21,705	21,705	22,399	22,177	22,318	22,415
To be Collaborated						
Firearms Licensing			213	217	220	224
Public Contact			9,431	9,590	9,753	9,918
Information Management			1,290	1,312	1,334	1,357
ICT			6,642	6,754	6,868	6,985
Criminal Justice	Included in	Included in	1,198	1,218	1,239	1,260
Custody	figures	figures	3,534	3,594	3,655	3,716
HR	above	above	1,480	1,505	1,530	1,556
L&D			2,335	2,374	2,415	2,455
Force Resilience			155	158	160	163
Total To be Collaborated Initiatives	0	0	26,278	26,722	27,174	27,634
OPCC						
Police Staff & Commissioner	954	954	977	993	1,009	1,025
Other Employee Expenses	4	4	2	2	2	2
Premises Costs	36	36	28	28	29	29
Transport Costs	19	19	25	26	26	26
Supplies & Services	205	205	196	199	202	205
Total OPCC Expenditure	1,219	1,219	1,229	1,248	1,268	1,287
Police National ICT Company Subscription	25	25	60	60	60	60
Community Safety / Crime Reduction Grants	1,307	1,307	1,300	1,300	1,300	1,300
Victim and Restorative justice Grant	910	910	981	981	981	981
Capital Financing Costs						
Revenue Contribution to Capital	493	493	1,212	2,091	2,281	2,039
Interest	455	455	434	434	434	434
MRP	808	808	774	774	774	774
Total Capital Financing Costs	1,756	1,756	2,420	3,299	3,489	3,247
GROSS REVENUE EXPENDITURE	131,658	55	131,713	133,858	137,314	139,905
						141,637

Total Income							
Sales, Fee & Charges	-1,139		-1,139	-81	-81	-81	-81
Other Grants and Contributions	-341		-341	-650	-650	-650	-650
Rental Income	-73		-73	-100	-100	-100	-100
Interest on Balances	-70		-70	-90	-90	-90	-90
Private Use of Police	-155		-155	-155	-155	-155	-155
Other Income	-334		-334	-300	-300	-300	-300
Costs Recovered	-15		-15	0	0	0	0
Total Income Received	-2,126		-2,126	-1,376	-1,376	-1,376	-1,376
NET REVENUE EXPENDITURE	129,532	55	129,587	132,484	135,938	138,530	140,261
Contributions +To /- From Reserves	-395		-395	-1,980			
NET BUDGET REQUIREMENT (NBR)	129,137	55	129,192	130,504	135,938	138,530	140,261
Budget -Decrease / +Increase Year on Year	-1.4%		-1.4%	1.0%	4.2%	1.9%	1.2%
Financed by:							
Total Formula Grant	79,791	55	79,847	79,431	78,637	77,850	77,072
Actual Grant Reductions	-5.11%		-5.11%	-0.52%	-1.00%	-1.00%	-1.00%
Victim and Restorative Justice Grant	910		910	981	981	981	981
Precept	48,219		48,219	49,682	51,683	53,766	55,932
Legacy Council Tax Grants					0	0	0
Council Tax Freeze Grant New							
Collection Fund - Deficit / +Surplus	217		217	410			
TOTAL FINANCING	129,137	55	129,192	130,504	131,301	132,597	133,985
	-1.44%		-1.44%	1.02%			
BUDGET GAP	0	0	0	0	-4,638	-5,933	-6,276
	0	0	0	0	-4,638	-1,295	-343
Band D Council Tax £	£181.35	£181.35	£181.35	£183.15	£186.79	£190.51	£194.30
Increase	£0.00	£0.00	£0.00	£1.80	£3.64	£3.72	£3.79
KEY ASSUMPTIONS INCLUDED IN THE FORECASTS ABOVE							
Council Tax base increases							
Actual	2.13%		2.13%	1.98%			
Forecast					2.00%	2.00%	2.00%
Council Tax	0.00%	0.00%	0.00%	0.99%	1.99%	1.99%	1.99%
Tax base	265,892	265,892	271,265	276,690	282,224	287,869	
Grant increase / Decrease (-)	-5.11%		-5.11%	-0.52%	-1.00%	-1.00%	-1.00%
Police officer pay rise (w.e.f 01/09)	1.00%		1.00%	1.00%	1.00%	1.00%	1.00%
Police staff pay rise	2.20%		2.20%	0.58%	1.00%	1.00%	1.00%
Increment increase	1.00%		1.00%	0.60%	0.60%	0.60%	0.60%
General Inflation	1.40%		1.40%	1.00%	2.00%	2.00%	2.00%
Energy Inflation	3.50%		3.50%	1.50%	3.00%	3.00%	3.00%

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	5.0	0.0	
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	26.0	-15.9	National Police ICT contribution shown separately
Professional subscriptions	0.0	1.1	1.1	
NET REVENUE EXPENDITURE (NRE)	1,244.0	1,228.7	-15.3	

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	989	(665)	5,007	-	(500)		4,507
Drug Forfeiture (Operational) Reserve	127	8	(37)	98	-	-		98
Budget Assistance Reserve	9,797	-	-	9,797	-	(3,045)	(A)	6,752
Capital Carry Forward Reserve	1,912	500	(1,912)	500	500	(500)		500
Casualty Reduction & Support Reserve	515	476	(269)	722	-	-	(B)	722
Collaboration & Commissioning Reserve	241	-	(34)	207	-	-		207
Total Earmarked Reserves	19,795	2,723	(3,763)	18,755	1,250	(4,795)		15,210
General Reserve	7,197	-	-	7,197	-	-		7,197
Capital Receipts Reserve	705	866	-	1,571	-	1,000		571
Total Usable Reserves	27,697	3,589	(3,763)	27,523	1,250	(5,795)		22,978

(A) Comprises £1,980k use of reserves to balance 2016/17 budget plus £1,065k 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

Police and Crime Plan Appendix 1 – Finances

The Budget

- The total budget the Police and Crime Commissioner is responsible for allocating is £130.5 million for 2016/17.
- Previously ring-fenced Community Safety Funding (CSF) has been incorporated into the main grant.
- Savings of £2.8 million have been found and £2.0 million of Budget Assistance reserve have been used to balance the budget for 2016/17. Further reductions in spending of an estimated £6.3 million are needed to balance the budget between 2017/18 and 2019/20.
- Cambridgeshire is one of the lowest costing forces with one of the highest percentages of officers deployed operationally on the “frontline”. The cost of policing per head (Police Officers and Police Community Support Officers) of population per annum in Cambridgeshire is less than in most other areas - £160.71 compared to an average of £166.45 for our most similar forces.
- To ensure a balanced budget the Commissioner has made significant savings and proposed a 0.99% council tax increase for 2016/17 to the Cambridgeshire Police and Crime Panel. The Panel did agree to the increase, which has ensured that no extra burden is placed on the council tax payer.

The Workforce

- 1,352 Police officers (including 1,047 dedicated to local policing)
- 150 Police Community Support Officers
- 803 Police staff
- 16.8 full time equivalent Office of the Police and Crime Commissioner staff including the Commissioner and Deputy Commissioner
- A target of 300 Special Constables

Reserves

- General reserves are held in the event of the occurrence of any unforeseen high impact policing operations. The Commissioner will have estimated general reserves of £7.2m (5.5 per cent of net budget for 2016/17) at the end of 2015/16.
- A Budget Assistance Reserve is also maintained, to be used to balance the budget while the changes and savings being achieved through organisational and operational support collaboration are realised. This reserve stands at £9.8m.

Capital Programme

- The Commissioner has a capital programme (premises and other assets) for 2016/17 of £4.8m which includes historical and new commitments such as:
 - Rolling replacement of mobile technology, other ICT and communications projects to replace current systems with updated and integrated ones
 - New finance/HR system
 - Major repairs to buildings
 - Replacement of vehicles
 - Fleet workshop replacement
 - Collaborated Unit projects

Community Safety Funding – Police and Crime Reduction Grants

The Police Reform and Social Responsibility Act 2011 gave Commissioners the power to make crime and disorder reduction grants. The Act provides that such a grant 'in the opinion of the elected local policing body, will secure, or contribute to securing, crime and disorder reduction in the body's area'. Grants for Cambridgeshire are made in line with the Police and Crime Objectives and Sir Graham Bright's personal pledges within this Police and Crime Plan.

For 2016/17 the grants will again be awarded from the main police grant rather than from a ring-fenced Community Safety Fund. The grant allocations are detailed in the following table:

COMMUNITY SAFETY GRANT ALLOCATIONS	2016/17 Funding (£)
Cambridge City Community Safety Partnership	39,217
Fenland Community Safety Partnership	34,710
Huntingdonshire Community Safety Partnership	22,990
East Cambs Community Safety Partnership	17,580
South Cambs Crime and Disorder Reduction Partnership (CDRP)	15,777
Countryside Watch	12,337
Cambridgeshire Substance Misuse	93,960
Safer Peterborough Partnership	132,326
Cambridgeshire Youth Offending Service	127,296
Peterborough Youth Offending Services	135,506
Peterborough Substance Misuse	150,000
County-Wide Integrated Offender Management	45,000
Multi-Agency Public Protection Agency (MAPPA)	50,000
Cambridgeshire Local Safeguarding Children Board	48,468
Peterborough Local Safeguarding Children Board	37,773
Cambridgeshire Safeguarding Adults Board	48,468
Peterborough Safeguarding Adults Board	37,773
Crimestoppers	24,000
Emerging Projects: Integrated Mental Health Team in Force Control Room	163,000
Emerging Initiatives	15,000
Police Cadets	10,000
ECINS	38,000
Rural Crime Network	1,000
TOTAL COMMUNITY SAFETY GRANTS	1,300,181

VICTIMS' SUPPORT GRANT ALLOCATIONS	2016/17 Funding (£)
Victims' Hub	446,000
Shrievalty Trust	50,000
Specialist Victim Care Co-ordinator - supporting young people	33,000
Restorative Justice	52,750
Specialist Victim Care Co-ordinator - supporting migrant victims of exploitation	33,445
Young Person Independent Domestic Violence Advisors (IDVA)	40,000
Countywide Young Person Independent Sexual Violence Advisors (ISVA)	80,000
Countywide support and outreach for victims of domestic abuse	63,000
Specialist Support Services - Sexual Violence Victims	65,000
Mental Health Pathfinder Project	75,000
Child Sexual Abuse	68,040
Healthy Relationships Young People	4,000
Counselling for Young Victims of Crime (not specialist)	2,000
Practical support for young victims of crime	2,000
FINANCED BY:	
OPCC FUNDING – EMERGING VICTIMS' INITIATIVES	32,881
MINISTRY OF JUSTICE VICTIMS' GRANTS	981,354

TOTAL OF ALL GRANTS – COMMUNITY SAFETY AND MINISTRY OF JUSTICE FUNDING	2,281,535
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The Future

Partnership Working

- Work is ongoing to influence how partners approach problems which impact on all agencies. Responding to and preventing problems caused by alcohol misuse, working together on mental health, addressing anti-social behaviour and safeguarding vulnerable people remain high on the Commissioner's list of priorities.

Victims

- Responsibility for commissioning support services for victims transferred to the Commissioner in October 2014. The Commissioner wants to put the victim in the driving position, ensuring they receive the necessary help and support to cope, recover and, where possible, return to the life they had before the crime occurred. The Commissioner is also championing work with offenders to prevent people becoming victims in the first place.

Police and Crime Commissioner's Youth Fund

- The Commissioner is making a further £40k available in 2016/17, from Police Property Act monies, to the Cambridgeshire Community Foundation to fund small projects (no more than £2k) to engage youth people in positive community activities. Awards would be prioritised in areas linked to high levels of youth offending and child deprivation.

Police ICT Company

- Police ICT Company funding of £60k in 2016/17 is now shown separately for clarity.

Figures correct as of 7th March 2016

	Original Budget 2015/16 £'000	Updates To Budget 2015/16 £'000	Updated Budget 2015/16 £'000	Proposed Budget 2016/17 £'000	Forecast Budget 2017/18 £'000	Forecast Budget 2018/19 £'000	Forecast Budget 2019/20 £'000
Local Policing Expenditure							
Police Officer Pay	42,793		42,793	41,650	42,817	43,852	44,553
Police Officer Overtime	1,864		1,864	1,819	1,819	1,819	1,819
Police Pensions	9,227		9,227	8,671	8,914	9,129	9,275
Police Staff	13,612		13,612	4,758	4,835	4,912	4,991
Police Staff Overtime	165		165	55	56	57	58
PCSO Pay & Allowances	4,787		4,787	4,968	5,047	5,128	5,210
Total Local Policing Expenditure	72,448		72,448	61,922	63,488	64,897	65,906
Business Support Expenditure							
Police Officer Pay	2,560		2,560	1,377	1,399	1,421	1,444
Police Officer Overtime	16		16	0	0	0	0
Police Pensions	2,894		2,894	2,757	2,812	2,869	2,926
Police Staff	9,446		9,446	2,906	2,952	3,000	3,048
Police Staff Overtime	18		18	0	0	0	0
Training	587		587	0	0	0	0
Other Employee Expenses	31		31	4	4	4	4
Premises Costs	4,080		4,080	3,750	3,863	3,979	4,098
Transport Costs	1,480		1,480	1,026	1,057	1,088	1,121
Supplies & Services	9,771	55	9,826	4,336	4,816	4,898	4,983
Agency & Hosted Services	1,406		1,406	1,115	1,137	1,160	1,183
Total Business Support Expenditure	32,289	55	32,344	17,271	18,039	18,418	18,806
Collaboration Expenditure							
Regional Change team				171	174	177	179
Business Support				94	96	97	99
Athena - AMO				425	431	438	445
Collaboration Team - Change	1,895		1,895	1,758	1,200	1,000	750
Collaboration Team - Athena	0		0	292	296	301	306
Armed Policing	2,380		2,380	2,410	2,449	2,488	2,528
CTC	0		0	0	0	0	0
Dogs Unit	842		842	752	764	776	789
Major Crime	3,211		3,211	3,131	3,181	3,232	3,284
Operational Planning	367		367	296	301	306	310
Procurement	268		268	268	272	277	281
PS Command	201		201	198	201	204	208
PSD	884		884	944	959	974	990
Roads Policing Unit	4,813		4,813	4,706	4,781	4,858	4,936
Scientific Services	2,671		2,671	2,563	2,604	2,646	2,688
CT and DE	622		622	630	640	651	661
ERSOU	2,121		2,121	2,359	2,397	2,435	2,474
Helicopter	490		490	490	500	510	520
Kings Lynn PIC	940		940	913	931	950	969
Total Collaboration Expenditure	21,705		21,705	22,399	22,177	22,318	22,415
To be collaborated							
Police Officer Pay				4,464	4,535	4,608	4,681
Police Officer Overtime				61	61	61	61
Police Pensions				949	964	979	995
Police Staff	Included in figures in the local policing and business support		Included in figures in the local policing and business support	15,129	15,371	15,617	15,866
Police Staff Overtime				126	126	126	126
Training				500	500	500	500
Other Employee Expenses				27	28	28	29
Premises Costs				91	93	96	99
Transport Costs				96	98	101	104
Supplies & Services				5,176	5,280	5,385	5,493
Agency & Hosted Services				296	302	308	314
Other Income				-635	-635	-635	-635
Total Business Support Expenditure	0		0	26,278	26,722	27,174	27,634
OPCC							
Police Staff & Commissioner	954		954	977	993	1,009	1,025
Other Employee Expenses	4		4	2	2	2	2
Premises Costs	36		36	28	28	29	29
Transport Costs	19		19	25	26	26	26
Supplies & Services	230		230	196	199	202	205
Total OPCC Expenditure	1,219		1,219	1,229	1,248	1,268	1,287
Police ICT Company Subscription	25		25	60	60	60	60
Community Safety / Crime Reduction Grants	1,307		1,307	1,300	1,300	1,300	1,300
Ministry of Justice Victims' Grant	910		910	981	981	981	981
Capital Financing Costs							
Revenue Contribution to Capital	493		493	1,212	2,091	2,281	2,039
Interest	455		455	434	434	434	434
MRP	808		808	774	774	774	774
Total Capital Financing Costs	1,756		1,756	2,420	3,299	3,489	3,247
GROSS REVENUE EXPENDITURE	131,658	55	131,713	133,860	137,314	139,906	141,637
Total Income	-2,126		-2,126	-1,376	-1,376	-1,376	-1,376
NET REVENUE EXPENDITURE	129,532	55	129,587	132,484	135,938	138,530	140,261
Contributions +To /- From Reserves	-395		-395	-1,980			
NET BUDGET REQUIREMENT (NBR)	129,137	-55	129,192	130,504	135,938	138,530	140,261
Budget -Decrease / +Increase Year on Year	-1.5%		-1.4%	1.0%	4.2%	1.9%	1.2%

Financed by:							
Formula Grant	79,791	55	79,847	79,431	78,637	77,850	77,072
Actual Grant Reductions	-5.11%		-5.11%	-0.52%	-1.00%	-1.00%	-1.00%
Ministry of Justice Victims' Grant	910		910	981	981	981	981
Precept	48,219		48,219	49,682	51,683	53,766	55,932
Collection Fund - Deficit / +Surplus	217		217	410			
TOTAL FINANCING	129,137	55	129,192	130,504	131,301	132,597	133,985
	-1.48%		-1.44%	0			
BUDGET GAP	0		0	-0	-4,638	-5,933	-6,276
	0		0	-0	-4,638	-1,295	-343
Band D Council Tax £	£181.35		£181.35	£183.15	£186.79	£190.51	£194.30
Increase	£0.00		£0.00	£1.80	£3.64	£3.72	£3.79
KEY ASSUMPTIONS INCLUDED IN THE FORECASTS ABOVE							
Council Tax base increases							
Actual	2.13%		2.13%	1.98%			
Forecast					2.00%	2.00%	2.00%
Council Tax	0.00%		0.00%	0.99%	1.99%	1.99%	1.99%
Tax base	265,892		265,892	271,265	276,690	282,224	287,869
Grant increase / Decrease (-)	-5.11%		-5.11%	-0.52%	-1.00%	-1.00%	-1.00%
Police officer pay rise (w.e.f 01/09)	1.00%		1.00%	1.00%	1.00%	1.00%	1.00%
Police staff pay rise	2.20%		2.20%	0.58%	1.00%	1.00%	1.00%
Increment increase	1.00%		1.00%	0.60%	0.60%	0.60%	0.60%
General Inflation	1.40%		1.40%	1.00%	2.00%	2.00%	2.00%
Energy Inflation	3.50%		3.50%	1.50%	3.00%	3.00%	3.00%

Budget 2016/17

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

16 March 2016

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What are we seeking to achieve?

