



## CAMBRIDGESHIRE POLICE AND CRIME PANEL

**WEDNESDAY 14 NOVEMBER 2018, 2.00 PM**  
**Civic Suite 1A - Huntingdonshire District Council**  
 Contact – jane.webb@peterborough.gov.uk, 01733 452281

### AGENDA

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

[Rules of Procedure](#)

Membership

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

Independent Co-opted Members

Edward Leigh (Chairperson)

Claire George

Susan Hartropp

Substitutes

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

Officer Support

Jane Webb, Peterborough City Council



**MINUTES OF A MEETING OF THE CAMBRIDGESHIRE POLICE AND CRIME PANEL  
HELD AT ABAX STADIUM, PETERBOROUGH  
ON 12 SEPTEMBER 2018**

**Members Present:** Edward Leigh (Chairperson), Councillors N Massey, J Palmer (left at 3:50pm), C Hogg, R Brown, H Smith, A Ali (left at 3pm), A Sharp and M Shellens (left at 3:30pm)

**Officers Present:** Jane Webb Secretariat, Peterborough City Council  
Fiona McMillan Monitoring Officer, Peterborough City Council

**Others Present:** Jason Ablewhite Cambridgeshire Police and Crime Commissioner  
Dr Dorothy Gregson Chief Executive, Office of the Police and Crime Commissioner  
Ray Bisby Deputy Police and Crime Commissioner

**1. Apologies for Absence**

Apologies for absence were received from Councillors Oliver, Cuffley, Daunton, Shellens, Sharp and Claire George.  
Councillor Smith was in attendance as substitute for Councillor Daunton.

**2. Declarations of Interest**

Cllr Shellens declared an interest by being a Member of the Fire Authority.

**3. Minutes of the meetings held on 30 July 2018 (Annual Meeting and Confirmation Hearing)**

The minutes of both the Annual meeting and Confirmation hearing held on 30 July 2018 were agreed as an accurate record; subject to the following deletions:

Members Present – A Ali to replace A Ansar

**4. Public Questions/Statements**

No public questions or statements were received.

## 5. Review of Complaints

No complaints had been received since the previous report.

## 6. Fire and Rescue Governance Update

The Panel received a report which provided an update following the approval from the Home Secretary for the Cambridgeshire Police and Crime Commissioner to take on responsibility for governance arrangements for the Cambridgeshire Fire and Rescue Service.

The Commissioner stated that a date was still awaited for a preliminary hearing; this delay would have an impact financially as certain plans remained on track due to necessity (ie training). There would also be a financial impact to the public purse as the cost of a Judicial Review was approximately £250,000.

### **ACTION**

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

## 7. Monitoring the Delivery of the Police and Crime Commissioner's Police and Crime Plan

The Panel received a report to enable them to review the progress against the key activities identified in the Police and Crime Commissioner's Police and Crime Plan.

The Panel made comment, asked questions and received responses from the Commissioner with regard to the monitoring of the delivery of the Police and Crime Commissioner's Police and Crime Plan, these included:

- a) The Commissioner explained he was satisfied with the progress to date but there was much in the Plan that was outside of his direct control and due to partnership agencies. He stated it was imperative to look to the future together and intrinsic services so that issues were not shunted from one agency to another as the affect was significant.
- b) The Commissioner explained that Offenders (01) within the Delivery Plan was an ongoing piece of work that he was monitoring with the Chief Constable and through performance process. The amount of time Police dealt with non-crime related issues was 80%, these were often social care issues that had a knock on effect regarding time to deal with other issues. The Commissioner gave his assurance this would be monitored and an improvement expected.
- c) The Commissioner explained that historically time spent on non-crime related issues had been 40%-60%; this had increased 20% due to the service provision around mental health not being adequate enough to cover demand.
- d) Members asked if the introduction of telephone number 111, option 2, had helped with the pressure in demand to which the Commissioner explained this was the reason the Constabulary employed their own mental health nurses within the control room; the public would always get an answer when calling the police therefore they had become the first resort instead of the last.
- e) Members asked if cuts to mental health services had a huge effect on police. The Commissioner stated that the mental health service was inadequate; there had been an increase in mental health issues yet cuts to services which therefore did not provide enough provision or for future projected growth.
- f) Members asked if there was a contingency plan with regard to the software Athena. The Commissioner explained that improvements had been made with regard to resilience which was likely to result in a significant improvement in performance but there was also a culture

change that was needed and this would take time. He had been assured by Athena Management Board that no issues were critical; the Local Policing Review had allowed the capacity to bolster Athena and he had been assured that Cambridgeshire were dealing with Athena better than other partners and that an increase in performance would be expected.

- g) Members stated if Athena required more time then there would be a difficulty in realising savings to which the Commissioner stated he was more concerned with performance rather than budgetary pressures but he did not envisage any major shift in budgetary projections. The Commissioner stated this would be monitored but he was confident budget requirements would be met.
- h) Members compared Athena to Epic that had not work initially but was patched which caused a financial effect on hospitals; there were parallels with Epic and the potential for financial pressure; did the Commissioner have a funding pot for this. The Commissioner explained there was funding if needed but that if patching was required then it was contractual with Northgate;, therefore they were watertight in who would bear the costs.
- i) Members asked if there was a backup if the system failed. The Commissioner explained that Athena did not drive 999 calls; issues would occur when reports needed completing but this could still be carried out with paper. The Commissioner gave his assurance that Athena did not drive the day to day business of the emergency and response services.
- j) Members asked if a “lessons learnt” paper would be available. The Commissioner stated that although Athena had been delivered it was already dated and the National Policing ICT Company had developed a “lessons learnt – looking at what the future looks like and what policing community needs” paper. The Commissioner stated he would share this document once received.
- k) Members stated that the progress report was useful but also frustrating as updates were not as timely as they could be and asked if in future these could be up to date.
- l) The Commissioner explained that Parish Council Conferences had been held around the sectors and these had been successfully attended; the constabulary also attended local parish councils where capacity allowed.

## **ACTION**

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

The Police and Crime Panel also made the following recommendations for the Commissioner:

- Commissioner to share “Lessons Learnt” with regard to Athena, when available (expected by end of year)
- Future reports to contain more up to date information when submitted to the Panel

## **8. Monitoring the Delivery of the Police and Crime Commissioner’s Police and Crime Plan - Offenders**

The Panel received a report to update them on activity underway to deliver the priorities set out in the Offenders section of the Police and Crime Commissioner’s Police and Crime Plan.

The Panel made comment, asked questions and received responses from the Commissioner with regard to the monitoring of the delivery of the Police and Crime Commissioner’s Police and Crime Plan - Offenders, these included:

- a) Members commented that prevention was more effective than cure and the reality when resources were strained resulted in less resources for prevention. The Commissioner

explained he had been in conversation with both the Policing Minister and Home Secretary and they understood if preventative work was not carried out this would result in significant problems and therefore money would be made available. He added that it was also the responsibility of other partners too as it starts with education; victim support and identifying those who were vulnerable.

- b) Members asked what work was done with other constabularies regarding county lines to find main drug dealers and help those young children that were victims of county lines. The Commissioner stated that all partners needed to take ownership of the prevent issue as police visibility only moved the issue to another area. There were 38 warrants issued in terms of drugs within one week in Cambridge City; this needed to be promoted to reassure the public that these issues were being acted on. The Commissioner urged the public to report any suspicious activity to enable the Constabulary to act on it.
- c) Members asked if there was a timescale as to when emailed feedback responses would be implemented to which the Commissioner stated the software would be updated by the end of the month and would also include the ability to upload video. Members suggested a public statement should be issued about how submitted evidence could be used; the Commissioner explained that guidance and information would be made available.
- d) Members expressed their appreciation of the cross county working on the Trailblazer project and hoped this project would continue once funding stopped. The Commissioner explained when government funding was set, there was a need to prove that the project had been worthwhile; once evidence was provided it would be extended.
- e) Members asked what actions had been taken to encourage the public to report crime via the website in order to relieve pressure from the phones. The Commissioner explained that the phone lines were bolstered three months before he came into office and there were now 13 up to speed backup staff. Both 101 and 999 calls were now received into the same building which gave added resilience; the Commissioner received monthly reports that he would be happy to share with the Panel.
- f) Members asked if the Task and Finish group that had been set up regarding civil enforcement parking offences had reported back yet. The Commissioner explained that he was still awaiting a full response from the Leader of the County Council and as soon as this had been received then the next stage could be taken; a letter of support from the Panel would be welcomed by the Commissioner.
- g) Members commented that the report received by the Panel was an exact copy of the report which was submitted to the Commissioner's Business Coordination Board in July which was disappointing as the Panel had provided details of a number of areas they wanted covered and these had not been addressed. Members asked that if future reports departed from the brief received from the Panel that the Commissioner discusses this with the Chairperson. The Commissioner responded stating that reports are written how he wanted and the Panel should only be looking at strategic issue. Members stated that there had not been any response to strategic areas and it was the Panel's duty to question this. The Commissioner stated he would be happy to formulate a response.

## **ACTION**

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

The Police and Crime Panel also made the following recommendations for the Commissioner:

- Letter to the leader of Cambridgeshire County Council from the Panel supporting the introduction by district councils of Civil Enforcement of parking offences.
- Written response expected from the Commissioner on areas of concern outlined in the brief for the report to the Panel (omitting points covered orally at the Panel Meeting).

## 9. Monitoring the Delivery of the Police and Crime Commissioner's Police and Crime Plan - Victims

The Panel received a report to update them on activity underway to deliver the priorities set out in the Victims section of the Police and Crime Commissioner's Police and Crime Plan.

The Panel made comment, asked questions and received responses from the Commissioner with regard to the monitoring of the delivery of the Police and Crime Commissioner's Police and Crime Plan - Victims, these included:

- a) Members commented that victims had come forward asking where the police were on the streets, were they in the office, were they spread thinly? The Commissioner explained the police were behind closed doors but not for the reason of completing paperwork, the police were dealing with vulnerable people, mental crisis, domestic violence and social care issues.
- b) Members asked what could be done about cars parking on the pavement as the police state this was a civil issue but the cars were blocking the pavements and causing a danger? The Commissioner explained that the police had been involved in Operation Velo, educating and prosecuting where possible and commented that Cambridge was never designed for the amount of traffic and cyclists on the narrow roads; Operation Velo would continue as a big education programme. The Commissioner explained that if a car was clearly blocking a path then this would be a policing issue but in Cambridge there were civil parking restrictions.
- c) Members asked what was done to protect those who were survivors of domestic violence to carry protection through once they had left their partners. The Commissioner explained that coercive domestic violence was now recognised as statute law and prosecutions have risen as a result.
- d) Members commented that the Outreach Service was yet to secure recurrent funding and asked what was being done to negate this risk? The Commissioner commented that if there was to be a reduction then this would be challenged; the Commissioner regularly wrote to Leaders and welcomed any help from Panel Members.
- e) Members commented that there were many positives within the report but that the satisfaction level of 69.9% (at least 'fairly satisfied') was low. The Commissioner explained that this highlighted the pressure that the police were under and that performance would always dip over the summer when demand was at its highest. The Demand Hub would manage expectations from the outset along with the likely outcome which should raise the rate.

### **ACTION**

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

## 10. Decisions By the Commissioner

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

### **ACTION**

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

*At this point the Police and Crime Commissioner and officers left the meeting.*

## 11. Meeting Dates and Agenda Plan 2018-2019

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

It was agreed that:

- The invite to the Annual Police and Crime Conference in November to be resent to Panel Members.
- No additional meeting in October but the morning of the November meeting to be utilised for Panel Members discussion
- A date to be sought from the OPCC with regard to the Commissioner's Budget Briefing in January.
- Panel Members would be asked if they needed a hard copy of agenda papers.