- Delivery of an effective and efficient policing service to the people of Cambridgeshire which is sustainable in the future
- Every effort will be taken to protect frontline policing
- Short-term measures will never be taken at the expense of long-term financial stability
- Long-term borrowing shall not be used for short-term needs

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How have we set about it?

- Prudent budget strategy
- Looking forward to find suitable projects and initiatives to help to meet future savings requirements
- Collaboration with Bedfordshire and Hertfordshire
- Local savings eg: procurement, estates, process change etc

Year-by-year savings

Year	£m
2013/14	3.7
2014/15	4.9
2015/16	4.7
2016/17	2.8
Total	16.1

Balance Sheet Effects of Policy

- No extra long term borrowing
- Borrowing reduced from £16.8m to £10.2m between March 2012 and March 2015
- No short term loans
- Healthy cashflow – cash balances above £14m throughout past 12 months
- Budget Assistance Reserve £9.8m at March 2016
- Underspend £1.3m for current year to be applied to Capital Reserve: ICT Developments eg Airwave replacement
- Proceeds of sale of redundant properties applied to Capital Reserve: Estate Developments eg Workshop

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Breakdown of Budget 2016/17

- Constabulary £124.5m
- Office of the Police and Crime Commissioner £1.2m
- Victims' Commissioning, Crime and Disorder Grants and Police ICT Company funding £2.4m
- Capital Financing £2.4m
- Use of Budget Assistance Reserve £1.98m

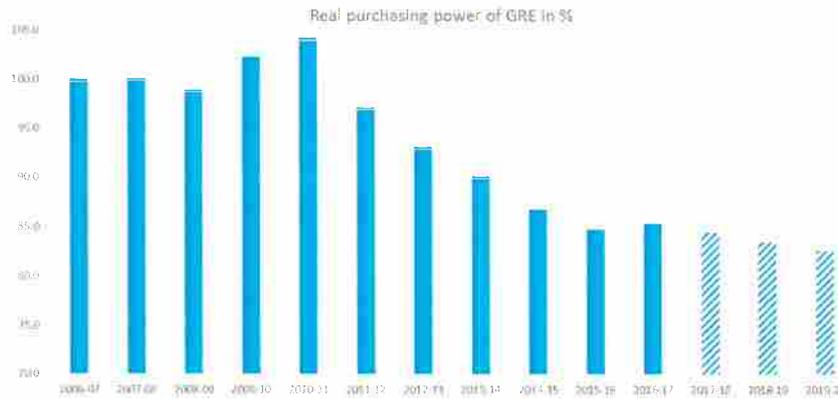
NET BUDGET REQUIREMENT = £130.5m

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Cambridgeshire
Police & Crime
Commissioner

Real Purchasing Power of Gross Revenue Expenditure (GRE) in %



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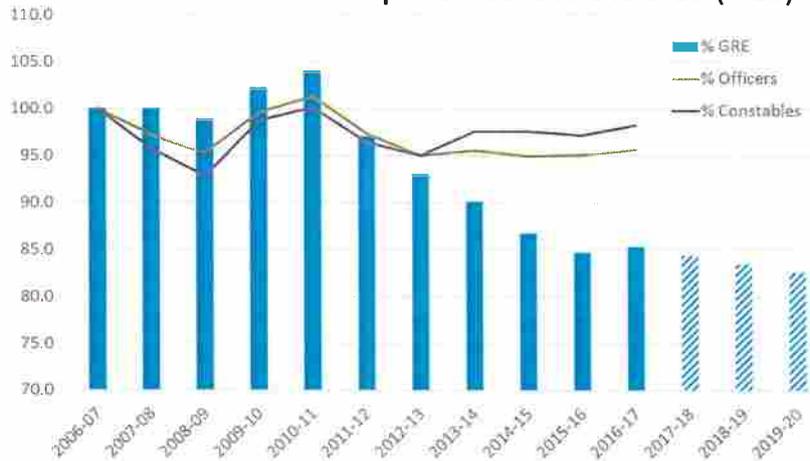


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All Police Officers compared to Constables (PCs)



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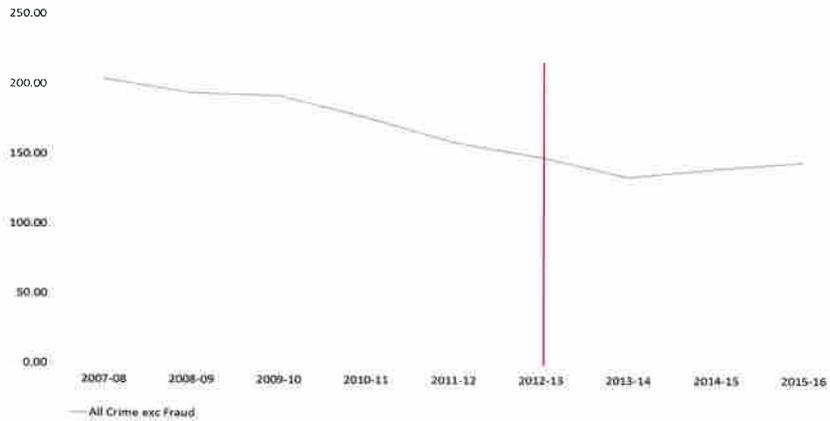
National vs local officers

Actual number of officers



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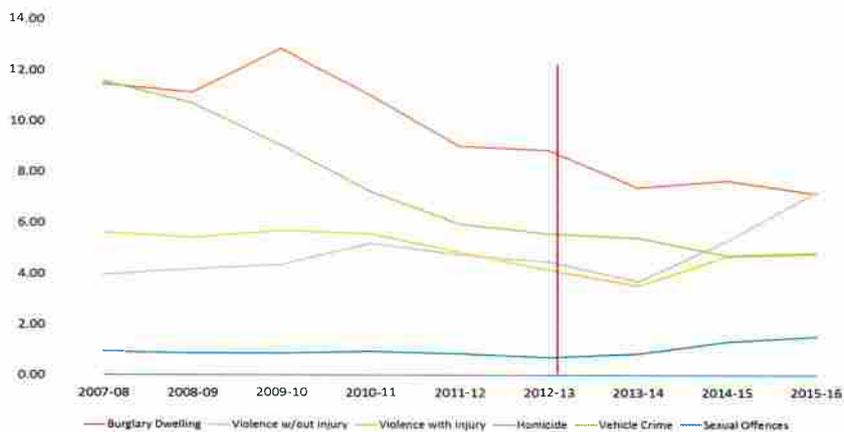
Trends in Overall Recorded Crime per 1000 Households



Source: Police Recorded Crime based on Cambridgeshire data submitted, rolling 12 month average at month 6 of financial year

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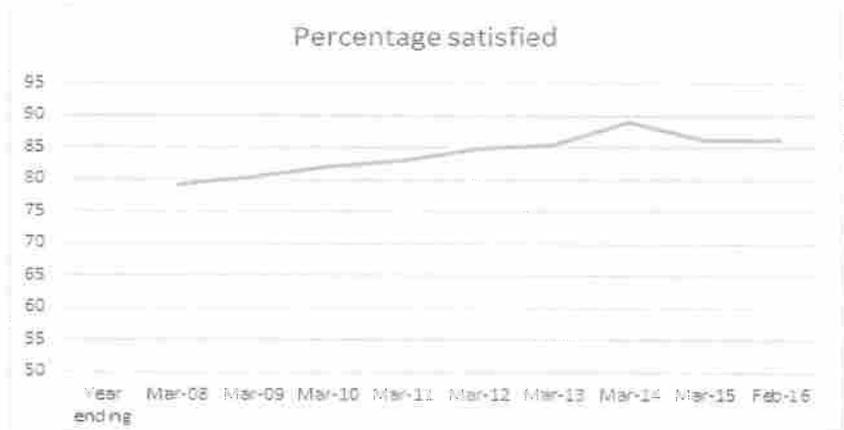
Trends in Recorded Crimes by Type per 1000 Households



Source: Police Recorded Crime based on Cambridgeshire data submitted, rolling 12 month average at month 6 of financial year

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Victim Satisfaction



Source: CORA (Crime Overview Results & Analysis) - Victim User Experience

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Delivery of Pledges

- Voice of the public
- Visible and local policing
- Special constables
- Working in partnership and collaboration
- Outreach
- Demise of targets
- Victims' Hub
- Integrated Mental Health team in Force Control Room
- Youth Fund and Cadets

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Transforming the Service

- Tough initial decisions made to build on existing foundations and implement the changes needed
- Robust financial budgeting to create reserves to have the confidence to proceed
- Collaboration
 - Bedfordshire, Cambridgeshire and Hertfordshire
 - Seven Force Eastern Region Collaboration
- Mobile technology and agile working creating efficiency gains
- Increase in volunteers working with the Constabulary

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Future

- Savings of £6.3m still required to 2019/20
- Savings planned through BCH Collaboration:
 - HR/Learning & Development, Firearms & Explosives Licencing and Public Contact £2.8m
 - Custody, Criminal Justice, ICT and Information Management £1.5m
 - Joint Protective Services and ERSOU £1.5m
- Local Savings planned £2.4m
 - Estates
 - Savings through procurement
 - Process change

Total savings are predicted to exceed savings required

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Efficiency and Effectiveness

- tuServ
- Mobilisation
- Agile
- Benefits include:
 - Additional hours of visible policing (Hampton pilot)
 - Operational hours regained from Agile working & tuServ
 - Devices allocated to reactive and investigative officers and PCSOs
 - Reduction of officers returning to station
- HR & Finance System

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Conclusion

- Strong finances:
 - Debt DOWN
 - Reserves UP
- Savings equal to £59.35 per Band D property
- Savings of £16.1m in four budgets
- Frontline policing protected and enhanced through agile working and mobile technology
- Collaboration
- Crime DOWN
- Victim satisfaction UP

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 8
16 MARCH 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

PUBLIC ENGAGEMENT

1. PURPOSE

- 1.1 The purpose of this report is to provide the Police and Crime Panel (“the Panel”) with an update on how the Police and Crime Commissioner (“the Commissioner”) is engaging with the public to obtain greater public participation and what value this is having.

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 Police Reform and Social Responsibility Act 2011 (“the Act”) sets out the statutory duties placed upon Police and Crime Commissioners, Chief Constables and Police and Crime Panels regarding the administration and governance of police forces. The Policing Protocol Order 2011 (“the Protocol”) enshrines the Act into some key guiding principles.

- 4.2 In exercising the powers conferred under the Act the Commissioner has a duty to “provide the local link between the police and communities, working to translate the legitimate desires and aspirations of the public into action”.

- 4.3 In turn, the Protocol enables the Panel to scrutinise the Commissioner in the exercise of his statutory functions, but does not provide for the Panel to scrutinise the Chief Constable.

- 4.4 The Commissioner’s Police and Crime Plan 2013-16 (“the Plan”) sets out a commitment by both the Commissioner and Cambridgeshire Constabulary (“the Constabulary”) to engage effectively with the communities they serve, understand their concerns and respond effectively.

- 4.5 The Plan includes a number of the Commissioner’s personal pledges such as to be the “Voice of the people”, using public feedback to continually support and challenge the provision of policing in Cambridgeshire.

5. PURPOSE OF PUBLIC ENGAGEMENT AND PARTICIPATION

- 5.1 Public engagement is central to the Commissioner's work, that of his office, the Office of the Police and Crime Commissioner (OPCC), and the Constabulary. The Commissioner and the Constabulary work together to understand the concerns of the public, businesses, partners and communities, sharing what they have learned in order to better respond to their respective needs.
- 5.2 Effective public engagement and their participation is key in a number of ways in making a difference. It has been shown to help shape and influence the Commissioner's work, the local priorities of the Constabulary, ensured accountability, and improved trust and confidence in policing.
- 5.3 The Commissioner's engagement work and the consequential public participation takes a number of forms and methods, across a range of audiences, with different outputs and outcomes to facilitate a two way flow of information. As a result of engagement with the public, the Commissioner has taken a number of actions to respond to these concerns and to hold the Constabulary to account.
- 5.4 The Commissioner has:
- **Listened** to and **responded** to public concerns through correspondence, public meetings and surgeries;
 - **Sought the views** of the public to obtain their feedback for example on the Commissioner's proposal on the policing element of the Council Tax (the precept) and on a survey of 101 call handling;
 - **Worked with partners** to tackle crime and disorder;
 - **Provided funding to deliver outcomes** through projects, capacity building and involvement in preventative community schemes such as Speedwatch and Neighbourhood Watch in response to public concerns.

6. THE VALUE OF PUBLIC PARTICIPATION

- 6.1 It is not always easy to accurately determine how individual actions influence levels of public confidence. Engagement measures all work together to reassure people that the Commissioner is delivering a police service that is well managed and one the public can trust and have confidence in.
- 6.2 The success and impact engagement has had in obtaining greater public participation can be easily evaluated for some forms of engagement. For other engagement activities it can be less tangible by its nature but by no means less important. For example, the Commissioner's recognition of the public's concern regarding 101 call handling has meant that the Constabulary has been constantly held to account for this, with call handling times improved. The Commissioner's engagement with young people has increased through his Youth Fund. This Fund issues grants to projects that provide diversionary activities to offer an immediate solution to anti-social behaviour and crime but also help to motivate young people in the longer term by increasing their skills, confidence and employment prospects.
- 6.3 The Commissioner monitors public opinion and public satisfaction through both the Performance Working Group and through the Business Coordination Board. These forums enables the Commissioner to support and scrutinise the Constabulary on a number of performance issues including the levels of crime, how the Constabulary is responding, and the levels of public satisfaction with the service received.

7. LISTENING AND RESPONDING

- 7.1 The Commissioner and the OPCC continues to receive and respond to all requests for information from the public, the media and partners, receiving in excess of 120 pieces of correspondence per month which require following up and responding to.
- 7.2 The Commissioner attends a range of community meetings, responding to people's questions and listening to their concerns. This includes Town Council meetings, Parish Council meetings, Local Police Panel meetings and other Community Groups.
- 7.3 The Commissioner's Outreach Workers act as his "eyes and ears" on the ground. They speak to the public in many forums, such as Parish Council meetings, at Police Contact Points, through schools liaison and at a range of conferences and events. Outreach Workers also work with local policing teams and with partner agencies to co-ordinate local activity and respond to public demand. What they learn they are able to feedback directly to the Commissioner to help shape and influence priorities and initiatives.
- 7.4 The Commissioner holds regular surgeries across Cambridgeshire and Peterborough offering one-to-one appointments with the public to discuss their specific issues of concern. The Commissioner and Constabulary officers attend Street Surgeries in urban centres and at Police Contact Points, which provide for further opportunities to engage and raise issues of concern with the Commissioner.
- 7.5 By listening to the concerns of the public, businesses and representative groups, numerous engagement events have been hosted by, or had input from, the Commissioner or the OPCC. These have proactively explored and addressed a range of crime and disorder matters such as rural crime, human trafficking and cybercrime.
- 7.6 A monthly newsletter highlights some of the work being undertaken by the Commissioner, the OPCC and the Constabulary which allows people another way of feeding back their thoughts and observations.

8. WORKING WITH OTHERS

- 8.1 The Commissioner and the Constabulary use a partnership approach with Community Safety Partnerships across Cambridgeshire and Peterborough to tackle crime, disorder and anti-social behaviour. Since coming into office the Commissioner has provided over £760,000 of grants to Community Safety Partnerships to tackle and reduce local fear of crime and anti-social behaviour at a very local neighbourhood level. Their activity includes preventative work with young people to reduce anti-social behaviour initiatives for families, working with the vulnerable and supporting victims. This work contributes to the Commissioner's vision to create safer, stronger communities by tackling crime and reducing victimisation.
- 8.2 The Commissioner is regularly contacted by people that have, or know someone with, mental health issues. A number of agencies are responsible for providing appropriate care and support for those suffering mental crisis. The Commissioner was instrumental in bringing together senior leaders from Cambridgeshire and Peterborough agencies to agree a shared statement of what people experiencing mental health crisis should be able to expect of the public. This Mental Health Crisis Care Concordat local declaration was signed in November 2014.
- 8.3 One of the most common concerns raised by the public is that of road safety, particularly with regard to speeding cars and unroadworthy bicycles. The Commissioner has been a strong advocate of the Speedwatch scheme which allows the public to get actively involved in monitoring the speed of vehicles through their neighbourhood. Last year the scheme checked 150,000 vehicles and sent out 13,000 advisory letters. It is a good example of how volunteers and the police working together can address public concern in a very visible way. The Commissioner is also an advocate for the annual LIT (Lights Instead of Tickets) scheme,

targeting cyclists riding without lights. February 2016 saw the launch of the Commissioners £100,000 Road Safety Casualty Reduction Fund aimed at reducing the number of road collisions in Cambridgeshire.

9. OUTCOMES

- 9.1 Some examples of the demonstration of the value of the Commissioner's engagement and the value this is having are given below.
- 9.2 As a result of the public's concerns regarding dwelling burglary, both the Commissioner and the Chief Constable have made this a priority, sharing a vision that all burglaries should be investigated. Operation Hunter is a recent example of the proactive response taken in a drive to improve the Constabulary's handling of domestic burglary and the importance of victim care. In addition the Commissioner has provided grant funding of over £300,000 to the Shrievalty Trust's 'Bobby Scheme' which provides a free service to vulnerable victims of burglary aged 60 or over and those who had not been victims but nonetheless were vulnerable. Security advisors repair minor damage caused by criminals, installing locks, bolts, peepholes, door chains and alarms. Satisfaction rates for victims of burglary remain high, at 91% in the 12 months to December 2015.
- 9.3 The feedback the Commissioner received from victims of crime was that their experience was further exasperated by the fact that they had to deal with a variety of support services. In response to this, the Commissioner took the opportunity to provide an integrated victim support service centred around the Victims' Hub. This has transformed the service provided to victims of crime in Cambridgeshire. Since its launch in October 2014 the Hub has had over 10,000 victim referrals, has contacted over 8,000 of those victims (over 2,000 were unable to be contacted after three attempts), and provided support to over 6,000 victims (over 1,000 victims declined support). The number of people who have been supported is significantly higher than under the previous victim support arrangements. This service contributes to the high levels of satisfaction from the victims of crime in Cambridgeshire regarding how well they were supported by the police.
- 9.4 Concerns by communities over anti-social behaviour has led to the Commissioner providing grants to help divert youngsters away from crime through the Youth Fund. So far over £55,000 in grants have been issued between 37 projects involving over 1,800 young people. For example, a grant of £2,000 was issued to the Garage Community Trust in Stretham to engage young people in a 'bike maintenance and repair' project. The Waterlees Youth Service Providers won funding towards the running of the drop-in project at Wisbech. Continuing with the youth theme, the establishment of the Volunteer Police Cadets has engaged dozens of young people (aged 13-18) in policing, proving a valuable asset for the Constabulary and acting as ambassadors for their generation. The scheme has also involved many people volunteering to become Volunteer Leaders, giving up their time to train and mentor the young people.
- 9.5 The consequence of drug and alcohol misuse is a common source of public concern. The Commissioner has provided a grant of £94,000 to the Cambridge Drug and Alcohol Action Team and £166,000 to the Drug Intervention Programme in Peterborough. On a smaller scale, the Commissioner has also provided a grant of £5,000 of Alco Blow devices. Trialled in Cambridge City these devices are used by door staff to identify if customers have been drinking to excess and staff can use the results to refuse entry if they so wish. The feedback from business has so far been positive.
- 9.6 Police visibility is perhaps the single most common topic raised by the public. People would like to see a more visible police presence in the place where they live. While it is not possible to return to an idealised world where there is a uniformed officer on every corner, the Commissioner is working with the Constabulary to maximise the number of officers available and the number of hours they spend in the community. Local police numbers have been maintained over the last three years despite the significant financial cuts made. Maintaining officer numbers is the Commissioners stated aim, seeking cost savings from other business

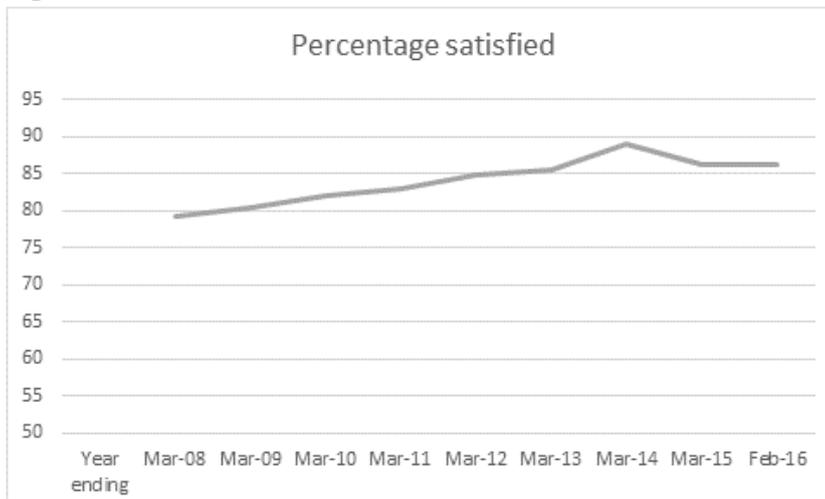
areas. New technology has been embraced and is being rolled out to all staff and officers. This allows officers to send and receive real time data and complete paperwork while out and about, reducing the need to return to a fixed base and increasing the time in the community. Police Contact Points have been set up in popular locations, such as supermarkets, at advertised times making it easier for people to contact local officers. The Commissioner has asked the Constabulary to review how Special Constables may be used in some communities to patrol their local patch and increase visibility.

10. CONCLUSION

- 10.1 Her Majesty’s Inspectorate of Constabulary (HMIC) is an independent inspectorate, inspecting policing in the public interest, and rigorously examines the effectiveness, efficiency and legitimacy of police forces to tackle crime and terrorism, improve criminal justice and raise confidence. In the most recent HMIC report on Legitimacy, HMIC found that the Constabulary understands the importance of good and effective engagement with its communities and it uses a broad range of methods to do so with many great examples of officers listening to and understanding local concerns and responding to them well.
- 10.2 HMIC’s report on Effectiveness 2015 found that of those who have been the victim of a crime in Cambridgeshire in the 12 months to 31 March 2015, 86.5 per cent were satisfied with their whole experience with the police. This is higher than the national victim satisfaction rate of 83.8 per cent over the same time period.
- 10.3 Over the longer term, there has been a steady rise in victim satisfaction from year ending 2008 to today as shown in the graph below.

Cambridgeshire Constabulary Victim Satisfaction Results

All categories exc Hate Crime



source: CORA- V.U.E - victime user experience

- 10.4 The performance update from the Constabulary to the Commissioner shows that the current public satisfaction level (12 month rolling average) for “dealing with local concerns” is 73.7% (68.2% in December 2012) and “Satisfaction with service delivery” is 85.8% (85.6% in December 2012).

11. BACKGROUND DOCUMENTS

A detailed paper on the evaluation of the Commissioner's engagement was considered by the Commissioner's Business Coordination Board at its meeting on the 25th February 2016 – 'Evaluation of the Police and Crime Commissioner's public engagement'.

<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-february-25th-2016/>

'PEEL: Police Legitimacy 2015 – An inspection of Cambridgeshire Constabulary', HMIC, February 2016

<http://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/peel-police-legitimacy-2015-cambridgeshire.pdf>

'PEEL: Police effectiveness 2015 – An inspection of Cambridgeshire Constabulary', HMIC, February 2016

<http://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/police-effectiveness-2015-cambridgeshire.pdf>

'Cambridgeshire Constabulary Quarterly Performance Update to December 2015', and 'Cambridgeshire Constabulary Quarterly Report Data to December 2015', Business Co-ordination Board, February 2016

<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-february-25th-2016/>

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 9
16 MARCH 2016	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

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RURAL CRIME

1. PURPOSE

- 1.1 The purpose of this paper is to report to Cambridgeshire Police and Crime Panel (“the Panel”) how Cambridgeshire Constabulary (“the Constabulary”) tackle rural crime and what support mechanisms are in place for Special Constables in rural areas.

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 Policing Protocol Order 2011 (“the Protocol”) sets out some key guiding principles for all Police and Crime Commissioners, Chief Constables and Police and Crime Panels.
- 4.2 Under the Protocol, the Police and Crime Commissioner (“the Commissioner”) has the legal power to scrutinise, support and challenge the overall performance of the Constabulary and hold the Chief Constable to account for the performance of the Constabulary’s officers and staff. The Protocol is clear that the Commissioner must not fetter the operational independence of the Constabulary and the Chief Constable. Preventing and tackling reported offences of rural crime and the deployment and support to the Special Constabulary are operational matters.
- 4.3 In turn, the Protocol enables the Panel to scrutinise the Commissioner in the exercise of his statutory functions, but does not provide for the Panel to scrutinise the Chief Constable. However, in the spirit of the Protocol to enhance policing for local communities, the Commissioner has provided this report, which predominately relates to the actions of the Constabulary and its current policies and operations in keeping Cambridgeshire’s rural communities protected against ‘rural crime’.

5. RURAL CRIME

5.1 There is no nationally accepted definition of rural crime but it is recognised that it goes beyond mere theft and includes offences, which impact on the quality of rural life and the fear of crime in isolated communities. The Constabulary's definition of rural crime is as follows:

- A crime or incident type which occurs in any geographical area ordinarily described as 'rural', and where the criminal activity is more prevalent in, or unique to, rural areas.

5.2 The Constabulary recognise the following as constituting rural crime:

- If the offence occurred at a: farm barn, farm shop, farm building, farm yard, farm house, farm field, fish farm;
- **Or** the property involved is: agricultural machinery, agricultural tools, fencing, hay/straw, heating oil and red diesel, horses and or tack, horse boxes, livestock;
- **And** the offence is: burglary, robbery, theft, criminal damage, offences of public health offences (fly tipping) and wildlife offences, hare coursing and poaching.

5.3 However it is acknowledged that within communities established in rural areas, crimes such as speeding and illegal/nuisance parking are prevalent. It is also acknowledged that those living in some particularly rural areas have a tendency to feel more 'isolated' which can increase feelings of vulnerability to being victims of dwelling burglary and/or vehicle theft.

5.4 These crime types occur across rural and urbanised areas and are not encapsulated by the constabularies' very specific definition of 'rural crime'.

6. POLICE RESPONSIBILITIES, GOVERNANCE AND PARTNERSHIP ARRANGEMENTS

6.1 The police are the lead agency for tackling many aspects of rural crime, however the variety of rural crime types necessitates a multi-agency response. The police are not the lead agency for some of the most prevalent rural crimes such as fly-tipping (Environmental Health/District Councils), stack fires (the Fire Service), and rural anti-social behaviour (shared responsibility with local authorities).

6.2 The core response to rural crime still rests with the Constabulary's Rural Crime Action Team, part of the Criminal Investigation Bureau, which is capable of deploying force-wide and providing expert advice for all front line officers.

6.3 The Constabulary holds a quarterly rural community action group bringing together representatives from all local policing commands, the National Farmers Union (NFU), Countryside Watch, Community Safety Partnerships, the Fire Service and District Councils. This group then reports into the Eastern Region Rural Crime Group. This group also meets quarterly and includes representation from police forces across the East of England as well as the Fire Service, the Environment Agency, NFU and NFU Mutual, Countryside Watch, Farm Watch and the Countryside Landowners Association. The purpose of this group is to share best practice, information and intelligence, to identify trends and support cross-border working.

6.4 In addition, both the Commissioner and the Constabulary are members of the National Rural Crime Network, a forum working to see greater recognition and understanding of the problems and impact of crime in rural areas so more can be done to keep people safe. By collaborating together and working at national level, the Network highlights the key issues that affect rural communities, rural businesses and the impact of rural crime and anti-social behaviour.

7. SPECIAL CONSTABULARY

7.1 The Special Constabulary is a group of trained volunteers who work with and support the Constabulary. Special Constables come from all walks of life and they all volunteer a minimum of sixteen hours a month to the Constabulary, forming a vital link between the regular police and the local community. Once Special Constables have completed their training, they have

the same powers as regular officers and wear a similar uniform.

- 7.2 In Cambridgeshire, the Special Constabulary has been fully integrated into most areas of policing including Roads Policing Unit, Public Protection Department and the dog section. Special Constables are therefore an integrated part of the Constabulary's strategic and operational deployment plans. Special Constables are tasked and deployed alongside their regular colleagues, including policing rural crimes.
- 7.3 As of January 2016, there were 281 Special Constables in Cambridgeshire donating, on Average, 21.6 hours each month.

8. POLICE AND CRIME COMMISSIONER'S ROLE

- 8.1 The Commissioner has identified issues affecting rural communities in his Police and Crime Plan ("the Plan"). Specifically the Commissioner's pledge that policing cannot be one size fits all, different local communities face different local problems and therefore local needs must be met. Rural crime is no less important than crimes that occur more specifically in urban area, i.e. in the towns and cities. The pledge states that the Constabulary should focus on the individual needs of each community and see that the resources allocated are delivering positive outcomes, both in how they deal with rural crime as well as with crime that affects rural areas.
- 8.2 Local policing teams are also supported by active local watch groups such as Countryside Watch and Neighbourhood Watch. The Commissioner has given funding of £25,337 to Countryside Watch over the period 2013-2015/16, with the intention to provide funding for 2016/17. Countryside Watch offers support and assistance to members, many of whom are agricultural business owners, who are affected by rural crime. The Commissioner has also given funding of over £5,000 to Neighbourhood Watch Groups across Cambridgeshire and Peterborough during 2013-16. Many of these Neighbourhood Watch Groups are established and active in rural areas. The Commissioner is very aware that many living in rural communities have complaints about speeding through their villages as commuters try and avoid congested 'major routes'. Speedwatch is very actively promoted and supported by the Office of the Police and Crime Commissioner.
- 8.3 The Commissioner's Plan recognises that Special Constables are an integral part of modern policing and form a vital link between the regular Constabulary and the local community. The Commissioner's pledge is to see the numbers of Special Constables increased from those when he took office.
- 8.4 The Commissioner has regularly held the Chief Constable to account for the Constabulary's work both on tackling rural crime and the number of Special Constables. This has been done through requesting and considering papers to his Business Co-ordination Board and through his Performance Working Group.
- 8.5 One of the Commissioners most prominent pledges in the Plan is to be the voice of the public. He frequently receives correspondence from members of the rural community bringing their issues and concerns to his attention. Receiving public feedback in this way enables the commissioner to listen to public concerns and hold the Chief Constable to account on these issues accordingly.
- 8.6 The Commissioner has two Outreach Workers, who cover both the north and the south of county, whose role is to carry out outreach and engagement activity. By listening to members of the rural community, frequently attending public/parish meetings, they are able to feedback people's views and opinions to the commissioner, They hold regular meetings with Countryside Watch Coordinators and representatives from the NFU, working in partnership wherever the opportunity arises, to help the rural communities protect themselves against crime. The Outreach Workers were involved in the planning of the 'Rural Crime Days of Action' in November 2015 and attended all five community engagement events. The commissioner was able to fund a 'Rural Crime Essentials' Card based on feedback from the rural communities and their support groups about the barriers to reporting crime. This card was deemed a useful resource for the rural community.

9. OPERATIONAL POLICING INITIATIVES, TRAINING AND PLANNED WORK

- 9.1 The Constabulary recognises that rural crime is far too wide-spread to be tackled solely by specialists. For this reason the Constabulary has embarked on the largest ever training programme for front line officers in rural crime. Over 400 officers across the Constabulary have received rural crime training, normally taking place in farm-settings and delivered with the assistance of Countryside Watch and NFU.
- 9.2 Examples of specific operations tackling seasonal aspects of rural crime are: Operation Dallas (heating oil theft), Operation Balboa (Christmas rural crime), Operation Cushman (protecting isolated rural post offices), Operation Armitage (arson and stack fires in collaboration with the Fire Service), and Operation Oaklands (crime prevention in small rural communities).
- 9.3 The Rural Crime Days of Action A force-wide Rural Crime Action Day was a police lead and multi-agency day which included enforcement actions, crime prevention, community engagement and front line officer awareness raising. The day involved front line officers, Joint Protective Services and the Special Constabulary, as well as an array of partner agencies. This was followed up with a series of five 'Barn Meetings' – community engagement events run with the material support of local farmers, Countryside Watch and the NFU and located across the county.
- 9.4 In response to listening to the concerns of those in rural communities, the Chief Constable has committed funding to having a dedicated full time rural crime team of six posts. The Team will focus on rural issues but also be a substantive reserve for other Constabulary policing matters when required. The Commissioner supports this approach, one that demonstrates continued commitment to rural communities alongside the existing efforts that are in place.

10. SPECIAL CONSTABULARY SUPPORTING RURAL POLICING

- 10.1 Six Special Constables have established a rural tactical team. This is a proactive team that work alongside the intelligence bureau to target rural crime across the county. They deploy in pairs or with their regular colleagues.
- 10.2 As for practical support whilst on duty in rural areas, Special Constables have the same radio links as their regular colleagues as well as the same Personal Protective Equipment (PPE) which includes a baton and incapacitant spray. Special Constables also have access to the same support mechanisms as their regular colleagues.
- 10.3 The Constabulary are piloting a Parish Constable role. This specialist role will support local parishes to proactively and reactively address issues in the local area. The pilot will initially be launched in East Cambridgeshire and South Cambridgeshire as they have a significant number of rural communities within their boundaries. One Special Sergeant will head up the team and two Special Constables have been selected for the specialist role. Clusters of parishes are being identified in the pilot areas and the Parish Constables will be in place by April 2016. The pilot will be fully evaluated six months after implementation. External recruitment has also been launched for the role of Parish Constable.