ITEM	ACTION
<b>Fire and Rescue Governance Update</b>	Following discussions the Panel <b>AGREED</b> to note the report.
<b>Monitoring the Delivery of the Police and Crime Commissioner's Police and Crime Plan</b>	<p>Following discussions the Panel <b>AGREED</b> to note the report.</p> <p>The Police and Crime Panel also made the following recommendations for the Commissioner:</p> <ul style="list-style-type: none"> <li>• Commissioner to share "Lessons Learnt" with regard to Athena, when available (expected by end of year)</li> <li>• Future reports to contain more up to date information when submitted to the Panel</li> </ul>
<b>Monitoring the Delivery of the Police and Crime Commissioner's Police and Crime Plan - Offenders</b>	<p>Following discussions the Panel <b>AGREED</b> to note the report.</p> <p>The Police and Crime Panel also made the following recommendations for the Commissioner:</p> <ul style="list-style-type: none"> <li>• Letter to the leader of Cambridgeshire County Council from the Panel supporting the introduction by district councils of Civil Enforcement of parking offences.</li> <li>• Written response expected from the Commissioner on areas of concern outlined in the brief for the report to the Panel (omitting points covered orally at the Panel Meeting).</li> </ul>
<b>Monitoring the Delivery of the Police and Crime Commissioner's Police and Crime Plan - Victims</b>	Following discussions the Panel <b>AGREED</b> to note the report.
<b>Decisions By the Commissioner</b>	The Panel <b>NOTED</b> the report and decisions that had been made by the Commissioner.



ITEM	ACTION
<p><b>Meeting Dates and Agenda Plan 2017-2018</b></p>	<p>It was agreed that:</p> <ul style="list-style-type: none"> <li>• The invite to the Annual Police and Crime Conference in November to be resent to Panel Members.</li> <li>• No additional meeting in October but the morning of the November meeting to be utilised for Panel Members discussion</li> <li>• A date to be sought from the OPCC with regard to the Commissioner’s Budget Briefing in January.</li> <li>• Panel Members would be asked if they needed a hard copy of agenda papers.</li> </ul>

The meeting began at 2:00pm and ended at 4:15pm

CHAIRPERSON

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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 5</b>
<b>14 NOVEMBER 2018</b>	<b>Public Report</b>

**Report of: Jane Webb, Secretariat, Peterborough City Council**

Contact Officer(s) – Jane Webb

Contact Details – jane.webb@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 one complaint has been made against the Commissioner. This complaint has been ruled out of further consideration by the Monitoring Officer and the Chairman of the Panel due to involving operational policing matters which are outside the remit of the Commissioner, and lack of sufficient evidence relating to another secondary complaint regarding how the Commissioner handled the primary complaint.

**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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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item 6</b>
<b>14<sup>th</sup> November 2018</b>	<b>Public Report</b>

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

**Contact Officers – Dorothy Gregson**

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

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

#### **1. PURPOSE**

- 1.1 The report is being presented to the Cambridgeshire Police and Crime Panel (the “Panel”) to update it following the approval from the Home Secretary for the Police and Crime Commissioner (the “Commissioner”) to take on responsibility for governance arrangements for the Cambridgeshire Fire and Rescue Service (the “Fire Service”).

#### **2. RECOMMENDATION**

- 2.1 The Panel is asked to note the contents of this report.
- 2.2 The Panel are also asked to refer to the detailed report entitled ‘Fire and Rescue Governance – Update’ they received at their 15<sup>th</sup> November 2017 Panel meeting which provided information regarding the background to the legislative process followed by the Commissioner i.e preparation of a Local Business Case, public consultation, and submission of the proposal to the Home Secretary. Therefore, this report provides an update since November 2017 regarding the Commissioner’s proposal for fire governance. For ease of reference, the link to the November 2017 Panel report is provided in Section 6 below. (The Panel has also received updates to their January, March, July and September 2018 meetings to which reference can also be made).

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

- 3.1 Item 6 – To review and scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner’s functions.

Item 8 – To support the effective exercise of the functions of the Commissioner.

#### **4. BACKGROUND**

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

## **5. CURRENT POSITION**

- 5.1 The Commissioner's proposal to take on the governance of the Fire Service was submitted to the Home Office on 10<sup>th</sup> October 2017. Where the upper tier authorities do not agree with a proposal, as was the case in Cambridgeshire, the Home Office is required to obtain an independent assessment of the proposal. The Home Secretary took into account the findings of the independent assessment when making the final decision whether or not to approve the Commissioner's proposal.
- 5.2 At the request of the Minister of State for Policing and the Fire Service, the Chartered Institute of Public Finance & Accountancy undertook an independent assessment of the Cambridgeshire proposal in early December 2017, providing their assessment to the Home Office on the 20<sup>th</sup> December 2017.
- 5.3 On 26<sup>th</sup> March 2018 the Home Secretary announced that the Commissioner for Cambridgeshire would be one of three more Commissioners to take on responsibility for local fire and rescue services. The Home Secretary considered that the Cambridgeshire proposal demonstrated that a transfer of governance would be in the interests of economy, efficiency and effectiveness and does not have an adverse effect upon public safety. However, the Home Secretary's decision is now subject to legal challenge by Cambridgeshire and Peterborough Fire Authority.
- 5.4 The Office of the Police and Crime Commissioner (OPCC) are currently exploring the impact of the delay in implementation of the transfer of governance. The Commissioner met the Chairman of the Fire Authority on 25<sup>th</sup> September 2018. The importance of the estate strategy was recognised. It was noted that the legal challenge regarding the Home Secretary's decision is still being pursued.
- 5.5 The on-going interim arrangement to share the same Chief Finance Officer across the Fire Authority and the OPCC in September 2018. Alongside this a recruitment exercise for a Head of Finance within the OPCC has been undertaken.

## **6. BACKGROUND DOCUMENTS**

Fire and Rescue Services Act 2004

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

Policing and Crime Act 2017

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

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

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

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

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

Cambridgeshire Police and Crime Commissioner's Fire Governance proposal submission

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

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

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

Letter from the Home Secretary approving the proposal to transfer fire governance to the Police and Crime Commissioner and independent assessment by CIPFA

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

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 7</b>
<b>14<sup>th</sup> November 2018</b>	<b>Public Report</b>

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

**Contact Officer – Matthew Warren, Interim Chief Finance Officer**  
**Contact Details – [cambs-pcc@cambs.pnn.police.uk](mailto:cambs-pcc@cambs.pnn.police.uk) 0300 333 3456**

### **MEDIUM TERM FINANCIAL STRATEGY 2019/20 to 2022/23**

#### **1. PURPOSE**

- 1.1 The purpose of this report is to update the Police and Crime Panel (the “Panel”) on the Police and Crime Commissioner’s (the “Commissioner”) approach to setting the Medium Term Financial Strategy 2019/20 to 2022/23 (MTFS).

#### **2. RECOMMENDATIONS**

- 2.1 The Panel is recommended to note the report and the MTFS as given at Appendix 1.

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

- 3.1 Item 6 – To review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner’s functions.
- Item 8 – To support the effective exercise of the functions of the Police and Crime Commissioner.

#### **4. BACKGROUND**

- 4.1 Under the Police Reform and Social Responsibility Act 2011 and the Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012, the Commissioner must notify the Panel of the precept which the Commissioner is proposing to issue for the financial year by 1 February.
- 4.2 As part of the process to arrive at the precept for 2019/20 the Commissioner needs to agree a MTFS covering the four years from 2019/20 to 2022/23. This report sets out the risks and issues that the Commissioner is considering in agreeing the MTFS.

#### **5. RISKS AND ISSUES**

- 5.1 The MTFS for the period 2019/20 to 2022/23 represents the financial plan required to deliver the objectives and outcomes of the Commissioner as set out in the Police and Crime Plan (the “Plan”).
- 5.2 The Plan has four key themes to its delivery: Offenders, Victims, Community and Transformation, each with a number of objectives and priorities for action. The fundamentals of the Plan is underpinned by the delivery of a transformation programme that will enable the Commissioner and Cambridgeshire Constabulary (the “Constabulary”) to better manage the demands on the service whilst improving the quality of service for victims and the wider community.

- 5.3 There is significant uncertainty around the settlement figures for the next financial year and the planned spending review period. In addition, the uncertainty around the UK's exit from the European Union is creating broader economic uncertainty, which could lead to delays in the final settlement. The MTFs will have to provide flexibility to respond to any variations that may present themselves in future financial years.
- 5.4 At this stage of the process many figures are still unknown but we are aware of some significant challenges to the 2019/20 budget. Therefore, it is highly likely that there will be a requirement to use reserves to achieve a balanced budget.
- 5.5 The Government usually announce police funding in December. However, there is speculation that this may slip into January 2019 which will make finalising the MTFs challenging. If the funding does not follow inflation the impact on Cambridgeshire will be significant.
- 5.6 The key challenges for 2019/20 are pensions, Policing Education Qualification Framework (PEQF), digitisation of policing and insurance.
- 5.7 The valuation of the unfunded Police pension scheme was completed in 2016. The outcomes of this review have been recently communicated to all affected parties. The result of a technical change to the way the scheme is valued will result in an increase to employers' contributions for Cambridgeshire. At this stage the gap is expected to be approximately £4.3m which is the equivalent of about 120 officers. However, the projected gap is after applying treasury funding, which is still to be confirmed.
- 5.8 PEQF costs are currently unknown but we anticipate an impact on deployment and effectiveness for at least three years whilst Police Officers undertake their University training.
- 5.9 Digitisation of policing relates to national programmes that are being delivered over the term of the MTFs. At this stage the funding arrangements around the programme is unclear but we have to absorb the costs of implementation whilst not necessarily gaining the benefits or savings from this technology immediately.
- 5.10 Cambridgeshire Constabulary's insurance is procured through a collaborative arrangement with a number of other police forces. The most recent tendering exercise has resulted in the premium increasing significantly. This is related to motor insurance where the competition is limited. This increase is expected in 2019/20 and will cost the Constabulary an additional £0.5m.
- 5.11 The Commissioner has committed to supporting frontline officers and therefore savings will have to come from other areas of the business. Cambridgeshire have already made savings of £28.65m since 2010 and therefore some tough decisions will have to be made in order to achieve a balanced budget.

## **6. NEXT STEPS**

- 6.1 Detailed work on the MTFs will take place during the autumn in particular to refine the Net Budget Requirement and funding scenarios. The Police Settlement is anticipated to be in early December 2018 which will enable us to finalise our budget.
- 6.2 The Precept Report 2019/20 will be presented to the Panel at its meeting on 30<sup>th</sup> January 2019 and it is proposed that a budget briefing session is held for the Panel in January 2019.

## **7. APPENDIX**

- 7.1 Appendix 1 – 'Cambridgeshire Police and Crime Commissioner's Medium Term Financial Strategy 2019/20 to 2022/23'





**CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER**

**MEDIUM TERM FINANCIAL STRATEGY**

**2019/20 TO 2022/23**

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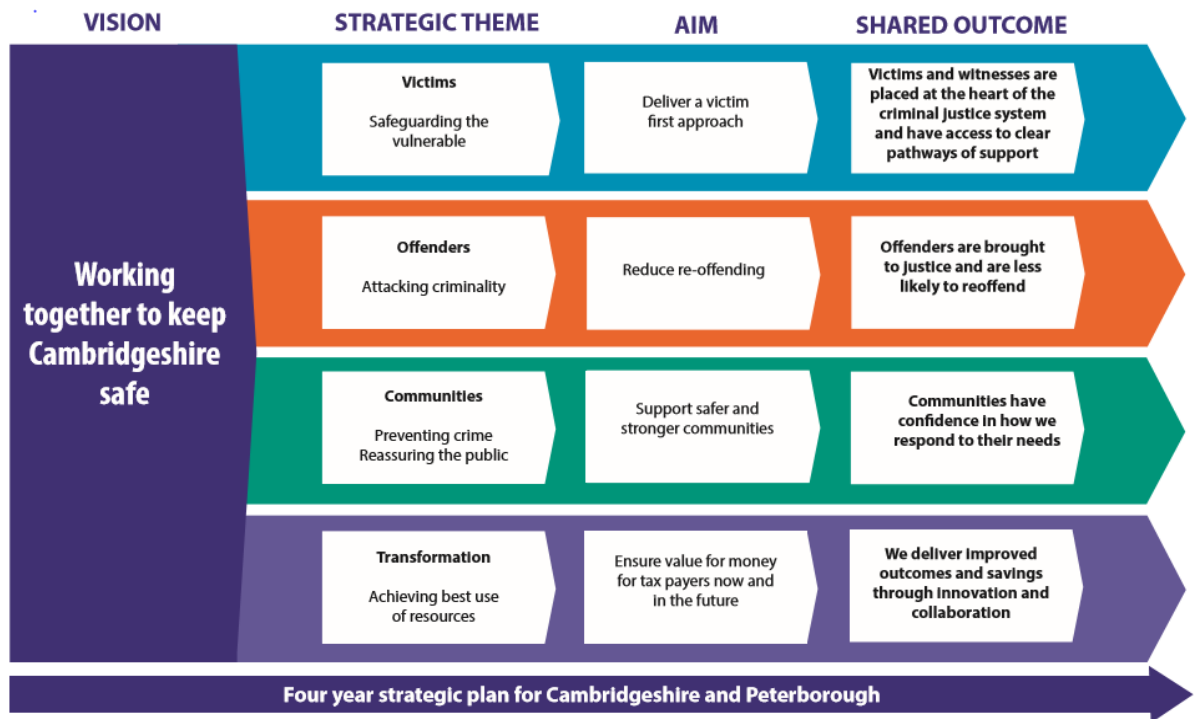
## **1. Overview and Purpose of Strategy**

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

## 2. Police and Crime Plan

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

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



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

#### Victims

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

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

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

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

2.6 Domestic Abuse services are currently compliant with the National Best Practice Framework. Continued compliance depends on partners' ongoing commitment to resourcing both front line services and existing ways of working. All partners need to ensure emerging risks are shared and mitigated together.

2.7 The role of the Commissioner could widen in the Criminal Justice System (CJS) to provide oversight and accountability for local CJS including offender management services and probation.

### **Offenders**

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

2.9 Community Safety Partnerships are key partners in this. Crime and disorder reduction grants will be awarded to them for projects that support this and the Communities strategic theme. The Commissioner is keen that grants go towards preventative work to help reduce demands and calls for service. The OPCC has bid for funds from the Early Intervention Youth Fund in partnership with CSP's.

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

- 2.11 A key initiative in the national agenda of CJ is the implementation of virtual courts. This lessens the requirement for a person to sit at Court until called, but will enable them to give their evidence from a location elsewhere via a live link. There is a cost for the implementation of the facilities to enable this to happen but it is an invest to save initiative as it reduces the burden on staff attending court and assists in improving operational efficiencies.
- 2.12 The Plan has a priority action to contribute to national policing needs as set out in the Government's Strategic Policing Requirement. This includes areas such as Counter-Terrorism and serious and organised crime. Cambridgeshire are part of the Eastern Regional Specialist Operations Unit whose work includes these areas. The Commissioner has to ensure the Chief Constable has the resources and working regionally provides resilience in this area.

### **Communities**

- 2.13 The **Communities** Strategic Theme recognises all public service organisations are facing challenges as budgets reduce and there are often the same people with multiple and complex needs that all agencies come into contact with.
- 2.14 The Constabulary Local Policing Review (LPR) is embedding having been implemented in 2017/18. It supports delivery of the Plan and enables the constabulary to provide a more effective and legitimate service to the public while driving continuous improvement and efficiency.
- 2.15 A key risk, both operationally and financially, is the recruitment and retention of police officers. The Constabulary must ensure it retains existing officers, effectively recruits new officers and improves the diversity of the workforce so it is representative of the community it serves. The College of Policing is introducing a graduate scheme and an apprentice scheme, which should help manage this risk, but the full details and cost implications are not fully known/understood at this time. It is anticipated that the graduate route will impact upon availability of frontline officers.

### **Transformation**

- 2.16 In the face of complex economic and social pressures, we must think and act differently and continue to transform the way we work through collaboration and new technology. In order to achieve this the **Transformation** Strategic Theme brings these strands together.
- 2.17 The MTFS is the document that brings the initiatives under the transformation theme together and demonstrates how they will be delivered.
- 2.18 We have a well-established collaboration with Bedfordshire Police and Hertfordshire Constabulary and any identified areas of risk and potential further savings are included in this plan. Additionally joint collaboration is now established on a Seven Force Basis

(Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk, and Suffolk) and one of the first areas of business to review is procurement.

### **3. Police Funding**

- 3.1 There are two principle sources of funding available to the Police and Crime Commissioner for the delivery of his duties: Government Formula Grant and Council Tax. The draft financial settlement is anticipated to be issued by the Home Office in January 2019 and will provide details on the Police Grant and Council Tax, both of which are discussed below.

#### **Government Formula Grant**

- 3.2 In 2018/19 60% of the funding for the Commissioner was from the Police Grant, paid by the Home Office. In the last financial year, the Police Grant was set at a cash standstill position of £78.411 million. This grant allocation will have a significant impact on the 2019/20 budget, as even a small increase will greatly assist in achieving a balanced budget.

#### **Council Tax**

- 3.3 The Council Tax is driven by two elements, the Band D equivalent rate and the Council Tax base. The current Band D rate in Cambridgeshire is £198.72 (2018/19). The draft financial settlement included a provision that allows Police and Crime Commissioners to increase their share of the Council Tax by up to £12. The MTFS is based on this £11.97 increase occurring for a second time in 2019/20 and then reverting to a 2% increase per annum. This will increase the Council Tax in 2019/20 to £210.69 (6.3% increase).
- 3.4 The second element of council tax is the council tax base, which is the total number of Band D equivalent properties in the area. This is calculated by the District Council's and is driven by house building in the area. The council tax base for 2019/20 is anticipated to increase by an estimated 1.9% but this will be confirmed at a later date.

### **4. Demand Background**

- 4.1 The pressures on policing have been widely discussed in the national media. Increases in calls for service and recorded crime have been seen in many forces, and policing is becoming increasingly complex. Forces increasingly have less surge capacity to deal with unforeseen peaks in demand due to reducing workforce numbers. These pressures have not diminished and indeed two recently published reports; Policing 4.0 Deciding the future of policing in the UK<sup>1</sup>, and Financial sustainability of police forces

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<sup>1</sup> Deloitte Policing 4.0 <https://www2.deloitte.com/uk/en/pages/public-sector/articles/the-future-of-policing.html>

in England and Wales 2018 by the National Audit Office<sup>2</sup> highlight the complexities of crime types and some of the strategic choices to be made.

- 4.2 The types of demand the police deal with are changing, with emerging crime types like cyber-crime, and a focus on hidden crime types that involve the vulnerable, such as modern slavery and child sexual exploitation. These require a more specialist response, are costly and time consuming to investigate, and cross traditional policing boundaries, requiring joined up working between police forces.
- 4.3 The Government are preparing the Comprehensive Spending Review which is due to be finalised in 2019. In addition, the future economy of the UK following Brexit is unclear.
- 4.4 Some pressures are caused by short term demands, such as seasonal fluctuations in calls for service and responses to incidents of national significance (such as terrorist attacks). Others are the result of longer term changes, such as a growing population and more complex crime types that require more resources to investigate.

#### **Short Term Demands**

- 4.5 Demand on policing in Cambridgeshire has grown, which has caused significant strain on frontline resources. Calls for service have increased and crime levels are on an upward trajectory. Some of the increase in crime is due to improved recording standards (which represents improved service delivery for victims), but there are also increases in some crime types that are not affected by improved recording (such as vehicle crime and shoplifting). This in turn places higher demands on a range of policing activities from initial call handling and police response through to investigative processes.
- 4.6 The new LPR model supports delivery of the Police and Crime Plan and allows the Constabulary to respond effectively to increases in demand.
- 4.7 The Constabulary's new website which facilitates online reporting and provides guidance on and access to services online has seen a significant shift in the way the public communicate with the police. In Q1 2016 72 uses were recorded, in Q1 2017 this increased to 1,267 and for Q1 2018 this was 7,366 digital transactions.
- 4.8 The LPR model also includes an enhanced approach to neighbourhood policing, with a focus on problem solving. This will help prevent more crime in Cambridgeshire, and will support more effective working with partners and volunteers in local communities.
- 4.9 The intention of the Commissioner is to give all of the additional money raised from the increased Council Tax to the Chief Constable. This would allow him to resource the increase in demand more adequately and more effectively respond to what the

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<sup>2</sup> National Audit Office <https://www.nao.org.uk/report/financial-sustainability-of-police-forces-in-england-and-wales-2018/>



public want through measures that would include the recruitment of additional Police Officers as well as permitting a review of the plans to reduce Police station opening hours.

### **Long Term Demands**

- 4.10 Cambridgeshire continues to be one of the fastest growing counties in terms of population and this is set to continue. However the Constabulary is one of the lowest funded police forces in the country, per head of population, resulting in a constant threat of under resourced policing services.
- 4.11 Public sector partners are also facing increasing demands on their services alongside reductions in budgets. In some areas of work we are seeing partners shrinking and policing seeing an increase in demand as it becomes the service of last resort. Top tier organisations in the county have signalled their budget pressures and are reviewing which services they can further cut or cease.
- 4.12 Increasingly national initiatives are being cascaded at a force level to implement and fund. Examples include the Airwave replacement programme, the College of Policing professionalisation programme, and complaints reform. At the same time, no additional funds are forthcoming from central government to implement these, but the police settlement grant gets 'top sliced' to fund national initiatives.
- 4.13 The four biggest risks facing Cambridgeshire for 2019/20 and onwards are Pensions, Policing Education Qualifications Framework (PEQF), Digitisation of Policing and Insurance.
- 4.14 Employer contributions for pensions have been reviewed by Central Government and due to a technical change to calculations of pensions it is estimated the employer contributions will rise by between 7.2% to 11.2%. Nationally, this equates to £165m for 19/20 and £417m in 20/21. If the funding grant settlement doesn't follow inflation this will place significant financial challenges upon us and some stark decisions will have to be made in order to balance the budget.
- 4.15 PEQF is a national initiative by the College of Policing for both Apprenticeship and Graduate schemes. The monetary costs of these schemes are currently unknown but we must also consider the operational impact and anticipated reduction in effectiveness whilst officers are training for three years.
- 4.16 Digitisation of Policing consists of many strands and is part of the National Police Chiefs' Council and Association of Police and Crime Commissioners 'Policing Vision 2025' to enable policing to make better use of digital technology for investigating crime, enabling business delivery and making it easier for the public to contact police. All of this technology will cost forces to implement and these are not insignificant investments. There has been an acknowledgement that the roll out of national programmes

- 4.17 Insurance Premium for policing increased significantly between 2015 and 2017 and is due to increase again in 2019/20. The total annual insurance premium cost for Cambridgeshire in 2018/19 was £934,227. The increases in this area of business could divert funds away from frontline policing. We anticipate a further £0.5m will be required in 2019/20.
- 4.18 In addition, the National Police Air Service (NPAS) is consulting on different working models all of which could increase the budget requirement on Cambridgeshire. However, the extent of the pressure is unknown at this time.

## **5. Productivity**

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

## **6. Inflation**

- 6.1 Current inflation rates are contained within the MTFP (Appendix A) but there is currently a period of growing inflation, which brings about pressure and risks to the budget.

6.2 During 2017/18 the Government diverted from a 1% pay increase for public sector to 2%. This approach is anticipated to continue in future year pay awards and will be reflected in the budget.

## **7. Savings**

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

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

## **8. Workforce**

8.1 Despite ongoing budget pressures, the total number of police officer posts in the Constabulary establishment is budgeted to remain almost level at TBC in 2019/20.