11. BACKGROUND DOCUMENTS

'Rural Policing', Business Co-ordination Board, July 2015

<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2015-2/bcb-july-14-2015/>

'Special Constabulary support for Rural Crime, Business Co-ordination Board, February 2016
<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-february-25th-2016/>

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 10
16 MARCH 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

COMMUNITY SAFETY PARTNERSHIPS

1. PURPOSE

- 1.1 The purpose of the report is to provide the Police and Crime Panel (“the Panel”) with the outcome of the Police and Crime Commissioner’s (“the Commissioner”) review of Community Safety Partnerships (CSPs) and how they have used their crime and disorder reduction grants to help secure the reduction of crime and disorder in Cambridgeshire.

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 Police Reform and Social Responsibility Act 2011 enables Police and Crime Commissioners, as the elected local policing body for a police area, to make a crime and disorder reduction grant to any person. A crime and disorder reduction grant is a grant which, in the opinion of the elected local policing body, will secure, or contribute to securing, crime and disorder reduction in the body’s area. The elected local policing body may make a crime and disorder reduction grant subject to any conditions (including conditions as to repayment) which the body thinks appropriate.
- 4.2 In Cambridgeshire, the Commissioner has awarded grants to a number of organisations across a range of preventative agendas such as: substance misuse, mental health issues, youth offending and safeguarding. These grants are transparently displayed within the Commissioner’s Police and Crime Plan (“the Plan”) and budget papers regularly brought to the Commissioner’s Business Co-ordination Board meetings. Grants are also awarded to the six CSPs across Peterborough and Cambridgeshire¹ to allow them to tackle local issues identified within their local strategic assessments.
- 4.3 The CSPs faced a 5.1 per cent grant reduction in funding from the Commissioner in 2015/16. However, the awards for 2016/17 next year will remain at 2015/16 levels.

¹ Cambridge City, East Cambridgeshire, Fenland, Huntingdonshire, Safer Peterborough Partnership, and South Cambridgeshire

4.4 The Commissioner has monitored how grant recipients are meeting the terms of their grant award. This responsibility will continue under the new Commissioner.

5. REVIEW OF THE WORK OF CSPs TO SECURE THE REDUCTION OF CRIME AND DISORDER

5.1 It is important to note that CSPs are scrutinised by their respective Council Crime and Disorder Overview and Scrutiny Committees. Under the Police and Justice Act 2006, Councils are under an obligation to allocate this function to one of their Committees. Therefore, it is not the Commissioner's role to repeat this work.

5.2 The Commissioner may make a crime and disorder reduction grant (to a CSP) subject to any conditions which the body thinks appropriate. In Cambridgeshire, the Commissioner places a number of formal and informal conditions on grant recipients. Formally this includes the promotion of safeguarding of children and partnership working through the use of the ECINs information sharing system. Informally this includes a seat at every CSP partnership which allows the Commissioner to monitor the use of the crime and disorder reduction grants he awards to CSPs at every stage of the commissioning cycle, as detailed in sections 6 – 9 below.

5.3 The Commissioner does not sign off each individual allocation of funds by a CSP, but requires each CSP to submit both a financial and an outcome monitoring form on a six monthly basis. These forms enable the Commissioner to understand the activities funded and how they support the delivery of the Commissioner's Police and Crime Objectives as set in the Plan. Clearly not all activities have quantifiable outcomes and are evidence-based longer-term preventative activities or contribute to building community resilience.

5.4 Representatives from a range of CSPs are invited to the Commissioner's 'Star Chambers' meetings on a rotational basis. This forum enables both the CSP representative to explain what they have done to secure a reduction in crime and disorder and for the Commissioner to support and challenge.

5.5 Finally the Commissioner has taken on responsibility for organising the Cambridgeshire County-wide Community Safety Strategic Board and now the Officer Group. Both of these meetings enable the local CSP representatives to come together at a tactical and strategic level to look at working together to reduce crime and disorder. It also enables the Commissioner to scrutinise county-wide working. The next County-wide meeting is being held on the 31st March 2016. The agenda is being prepared, with particular focus on the current Police and Crime Objectives set within the Plan.

6. UNDERSTAND - DEVELOPING AN EVIDENCE BASE FOR GRANT FUNDING

6.1 CSPs are tasked with securing the reduction of crime and disorder within their locality. Each Cambridgeshire partnership commissions Cambridgeshire County Council Research and Performance team to carry out quarterly Strategic Needs Assessments which collectively enable them to 'Understand' the current picture of crime and disorder in their locality. In Peterborough this research is done by partnership staff.

6.2 Cambridgeshire Constabulary ("the Constabulary") support this process by providing the detailed crime and incident data required to ensure a complete picture of reported crime and disorder is available. These reports are in turn shared with the Constabulary to ensure they inform local tasking and are fed back into the county-wide Strategic Needs Assessment. These needs assessments also take into account the Police and Crime Objectives set within the Plan and the Commissioner's personal pledges.

7. PLAN – SCOPING THE ACTIVITIES TO BE FUNDED

7.1 The Commissioner, his deputy or a member of his office, the Office of the Police and Crime Commissioner (OPCC), attend the majority of CSP meetings. The completed plans are reviewed by the whole partnership at the start of each financial year with an OPCC representative in attendance. This allows the Commissioner to have sight of the CSP's early

funding intentions and how they intend to measure success through outcome measures. The papers and strategic plans of each CSP are submitted to the OPCC before each meeting to enable scrutiny.

8. DO – AWARDING GRANTS TO THE PROVIDERS

- 8.1 The Commissioner's Outreach Workers have worked in partnership on many of the activities funded by the CSPs. This allows the Commissioner to closely monitor the delivery of many of the projects and on some occasions extend the work countywide. Fenland's CSP pilot funding of a support programme for female victims of domestic abuse and their children was seen as innovative and in line with the county's Victim Strategy. The Commissioner was able to secure the programme across the whole county with funding from the Ministry of Justice's Victims' Service grant – formal evaluation is expected later this year. In South Cambridgeshire an Outreach Worker supported an organised anti-trafficking event while in Cambridge the CSP's initiatives to reduce alcohol-related crime tied in with the Commissioner work to tackle alcohol misuse in the county.

9. REVIEW – EVALUATING THE OUTCOMES

- 9.1 A review of the entirety of the 2014/15 CSP budget funded activities revealed that spending was broadly equally spent on building community resilience and safety, tackling anti-social behaviour through diversionary activities and children and young people initiatives. Two examples of this work are given below.
- 9.2 There has been a programme of Healthy Relationship inputs into local secondary schools to reduce incidents of child sexual exploitation, domestic and sexual violence. This supports the Commissioner's 'Objective 4 Keeping People Safe'. As referred to in 5.3, this is an example of an upstream preventative activity without a short-term quantifiable outcome. Inputs delivered by Centre 33 in East Cambridgeshire, where for example, the learning outcomes are monitored.
- 9.3 Work with vulnerable victims of anti-social behaviour in Huntingdonshire has contributed to a 3.6 per cent reduction in anti-social behaviour reports supporting the Commissioner's 'Objective 2 Reducing Crime and Disorder'. An example is where the CSP has a working group in place focussing on supporting vulnerable families on the Oxmoor estate.
- 9.4 This calendar year Fenland CSP and the Safer Peterborough Partnership were invited to discuss their work to secure crime and disorder reduction at Star Chamber meetings (referred to in 4.4). These meetings are held mid-way through the year so facilitate support and challenge. Final outcomes from each calendar year are submitted mid-April and therefore not yet available for 2015/16.

10. CONCLUSION

- 10.1 The Commissioner has been satisfied all six CSPs have funded activity which is evidence-based (through their local strategic needs assessment), is supported by a wide range of partner agencies and is influenced by the voice of the people – through local representation on each panel. The activities are also supportive of the Objectives set within the Plan.

11. BACKGROUND DOCUMENTS

- 11.1 'Police and Crime Plan Variation – Appendix 1 Finances Update 2015/16', Cambridgeshire Police and Crime Panel, March 2015

<http://democracy.peterborough.gov.uk/documents/s23123/6.%20Budget%20-%20Appendix%201%20Finances%20Update%20Report%20-%20CPCP%20-%20150318.pdf>

Police and Crime Plan Variation – Appendix 1 Finances Update 2016/17, Cambridgeshire Police and Crime Panel, March 2016

<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3476&Ver=4>

'Community Safety Partnerships', Cambridgeshire Police and Crime Panel, September 2015

<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?Cid=543&Mid=3474&Ver=4>

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 11
16 MARCH 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

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

- 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
22/1/2016	CPCC 2016-001	Approval of the agreement between the Police and Crime Commissioner and the Chief Constable for the Police Cadets Scheme	The Police and Crime Commissioner approve the agreement for the governance and operational arrangements for the Police Cadet Scheme.
26/1/2016	CPCC 2016-002	Delegation of an element of the Casualty Reduction and Support Fund to the Cambridgeshire and Peterborough Road Safety Partnership	To delegate £100k from the Casualty Reduction and Support Fund to the Cambridgeshire and Peterborough Road Safety Partnership to manage and allocate in line with the Cambridgeshire and Peterborough Road Safety Partnership Strategic Declaration.
9/2/2016	CPCC 2016-003	Funding for the Purchase of Body Worn Video	To approve the funding request for Cambridgeshire Constabulary for the purchase of Body Worn Video.
9/2/2016	CPCC 2016-004	Finance, Human Resources, Learning and Development and Duties Management System Procurement	To approve the procurement of a Finance, Human Resources Learning and Development and Duties Management system.
9/2/2016	CPCC 2016-005	Policing precept of Council Tax and annual revenue budget 2016/17	To issue precept and approve annual revenue budget for 2016/17.
23/2/2016	CPCC 2016-006	Variations to the Police and Crime Plan 2013-16	To approve the decision to vary the Police and Crime Plan 2013-16 in respect of the Executive Summary, Foreword from the Police and Crime Commissioner and Chief Constable and 'How we developed the Police and Crime Plan'.
25/2/2016	CPCC 2016-007	Exclusivity Agreement – Hinchingbrooke Health Care NHS Trust	To grant Hinchingbrooke Health Care NHS Trust (HHCT) an exclusivity period up to 12 September 2016 on surplus land at Cambridgeshire Constabulary Headquarters.

Date	Decision Record	Decision	Decision Summary
25/2/2016	CPCC 2016-008	S22A Agreement under the Police Act 1996 (as amended) to be a member of the Seven Force Strategic Collaboration Programme	For the Police and Crime Commissioner and Cambridgeshire Constabulary and the seven police areas in the Eastern Region and Kent to work together upon a programme of collaboration to be known as the Seven Force Strategic Collaboration Programme under Section 22A of the Police Act 1996 (as amended) ("the Agreement").
25/2/2016	CPCC 2016-009	S22A Agreement under the Police Act 1996 (as amended) for the collaboration of the Information and Communication Technology 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 Information and Communication Technology function with Bedfordshire Police and Hertfordshire Constabulary.
25/2/2016	CPCC 2016-010	Funding for the Drugs Expert Post	To approve the funding request for Cambridgeshire Constabulary for the continuation of the Drugs Expert Post.
24/2/2016	CPCC 2016-011	Funding for the Replacement of the Wide Area Network	To approve the funding for the replacement of the Wide Area Network (WAN) telecommunications network.


CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-001

Subject	Approval of the agreement between the Police and Crime Commissioner and the Chief Constable for the Police Cadets Scheme
Decision	The Police and Crime Commissioner approve the agreement for the governance and operational arrangements for the Police Cadet Scheme
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner's Business Coordination Board meeting on the 22nd January 2016 discussed the agreement between the Police and Crime Commissioner and the Chief Constable which describes the strategic commitment, the governance and operational arrangements for the Police Cadet Scheme in Cambridgeshire.</p> <p>The Agreement has been developed to provide an understanding between the Commissioner and the Constabulary outlining the expectations and requirements of all parties to ensure an efficient and effective operation of the VPC Scheme</p>

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	BCB, 22nd January 2016. Agenda Item 8.0

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner

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

Signature

A handwritten signature in blue ink, appearing to read 'G. Bright', is written over a light blue circular stamp.

Date

22/1/2016



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive and Chief Constable

Date: 22 January 2016

VOLUNTEER POLICE CADETS

1. Purpose

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on the development of Cambridgeshire’s Volunteer Police Cadet Scheme.

2. Recommendation

- 2.1 The Board is recommended to note the contents of the report and approve the newly developed agreement (Appendix A), which describes the strategic commitment, the governance and operational arrangements for the scheme in Cambridgeshire.
- 2.2 That the Police and Crime Commissioner (“the Commissioner”) signs the Decision Notice to approve the agreement.

3. Background

- 3.1 Volunteer Police Cadets is a uniformed youth organisation currently run in 36 police force areas. The programme is designed to provide a safe environment in which young people can learn as individuals, develop positive relationships with the police and actively support their community.
- 3.2 The Commissioner introduced the Volunteer Police Cadet (VPC) Scheme in Cambridgeshire in November 2014.

4. Volunteer Police Cadet Scheme Agreement

- 4.1 The Agreement (Appendix A) has been developed to provide an understanding between the Commissioner and the Constabulary outlining the expectations and requirements of all parties to ensure an efficient and effective operation of the VPC Scheme.

4.2 The Agreement takes into account and follows the guidance set by the National VPC guidance and good practice.

5. Recommendation

5.1 The Board is recommended to note the contents of the report and approve the newly developed agreement (Appendix A).

5.2 That the Police and Crime Commissioner signs the Decision Notice to approve the agreement.

BIBLIOGRAPHY

Source Document	
Contact Officer	Hannah Watson, Volunteer Co-ordinator, Office of Cambridgeshire Police and Crime Commissioner



**Cambridgeshire
Police & Crime
Commissioner**

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-002	
Subject	Delegation of an element of the Casualty Reduction and Support Fund to the Cambridgeshire and Peterborough Road Safety Partnership
Decision	To delegate £100k from the Casualty Reduction and Support Fund (“the Fund”) to the Cambridgeshire and Peterborough Road Safety Partnership (“the Partnership”) to manage and allocate in line with the Cambridgeshire and Peterborough Road Safety Partnership Strategic Declaration.
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner’s Business Coordination Board (“the Board”) at their meeting on the 27th August 2015 discussed the creation of the Fund. The Fund was created from Cambridgeshire Constabulary’s (“the Constabulary”) underspend from the collaborated Bedfordshire Police, the Constabulary, and Hertfordshire Constabulary’s Camera, Ticket and Collision underspend from 2014/15 (Decision Notice CPCC 2015-025).</p> <p>At their meeting on the 26th November 2015 the Board considered the operational arrangements for the Fund and agreed that a proportion of the Fund be delegated to the Partnership to manage from 2016/17.</p> <p>The Board considered the first tranche of allocations from the Fund at their meeting on the 16th December 2015 and these were approved (Decision Notice CPCC 2015 045).</p>

Contact Officer	<p>Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk</p>
Background Paper	<p>‘Creation of the Casualty Reduction and Support Fund’ – paper as presented to the Business Coordination Board, Agenda Item 8.0, 27th August 2015 and Cambridgeshire and Peterborough Road Safety Partnership Declaration (Appendix 1 of this paper).</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/BCB Additional papers to BCB in November and December 2015 and minutes of the November BCB meeting</p>



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive

Date: 16 December 2015

**PROPOSAL FOR FIRST ROUND OF FUNDING ALLOCATIONS FROM ROAD CASUALTY
REDUCTION AND SUPPORT FUND**

1. Purpose

1.1 The purpose of this report is to seek approval from the Business Coordination Board (“the Board”) for the approval of the first tranche of funding for road safety and casualty reduction initiatives from the Road Casualty Reduction and Support Fund (“the Fund”).

2. Recommendation

2.1 The Board is recommended to approve the request for funding below, following approval at the Finance Sub Group (FSG) on 29 October 2015.

2.2 That the Police and Crime Commissioner (“the Commissioner”) signs the Decision Notice to approve this spend.

3. Background

3.1 The Fund was created from Cambridgeshire Constabulary’s (“the Constabulary”) underspend from the collaborated Bedfordshire Police, the Constabulary, and Hertfordshire Constabulary’s Camera, Ticket and Collision (CTC) underspend from 2014/15 (Decision Notice CPCC 2015-025).

3.2 The Board at their meeting on the 27th August 2015 discussed the proposal. A further report regards to the operation of the fund was considered and agreed by the Board on 26 November 2015.

4. Proposal

4.1 The first round of funding allocations were proposed through the FSG meeting on 29 October 2015, 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.