8.2 PCSO establishment numbers are budgeted to reduce to TBC.

8.3 Police Staff budgeted numbers are estimated to remain steady at TBC.

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

8.5 The Constabulary is already collaborating in several areas. This has enabled each Force/Constabulary to have access to a greater number of resources. It is anticipated the total number of resources the Constabulary will have access to will increase as collaboration continues to develop.

**Table 1 – Workforce projections (establishment)**

	<b>2018/19</b>	<b>2019/20</b>
<b>Police Officers:</b>		
Local Policing	1,175	TBC
Other Policing	251	
<b>Total Officers</b>	<b>1,425*</b>	
<b>Police Staff:</b>		
Police Staff	873	
PCSOs	126	
<b>Total</b>	<b>999</b>	

\*takes account of roundings in calculations

## **9. Partnership Working**

- 9.1 The Commissioner has a Commissioning and Grants Strategy which sets out the approach taken to provide funding for local interventions, innovation, projects and victim support services to deliver the shared outcomes of the Plan.
- 9.2 The Commissioner may award a Crime and Disorder Reduction Grant to any person; for securing, or contributing to securing, crime and disorder reduction. The proposed grants for 2019/20 are awarded to Community Safety Partnerships and other local bodies in support of achieving the Plan objectives.
- 9.3 The MoJ transferred responsibility for commissioning support services for victims of crime to Police and Crime Commissioners. These services are provided using a mixture of grants and commissioning.
- 9.4 The Commissioner also awards grants to deliver casualty reduction and support in the county.
- 9.5 The Commissioner commenced a Youth and Community Fund during 2017/18 and this will continue to support youth and community groups to deliver activities to divert young people away from offending and reduce the vulnerability of young people. Details of the fund can be found on the Commissioner's website.
- 9.6 There is a strong desire from partners in Cambridgeshire to work together; not only to meet people's need but also to prevent problems occurring in the first place. Prevention is a shared priority. However, more work is required to understand how investment in prevention can be incentivised.

## 10. Risks

10.1 Key risks associated with this MTFS are discussed throughout this document but are:

- Funding – both cuts in direct grants and lack of growth in Council Tax and the potential increase in pension contributions.
- Demand – both short and long term and the changing nature of crime.
- Cuts elsewhere in the public sector, bringing about demand shift onto the police.
- Legislative changes bringing more responsibilities without the necessary funding.
- A significant, currently unquantified risk is the national ICT programme, which whilst providing efficiencies in the medium to long term have short term cost implications.

## 11. Reserves

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

11.2 The **General Reserve**, which is a statutory contingency reserve to fund unplanned and emergency expenditure, for example a major operational investigation, stood at £7.198m (5.05% of the Net Budget Requirement (NBR) 2018/19).

11.3 A general reserve of 5% of the NBR is considered prudent. This means that as the NBR increases each year a contribution to the General Reserve is required. The estimated position of the General Reserve over each year of the MTFS is shown in **Table 2** below.

11.4 The Commissioner is also required to clearly set out how he intends to use all reserves over the MTFS period, including specific spend categories as required by the Home Office. **Table 2** sets out the estimated balances of the reserves over the period of the MTFS.

**Table 2: Estimated Reserves Position 2019/20 to 2022/23**

	Home Office Categories <sup>3</sup>	Balance 31 March 2019	Balance 31 March 2020	Balance 31 March 2021	Balance 31 March 2022	Balance 31 March 2023
<b>Earmarked Reserves</b>						
Drug Forfeiture (Operational) Reserve	A	78	78	78	78	
Budget Assistance Reserve	A	965	(1,472)	(1,682)	(1,592)	
Road Casualty Reduction & Support Fund	A, B	1,348	1,348	1,348	1,348	
Collaboration & Commissioning Reserve	A	270	-	-	-	
ICT Development Reserve	A	-	-	-	-	
Estate Development Reserve	A, B	5,439	-	-	-	
<b>Contingency Reserves</b>						
Insurance Reserve	C	996	996	996	996	
Ill-Health Retirement Reserve	C	398	398	398	398	
<b>Capital Reserves</b>						
Capital Reserve	A	845	-	-	-	
Capital Receipts Reserve	A	-	-	-	-	
<b>Total Earmarked Reserves</b>		<b>10,339</b>	<b>1,348</b>	<b>1,138</b>	<b>1,228</b>	
General Reserve	C	6,934	7,240	7,803	8,027	
<b>Total Usable Reserves</b>		<b>17,273</b>	<b>8,588</b>	<b>8,941</b>	<b>9,255</b>	

11.5 The **Drug Forfeiture** Reserve contains funds received from HM Courts and is earmarked for operational activity to disrupt criminal activity involving drug crime. Funds are applied from this fund as operational need requires.

11.6 The **Road Casualty Reduction and Support Fund** contains funds to be used on road casualty reduction activities. The PCC is drafting a Strategy which will inform use of this reserve for the remainder of this MTFS and also going forward. This fund will be utilised over the MTFS period but the spend profile is to be determined.

<sup>3</sup> A – Funding for planned expenditure on projects and programmes over the period of the current medium term financial plan.

B – Funding for specific projects and programmes beyond the current planning period.

C – As a general contingency or resource to meet other expenditure needs held in accordance with sound principles of good financial management (e.g. insurance)

- 11.7 The **Collaboration and Commissioning** Reserve is for the PCC to fund activities under the Transformation theme of his Police and Crime Plan. During 2018/19 funds were applied to pay the salary of a Watch Co-ordinator in the Constabulary.
- 11.8 The **ICT Development** Reserve is to be used for major ICT programmes that are being implemented nationally through the Police ICT Company. It is anticipated this reserve will be used in the life of this MTFS. During 2018/19 this was used to fund parts of the Athena implementation.
- 11.9 The **Estate Development** Reserve is used for estates issues that were unknown when setting the Capital Programme. It is anticipated this reserve will be used by the end of this MTFS and will be used for future estate upgrades.
- 11.10 **Contingency Reserves** are held for Insurance and Ill-Health retirement. The amount held for insurance is based on the annual actuary report. The ill-health reserve is a contingency set at five retirees averaged at £79.6k per pensioner.
- 11.11 The **Capital Reserve** is to be used for the Capital Programme and will be used during the life of this MTFS.
- 11.12 The **Capital Receipts** Reserve is made up from receipts from buildings the PCC has disposed of as they are no longer required for operational policing. This reserve will be used to help fund the building of a new operational police station in the southern part of the county.

## 12. Robustness of estimates

- 12.1 Under Section 25 of the Local Government Act 2003, the Commissioner's CFO is required to report on the robustness of the estimates made for the purposes of the budget calculations.
- 12.2 Work on the 2019/20 budget gap started early in 2018/19, as the Constabulary identified savings during the financial year which contribute towards balancing the budgets for the next financial year. This is the established practice, which ensures that the savings and efficiencies are achievable and the Constabulary continually strives to ensure effective and efficient policing.
- 12.3 A sound financial strategy is the key enabler to the achievement of the pledges in the Plan, the objectives of the operational policing strategy and the protection of front-line policing. One of the best ways to keep people safe and maintain police resources and people's confidence in the police is to place an emphasis on long-term financial and strategic management as a whole. The Commissioner and Constabulary never look at expenditure numbers in isolation.
- 12.4 Analysing and setting the Commissioner's and Constabulary's budgets is an iterative and ongoing process. Initial drafts of the following year's budget are prepared throughout the current year. The budget setting process continues in earnest in September. The known factors including contractual commitments, cost pressures and savings identified during the current financial year, alongside assumptions relating to central government funding. These factors set the financial landscape for

the coming year. The Constabulary's Budget Managers are tasked with reviewing their budgets and recommending savings. This work is undertaken in close co-operation with the Constabulary's Finance Team.

- 12.5 The Commissioner's CFO and the Constabulary's Director of Finance and Resources meet regularly from July to consider the draft budget and MTFP, challenging assumptions and analysing savings in order to improve a realistic and sustainable financial plan that enables the Constabulary to bring the operational policing strategy to fruition.

### **13. Capital Programme**

- 13.1 The Capital Programme consists of the major infrastructure works that are due to be carried out over the next four years. It also contains forecast spend for vehicles and ICT programmes.

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**APPENDIX A – MTFP 2019/20 to 2022/23**

To be added once figures known

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**APPENDIX B - CAPITAL PROGRAMME 2019/20 to 2022/23**

**To be added once confirmed**

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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 8</b>
<b>14<sup>th</sup> November 2018</b>	<b>Public Report</b>

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

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

#### **1. PURPOSE**

- 1.1 The purpose of this report is to update the Police and Crime Panel (the “Panel”) on activity underway to deliver the priorities set out in the Communities section of the Police and Crime Commissioner’s (the “Commissioner”) Police and Crime Plan (the “Plan”).

#### **2. RECOMMENDATIONS**

- 2.1 The Panel is recommended to note the contents of this report.

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

Item 6 – to review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner’s functions.

Item 8 - To support the effective exercise of the functions of the Police and Crime Commissioner.

#### **4. BACKGROUND**

- 4.1 Under the Police Reform and Social Responsibility Act 2011 the Commissioner is required to produce a Plan.
- 4.2 The Commissioner’s Plan became effective from the April 2017 and is structured around four key strategic themes: Victims, Offenders, Communities, and Transformation. Each theme has its own aim and has a framework designed through a series of shared outcomes to enable all agencies with a part to play in community safety and criminal justice, to strategically direct the future delivery of services through these common goals. Each theme is supported by key objectives and priorities for action.
- 4.3 There are strong mechanisms in place to scrutinise the overall performance of Cambridgeshire Constabulary (the “Constabulary”), including the priorities and outcomes set out in the Plan. Performance data is included within the Quarterly Performance report data pack and reported to the Commissioner’s Business Coordination Board (BCB). Effective partnership working is also key to the delivery of the Plan.

#### **5. COMMUNITIES CONTEXT AND OVERVIEW**

- 5.1 The Communities element of the Plan seeks to stimulate delivery of a system wide approach to community safety through collaborative working, joining-up service provision to listen and respond to day to day community safety issues.

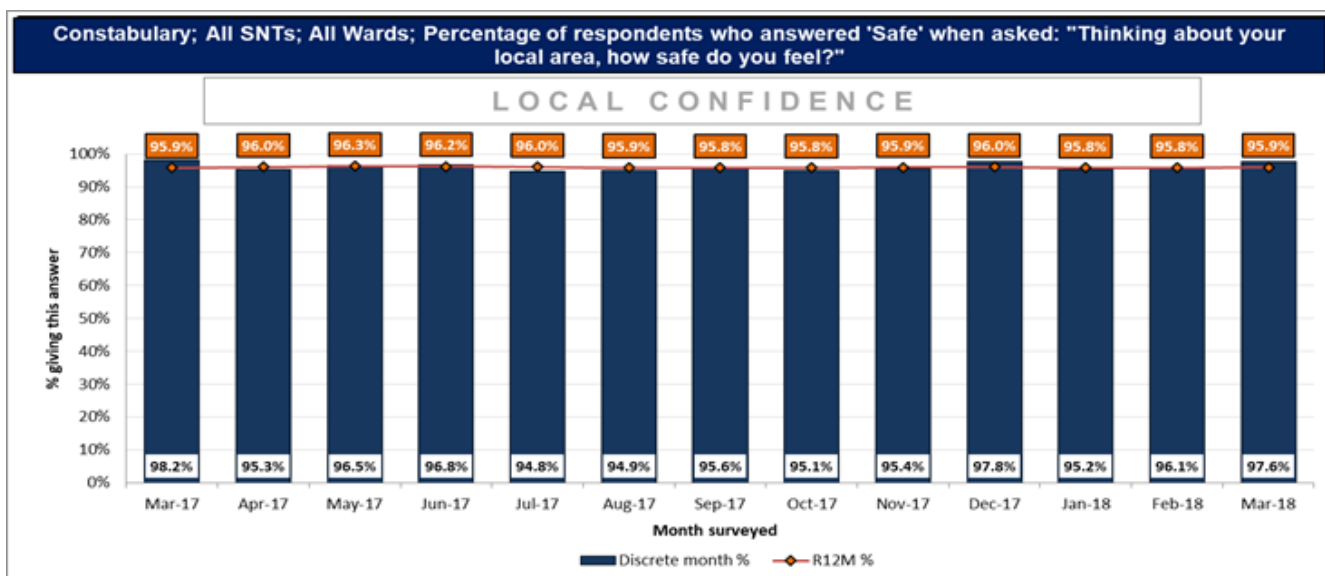
5.2 The shared outcome of ‘Communities have confidence in how we respond to their needs’ and the Aim to ‘Support safer and stronger communities’ are hugely important. The public want local services they can trust and have confidence in. The Constabulary is committed to being part of this through provision of local and specialist policing services that are able to respond effectively to future demand and where capable officers and staff are recruited and supported to maximise their potential.