4.2 It is proposed that the Board approves the financing of the items requested above from the Fund.

4.3 The future operation of the Fund was discussed and agreed at the Board meeting on 26 November 2015.

5. Recommendation

5.1 The Board is recommended to approve the request for funding following approval at the FSG on 29 October 2015.

5.2 The Commissioner signs the Decision Notice to approval this capital spend.

<p>Contact Officer</p>	<p>Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk</p>
<p>Background Papers</p>	<p>‘Creation of the Casualty Reduction and Support Fund’ – paper as presented to the Business Coordination Board, Agenda Item 8.0, 27th August 2015 http://www.cambridgeshire-pcc.gov.uk/work/BCB FSG minutes 29 October 2015 ‘Operation of Strategic Road Safety/Casualty Reduction Support Fund’ – paper as presented to the Business Coordination Board, Agenda Item 12.0, 26th November 2015 http://www.cambridgeshire-pcc.gov.uk/work/BCB</p>

Decision Notices can be found at:
<http://www.cambridgeshire-pcc.gov.uk/work/decisions/>

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner

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

Signature



Date

26/1/2016

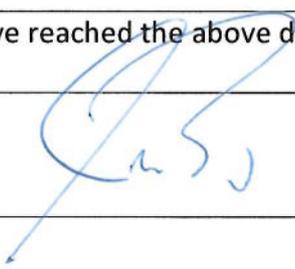


Cambridgeshire
Police & Crime
Commissioner

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-003

Subject	Funding for the Purchase of Body Worn Video
Decision	To approve the funding request for Cambridgeshire Constabulary for the purchase of Body Worn Video
Decision Summary	Following approval by the Force Executive Board and subsequent approval of the capital spend by the Finance Sub Group (FSG) on 17 December 2015, the Cambridgeshire Police and Crime Commissioner agreed to the funding as set out in the FSG paper, being £443k to fund the purchase of Body Worn Video (BWV) for personal issue with a pool available to uniform frontline staff. The main benefits of BWV include swifter resolution of incidents and disputes, better and more professional evidence gathering and early guilty pleas. The funding has been allocated from a Revenue Contribution to Capital Outlay (RCCO).

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Paper	Finance Sub Group minutes 17 December 2015 http://www.cambridgeshire-pcc.gov.uk/work/BCB

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	Date
	9/2/16



CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-004

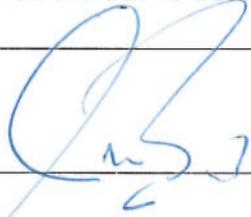
Subject	Finance, Human Resources, Learning and Development and Duties Management System Procurement
Decision	To approve the procurement of a Finance, Human Resources Learning and Development and Duties Management system
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner’s Business Coordination Board (“the Board”) meeting on 22nd January 2016 considered the proposal for a single collaborative IT system for Finance, Human Resources, Learning and Development and Duties Management, across Bedfordshire Police, Cambridgeshire Constabulary, and Hertfordshire Constabulary.</p> <p>The Board noted the outcome of the independent assurance that had been undertaken on behalf of the Strategic Alliance (Police and Crime Commissioners and Chief Constables for Bedfordshire, Cambridgeshire, and Hertfordshire) to review the terms of the contract and readiness for implementation and that this had been reported to the Strategic Alliance’s Organisational Support Governance Board meeting on the 21st January 2016.</p> <p>The Strategic Alliance’s Organisational Support Governance Board had also considered the implementation plan and had given independent assurance approved the recommended supplier.</p> <p>The Board agreed that the contract for the IT system would be signed by the Commissioner’s Director of Finance, in line with the Commissioner’s Financial Regulations.</p>

Contact Officer	<p>Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk</p>
Background Paper	<p>Business Co-ordination Board minutes 22 January 2016 http://www.cambridgeshire-pcc.gov.uk/work/BCB</p> <p>Financial Regulations for Cambridgeshire Police and Crime Commissioner, July 2015 http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2014/12/Combined-Financial-Regulations-July-15-update-final-v2.pdf</p>

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner

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

Signature

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

Date

9/2/16



Cambridgeshire
Police & Crime
Commissioner

BUSINESS COORDINATION BOARD

APPROVED MINUTES

Date: 22nd January 2016

Time: 10:00

Location: Conference Room 3, Police Headquarters, Hinchingsbrooke

Members:	Sir Graham Bright	Cambridgeshire Police and Crime Commissioner
	Brian Ashton	Deputy Police and Crime Commissioner
	Josie Gowler	Director of Finance, Office of the Police and Crime Commissioner
	Alec Wood	Chief Constable, Cambridgeshire Constabulary
In Attendance:	Aly Flowers	Senior Policy and Performance, Office of Police and Crime Commissioner
	Catherine Kimberley	Communications Officer, Office of Police and Crime Commissioner
	Charles Kitchin	Director of Public Engagement and Communication, Office of Police and Crime Commissioner
	Colin Luscombe	Director of Estates, Office of Police and Crime Commissioner
	Mat Newman	Head of Corporate Development, Cambridgeshire Constabulary
	Howard Thackray	Business Manager, Office of Police and Crime Commissioner
	Hannah Watson	ICV Coordinator, Office of Police and Crime Commissioner

1. Welcome and Apologies

- 1.1 Apologies were received from Alan Baldwin, Dorothy Gregson, Alan Mark Hopkins, Niki Howard, Nicky Phillipson, and Cristina Strood.

2. Declarations of Interest

- 2.1 There were no declarations of interest.

3. Approval of the minutes from the last meeting held on the 6th January 2016

- 3.1 There were no outstanding actions from the last meeting of the 6th January 2016.

3.2 Resolved:

- (i) *The minutes of the meeting held on the 6th January 2016 were agreed and signed.*

4. Precept Report 2016/17

- 4.1 The Police and Crime Commissioner's ("the Commissioner") Director of Finance presented the Commissioner's draft Precept Report proposal for 2016/17 to the Business Coordination Board ("the Board"). The report sets out the considerations taken when recommending the precept and the assumptions underpinning the draft budget and Medium Term Financial Plan ("MTFP"). The precept for 2016/17 will be reviewed by the Police and Crime Panel ("the Panel") at their meeting on the 3rd February 2016.
- 4.2 The Board noted the consultation that had taken place since the precept was put in the public domain following the Board meeting on the 6th January 2016.
- 4.3 The Board were informed that the long-term aim of maintaining police capacity without increasing the burden on the taxpayer, with a proposed precept increase of 0.99% (which equates to 3.5p per week for a Band D property) had been achieved. In addition savings of £16.1m in the period from 2013/14 to 2016/17 have been realised and there are clear plans in hand to deliver the £6.7m of savings required between 2017/18 and 2019/20. The Board agreed that this prudent MTFP was key to keeping people safe, maintaining both police resources and people's confidence in the Constabulary, whilst at the same time securing concrete economic foundations for the Constabulary.
- 4.4 It was noted that the Commissioner's office, the Office of the Police and Crime Commissioner's (OPCC), budget has increased by £6k to £1,249k due to transfer of bank charges from Cambridgeshire Constabulary ("the Constabulary"). However savings in premises costs, supplies and services to offset projected increases in National Insurance and pensions had been achieved.
- 4.5 The Deputy Police and Crime Commissioner commented that he was confident the proposed budget was sensible, prudent and sustainable for the next three years and savings are estimated to exceed expectations.

4.6 The Commissioner commented that he had set a hard task for the Finance Officers and Deputy Commissioner and thanked them all for their work in achieving a balanced budget.

4.7 The Board approved the 2016/17 precept and recommended that this should be submitted to the Panel for review at their February meeting.

5. Estates Strategy for Front Line Policing

5.1 The Commissioner's Director of Estates presented the paper to the Board, the purpose being to report on the work being undertaken to ensure that the Constabulary's estate is managed and developed in such a way as to support the changing requirements of frontline policing and the wider organisational objectives of the Constabulary.

5.2 The Board were informed how agile working is having an impact on the estate and that the estate needs to follow the needs and requirements of the Constabulary and partners. Public accessibility and the use of contact points continues to be a priority for the Commissioner.

5.3 The Board approved the structure and direction of the programme and agreed that detailed papers will be prepared as individual estate assets require a formal Decision Notice.

6. Variation to the Police and Crime Plan

6.1 The Commissioner's Director of Public Engagement and Communication presented the report to the Board, the purpose being to share a draft variation of the Commissioner's Police and Crime Plan ("the Plan"). The variation included an updated Foreword, Executive Summary and a section called 'What influenced the Police and Crime Plan'.

6.2 The variation to the Chief Constable's Foreword has allowed the Chief Constable to respond and set out his vision of how he will continue to deliver the Police and Crime Objectives which are set within the Plan.

6.3 The second element of the variation is a consolidation of recent variations into the Executive Summary which gives an overarching precis of the Plan. A simplified section called 'How we developed the plan' acknowledges the range of factors which influence the Plan and its delivery remain the same but simplifies and refreshes the detail.

6.4 The Board approved the variation to the Plan and recommended this be submitted to the Panel for their consideration.

7. Operational Update

7.1 The Chief Constable presented the report to the Board, the purpose of which was to provide an operational update on any exceptional issues relating to the Constabulary's performance, significant operations and effective and efficient policing.

7.2 The Chief Constable recognised that performance in some key areas of business could be further improved especially in respect of enhancing its standard of service to victims through the investigation process. Work is being prioritised on achieving the

best and most appropriate outcomes for victims. The Chief Constable informed the Board that he had briefed the Commissioner on these performance areas and reassured the Commissioner that there still remains a high rate of compliance with the National Crime Recording Standards. The Board noted that the Commissioner's Performance Working Group would continue to monitor these key areas of the business and hold the Chief Constable to account.

- 7.3 101 secondary call handling had seen a month on month improvement on secondary pickup over recent months with 93% of calls answered within 30 seconds. The Board were reassured that the appointment of new call handling staff and the QueueBuster technology is starting to have an impact, and those experiencing long wait times have been offered the chance of a ring back service. The Commissioner stressed the importance of this frontline service and reiterated that he remains keen to see the longest wait times reduced in addition to the ring back facility being offered. The Commissioner commented that he was grateful to the Constabulary for the efforts being made to address secondary call handling.
- 7.4 The Board were updated on Operation Makesafe where proactive intelligence gathering response to child sexual exploitation (CSE) has successfully led to the identification of almost 200 potential victims and offenders. The next phase of the operation will be the creation of a panel who will focus on missing people and CSE concerns; this will be known as MASE (Missing and Sexual Exploitation).
- 7.5 The Constabulary's delivery of Operation Makesafe was recently highlighted as best practice during the latest College of Policing peer review, with other police forces have contacted the Constabulary regarding sharing their practices and methodology.
- 7.6 The Chief Constable informed the Board that Operation Hunter, the work to focus dwelling burglary as a priority for the Constabulary, is showing some early success. The Board gave their support to this operation given that this is about raising confidence amongst the public that if they are a victim of burglary an offender will be brought to justice.
- 7.7 A month-long rape and serious sexual assault campaign launched on 4th January 2016 as part of the Constabulary's commitment to protecting the most vulnerable. The campaign highlighted the issues around understanding consent and the importance and encouragement of reporting assaults.
- 7.8 The Chief Constable and Commissioner expressed their thanks to senior analysts Emily Doran and Amanda Huggins and strategic intelligence analyst Sally Brierley who narrowly missed out on first prize at the prestigious Association of Crime and Intelligence Analysts awards, for their work in developing a strategic risk matrix.

8. Volunteer Police Cadets

- 8.1 The Commissioner's Independent Custody Visitor Coordinator presented the report to the Board, the purpose being to provide an update on the development of Cambridgeshire's Volunteer Police Cadet Scheme agreement.
- 8.2 The Board were informed that the scheme had now been up and running for over one year and the proposed agreement was to formalise the strategic commitment,

governance arrangements and joint responsibilities between the Chief Constable and the Commissioner.

8.3 The Board approved the agreement and the Commissioner signed the Decision Notice.

9. Finance, Human Resources, Learning and Development and Duties Management System Procurement

9.1 The Commissioner's Director of Finance presented the report to the Board, the purpose being to seek approval for the preferred supplier for the new Finance, Human Resources, Learning and Development and Duties Management system for Bedfordshire, Cambridgeshire and Hertfordshire, further to approval by the Organisational Support Governance Board on 30th November 2015.

9.2 The Board were informed of the procurement process and scrutiny mechanism including supplier demonstrations, site visits and legal advice.

9.3 The Deputy Commissioner commented that he felt very reassured and confident in those delivering the project and the integration with the all the associated systems.

9.4 The Board approved the recommended supplier for the new system, subject to financial approval.

10. Police and Crime Commissioners Decisions and Forward Plan

10.1 The Commissioner's Director of Finance 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 6th January 2016 and the decisions taken since that meeting.

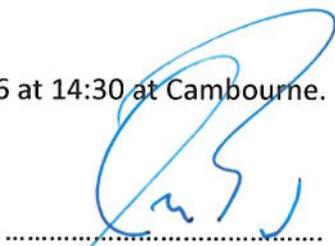
10.2 The Board noted the paper.

11. Any Other Business

11.1 The Chief Constable informed the Board that at the National Police Chiefs' Council it was agreed that individual Chief Constables and Commissioners will take decisions about the number of armed officers required in their force.

12. Date of Next Meeting

12.1 The next meeting will be held on 25th February 2016 at 14:30 at Cambourne.



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Sir Graham Bright



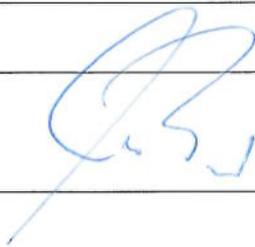
Cambridgeshire
Police & Crime
Commissioner

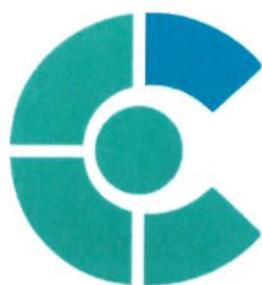
CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-005

Subject	Policing precept of Council Tax and annual revenue budget 2016/17
Decision	To issue precept and approve annual revenue budget for 2016/17
Decision Summary	<p>In accordance with paragraph 6 of Schedule 5 to the Police Reform and Social Responsibility Act 2011 (“the Act”), the Cambridgeshire Police and Crime Commissioner (“the Commissioner”) notified the Cambridgeshire Police and Crime Panel (“the Panel”) of the proposed police precept element of the council tax for 2016/17 in a report to the Panel meeting on 3 February 2016.</p> <p>In the same report, the Commissioner also notified the Panel of his proposed budget for 2016/17.</p> <p>The Commissioner’s report to the Panel proposed that the police precept would be a 0.99% increase from that of 2015/16, which will increase Band D council tax rate from £181.35 in 2015/16 to £183.15 in 2016/17.</p> <p>In accordance with paragraph 3 of Schedule 5 to the Act, the Panel reviewed the proposed precept at their meeting on 3 February 2016. The Panel made a report to the Commissioner dated 4 February 2016 entitled “Recommendation following consideration of the report from the Police and Crime Commissioner on the Precept 2016/17” in which they outlined their recommendation following their review of the precept.</p> <p>Under paragraph 3 of Schedule 5 to the Act, the Commissioner gave his formal response to the Panel’s report in a letter to the Chair of the Panel dated 9th February 2016. The Commissioner published this response on his website. Following the Commissioner’s response to the Panel, the end of the scrutiny ceased.</p> <p>The Commissioner issued the precept for 2016/17 in accordance with paragraph 5 of Schedule 5 to the Act.</p>
Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk

Background Papers	<p>Precept Report 2016/17, Police and Crime Commissioner's report to Cambridgeshire Police and Crime Panel, 3 February 2016</p> <p>Police and Crime Panel's report on precept 2016/17 recommendation</p> <p>http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3475&Ver=4</p> <p>Police and Crime Commissioner's formal response to Police and Crime Panel's report</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/decisions/</p>
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Sir Graham Bright, Cambridgeshire Police and Crime Commissioner
I confirm that I have reached the above decision after consideration of the facts above.

Signature		Date	7/2/16
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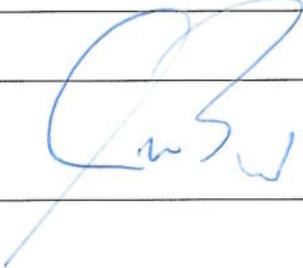
CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-006

Subject	Variations to the Police and Crime Plan 2013-16
Decision	To approve the decision to vary the Police and Crime Plan 2013-16 in respect of the Executive Summary, Foreword from the Police and Crime Commissioner and Chief Constable and 'How we developed the Police and Crime Plan'.
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner’s Business Coordination Board meeting on the 22nd January 2016 discussed the proposal to vary the Police and Crime Commissioner’s (“the Commissioner”) Police and Crime Plan 2013-16 (“the Plan”) in respect of an updated Foreword from the Commissioner and Chief Constable, updated Executive Summary and a section called ‘How we developed the Police and Crime Plan’ to reflect developments since it was first published in March 2013.</p> <p>Under Section 5 of the Police Reform and Social Responsibility Act 2011 (“the Act”) the Commissioner before issuing or varying a Plan must:</p> <ul style="list-style-type: none"> • send the draft variation to the Police and Crime Panel (“the Panel”); • have regard to any report or recommendations made by the Panel in relation to the variation; • give the Panel a response to any such report or recommendations; and • publish any such response. <p>The Commissioner sent the draft variations to the Plan to the Panel and presented these to the Panel at its meeting on the 3rd February 2016.</p> <p>The Panel reviewed the draft variations to the Plan and endorsed the variations. The Panel produced a report on their recommendation to endorse the variations to the Plan and this is published on their website at http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3475&Ver=4</p> <p>Under Section 5 of the Act, the Commissioner must have regard to any report or recommendations made by the Panel in relation to the draft variations and give the Panel a response to any such report or recommendations. The Commissioner sent the report to Panel accepting their recommendation and this is available on his website at http://www.cambridgeshire-pcc.gov.uk.</p> <p>The Commissioner will publish the Plan which includes the variation endorsed by the Panel on his website at: http://www.cambridgeshire-pcc.gov.uk</p>

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Paper	'Police and Crime Plan Variation', Report of the Police and Crime Commissioner to the Cambridgeshire Police and Crime Panel on 3rd February 2016 http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3475&Ver=4

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner

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

Signature 	Date 23/2/16
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Cambridgeshire
Police & Crime
Commissioner

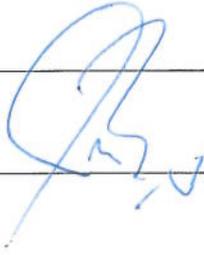
CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD CPCC 2016-007

Subject	Exclusivity Agreement – Hinchingsbrooke Health Care NHS Trust
Decision	To grant Hinchingsbrooke Health Care NHS Trust (HHCT) an exclusivity period up to 12 September 2016 on surplus land at Cambridgeshire Constabulary Headquarters.
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner’s Business Coordination Board meeting on the 25th February 2016 discussed and agreed the exclusivity agreement to run up to the 12th September 2016. The objective of the Agreement is to provide a secure period to agree heads of terms and exchange contracts with Hinchingsbrooke Health Care NHS Trust (HHCT) for the lease or purchase of the surplus land at Cambridgeshire Constabulary Headquarters, Hinchingsbrooke Park, Huntingdon, Cambridgeshire PE29 6NP</p> <p>During the exclusivity period the Police and Crime Commissioner Police undertake:</p> <ul style="list-style-type: none">• to act in good faith and to co-operate with the HHCT in seeking to agree heads of terms for the Transaction;• to use reasonable endeavours to answer promptly all reasonable enquiries relating to the Property or the Transaction;• subject to the heads of terms for the Transaction being agreed promptly thereafter to supply the all documentation and information relating to the Transaction;• not to market or solicit interest in any transaction relating to the Property and not to send, instruct or allow anyone else to send any title information or draft contracts to anyone other than the Buyer’s Solicitors.