5.3 The Plan sets out three high level objectives:

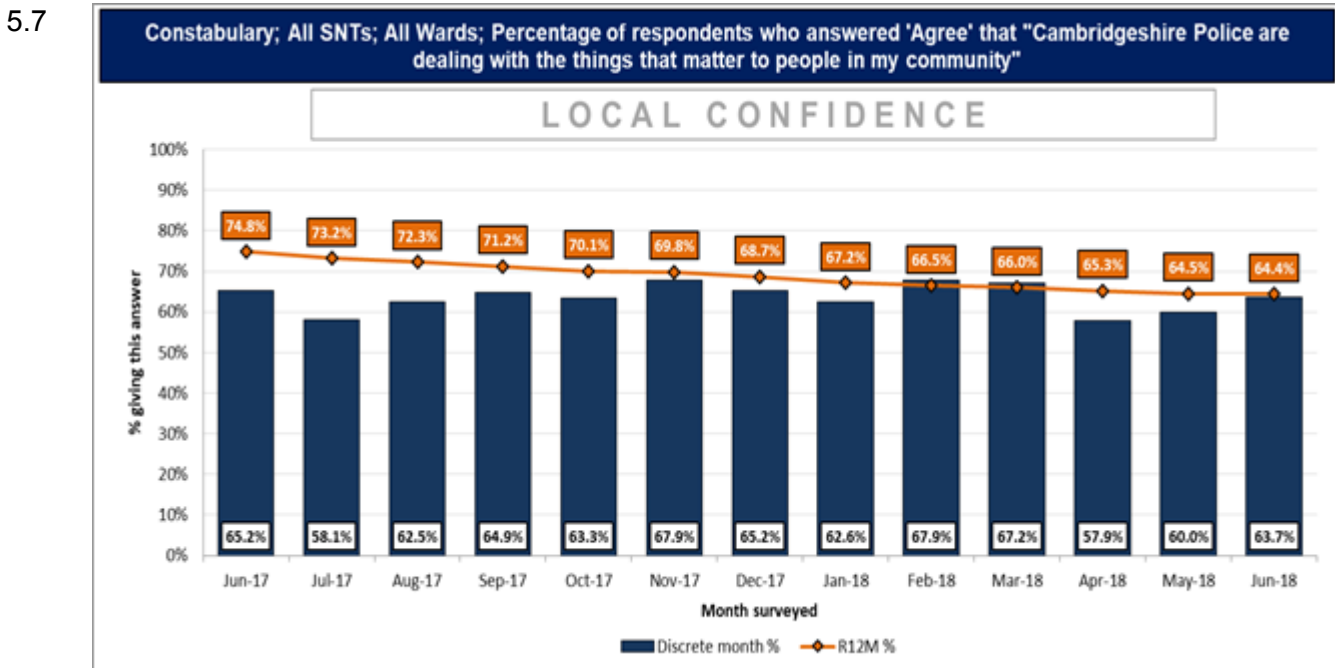
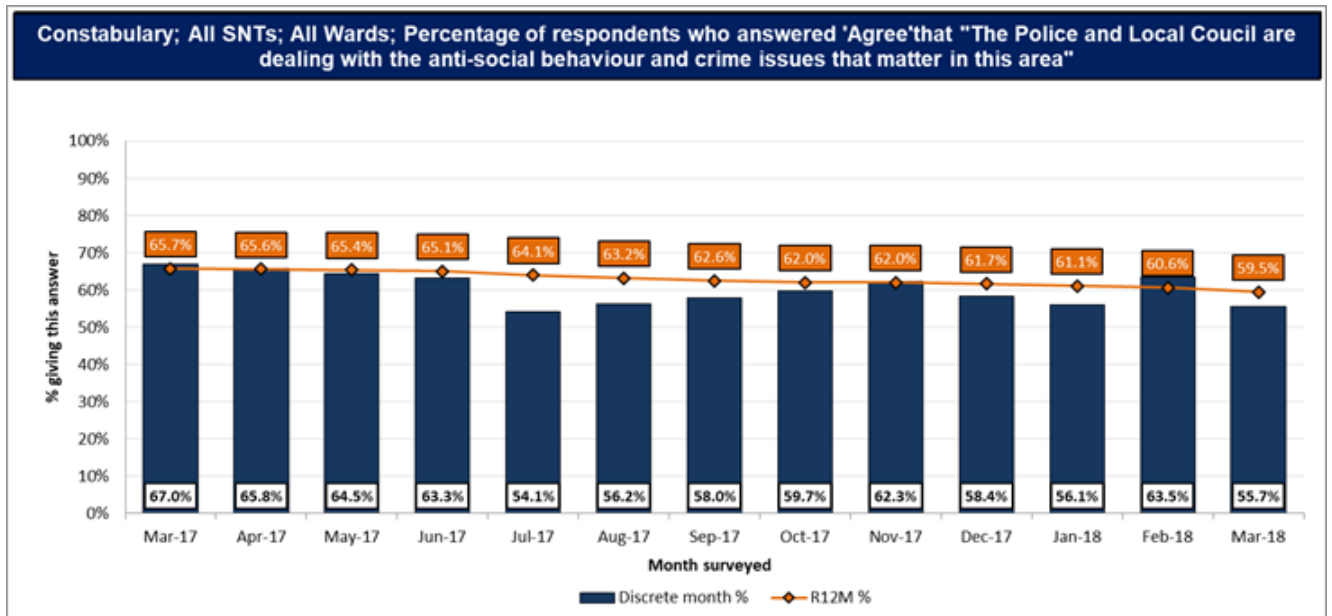
- Joining-up service provision to listen and respond to day to day community safety issues
- Increase public involvement to improve community understanding and resilience
- Inspire all public servants to maintain the highest levels of ethical behaviour to ensure public confidence and trust

5.4 The last Communities deep dive report received by the Panel in November 2017 stated that the Constabulary were taking steps to ensure that they would be able to meet future demand within the forecast resources available through reviewing the local policing provision, aligning community participation activity and supporting the recruitment, retention and progression of its people. Much has been achieved since that.

5.5 The overarching outcome of the work outlined in this report is for communities to have confidence in how we respond to their needs. Data demonstrates our communities continue to feel safe.



5.6 The financial constraints across the public sector means that all organisations are having to prioritise and to find the most efficient and effective ways to deliver their services. Against this backdrop of demand for resources, although feelings of safety are being maintained, we are seeing an adverse trend in public confidence in the way policing and local councils are dealing with things that matter to people in the community. A similar trend is seen for policing alone.



- 5.8 The Plan identifies that the response to this challenge is to make sure that services are aligned to support each other and not duplicate each other's work. Public services must actively seek ways of sharing capabilities, intelligence and facilities to meet people's needs in a cost effective way. This partnership approach extends to the public, ensuring there are good links with the knowledge, goodwill and enthusiasm of our citizens to support the police, and others, in protecting our communities. Volunteers can provide specialist advice, local intelligence and community work to support safer and stronger communities.
- 5.9 Many public sector organisations share these aspirations but historically only limited progress has been made. Therefore in taking forward the aspirations in this section of the Plan, the Commissioner has sought to lead by example and foster and take forward work in partnership. As a result, there is now an increasing shared ambition across the public sector to work collaboratively as system leaders with a focus on reaching the best outcomes we can in the most efficient and effective way possible.
- 5.10 For example, improving the life potential for people with multiple disadvantage who often find themselves stuck in the revolving door of crisis and crime, is something we all play a part in. To that end, the Commissioner continues to support the Offender Hub which helps tackle the root causes of early offending behaviour by offering conditional cautions. He also continues to push forward on the housing agenda. Conditional Cautions can only be part of the solution. Key to the success of all of these issues is the need to have a long-term, strategic partnership approach: an approach which injects the right amount of energy into listening, responding and promoting improved solutions, leading to safer communities.
- 5.11 Earlier this year, the Commissioner blogged about the need for a partnership response to tackling public services delivery (<http://www.cambridgeshire-pcc.gov.uk/whats-new/blogs/>) when he marked the anniversary of the publication of Rebalancing Act a resource jointly produced by Revolving Doors Agency, Public Health England and the Home Office,

## **6. Joining-up service provision to listen and respond to day to day community safety issues**

- 6.1 The Commissioner has used the Countywide Community Safety Strategic Board (CCSSB) to define and support a more joined-up approach to community safety service delivery. In 2017 the Commissioner's office, the Office of the Police and Crime Commissioner (OPCC) updated the Cambridgeshire and Peterborough Countywide Community Safety Agreement (the "Agreement"). This Agreement recognised that community safety issues do not always respect district boundaries. In 2017, Community Safety Partnerships (CSPs), individual Responsible Authorities<sup>1</sup> and the Plan identified issues of high importance that would benefit from a countywide co-ordination.
- 6.2 As part of the CCSSB, nine countywide Delivery Groups provide leadership of high risk issues and are providing reports on progress to the CCSSB. These now cover Mental Health, Domestic Abuse & Sexual Violence, Road Safety, Child Exploitation (including gang activity and county lines), Drug & Alcohol misuse, Youth Justice, and Organised Crime & Modern Slavery. The Agreement has been updated to reflect this.
- 6.3 The Delivery Groups are expected to:
- Have clear terms of reference;
  - Undertake a strategic assessment;
  - Develop a joint strategy which has been informed by the strategic assessment;
  - Put in place a delivery plan to take forward the strategy;
  - Have a risk register, with escalation of risk as appropriate to the CCSSB for their support and challenge; and
  - Undertake performance monitoring.

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<sup>1</sup> Responsible Authorities are: Local Authorities, Police, Fire and Rescue Service, National Probation Service, Clinical Commissioning Group, Community Rehabilitation Company. The Crime and Disorder Act places a statutory responsibility on Responsible Authorities to reduce crime and disorder in their communities.

- 6.4 Many of these Delivery Groups oversee significant countywide joint working across agencies. Examples include the Sexual Assault Referral Centre, Multi-agency Safeguarding Hub and Mental Health support into the police contact centre. The work of these groups are monitored through the CCSSB.
- 6.5 In April 2018, the CCSSB agreed three principles with respect to the how the Delivery Groups and the six CSPs would relate to each other:
- CSPs to co-ordinate and lead the efforts of Responsible Authorities to increase the resilience of people who are at risk of becoming involved in crime or becoming a victims, e.g. by improving pathways into housing, skills, employment, advice, health service, drug and alcohol services etc.
  - CSPs to co-ordinate and lead the efforts of the Responsible Authorities to increase community resilience and ability of communities to help themselves.
  - Delivery Groups to define the pathways required to manage those at high risk of harm.
- 6.6 CSPs are increasingly taking positive steps towards a prevention-focused approach. They are co-ordinating existing prevention work streams, looking at how existing resources are used and how grant funding can be used to create and embed new ways of working in front line practice. For example, the Responsible Authorities from Huntingdonshire CSP used funding from the Commissioner in 2017/18 to co-ordinate existing resources to run two pilot “Transforming Lives” diversionary programmes for young people.
- 6.7 At the July 2018 meeting of the Huntingdonshire CSP both project leads from the Early Help District Teams came to present their final report on each project focusing on outcomes and the impact the project has had on the young people who attended.
- 6.8 The agenda at this meeting included an invitation to the Chair of the County Exploitation and Missing Strategy Group to provide an overview of the work of the strategy group and to ensure that the local delivery, via Huntingdonshire CSP, of the project met the wider strategic aims and actions within the strategy and subsequent action plan.
- 6.9 This was accompanied by a presentation from the Exploitation Coordinator for the Local Safeguarding Children Board (LSCB) who provided an overview of both the exploitation risk assessment and management tool, and an overview of the work across the county, via the LSCB, of the work task and finish groups were doing on reviewing and updating key element of the exploitation strategy.
- 6.10 Partners were also advised of the mapping meetings taking place across the county to raise awareness and see the benefits of joined up agency working and information sharing and how improved outcomes could be demonstrated from this work. Partners were drawn to the attention of the Online Reporting Service which is available on the front page of the Constabulary’s website.
- 6.11 The purpose of Huntingdonshire CSP having a focus of the agenda regarding exploitation of young people was to provide all partners with an overview of the locally delivered Transforming Lives Project and outcomes and impact of this. It provided the context of the wider county-wide strategic priorities and also raised awareness of new tools and processes via the mapping meetings and updated risk assessment tool.
- 6.12 There are many other examples of local CSPs in Cambridgeshire which are drawing together important streams of work to ensure they have maximum impact in their district and the OPCC continues to support their development and that of the countywide Delivery Groups.

- 6.13 It has also been identified that if policing and other county wide organisations are to engage effectively with preventative work an element of commonality through shared approaches and outcome frameworks would be required across the county. The OPCC has updated the Agreement to flag Cambridgeshire and Peterborough's co-ordinated prevention initiatives namely:
- **Healthy and Safer Schools** – a tendering process is currently underway to identify a new provider, with a remit to cover safe as well as healthy schools, to be in place in Autumn 2018.
  - **Children's Early Help** – early help programmes for children are in place across both Cambridgeshire and Peterborough.
  - **Access to employment for vulnerable groups** – working with the Department for Work & Pensions, a public health chaired group has been in place considering access to employment for those affected by drug addiction. The remit of this group will be extended to cover other vulnerable groups.
  - **Think Community** – led by the local authorities, a shared approach to community resilience is being developed.
  - **Housing trailblazer** – the Trailblazer Project has co-ordinated early interventions to prevent homelessness.
- 6.14 April 2018 saw the publication of the Government's Serious Violence Strategy in response to significant concerns regarding national increases in serious violence and in particular the recent increases in knife crime, gun crime and homicide.
- 6.15 The Serious Violence Strategy represents a very significant programme of work involving a range of Government Departments and partners, in the public, voluntary and private sectors. It stresses the importance of early intervention to tackle the root causes and provide young people with the skills and resilience to lead productive lives free from violence. The Strategy supports a new balance between prevention and effective law enforcement.
- 6.16 The comprehensive partnership framework which the Commissioner has brought into existence covers every aspect of the new Strategy. The Strategy references the launch of the £11m Early Intervention Youth Fund (EIYF), which upon launch, the size of the Fund was increased to £22m. Locally, the OPCC have submitted two bids that have been developed with partners. Confidentiality clauses in the application process prevent details of bids being detailed in this report.
- 6.17 The crucial role of place-based CSPs in demand management is being increasingly understood. The OPCC undertook an interim review of the funding approach which was undertaken with CSPs in Spring 2018. Partnerships were still able to bid for continued funding for projects which risked being destabilised while a review was underway. Just under half of the £155k was awarded. The Commissioner has identified that the remaining crime and disorder grant monies can be used as match funding to bids to the EIYF.
- 6.18 CSPs have a statutory duty to bring partners together and increasingly they will need to drive local system-wide approaches which both address risks and reduce demand. As budgets tighten the opportunity to do this through bespoke projects will decline. CSPs will need to explore with Responsible Authorities how their mainstream services transform and work together to reduce demand and manage community safety risks.



- 6.19 The Commissioner has the power to award Crime and Disorder Reduction Grants to secure, or contribute to securing, crime and disorder reduction. In Cambridgeshire a mixed model of grants and commissioning is used. The grants fall into three categories: statutory functions for policing; demand management or management of risk. They are reviewed each year. Where a contribution is made to a wider contract or function the Commissioner agrees to a set of shared outcomes with co-commissioners. These are monitored and scrutinised through existing governance mechanisms. An example of this is the contributions to the Youth Offending Services in both Peterborough and Cambridgeshire. Where the Commissioner is a sole funder the recipient will be asked to sign a grant agreement and submit twice yearly monitoring forms for scrutiny.
- 6.20 If the Commissioner's grant funding is to support a change in how mainstream organisations work together, then a switch needs to be made away from annual funding for small unsustainable project work, and instead stimulate work which changes how mainstream organisations reduce demand and manage community safety risks. This will ensure CSPs have improved resilience to changing demand and are able to deploy their resources effectively.
- 6.21 As with other areas, people in Cambridgeshire want a police presence that can be seen to deal effectively with local issues. This continues to be a challenging time for policing as the Constabulary deals with a new kind of demand and the pressures it puts on the frontline. Traditional demand has changed significantly with new threats and issues. This demand needs to be balanced against a rise in some of the more 'hidden' crimes such as domestic violence, child sexual exploitation and cybercrime. The introduction of a new local policing model (also referred to as the 'LPR') in April 2018 has enabled the Constabulary to deliver a demand-led and victim-focused service which provides much needed support to the frontline. The model includes an additional 50 police constables, with 55 more brought about by the increase in the policing element of the council tax.
- 6.22 The new local policing model better matches resources to the risks identified in communities and enables the police to better manage demand and improve the service provided to victims of crime. There were a number of aspects to the new model including the introduction of a Demand Hub that allows for more effective and efficient management of demand and deployment of resources. The Demand Hub brings together the Force Control Room, Police Service Centre and Investigation Management Unit, the latter two relocated from Peterborough to a co-located site in the Control Room building at Force Headquarters. This will create significant operational efficiencies as well as financial ones both in the short and medium term.
- 6.23 The Constabulary publish their public contact performance. In addition, the Commissioner continues to monitor the number and speed of response to 999 and 101 calls and performance on these remains strong as reported to the September Business Co-ordination Board. In the 12 months to June 2018 the Constabulary has seen a 4.4% (+5,344 calls) increase in the demand from emergency 999 calls compared to year ending June 2017. 95.6% of all 999 calls were answered within 10 seconds. Demand from non-emergency 101 calls has fallen by 7.8% when comparing year ending June 2018 to year ending June 2017. 94.8% of all calls were answered within 30 seconds.
- 6.24 The Prevention and Enforcement Service (PES) in Peterborough is a further example of a working to create system-wide solution to challenging demand pressures. The PES launched in October 2016 and brought together, under a shared management model, enforcement resources from the city council, police resources, and input from both the fire service and Peterborough Prison. A shared approach to tackling the most prevalent issues in communities was developed and delivered, including co-locating staff from across the agencies. Following the most recent neighbourhood policing review, the co-location arrangements ceased but despite this the PES partners continue to work closely together, sharing intelligence appropriately and meeting to jointly problem solve. Given the renewed aspiration to operate as a system to prevent and delay demand for services, the PES model needs to be reviewed to ensure it incorporates the vital preventative and behaviour change work with communities, arguably missing from the model up to this point. Establishing this important link, and setting some clear targets linked to reducing demand for policing.

## 7. Increase public involvement to improve community understanding and resilience

- 7.1 The Commissioner delivers this aspect of the Plan's objectives through work led by the Constabulary, the OPCC and most recently via a grant agreement with the County Council to support creation and delivery of a Cambridgeshire and Peterborough's community resilience strategy.
- 7.2 The Constabulary has developed a Visibility Strategy to ensure presence and visibility is treated as a priority by them. Part of this is increasing public awareness and promoting the message that while officers '*can't be everywhere, they could be anywhere*'.
- 7.3 Equally, internally the Constabulary will be demonstrating that everyone plays a role in keeping the county safe and police visibility is 'everyone's business'. This will be delivered through strategic communications advice, training, guidance and targeted communications activity, such as targeted opportunities towards demographics and various communication channels. Evaluation is a key part of the strategy to measure engagement, impact, return on investment and value for money. This will be done through such means as perception testing, and focus groups.
- 7.4 The above work is complemented by the OPCC's and Constabulary's engagement strategy:
- The public are given regular information from the OPCC about to who to contact about what, and the correct route to escalate an enquiry/complaint if necessary. Details about how to make a complaint are provided on the OPCC website: <http://www.cambridgeshire-pcc.gov.uk/contact-us/>.
  - The Commissioner holds monthly surgeries which are advertised to each district where members of the public can request a face to face meeting, or a telephone meeting to discuss issues and concerns. He also holds Street Surgeries and Parish Council Conferences (every six months) and sends out a bi-monthly newsletter which reaches 20,000 people through subscription: <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2015/05/Connect-Newsletter-July-2018.pdf>. All events and opportunities are promoted via social media, on the OPCC website and through the Commissioner's newsletter.
  - Additionally, the Commissioner hosts targeted public engagement events such as the recent 'Celebrating us' event which marked the diversity of community groups across Cambridgeshire: <http://www.cambridgeshire-pcc.gov.uk/police-commissioner-hosts-celebration/>.
  - Local councillors are updated on policing priorities and activities via the Commissioner's Parish Council Conferences and at public surgeries. The Commissioner also attends Area Committee meetings when relevant.
  - Local MPs are updated on policing priorities and activities via regular meetings in Westminster and a twice a year round table update hosted by the Commissioner.
  - In order to communicate with hard to reach communities, the Commissioner regularly attends community group meetings, such as those held by the Speak Out Council, and Cambridge Deaf Association, lending his name to campaigns instigated by disabled groups for better understanding of their needs. An example of this is his support for Cambridge Blind Forum: <http://www.cambridgeshire-pcc.gov.uk/police-commissioner-walks-blind-folded-support-visually-impaired/>.
  - The Commissioner conducts regular surveys via his website on various topics including a proposal to increase the precept, and a proposal to take on the governance of Cambridgeshire Fire and Rescue. Surveys are presented clearly with plain English and are also available in Easy Read Format: <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/06/Easyread-version.pdf>.
  - Finally, an Annual Report is produced to feedback progress made against the Plan to the public.

- The Constabulary regular promotes the variety of ways the public can contact the force, via 999 (for emergencies) and 101 (for non-emergencies). The public can also report concerns anonymously or ask for an online web-chat: <https://www.cambs.police.uk/report/Report>.
  - The Constabulary makes use of a Neighbourhood Alert system, Ecops, to update communities on action taken to address spikes in local crime. Members of the public can submit intelligence to specific requests for local information through the force website.
  - The Constabulary also conduct regular Days of Action to both raise awareness of particular crime types such as County Lines and provide the public with crime prevention advice. The days are supported and promoted by the Commissioner and his Communications Team.
- 7.5 Cambridgeshire County Council’s “Think Communities” focuses on building resilient communities, where people are part of well-networked communities, where they play an active role within their neighbourhoods to help themselves and each other.
- 7.6 The work commenced in April 2018, which aims to:
- strengthen partnership working and the commitment of the local authorities to the Plan.
  - have stronger strategic links between local authorities and the OPCC through the Communities shared outcome to further mitigate the risk of inconsistent commissioned pathways and improve the outcomes for the people who live and work in the county.
  - provide further opportunities to identify and strategically plan future cost improvement plans between both local authority, Public Health and the OPCC based on the increasing cost pressures local authorities face which could see them retreat to solely statutory responsibilities.
- 7.7 Officers from eight public sector partner organisations (the seven Cambridgeshire and Peterborough Councils plus the Constabulary) have developed a shared approach to community resilience, called Think Communities. The new Think Communities concept provides an important set of principles on which the public sector system can build.
- 7.8 The Think Communities approach has either full agreement or provisional support of all partners, as well as the in-principle support of other public sector partners. Following discussions at the Senior Officers Communities Network meeting, a few partners remain in the process of agreeing the approach through their own elected members and administration routes.
- 7.9 This shared approach was considered by CCSSB in July 2018. Officers are presenting the Think Communities approach at all Living Well Partnerships and District Community Safety Partnerships during October and November.
- 7.10 Work is underway to align the Think Communities priorities and action plan to those emerging from Cambridgeshire Public Service Board on place-based working, which is aimed at reducing demand on all our services. It is important to recognise the more sustainable longer term benefits of aligning to the wider system changes currently emerging. To make the most of these opportunities, work on completing the Local Authority actions in the Plan has been aligned to fit in with these timescales, and are therefore slightly delayed from that originally forecast.
- 7.11 Meanwhile, work has continued apace. Officers have continued to progress actions together including developing a set of shared tools and available resources to help willing and able communities to help themselves and each other. This includes developing case studies and examples of resident and community good practice which others can learn from and replicate in their areas.