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	Business Coordination Board paper dated 25 th February 2016

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

Signature

A handwritten signature in blue ink, consisting of a large, stylized initial 'P' followed by a smaller 'B' and a checkmark-like flourish.

Date

25/2/2016



To: Business Coordination Board

From: Chief Executive

Date: 25 February 2016

EXCLUSIVITY AGREEMENT – HINCHINGBROOKE HEALTH CARE NHS TRUST

1. Purpose

1.1 The purpose of this report is to seek the Business Coordination Board's ("the Board") approval to grant Hinchingsbrooke Health Care NHS Trust (HHCT) an exclusivity period up to 12th September 2016 on surplus land at Cambridgeshire Constabulary ("the Constabulary") Headquarters Hinchingsbrooke Park, Huntingdon, Cambridgeshire PE29 6NP ("Constabulary Headquarters").

2. Recommendation

2.1 The Board is recommended to grant HHCT an exclusivity period up to 12th September 2016 on the surplus land at the Constabulary Headquarters.

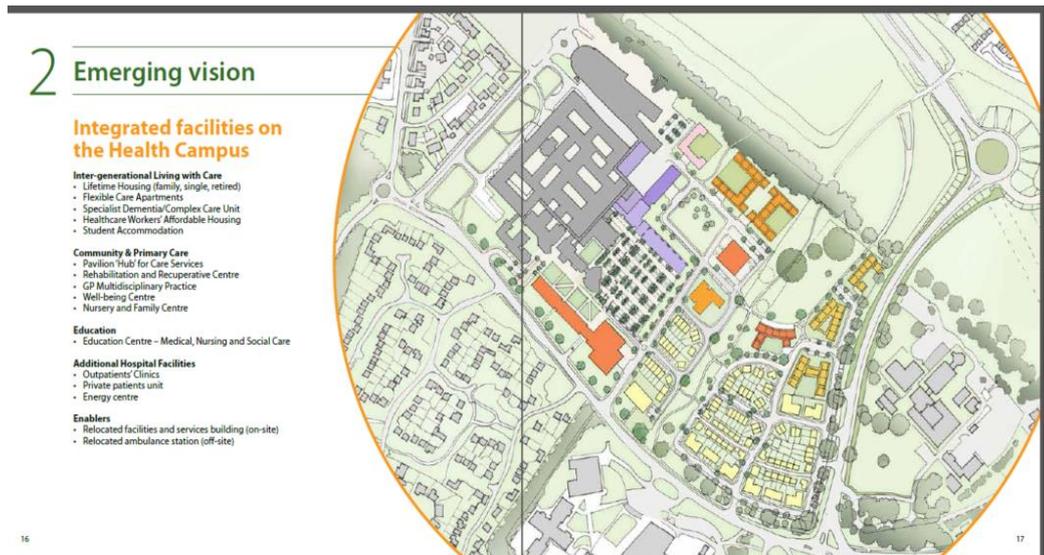
2.2 That the Police and Crime Commissioner ("the Commissioner") signs the Decision Notice to effect the agreement to grant HHCT the exclusivity period.

3. Background

3.1 In May 2014 the Commissioner and HHCT signed a Memorandum of Understanding for the production of a feasibility study for a joint property scheme on 5ha (12.43 acres) of surplus land at Constabulary Headquarters.

3.2 Part of the site will also be used for the A14 link road, if the highway scheme proceeds.

3.3 During 2014 HHCT produced a vision document for an innovative and sustainable community and leisure campus across their own site and the Constabulary's surplus land taking account of the proposed link road, as shown below:



3.4 In February 2015 the Commissioner and HHCT signed a six month exclusivity agreement to agree heads of terms and exchange contracts for the lease or purchase of 5 ha of surplus land at Constabulary Headquarters.

3.5 An update was received from HHCT on 22 October 2015 with the following headlines:

- The proposal for a health campus (with a significant residential component) is being supported by the local planning Huntingdonshire District Council and has been successfully incorporated into the consultation documentation for the emerging Local Plan.
- Engagement with Highways England as part of the A14 Development Control Order Process has led to successful deletion of a 'redline' landscape strip that would have impacted on the delivery of the health campus proposals.
- Highways England have agreed to coordinate the A14 detailed design/programme of construction with the health campus proposals, where possible. This includes the potential of early newt clearance/relocation and bringing forward the junction works at Hinchingsbrooke Park Road.
- The capacity of the road network prior to the construction of the A14 Views Common Link remains the most significant constraint on development of the site. Technical work has been commissioned by HHCT to address the traffic constraint.

Commercial:

- Expressions of interest for accommodating both care services and specialist accommodation have been received from key regional health and social care commissioning bodies. This follows a programme of meetings over the summer. Term sheets are being worked up to confirm commitments and covenant strength.

- The HHCT Board have approved a process to select a ‘Strategic Estates Partner’. This follows a series of recent interviews with potential funding and development partners. To satisfy EU procurement rules the HHCT intends to secure its joint venture partner through a formal Official Journal of the European Union tender process. The preferred partner is programmed to be selected by April 2016.
- Proposed heads of terms for HHCT/Commissioner option agreement are being worked up on the assumption that it will be the Corporate Joint Venture (private sector partner with HHCT) that contracts with the Commissioner.
- The procurement process is being structured to ensure that the Commissioner can use this competitive process to demonstrate/satisfy ‘Best Value’ for its land disposal.

4. Recommendation

- 4.1 The Board is recommended to grant HHCT an exclusivity period up to 12th September 2016 on the surplus land at the Constabulary Headquarters.
- 4.2 That the Police and Crime Commissioner (“the Commissioner”) signs the Decision Notice to effect the agreement to grant HHCT the exclusivity period.

BIBLIOGRAPHY

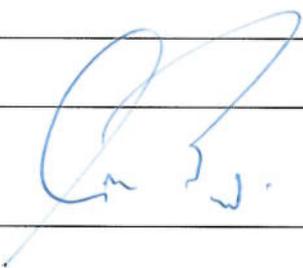
Source Documents	Cambridgeshire Constabulary Estate Management – Property Files Exclusivity Agreement – Hinchingsbrooke Health Care NHS Trust – Agenda Item 10.0, Business Co-ordination Board, 25 th February 2015 and Decision Notice CPCC 2015-003 http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2015-2/bcb-february-xxth-2015/ http://www.cambridgeshire-pcc.gov.uk/decisions/exclusivity-agreement-hinchingsbrooke-health-care-nhs-trust-hhct/
Contact Officer(s)	Colin Luscombe, Director of Estates, Office of Police and Crime Commissioner Elly McKee, Estates Management Surveyor, Cambridgeshire Constabulary



CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-008	
Subject	S22A Agreement under the Police Act 1996 (as amended) to be a member of the Seven Force Strategic Collaboration Programme
Decision	For the Police and Crime Commissioner (“the Commissioner”) and Cambridgeshire Constabulary and the seven police areas in the Eastern Region and Kent to work together upon a programme of collaboration to be known as the Seven Force Strategic Collaboration Programme under Section 22A of the Police Act 1996 (as amended) (“the Agreement”).
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner’s Business Coordination Board meeting on the 25th February 2016 discussed the agreement between the Police and Crime Commissioner, the Chief Constable and the seven police areas which describes the strategic collaboration programme.</p> <p>The Parties agree to establish a Programme to progress consideration of joint working amongst them in Areas for Potential Collaboration to help address the efficiency of service delivery and whilst maintaining or improving the effectiveness of such service delivery to the communities of the seven police areas of the Parties.</p> <p>The Programme will be known as the Seven Force Strategic Collaboration Programme and will develop business cases with proposals to collaborate in the Areas for Potential Collaboration subject to any limitations set by the Parties.</p>
Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	25 th February BCB paper: Seven Force Strategic Collaboration Agreement

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner

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

Signature  **Date** 25/2/2016



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive

Date: 25 February 2016

SEVEN FORCE STRATEGIC COLLABORATION AGREEMENT

1. Purpose

1.1 The purpose of this report is to provide the Business Coordination Board (“the Board”) with an update regards to the Police and Crime Commissioners and Chief Constables for the seven police areas in the Eastern Region (Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, and Essex) and Kent (“the Parties”) who have agreed to work together upon a programme of collaboration to be known as the Seven Force Strategic Collaboration Programme (the “Programme”).

2. Recommendation

2.1 The Board is recommended to approve the Collaboration Agreement under section 22A of the Police Act 1996 (as amended) in respect of the creation of a Seven Force Strategic Collaboration Programme as at Appendix A.

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

3. Seven Force Strategic Collaboration

3.1 The Parties agree to establish a Programme to progress consideration of joint working amongst them in Areas for Potential Collaboration to help address the efficiency of service delivery and whilst maintaining or improving the effectiveness of such service delivery to the communities of the seven police areas of the Parties.

3.2 The Programme will be known as the Seven Force Strategic Collaboration Programme.

3.3 The Programme will develop business cases with proposals to collaborate in the Areas for Potential Collaboration subject to any limitations set by the Parties.

- 3.4 Progression of collaboration within the scope of specific business cases will as appropriate require further collaboration agreements between the participating Parties in such collaborations.

Governance Strategic - Eastern Region Alliance Summit

- 3.5 The Parties have established a forum called the Eastern Region Alliance Summit. The Terms of Reference for the Eastern Region Alliance Summit are set out in Schedule A. The Eastern Region Alliance Summit will take overall responsibility for the programme.
- 3.6 Whilst the Eastern Region Alliance Summit is not a public decision-making body it may make 'in principle' decisions and recommendations and wherein each of the Parties retain their individual executive sovereignty as corporation soles.
- 3.7 Where 'in principle' decisions or recommendations are made in respect of the Programme it is expected that each of the Parties will then proceed to make executive decisions within their own Schemes of Governance and Consent or governance arrangements as appropriate to give effect to the 'in principle' decisions and recommendations. Accordingly where any 'in principle' decision or recommendation is made in respect of the Programme by the Eastern Region Alliance Summit and which has the potential, if executed, to have a material impact upon any one of the Parties, such 'in principle' decisions or recommendations may only be made with the consent of the Party or Parties concerned.
- 3.8 Each Party is expected to be represented at all meetings of the Eastern Region Alliance Summit (where the Programme is being considered) in order to be able to commit such Party in relation to relevant business items on each agenda for meetings of the Eastern Region Alliance Summit. This requires all business where 'in principle' decisions or recommendations are required, to be advised to all Parties in writing in good time before each meeting and in any event with no less than two clear working days' notice.
- 3.9 Should an 'in principle' decision or recommendation be required outside the established programme of meetings of the Eastern Region Alliance Summit then such decision or recommendation may be made with the written agreement of all the Parties, and where written agreement includes a letter, memo or email executed by the Party or their duly authorised representative.
- 3.10 The Eastern Region Alliance Summit will make 'in principle' decisions and recommendations with a view to:
- Performing the strategic decision-making role and directing with regard to the progression of the Programme;
 - Determining any issue of a financial nature relating to the overall Programme and any of its constituent projects;
 - Setting the financial parameters within which the Programme and the constituent projects will proceed;
 - Considering business cases for each project and setting the parameters within which the projects will proceed;
 - Determining issues of principle to be applied in relation to the Programme.

Seven Force Strategic Collaboration Oversight Group

- 3.11 The Parties have established the Seven Force Strategic Collaboration Oversight Group, hereinafter referred to as “the Oversight Group”. The Terms of Reference and business arrangements for the Oversight Group are set out in Schedule B. The Oversight Group will provide advice, support and oversight to the Senior Responsible Officer for the Programme and will make recommendations to the Eastern Region Alliance Summit.

4. The Programme

- 4.1 The Parties have agreed to appoint a Senior Responsible Owner (hereinafter referred to as ‘the SRO’) who is the person ultimately accountable for the success of the Programme. The SRO will provide day-to-day direction and leadership for the delivery and implementation of the Programme.
- 4.2 The SRO will manage a Programme Team to assist in the delivery of the Programme which will be established in accordance within the parameters set by the Eastern Region Alliance Summit.
- 4.3 The Chief Constables who are Parties to this Agreement will appoint a lead Chief Constable for the Programme to provide day-to-day guidance and support to the SRO and the Programme Team on behalf of the Chief Constables.

5. Finance

- 5.1 In signing this agreement the parties have agreed that the budget for the Programme will be £1.2 million per annum plus £150,000 per annum for any external consultancy that may be required. Any variance to this budget must be agreed as detailed in the Agreement.
- 5.2 Costs associated with the Programme in relation to the SRO, the Programme Team, their on-costs, non-pay expenditure relating to the SRO and the Programme Team (with the exception of minor incidental expenditure regarding travel costs and subsistence), professional and consultancy fees will be apportioned between the seven police areas and paid by the Parties upon the basis of the Net Revenue Expenditure (hereinafter referred to as “NRE”) of each Force within the Programme in any given year and calculated to one decimal place.
- 5.3 The seven police areas may contribute officer/staff resource or a financial sum to the costs associated with the Programme.

6. Length of Agreement

- 6.1 This Agreement shall come into force on 22 October 2015 and shall continue until 31 March 2017 with a review of the Agreement at 21 October 2016.
- 6.2 This Agreement will terminate on 31 March 2017 unless renewed in writing by all the Parties.
- 6.3 The Parties are by executing this agreement committed to the Programme and their obligations under this Agreement for the duration of the Agreement.

7. Indemnity

- 7.1 Each Party shall indemnify and keep indemnified the other Parties against all losses, claims, damages, costs, charges, uninsured liabilities, demands or proceedings incurred or brought as a result of their negligence, negligence of its officers and/or staff or breach of their obligations under this Agreement.
- 7.2 Each Party will remain liable in accordance with the law for the acts and omissions of its own officers and staff who form part of the Programme Team.

8. Freedom of Information

- 8.1 Freedom of information requests relating to the conduct of the Programme Team will be dealt with by the recipient Party who will be responsible for co-ordinating the response with the SRO, agreeing the disclosure with the other relevant Parties and replying to the request.

9. Data Protection Act 1998

- 9.1 Each Party will be responsible for ensuring compliance with the Data Protection Act 1998 with regard to the processing of data. This includes the provision and sharing of data for use by the Programme Team and for data which is created by the Programme Team.

10. Information Management

- 10.1 Information created by work related to the Programme will be shared equally by the Parties and will be retained in accordance with each Party's information management policies, which have been assessed to ensure broad compatibility and which will show due regard to the principles of MOPI.
- 10.2 For the purposes of the Data Protection Act 1998 each Party remains the data controller for any personal information recorded on the information systems (electronic and paper) under their control, i.e. within the relevant Party's electronic network or in structured and unstructured filing systems operated and stored on the relevant Party's premises.
- 10.3 The activities of staff from any Party, in respect of access to and use of any information owned by the Parties, will be governed by the policies of the employing Party.

11. Intellectual Property Rights

- 11.1 Intellectual property rights in any designs, works, written material etc. created as part of the working relating to the Programme will vest in the Parties jointly. In the conclusion of this agreement, the rights will remain joint unless and until agreed by the Parties in writing.

12. Assets

- 12.1 Limited assets are anticipated as a consequence of this Programme. However legal title to these assets will remain with the providing Party.

13. Staff and Establishment

- 13.1 The staff and police officers who work within the Programme Team (and including the SRO) shall continue as employees and officers of their employing Party irrespective of their place of work. Their pay, welfare, pension, terms and conditions and all other respective employment and service matters shall remain the responsibility of their employing Party.
- 13.2 Whilst Chief Constables will retain legal direction and control and thus liability for their respective officers and staff working within the Programme Team, staff and police officers within the Programme Team shall receive day-to-day direction from the SRO, who will in turn enjoy direction from the Lead Chief Constable in relation to the Programme on behalf of the seven Chief Constables who are parties to this Agreement.
- 13.3 All complaints, grievances and conduct issues raised by or against the SRO or officers or staff working within the Programme Team will be handled and dealt with by their employing Chief Constable.

14. Health and Safety

- 14.1 The Parties are liable at law for the health and safety of their staff and employees.
- 14.2 Each Chief Constable who is a Party to this Agreement will be responsible for ensuring the health and safety of their officers and staff working in the Programme Team.
- 14.3 The SRO will be responsible for ensuring that all appropriate risk assessments for the Programme Team have been carried out, are up to date and are complied with.

15 Procurement

- 15.1 The SRO will apply the procurement policies and arrangements in place within their employing Party or as otherwise directed pursuant to clause 3.2 above and will ensure the policies are followed by officers and staff within the Programme Team.

16. Recommendation

- 16.1 The Board is recommended to approve the Collaboration Agreement under section 22A of the Police Act 1996 (as amended) in respect of the creation of a Seven Force Strategic Collaboration Programme as at Appendix A.

BIBLIOGRAPHY

Source Document	
Contact Officers	Dorothy Gregson, Chief Executive, Office of the Police and Crime Commission

COLLABORATION AGREEMENT
In relation to the Seven Force
Strategic Collaboration Programme

WHEREAS:

- (i) The Parties to this agreement have agreed to work together to maximise the efficiency of identified Areas for Potential Collaboration in order to protect front line operational resource and optimise the delivery of each county's Police and Crime Plan.

- (ii) In order to pursue the above objective the Parties have agreed to enter into a collaboration agreement pursuant to section 22A of the Police Act 1996.

IT IS AGREED AS FOLLOWS:

1. DEFINITIONS AND INTERPRETATION

1.1 In this Agreement, except where the context requires otherwise, the following expressions shall have the meanings respectively ascribed to them:

“Lead Chief Constable” has the meaning set out in clause 4.3 below;

“Parties” means the Police and Crime Commissioners and Chief Constables of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk, and the term “Party” shall mean any one of them;

“Programme” means the Seven Force Strategic Collaboration Programme as described at clause 2 below;

“Senior Responsible Owner or SRO” means the person accountable for the success of the Programme and as described in clause 4 below;

“Areas for Potential Collaboration” means the four areas identified as suitable for collaboration under the terms of this agreement and which comprise, criminal justice and custody, shared business support services, Athena-related functions (such as crime investigation and intelligence) and operational policing elements which are suited to a multi-force delivery model.

2. PURPOSE
 - 2.1 The Parties agree to establish a Programme to progress consideration of joint working amongst them in Areas for Potential Collaboration to help address the efficiency of service delivery and whilst maintaining or improving the effectiveness of such service delivery to the communities of the seven police areas of the Parties.
 - 2.2 The Programme will be known as the Seven Force Strategic Collaboration Programme.
 - 2.3 The Programme will develop business cases with proposals to collaborate in the Areas for Potential Collaboration subject to any limitations set by the Parties.
 - 2.4 Progression of collaboration within the scope of specific business cases will as appropriate require further collaboration agreements between the participating Parties in such collaborations.

3. GOVERNANCE – STRATEGIC
Eastern Region Alliance Summit
 - 3.1 The Parties have established a forum called the Eastern Region Alliance Summit. The Terms of Reference for the Eastern Region Alliance Summit are set out in Schedule A. The Eastern Region Alliance Summit will take overall responsibility for the Programme.
 - 3.2 Whilst the Eastern Region Alliance Summit is not a public decision-making body it may make ‘in principle’ decisions and recommendations and wherein each of the Parties retain their individual executive sovereignty as corporation soles.
 - 3.3 Where ‘in principle’ decisions or recommendations are made in respect of the Programme it is expected that each of the Parties will then proceed to make executive decisions within their own Schemes of Governance and Consent or governance arrangements as appropriate to give effect to the ‘in principle’ decisions and recommendations. Accordingly where any ‘in principle’ decision or recommendation is made in respect of the Programme by the Eastern Region Alliance Summit and which has the potential, if executed, to have a material impact upon any one of the Parties, such ‘in principle’ decisions or recommendations may only be made with the consent of the Party or Parties concerned.
 - 3.4 Each Party is expected to be represented at all meetings of the Eastern Region Alliance Summit (where the Programme is being considered) in order to be able to commit such Party in relation to relevant business items on each agenda for meetings of the Eastern Region Alliance Summit. This requires all business where ‘in principle’ decisions or

recommendations are required, to be advised to all Parties in writing in good time before each meeting and in any event with no less than two clear working days' notice.

- 3.5 Should an 'in principle' decision or recommendation be required outside the established programme of meetings of the Eastern Region Alliance Summit then such decision or recommendation may be made with the written agreement of all the Parties, and where written agreement includes a letter, memo or email executed by the Party or their duly authorised representative.
- 3.6 The Eastern Region Alliance Summit will make 'in principle' decisions and recommendations with a view to:
- 3.6.1 performing the strategic decision-making role and directing with regard to the progression of the Programme;
 - 3.6.2 determining any issue of a financial nature relating to the overall Programme and any of its constituent projects;
 - 3.6.3 setting the financial parameters within which the Programme and the constituent projects will proceed;
 - 3.6.4 considering business cases for each project and setting the parameters within which the projects will proceed;
 - 3.6.5 determining issues of principle to be applied in relation to the Programme.

Seven Force Strategic Collaboration Oversight Group

- 3.7 The Parties have established the Seven Force Strategic Collaboration Oversight Group, hereinafter referred to as "the Oversight Group". The Terms of Reference and business arrangements for the Oversight Group are set out in Schedule B. The Oversight Group will provide advice, support and oversight to the Senior Responsible Officer for the Programme and will make recommendations to the Eastern Region Alliance Summit.

4 THE PROGRAMME

- 4.1 The Parties have agreed to appoint a Senior Responsible Owner (hereinafter referred to as 'the SRO') who is the person ultimately accountable for the success of the Programme. The SRO will provide day-to-day direction and leadership for the delivery and implementation of the Programme.
- 4.2 The SRO will manage a Programme Team to assist in the delivery of the Programme which will be established in accordance within the parameters set by the Eastern Region Alliance Summit.

- 4.3 The Chief Constables who are Parties to this Agreement will appoint a lead Chief Constable for the Programme to provide day-to-day guidance and support to the SRO and the Programme Team on behalf of the Chief Constables.
5. FINANCE
- 5.1 The parties have agreed that the budget for the Programme will be £1.2 million per annum plus £150,000 per annum for any external consultancy that may be required. Any variance to this budget must be agreed pursuant to clause 3.6.3 above.
- 5.2 Costs associated with the Programme in relation to the SRO, the Programme Team, their on-costs, non-pay expenditure relating to the SRO and the Programme Team (with the exception of minor incidental expenditure regarding travel costs and subsistence), professional and consultancy fees will be apportioned between the seven police areas and paid by the Parties upon the basis of the Net Revenue Expenditure (hereinafter referred to as "NRE") of each Force within the Programme in any given year and calculated to one decimal place.
- 5.3 The seven police areas may contribute officer/staff resource or a financial sum to the costs associated with the Programme.
6. LENGTH OF AGREEMENT
- 6.1 This Agreement shall come into force on 22 October 2015 and shall continue until 31 March 2017 with a review of the Agreement at 21 October 2016.
- 6.2 This Agreement will terminate on 31 March 2017 unless renewed in writing by all the Parties.
- 6.3 The Parties are by executing this agreement committed to the Programme and their obligations under this Agreement for the duration of the Agreement.
7. INDEMNITY
- 7.1 Each Party shall indemnify and keep indemnified the other Parties against all losses, claims, damages, costs, charges, uninsured liabilities, demands or proceedings incurred or brought as a result of their negligence, negligence of its officers and/or staff or breach of their obligations under this Agreement.

- 7.2 Each Party will remain liable in accordance with the law for the acts and omissions of its own officers and staff who form part of the Programme Team.
8. FREEDOM OF INFORMATION
- 8.1 Freedom of information requests relating to the conduct of the Programme Team will be dealt with by the recipient Party who will be responsible for co-ordinating the response with the SRO, agreeing the disclosure with the other relevant Parties and replying to the request.
9. DATA PROTECTION ACT 1998
- 9.1 Each Party will be responsible for ensuring compliance with the Data Protection Act 1998 with regard to the processing of data. This includes the provision and sharing of data for use by the Programme Team and for data which is created by the Programme Team.
10. INFORMATION MANAGEMENT
- 10.1 Information created by work related to the Programme will be shared equally by the Parties and will be retained in accordance with each Party's information management policies, which have been assessed to ensure broad compatibility and which will show due regard to the principles of MOPI.
- 10.2 For the purposes of the Data Protection Act 1998 each Party remains the data controller for any personal information recorded on the information systems (electronic and paper) under their control, i.e. within the relevant Party's electronic network or in structured and unstructured filing systems operated and stored on the relevant Party's premises.
- 10.3 The activities of staff from any Party, in respect of access to and use of any information owned by the Parties, will be governed by the policies of the employing Party.
11. INTELLECTUAL PROPERTY RIGHTS
- 11.1 Intellectual property rights in any designs, works, written material etc. created as part of the working relating to the Programme will vest in the Parties jointly. In the conclusion of this agreement, the rights will remain joint unless and until agreed by the Parties in writing.

12. ASSETS

- 12.1 Limited assets are anticipated as a consequence of this Programme. However legal title to these assets will remain with the providing Party.

13. STAFF AND ESTABLISHMENT

- 13.1 The staff and police officers who work within the Programme Team (and including the SRO) shall continue as employees and officers of their employing Party irrespective of their place of work. Their pay, welfare, pension, terms and conditions and all other respective employment and service matters shall remain the responsibility of their employing Party.

- 13.2 Whilst Chief Constables will retain legal direction and control and thus liability for their respective officers and staff working within the Programme Team, staff and police officers within the Programme Team shall receive day-to-day direction from the SRO, who will in turn enjoy direction from the Lead Chief Constable in relation to the Programme on behalf of the seven Chief Constables who are parties to this Agreement.

- 13.3 All complaints, grievances and conduct issues raised by or against the SRO or officers or staff working within the Programme Team will be handled and dealt with by their employing Chief Constable.

14. HEALTH AND SAFETY

- 14.1 The Parties are liable at law for the health and safety of their staff and employees.

- 14.2 Each Chief Constable who is a Party to this Agreement will be responsible for ensuring the health and safety of their officers and staff working in the Programme Team.

- 14.3 The SRO will be responsible for ensuring that all appropriate risk assessments for the Programme Team have been carried out, are up to date and are complied with.

15. PROCUREMENT

- 15.1 The SRO will apply the procurement policies and arrangements in place within their employing Party or as otherwise directed pursuant to clause 3.6 above and will ensure the policies are followed by officers and staff within the Programme Team.

Schedule A

Terms of Reference – Eastern Region Alliance Summit

1. PRINCIPLES
 - 1.1 The Meeting [Board] shall be a private business meeting and not a public decision making board. Appropriate minutes will be made.
 - 1.2 The Meeting shall provide PCCs and Chief Constables (the Members) with a forum to discuss and shape new initiatives and discharge their statutory duties.
 - 1.3 The principle of local accountability shall be maintained. Decisions may be made by the Meeting [Board] 'in principle' and recommendations may be made but each PCC and Chief Constable shall retain their executive sovereignty as corporation soles.
2. ROLE OF THE MEETING
 - 2.1 Assist the Members in meeting their statutory obligations, to include keeping collaboration opportunities under review and ensuring collaboration takes place where it is in the interests of the efficiency or effectiveness of their own and other police force areas.
 - 2.2 Hold the Lead Force Chief Constables and Lead PCCs to account for the operational delivery of the collaborative functions for which they are responsible.
 - 2.3 Consider plans for the delivery of all functions through collaboration and where appropriate ensure they are implemented effectively.
 - 2.4 Discharge the functions assigned to it by relevant collaboration agreements agreed by the Members.
 - 2.5 Perform an oversight function (to include accountability, finance and performance) on behalf of Members in respect of ongoing collaborative functions and collaboration projects. The Members participating in this oversight will be defined within the relevant collaboration agreement.
 - 2.6 Consider regional police and crime issues, share best practice, exchange ideas and facilitate closer working between Members.
 - 2.7 When required to do so:
 - consider proposals for any significant expenditure, overspends or disposal of any significant assets in relation to collaborative functions;
 - resolving any high level strategic service delivery issues or disputes which cannot be resolved through line management arrangements.

- 2.8 Receive a 6 monthly report on the performance of all regional collaborative functions, including financial and operational performance, in accordance with the terms of the objectives of the relevant collaboration agreement.
3. MEMBERSHIP
- 3.1 The Meeting [Board] shall comprise Commissioners and the Chief Constable (or their representatives) of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk.
- 3.2 The Chair shall be rotated at each meeting in a full rotational sequence by Commissioners.
- 3.3 A nominated OPCC will have responsibility for all necessary administration in relation to the Meeting [Board].
4. PROCEEDINGS AND MEETINGS
- 4.1 The aim is for Meetings to take place quarterly although they can be held as and when it is felt appropriate by the Members.
- 4.2 The Meeting does not have a formal decision making function and therefore detail concerning voting and quorum is unnecessary. Where a collaboration agreement requires the Meeting [Board] to make a decision it shall do so only in principle and refer the decision to individual Members to make a formal decision at a local level.
- 4.3 The Meeting shall be held in private unless determined otherwise by all the Members.

Schedule B

Terms of Reference –Seven Force Strategic Collaboration Oversight Group

1. PRINCIPLES
 - 1.1 The Meeting [Group] shall be a private business meeting and not a public decision making board. Action notes will be made.
 - 1.2 The Meeting shall provide PCCs, Chief Executives and Chief Constables (the Members) with a forum to give dynamic advice, support and oversight to the SRO for the Eastern Region Collaboration Programme between the formal Eastern Region Alliance Summit meetings.
 - 1.3 The Meeting will make recommendations to the Eastern Region Alliance Summit meetings.
2. ROLE OF THE MEETING [GROUP]
 - 2.1 The Group will provide advice, guidance and oversight to the SRO. This will include comment on the effectiveness of work undertaken to assess the strategic fit of the Programme; oversight to ensure that the Programme is supported by key stakeholders; assessing the Programme's potential to succeed against agreed objectives.
 - 2.2 Assist with the development of any Police Innovation Fund bids for the Eastern Region.
 - 2.4 Lead the appointment of independent consultancy support
 - 2.3 Ensure appropriate ongoing programme management is in place including ensuring that:
 - Outcomes and objectives for the programme (and the way they fit together) contribute to the overall strategies of the organisations involved;
 - Arrangements for leading, managing and monitoring the proposed programme as a whole are robust and the links to individual parts of it;
 - Arrangements for identifying and managing the main programme risks (and the individual project risks) are robust;
 - Ensuring the right levels of resource are in place to deliver on the programme;
 - Arrangements for Gateway Review and ensuring that it is sufficiently independent.
 - 2.4 Lead the appointment of independent consultancy support.
 - 2.5 Make recommendations to the Eastern Region Alliance Summit.

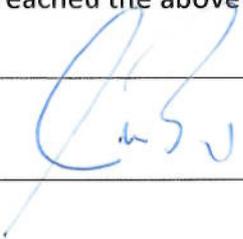
3. MEMBERSHIP
 - 3.1 The Meeting [Board] shall comprise Commissioners and the Chief Constable (or their representatives) of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk.
 - 3.2 The Chair shall be a Commissioner and identified from within the group.
 - 3.3 A nominated OPCC will have responsibility for all necessary administration in relation to the Meeting [Board].
4. PROCEEDINGS AND MEETINGS
 - 4.1 The aim is for Meetings to take place fortnightly by teleconference, although they can be held as and when it is felt appropriate by the Members.
 - 4.2 The Meeting does not have a formal decision making function and therefore detail concerning voting and quorum is unnecessary.



CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-009

Subject	S22A Agreement under the Police Act 1996 (as amended) for the collaboration of the Information and Communication Technology function between Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary
Decision	To sign the Section 22A Agreement under the Police Act 1996 (as amended) for Cambridgeshire Constabulary to share the Information and Communication Technology (ICT) function with Bedfordshire Police and Hertfordshire Constabulary.
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioner’s Business Coordination Board (“the Board”) meeting on the 25th February 2016 discussed and agreed the proposal for Cambridgeshire Constabulary (“the Constabulary”) to share the ICT function with Bedfordshire Police and Hertfordshire Constabulary based on the information set out in the Board paper by entering into a Section 22A Agreement (“the Agreement”) under the Police Act (as amended) to effect the collaborative arrangements for the purpose of providing efficient and effective policing.</p> <p>The proposal and the Agreement was also subject to the consideration and agreement of the respective Police and Crime Commissioners and Chief Constables for Bedfordshire, Cambridgeshire and Hertfordshire (BCH), at their Strategic Alliance meeting on the 28th January 2016. 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.</p> <p>The rationale for entering into the Agreement to collaborate the function was based on:</p> <ul style="list-style-type: none"> • the full business case proposing a single tri-force structure and process, between Bedfordshire Police, the Constabulary, and Hertfordshire Constabulary (BCH) to provide a consistent approach to the ICT service delivery enabling day-to-day delivery of policing services, a converged infrastructure which brings standardisation and consistency to service users and the delivery of enabling solutions to standardise, simplify, self-serve, automate and mobilise value-adding operational and business processes, and • the financial benefit in terms of cost control, savings and contract management, and the provision of resilience.