- 7.12 To practically test the new ways of working, geographical and/or thematic pilots are being developed. It will be important to develop ways of working that are specific enough to make a rapid and sustained difference, but that are generic enough to be scalable and affordable across wider geographies. Emerging likely areas of focus include:
- Soham and St Ives - building on the Neighbourhood Cares pilots and already-agreed investment into these areas which aims to help people find the support they need locally to help them live independently
  - North Huntingdon - learning from the community led approach taking place in Yaxley to have a community led forum and locally led community hub containing a mix of services including mental health services
  - Wisbech – building on the approaches being taken as part of the Wisbech 2020 programme; Prevention at Scale project focusing on community development; and Growing Fenland (the Masterplan for Whittlesey, March and Chatteris) - with a focus on community development
  - Cambridge Southern Fringe and Northstowe – a focus on new communities, learning from the experiences of those living in the Southern Fringe and developing a resilient new community in Northstowe.
  - Abbey ward in Cambridge – affected by poverty, low skills and aspiration, and low levels of engagement and participation
  - Littleport - with a focus on ASB, linking to the East Cambridgeshire District Council Vulnerable Communities Strategy data.
  - Peterborough - Integrated Community Strategy, using that opportunity to create a channel shift on community capacity work and carry over the learning to other places across Cambridgeshire.
- 7.13 Specifically on the subject of community safety and the Plan priorities, work has progressed and officers have been holding informal exploratory discussions with existing community volunteer networks to understand their local concerns, and promote their public involvement through active participation and support initiatives aimed at building community understanding and resilience. As a result, one Parish Council is developing their own Community Safety Awareness day. With pre-event advice and guidance from the Constabulary, the Fire Services, and Cybercrime and Community Protection Teams, they plan on sharing ‘top tips’ and practical advice on how to keep property and people safe within their community. With Constabulary guidance the volunteers will undertake bike and property marking. Those residents who need help or advice in securing their property can register for a Timebank volunteer to carry out the work. Neighbourhood Watch are invited and will be aiming to encourage more volunteers to work with them.
- 7.14 A number of shared concerns have emerged which would benefit from public sector wide delivery and which are being picked up through the Think Communities Partnership shared approach. One shared concern was identified that would benefit from a much wider shared approach, which was the growing need to prevent and protect residents from financial scams. A few representatives from both statutory and non-statutory contacts were invited to attend a meeting in July to explore how we could work better together to improve the impact of prevention and protection for actual or potential scam victims and make more efficient use of all our resources. Attendees unanimously agreed to progress with a partnership approach.
- 7.15 The partners are in final stages of agreeing a Partnership Charter which the Commissioner will be asked sign at an official launch event. A realistic shared action plan is being developed and the group have agreed four main areas of focus:
- Communication and media campaigns, consistency of key messages, sharing resources.
  - Supporting Victims
  - Streamlining referral and reporting pathways
  - Sharing prevention and training tools

- 7.16 The Think Communities approach links in and resonates with the Constabulary's own Citizens in Policing Strategy and the work of the OPCC to engage with and respond to the needs of individuals and communities.
- 7.17 The involvement of the county's citizens is vital and the Constabulary continues to work with a wide range of volunteers. The Citizens in Policing Strategy sets out the Constabulary's approach to increasing citizen participation in supporting the Constabulary and includes Special Constables, Police Support Volunteers and Volunteer Police Cadets.
- 7.18 The Commissioner has funded a Watch Co-ordinator post that sits within the Constabulary which focuses on supporting and developing Neighbourhood Watch and Speedwatch, whilst also considering other schemes.
- 7.19 The Commissioner has direct responsibility for coordinating and overseeing the Independent Custody Visitor (ICV) Scheme. ICVs are members of the local community who make unannounced visits to custody to check on the treatment of ICVs.

## **8. Inspire all public servants to maintain the highest levels of ethical behaviour to ensure public confidence and trust**

- 8.1 The Constabulary has a strategy in place which focusses on recruitment, retention and progression policies to provide a workforce that is representative of the communities we serve. It also includes work streams to maintain professional standards to maintain the integrity of the Constabulary. The Constabulary's recent report to the Commissioner's BCB on Equality and Diversity outlines the positive action they are undertaking regarding recruitment and retention. Work includes targeted recruitment campaigns, one to one sessions with candidates from under-represented groups, actively supporting a workforce mentoring scheme, buddy schemes, and recognising and supporting staff networks of representative groups.
- 8.2 The Commissioner continues to monitor complaints through the PSD Governance Board quarterly meetings. The Governance Board is pro-active in monitoring progress against Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services Legitimacy recommendations and areas for improvement and Independent Office for Police Conduct requirements through taking forward necessary action, monitoring delivery plans, developing policies, scrutinising, and horizon-scanning. The OPCC undertakes dip sampling of complaints to monitor the Constabulary's handling of complaints and lessons learnt. The OPCC is working with PSD to prepare for the future role of the Commissioner in respect of the forthcoming complaints reform legislation.

## **9. CONCLUSION**

- 9.1 The 2017 deep dive report to the Panel on Communities concluded that creating stronger, safer communities cannot be achieved by one organisation alone. It identified a system wide approach was needed to solve long standing, deeply entrenched problems in a rapidly changing world. This report highlights that feelings of safety remain high in Cambridgeshire but confidence in the way policing and local councils are dealing with things that matter to people in the community is falling.
- 9.2 Across the sectors we are starting to develop a better shared understanding of the challenges and pressures each of our organisations face and many public services are actively seek ways to share capabilities, intelligence and facilities to meet people's needs in the most cost effective way. This partnership approach must extend to the public, ensuring there are good links with the knowledge, good-will and enthusiasm of our citizens.
- 9.3 The Plan sets out that the OPCC, the Constabulary and wider partners need to:
- Join-up service provision to listen and respond to day to day community safety issues
  - Increase public involvement to improve community understanding and resilience
  - Inspire all public servants to maintain the highest levels of ethical behaviour to ensure public confidence and trust

- 9.4 The above report describes how we are working in partnership to drive this. The support of the Panel is sought to encourage all public sector organisations to fully engage with this theme of the Plan.

## **BACKGROUND DOCUMENTS**

Police and Crime Plan 2017-20 Community Safety and Criminal Justice, Cambridgeshire and Peterborough

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

Countywide Community Safety Strategic Board and Countywide Community Safety Agreement 2017-2020

<http://www.cambridgeshire-pcc.gov.uk/work/cambridgeshire-peterborough-countywide-community-safety-strategic-board/>

Serious Violence Strategy, HM Government, April 2018

<https://www.gov.uk/government/publications/serious-violence-strategy>

Cambridgeshire Constabulary Public contact performance

<https://www.cambs.police.uk/information-and-services/About-us/Performance/Public-contact-performance>

'Equality and Diversity update', Agenda Item 7.0, Business Co-ordination Board, 1<sup>st</sup> November 2018

<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2018-2/bcb-1st-november-2018/>

'Integrity Controls Assurance', Agenda Item 9.0, Joint Audit Committee, 31<sup>st</sup> October 2018

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

'Professional Standards and Complaint Handling – April 2017 to March 2018', Agenda Item 5.0, 13<sup>th</sup> September 2018

<http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/07/18-09-13-BCB-Agenda-Item-5.0-Professional-Standards-and-Complaints-Handling-April-2017-to-March-2018.pdf>

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 9</b>
<b>14<sup>th</sup> November 2018</b>	<b>Public Report</b>

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

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

### **1. PURPOSE**

- 1.1 This report is being presented to the Cambridgeshire Police and Crime Panel (the “Panel”) to enable the Panel to review the progress against the key activities identified in the Police and Crime Commissioners (the “Commissioner”) Police and Crime Plan (the “Plan”).

### **2. RECOMMENDATIONS**

- 2.1 The Panel is recommended to note the report.

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

- 3.1 Item 8 - To support the effective exercise of the functions of the Police and Crime Commissioner.

### **4. BACKGROUND**

- 4.1 Under the Police Reform and Social Responsibility Act 2011, the Commissioner is required to produce a Plan.
- 4.2 The Commissioner’s Plan became effective from the 1<sup>st</sup> April 2017 and is structured around four key strategic themes: Victims, Offenders, Communities and Transformation. Each theme has its own aim and a framework designed through a series of shared outcomes to enable all agencies with a part to play in community safety and criminal justice, to strategically direct the future delivery of services through these common goals. Each theme is supported by key objectives and priorities for action. Effective partnership working is essential to the delivery of the Plan.

### **5. DELIVERY AGAINST POLICE AND CRIME PLAN**

- 5.1 There are strong mechanisms in place to scrutinise the overall performance of Cambridgeshire Constabulary, including the priorities and outcomes set out in the Plan. Performance data is included within the Quarterly Performance report data pack and reported to the Commissioner’s Business Co-ordination Board (BCB). Effective partnership working is also key to the delivery of the Plan, such as through county wide board governance structures.
- 5.2 The Panel reviewed the first iteration of the Delivery Plan at their meeting on the 15<sup>th</sup> November 2017. The Panel found it useful and informative and it prompted a helpful discussion. Indicators of direction of travel on the ‘red, amber, green’ (RAG) delivery status have been added at the request of the Panel, as given at Appendix 1. At their January 2018 meeting the Panel agreed to note that it was the Commissioner’s intention to submit this report to the September 2018, November 2018 and March 2019 Panel meetings, with the Commissioner’s Annual Report to the June meeting capturing the overall progress towards the delivery of the Commissioner’s Plan for the previous financial year. The full Delivery Plan was last reported to Panel on the 12<sup>th</sup> September 2018.

- 5.3 The Delivery Plan is a “working document” that captures activity contributing to the delivery of the Police and Crime Plan. This tool is being developed in conjunction with the Board Assurance Framework, as such it is not a formal reporting mechanism but is reported to the Board to improve transparency. With the new Chief Constable in place, the Commissioner is reviewing delivery of the Police and Crime Plan.
- 5.4 An internal audit on the delivery of the Plan was undertaken in early 2018 and reported on in May 2018. The report states “Taking account of the issues identified, the OPCC can take substantial assurance that the controls upon which the organisation relies to manage the identified risks are suitably designed”.
- 5.5 The audit report goes on to confirm that for each of the themes, an aim and shared outcome had been identified and that for each theme the Plan included a section that set out a list of actions. It was also confirmed that leads for each theme had been identified, with responsibilities for themes aligned to their roles and responsibilities. Two low priority actions have been agreed relating to presentation format and terms of reference.
- 5.6 Reports regarding the work to deliver towards the objectives of the four themes within the Plan are submitted to the Commissioner’s BCB, which both the public and the Panel have access to. The Panel also receive detailed strategic reports on each Plan theme on a rotational basis in order for them to support and scrutinise the Commissioner on the delivery of the objectives within his Plan.