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	SEC 22A Collaboration Agreement for ICT – Business Coordination Board 25 th February 2016. http://www.cambridgeshire-pcc.gov.uk/work/BCB

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	
Date	25/2/2016



To: Business Coordination Board

From: Chief Executive

Date: 25 February 2016

SECTION 22A COLLABORATION AGREEMENT FOR INFORMATION AND COMMUNICATIONS TECHNOLOGY

1. Purpose

1.1 The purpose of this report is to present to the Business Co-ordination Board (“the Board”) the Section 22A Collaboration Agreement under the Police Act 1996 (as amended) (“the S22A Agreement”) for the Information and Communication Technology (ICT) Department for the six corporations sole (the Chief Constables of Bedfordshire, Cambridgeshire and Hertfordshire and the Police and Crime Commissioners for Bedfordshire, Cambridgeshire and Hertfordshire) that have formed a Strategic Policing Alliance (“the Alliance”).

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 Agreement in line with statutory functions.

2. Recommendation

2.1 The Board is recommended to note that the business case for ICT Department and associated functions and services was considered and the S22A Agreement signed by the six corporations sole at the Bedfordshire, Cambridgeshire & Hertfordshire Alliance Summit on the 28th January 2016.

- 2.2 It is in the public interest that a Decision Notice is signed by the Police and Crime Commissioner (“the Commissioner”) to enable transparency, accountability and scrutiny of how the decision to sign the S22A Agreement was arrived at.

3. Background

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

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

Provided that:

- *the Chief Officers think that such an agreement is in the interests of the efficiency or effectiveness of one or more police forces, and*
- *the policing bodies think that the agreement is in the interests of the efficiency and effectiveness of one of or more policing bodies or police forces.*

- 3.2 Through the Police Reform and Social Responsibility Act 2011 (Section 89) the presumption is now in favour of collaboration, i.e. joint working should be taken forward where in the opinion of chief officers or policing body collaboration delivers greater efficiency or effectiveness.

- 3.3 The Alliance has already collaborated a number of operational (e.g. Joint Protective Services functions), operational support (e.g. Local Criminal Justice Board administration) and organisational support (e.g. Professional Standards, Procurement) functions. In December 2013 they signed a ‘Memorandum of Understanding’ to foster further organisational and operational support service collaboration where greater efficiency and effectiveness is supported. To date seven business cases have been agreed (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. the Athena policing system and a single Human Resources and Finance 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 Police and Crime Commissioners and their teams. In addition Office of the Police and Crime Commissioner (OPCC) Chaired governance boards have been established for Joint Protective Services, Operational Support and Organisational Support to provide more detailed scrutiny.

- 3.5 The Board is asked to note that 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. Information and Communication Technology

- 4.1 The Outline Business Case (OBC) for collaboration of ICT functions was approved at the Strategic Alliance Summit on 14th August 2014 with the Full Business Case (FBC) approved on 13th October 2015. Since the approval of the OBC the ICT Department has been operating under a single Head of ICT to ensure convergence of infrastructure and applications. Prior to this point ICT services and functions were already fully collaborated between Bedfordshire and Hertfordshire.

- 4.2 Overall, the purpose for creating a three force single ICT Department is to provide:

- 1) A consistent approach to ICT service delivery enabling day-to-day delivery of policing services;
- 2) A converged infrastructure which brings standardisation and consistency to service users, regardless of whether they work in a collaborated or local function;
- 3) Better cost control and contract management;
- 4) Delivery of enabling solutions (e.g. Athena, Mobilisation, etc.) to standardise, simplify, self-serve, automate and mobilise value-adding operational and business processes;
- 5) Cost savings – The above approach has already delivered £0.626m of savings in 2014/2015. It is expected to yield further cost savings of about £4.0m over the next 3 years, a total of approximately £4.6m. These will ultimately come from infrastructure convergence, application convergence and reduction in staff cost:
 - a. Summary of savings already identified - From the work done so far, £0.626m have already been deducted from the current budget whilst the majority of the remaining savings will be achieved over the coming years. The break down of the identified savings are stated below:
 - Non Payroll savings
FY 14/15 - **£0.626m**
FY 15/16 - **£0.92m** (Mostly Telecoms)

FY16/17 – **£0.385m**

- Application Convergence- (Small Systems, Mobile HCL, Assyst, NIMS)– £0.227m
- Infrastructure convergence – (CITRIX, 3 Cards, Voice Recording etc.) - £0.158m

FY17/18 – Circa **£1m**

- Application Convergence (including Athena)- £0.1m
- Infrastructure Convergence – £0.9m
- Payroll savings:

FY 16/17 – Circa **£1.507m**

- Staff annual savings are estimated to be circa £1.507m.

4.3 The programme will deliver the proposed savings and improved levels of service delivery through several means which are detailed in this FBC. The high level enablers that will lead to the achievement of these goals are:

- A single Senior Management Team;
- Merging of functions into joint units to deliver economies of scale;
- Application convergence;
- Infrastructure convergence;
- Contract renegotiations;
- Restructuring – Savings from staff costs.

4.4 The ‘To Be’ state will build on the strengths of the current approaches and structures in the two current departments.

4.5 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 (ICT)
<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</p>

Principle	Work Completed (ICT)
	<p>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 ICT function to account for strategy, change and performance.</p> <p>The ICT collaboration seeks to unify the ICT functions of Bedfordshire / Hertfordshire and Cambridgeshire police forces into a single organisational support function. As a key initiative of the BCH Strategic Alliance, the collaboration is being delivered to provide effective, efficient and economic organisational support at a reduced cost whilst sufficiently enabling local policing in each force.</p> <p>The vision is that the ICT organisation will reshape and transform, through a portfolio of programmes and projects, that will enable the organisation to become (see below):</p> <ul style="list-style-type: none"> • Smarter; • Leaner; and • Sustainable <p>Bedfordshire, Cambridgeshire and Hertfordshire require the ability to exploit data and information assets, initiate and complete tasks in a timely and a far more effective, efficient and economical way, while maximising visibility of the front line and to keep people as safe as possible.</p> <p>To support front line officers we will take the advantages of Athena and provide it to officers at scene, along with other systems through our mobile platform tuServ, via appropriate mobile devices. This will provide all the operational benefits of having the right information, without having to return to the police estate for access to systems. Today, wherever you are across the three counties, at least a quarter of a uniformed police officer's time is spent on administration. If we can cut that burden in half using technology, we could free up time to ensure where possible front line numbers can be maintained. This means more time in communities, visible and accessible to the public and less time in offices and buildings, facilitating our plans for estates consolidation. It means a better response when and where it is needed most.</p> <p>For the public, we need to offer modern digital ways of communicating with us. If the public can quickly get the information they need online at a time that suits them, it saves them a call or visit to the police estate. This is how members of</p>

Principle	Work Completed (ICT)
	<p>the public are used to dealing with other service organisations.</p> <p>Given the demands the service faces, we must continue to develop our flexible, agile workforce. That flexibility must be underpinned by terms of employment that are fair and modern and where possible make BCH an attractive employer of choice and challenge that should be accepted even given the austerity in front of us.</p> <p>A business benefits baseline is being established. 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>

Principle	Work Completed (ICT)
	<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 interviews between the 21st and 24th September 2015 along with a detailed review of all the Project Documentation. The review made a number of recommendations which were incorporated into the final version of the FBC. The Assurance Review findings accompanied the presentation of the FBC to the Strategic Alliance Summit on 13th October 2015.</p>
<p>Engagement and Communication</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. 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 Police and Crime Commissioner’s Websites.</p>
<p>Value for Money</p>	<p>In addition to the cost savings of £4.6m the following benefit categories are being monitored:</p> <ul style="list-style-type: none"> • Tracking revenue budgets; • Measuring delivery against Service Level agreements, including existing KPIs within BCH ICT; • Measuring customer satisfaction with new measurement processes put in place. <p>The key facets of the Target Operating Model are:</p> <ul style="list-style-type: none"> • The establishment of a joint Senior Management Team (SMT); • The reduction of the number of data centres – there are currently 11 data centres in 5 locations to a maximum of 2. These data centres will be located in Huntingdon and

Principle	Work Completed (ICT)
	<p>Welwyn Garden City;</p> <ul style="list-style-type: none"> • Scope to reduce the number of staff on help desks – currently 10 in 2 locations; • A future need to establishing single points of support thereby reducing duplication in infrastructure, networks and applications across the two departments; • Hosting a highly available system(s) in one of the forces with Disaster Recovery being in other (or potentially outside the region); • Single procurement of supplies creating economies of scale e.g. single product catalogue of end user devices i.e. desktops, laptops, slates, smartphones; • Time and cost savings through a single project management approach; • Applying best practice identified in either department to realise further savings; • Reduction in the amount of ad hoc small systems procured and supported. It is expected that only ICT will be procuring ICT Systems\Solutions to meet business need; • The convergence of key applications in the medium-term. <p>Chief Finance Officers from the six Corporations Sole have scrutinised the financial data through a range of forums.</p>
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>
Equality	<p>As part of the ICT 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>

4.6 The collaborated ICT Department will be fully operational from late 2016 and further phases will then be implemented within a continuous improvement culture.

5. Recommendation

5.1 . The Board is recommended to note that the business case for ICT Department and associated functions and services was considered and the S22A Agreement signed by the six corporation's sole at the **Bedfordshire, Cambridgeshire & Hertfordshire Alliance Summit** on the 28th January 2016

5.2 . A Decision making notice is signed by the Police and Crime Commissioner ("the Commissioner")

BIBLIOGRAPHY

Source Document(s)	
Contact Officer	



**Cambridgeshire
Police & Crime
Commissioner**

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-010	
Subject	Funding for the Drugs Expert Post
Decision	To approve the funding request for Cambridgeshire Constabulary for the continuation of the Drugs Expert Post
Decision Summary	<p>Following the approval of the continuation of the Drugs Expert Post by the Police and Crime Commissioner's ("the Commissioner") Finance Sub Group (FSG) on 17 December 2015, the Commissioner's Business Coordination Board meeting on the 22nd January 2016 discussed the proposal and agreed to the funding as set out below in the FSG paper, being £27.6k per annum.</p> <p>The post will be funded from the Drugs Forfeiture Reserve.</p>

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Paper	Finance Sub Group minutes 17 December 2015 http://www.cambridgeshire-pcc.gov.uk/work/BCB

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	Date
	25/2/2016



CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2016-011

Subject	Funding for the Replacement of the Wide Area Network
Decision	To approve the funding for the replacement of the Wide Area Network (WAN) telecommunications network
Decision Summary	<p>The Police and Crime Commissioner’s (“the Commissioner”) Finance Sub-Group (FSG) meeting on the 27th January 2016 considered a report proposing the replacement of the existing separate Wide Area Network (WAN) networks across Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary with a single contract as well as future proof the integrity of the solution by providing new technological advances to existing systems.</p> <p>FSG considered the proposal including the procurement process, term of the contract, costs, including the one-off and on-going annual costs, and savings. Whilst subject to Best and Final Offer, FSG agreed to the contract renewal proposal and the preferred supplier in respect of Cambridgeshire Constabulary. FSG agreed to fund the contract through the Commissioner’s Budget Assistance Reserve. A further paper was brought to the 24th February 2016 FSG meeting to provide an update on future-proofing and future cost sharing arrangements.</p> <p>The contract will be signed by the Commissioner’s Director of Finance, in line with the delegated authority within Financial Regulations for Cambridgeshire Police and Crime Commissioner.</p>

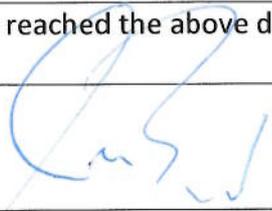
Contact Officer	<p>Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk</p>
Background Paper	<p>Finance Sub Group minutes 27 January 2016 Finance Sub Group minutes 24 February 2016 http://www.cambridgeshire-pcc.gov.uk/work/BCB</p> <p>Financial Regulations for Cambridgeshire Police and Crime Commissioner, July 2015</p>

<http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2014/12/Combined-Financial-Regulations-July-15-update-final-v2.pdf>

Sir Graham Bright, Cambridgeshire Police and Crime Commissioner

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

Signature



Date

24/2/16



**CAMBRIDGESHIRE POLICE AND CRIME PANEL
DRAFT AGENDA PLAN 2016-2017**

DATE OF MEETING	TITLE/PURPOSE	OFFICER
Wednesday 29 June 2016, 2pm ANNUAL MEETING, Peterborough City Council, Bourges / Viersen Rooms, Town Hall	Election of Chairman	
	Election of Vice Chairman	
	Public Questions/Statements	
	Review of Complaints To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.	Peterborough City Council, Secretariat
	Rules of Procedure The Panel to review the Rules of Procedure as required at paragraph 1.4 of the Rules of Procedure.	Peterborough City Council, Secretariat
	Cambridgeshire Police and Crime Panel Annual Report 2014-2015	Peterborough City Council, Secretariat
	Cambridgeshire Police Crime	Police and Crime Commissioner's Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Commissioners Annual Report 2015-2016</p> <p>The Panel to review the Police and Crime Commissioners Annual Report as required by Section 28 (4) of the Police Reform and Social Responsibility Act 2011 ("the Act")</p>	
	<p>Decisions by the Cambridgeshire Police and Crime Commissioner</p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner ("the Commissioner") under Section 28 of the Police Reform and Social Responsibility Act 2011 ("the Act").</p>	Police and Crime Commissioner's Office
	<p>Meeting Dates and Agenda Plan 2016/2017</p>	
<p>Wednesday 7 September 2016, 2pm Venue to be confirmed</p>	<p>Public Questions/Statements</p>	
	<p>Review of Complaints</p>	Peterborough City Council, Secretariat



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.</p>	
	<p>Decisions by the Cambridgeshire Police and Crime Commissioner</p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner (“the Commissioner”) under Section 28 of the Police Reform and Social Responsibility Act 2011 (“the Act”).</p>	<p>Police and Crime Commissioner’s Office</p>
	<p>Meeting Dates and Agenda Plan 2016/2017</p>	
<p>Wednesday 9 November 2016, 2pm Venue to be confirmed</p>	<p>Public Questions/Statements</p>	
	<p>Review of Complaints</p> <p>To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.</p>	<p>Peterborough City Council, Secretariat</p>
	<p>Decisions by the Cambridgeshire Police</p>	<p>Police and Crime Commissioner’s Office</p>



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>and Crime Commissioner</p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner (“the Commissioner”) under Section 28 of the Police Reform and Social Responsibility Act 2011 (“the Act”).</p>	
	<p>Meeting Dates and Agenda Plan 2016/2017</p>	
<p>Wednesday 1 February 2017 BUDGET MEETING Venue to be confirmed</p>	<p>Public Questions/Statements</p>	
	<p>Review of Complaints</p> <p>To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.</p>	<p>Peterborough City Council, Secretariat</p>
	<p>Budget Precept 2017/2018</p> <p>To notify the Cambridgeshire Police and Crime of the Cambridgeshire Police and Crime Commissioner’s proposed budget and</p>	<p>Police and Crime Commissioner’s Office</p>



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	precept for 2017/87. To enable the Panel to review the proposed precept.	
	<p>Decisions by the Cambridgeshire Police and Crime Commissioner</p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner (“the Commissioner”) under Section 28 of the Police Reform and Social Responsibility Act 2011 (“the Act”).</p>	Police and Crime Commissioner’s Office
	<p>Meeting Dates and Agenda Plan 2016/2017</p>	
<p>Wednesday 15 March 2017 Venue to be Confirmed</p>	<p>Public Questions/Statements</p>	
	<p>Review of Complaints</p> <p>To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.</p>	Peterborough City Council, Secretariat
	<p>Cambridgeshire Police and Crime Panel Administration Costs and Member</p>	Peterborough City Council, Secretariat



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	Expenses	
	Police and Crime Plan Variation – Appendix 1 Finances Update The purpose of the report is to provide the Police and Crime Panel with an update of the Police and Crime Police and Crime Plan Appendix 1 – Finances	Police and Crime Commissioner’s Office
	Decisions by the Cambridgeshire Police and Crime Commissioner The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner (“the Commissioner”) under Section 28 of the Police Reform and Social Responsibility Act 2011 (“the Act”).	Police and Crime Commissioner’s Office
	Draft Meeting Dates 2017/2018 and Agenda Plan	

Updated: 8 March 2016

Items to be programmed in to 2016/2017 Work Programme

Item	Comments
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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 including the use of Police Drones in Cambridgeshire.	<p>Requested at the meeting held on 4 November 2015.</p> <p>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.</p>

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Councillor Ben Shelton
Cambridgeshire Police and Crime Panel
c/o Ian Phillips
Peterborough City Council
Bayard Place
Peterborough
PE1 1HZ

By email: ian.phillips@peterborough.gov.uk

A handwritten signature in blue ink, appearing to read 'Ian Phillips'.

29th April 2016

I refer to the meeting of Cambridgeshire Police and Crime Panel on the 16th March 2016 and the two matters arising from the meeting on which I wish to respond to.

I would like to assure the Panel that all correspondence that comes via the cambs-pcc email box receives an acknowledgement upon receipt, which is automated to ensure this recipient knows that the enquiry will be dealt with.

My office has also noted the Panel's requests regarding the new Commissioner. As I am sure you will agree, it will be for the new incoming Commissioner to decide how they wish to respond.

Finally, I would like to take this final opportunity to thank the Panel for its support, as well as its helpful challenge, during my term in office.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Graham Bright'.

Sir Graham Bright
Cambridgeshire Police and Crime Commissioner

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