## **6. BACKGROUND DOCUMENTS**

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

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

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

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

‘Monitoring the Delivery of the Police and Crime Commissioner’s Police and Crime Plan’, Agenda Item 7.0, Police and Crime Panel, 15<sup>th</sup> November 2017

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

## **7. APPENDICES**

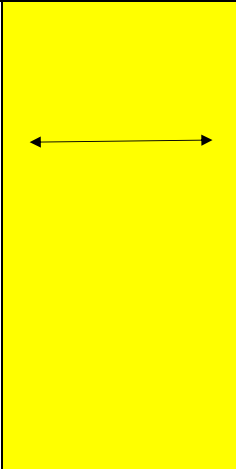
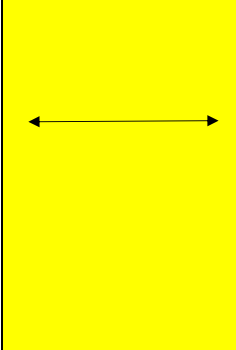
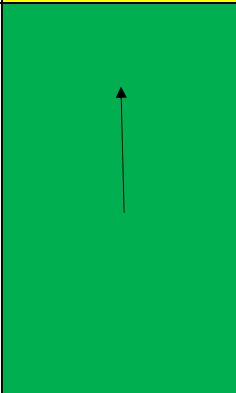
Appendix 1 – Delivery Plan - Actions to deliver the Police and Crime Plan



WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as at October 2018)	Delivery Status /Direction of travel	Wider Partnership Opportunities	
<b>Theme</b>	<b>P &amp; Cp - Priority Actions</b>	<b>Delivey status Key - Red, action/decision req to get back on track</b>			<b>Yellow - various factors have delayed achievement within the frame. Direction of Travel key - ↔ no change, ↑ improved, ↓ deteriorated since last report</b>		<b>Green, On Target</b>	<b>White -not started</b>
<b>Victims</b>	V1 Ensure that victims from the three priority groups (serious crime, persistently targeted and vulnerable or intimidated) are identified and provided with an appropriate response based on their level of risk at the initial point of contact.	NP	Constabulary	V1.1	The Code of Practice for Victims of Crime sets out the responsibilities of all agencies to keep victims updated through the course of any investigation. The PCC, through the Victim Strategy, will take on a local role of ensuring agencies comply with their duties. The existing Multi-Agency arrangements and appropriate need and risk assessments continue to safeguard victims and their families. The Victim and Witness Hub receive an average of 1k referrals a month for support services. A clear triage system ensures people receive support based on need not crime type. A range of specialist services are available. The County Council is working with several organisations to introduce organisational DA policies along with workplace champions. Work is also in place to enable good information flows from new Athena data system.	rag status ↔	Organisational development to introduce domestic abuse workplace policies; developing community capacity and awareness of the issues; development of response to domestic abuse within housing.	
<b>Victims</b>	V2 Reduce the impact of anti-social behaviour by ensuring victims receive a proportionate response that is tailored to their needs.	NP	Constabulary	V2.	The Police and Crime Plan Dashboard shows current trends in relation to Anti-social behaviour (ASB). Incidents recorded by the police remain stable and there continues to be a low percentage of respondents concerned about high levels of ASB in their area. The percentage of respondents who feel safe in their community remains high. Work across the agencies, specifically housing, has focused on using restorative practices to resolve ASB issues. Victims can access support from the Victim and Witness Hub - either via self-referral where no crime has been recorded or through a needs assessment where the incident has been elevated to a crime (following criminal damage for example). Young victims of crime affected by ASB are being supported through the Victim and Witness Hub.	↔	Greater consistency of approach taken by housing agencies and district councils. Early intervention within communities would prevent later demand on policing.	
<b>Victims</b>	V3 Ensure victims of crime receive a consistently high quality investigation.	NP / CS	Constabulary	V3.	Cambridgeshire Constabulary has an ongoing programme to improve the quality of investigations through delivery of the refreshed Operation Sherlock action plan. See also O 1.1	↔		

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Victims	V4	Review processes so people in mental health crisis receive the right care at the right time and from the right service.	NP	Crisis Concordat Mental Health Delivery Group	V4.	The Cambridgeshire and Peterborough Mental Health Crisis Care Concordat Declaration still provides a framework to deliver this action. The IMHT Nurses, funded by the PCC, continue to improve and professionalise the policing response. The use of custody for people detained under Sect 136 is now banned for children and will only be used for adults in extreme circumstances this is being monitored through the Custody Governance. The Liaison and Diversion Service is supporting offenders with suspected MH issues before they reach crisis point. <b>The Constabulary is exploring new ways of dealing with frequent callers with diagnosed MH issues.</b>		The Countywide Community Safety Strategic Board has oversight of the work of the MH Delivery Group and is looking at cross cutting themes. The group itself are exploring the opportunities to improve the blue light response to people in crisis.
50 Victims	V5	Continue to develop services to enable victims and witnesses to be seamlessly supported through the criminal justice process wherever they live in the county for example victims of burglary and other serious crime will always be visited by a police officer.	NP	OPCC / Constabulary / County Council (DA)	V5.	<b>The Domestic Abuse Best Practice Framework drives improvements in the support provided for victims; Cambridgeshire is currently compliant. This ongoing compliance will depend on continued partnership support and joint management of risks. The Constabulary is working to upskill front line officers in dealing with DA and SV both in an investigation and victim liaison role. The National Victim Strategy is looking to review the guidance for front line officers in supporting victims which is being monitored through the CCJB Delivery Group.</b>		Work in the criminal justice board is ongoing to ensure victims are supported through the system and reduce the number of cracked and ineffective trials through Victim and Witness issues.
Victims	V6	Ensure support services for victims and witnesses are commissioned in a cost efficient way, have clear referral pathways and handovers between agencies as individuals' needs change.	NP	DA & SV Delivery Group	V6.	The Commissioning Cycle drives the delivery of this action through Needs Assessments and regular Victim Provider Forums (to identify gaps in provision). A range of thematic and general partnership forums also have a stake in this priority through their delivery plans. <b>Re-commissioning of the SARC and Countywide SV service will take place in 2019. The OPCC has been working with the Home Office VAWG team to explore the devolution of funding to greater meet local needs.</b>		Working with central govt to devolve funding; locally identifying future potential risks to front line services. A programme of victim engagement will shape future service provision.

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Victims	v7 Develop a countywide partnership response to reduce the harm, risks and costs of domestic abuse, child abuse and exploitation (including child sexual exploitation), serious sexual offences, trafficking and modern day slavery and 'Violence Against Women and Girls' which keeps victims safe from future victimisation.	NP	Domestic Abuse and Sexual Violence Delivery Group	v7.	The action plan for the Domestic Abuse and Sexual Violence Delivery Group continues to address these issues. This is monitored regularly and continues to be a living document informed by the Constabulary's DA Delivery Plan. The Board has been monitoring the risks of outreach DA funding coming to an end; mitigation plans are in place. The Safeguarding Boards are leading on CSE and feature work to tackle this in their delivery plans aligned with the Constabulary's own plan. The development of the Met Hub (Missing, Exploited and Trafficked) for children continues to work with staff in local Children Homes to identify those at risk and put effective safeguards in place. The Specialist Victim and Witness Co-ordinators have been highlighted as best practice on a new Anti Slavery website. A partnership with the Suzy Lamplugh Trust has delivered training to front line victim support staff and specialist officers including members of the demand hub and a new specialist post to support victims. See also O3 - work around Adverse Childhood Experiences. A refreshed countywide agreement is improving understanding and partnership working across Cambridgeshire and Peterborough.	↑	Opportunities to work upstream - using new statutory Sexual, Relationship and Education requirement to look at countywide demand reduction. The countywide response to Stalking and Harassment is being focused on by the group. This should professionalise the response to victims.
51 Victims	v8 Offer victims of crime the opportunity to ask to meet their offender in a restorative justice conference at a time that is right for them.	NP	Constabulary	v8.	Cambridgeshire Constabulary is commissioned to provide an RJ offer as part of bespoke recovery plans for victims. This is all in place. Cambridgeshire has been picked for additional support from a national charity Why Me? to improve the RJ offer to hate crime victims.	↔	Cambs has been picked by national charity Why Me? To support the development of RJ within Hate Crime reports.
Victims	v9 Ensure that when Criminal Justice System processes are reviewed the impact on victims and witnesses is considered.	NP	CCJB Delivery Group	v9.	The CCJB drives this work through its main board and sub-group structure. This enables problem solving with key partners. Cambridge Magistrates Court, which had been threatened with closure, will remain open in the short term thanks to interventions from the PCC and partners. Work is being looked at regionally.	↑	Regional work being progressed with HM Courts to work in partnership across a wider area.

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52 Offenders	O1 Ensure that police investigations deal effectively with offenders while ensuring the best outcomes for victims (Note: HMICFRS Peel 2017 - Constabulary requires improvement in its approach to keeping people safe and reducing crime. It is making good progress in its understanding of demand for its services, but recognises that it needs to do more, particularly to predict future demand.)	CS	Constabulary	O1.1 Cambridgeshire Constabulary has an ongoing programme to improve the quality of investigations through delivery of the Operation Sherlock action plan. The new business model including the demand hub, is intended to enable the optimum use of resources including quality investigations. Demand pressures impact on the Constabulary's ability to resolve crimes with a deterioration in 'prosecution possible outcomes' and victim satisfaction in terms of police attendance and follow up contact. See also update T1 re planning process and strategic assessments. The Force Management Statement process will increase focus on the drivers of demand. Performance Working Group and Business Coordination Board meetings continue to consider targeted work by the Constabulary to improve investigations and to better understand demand. The new 'Athena' crime recording system will be a key tool in managing investigations but there have been initial data quality issues which have affected the availability of force-wide performance data. However, Constabulary governance arrangements ensure the effective daily management of crime. <a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/04/18-05-10-BCB-Agenda-Item-5.0-Quarterly-Performance-Report-12-months-to-March-2018-FINAL.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/04/18-05-10-BCB-Agenda-Item-5.0-Quarterly-Performance-Report-12-months-to-March-2018-FINAL.pdf</a> <a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/04/18-05-10-BCB-Agenda-Item-5.1-Performance-Update-March-2018.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/04/18-05-10-BCB-Agenda-Item-5.1-Performance-Update-March-2018.pdf</a> <a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/07/18-09-13-BCB-Agenda-Item-4.0-Qrt-performance-report-Year-Ending-June-2018.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/07/18-09-13-BCB-Agenda-Item-4.0-Qrt-performance-report-Year-Ending-June-2018.pdf</a> <a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/07/18-09-13-BCB-Agenda-item-4.1-PCC-Performance-Update-June-2018.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/07/18-09-13-BCB-Agenda-item-4.1-PCC-Performance-Update-June-2018.pdf</a>	↔	Opportunity to improve victim satisfaction with follow up, improve investigative outcomes, improve timeliness and reduce the number of future victims.
	Use a partnership approach to tackle crimes which are of greatest concern to the public such as violent, drink and drug related crime, burglary and rural crime.	CK	CSPs	O2.1 Community Safety Partnerships set priorities to work in partnership to tackle local issues of crime and disorder. Links with Reducing Reoffending Group and Offender Sub Group, also Substance Misuse Delivery Group. Priority issues which are considered to benefit from a countywide approach are identified through the Countywide Community Safety Agreement and coordinated with the work of the CSPs. The Home Office Serious Violence Strategy has identified the need for a more concerted effort with respect to prevention. The Countywide Community Safety Strategic Board recently considered additional actions required locally and to support place-based CSPs to effectively reduce crime and disorder, taking a more preventative approach. <a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/CCSSB-11-10-2018-PUBLIC-MEETING-PAPER-PACK.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/CCSSB-11-10-2018-PUBLIC-MEETING-PAPER-PACK.pdf</a> The Rural Crime Action Team continues to tackle all forms of rural crime. The fight against hare coursers saw a number of successful prosecutions over the year.	↑	Opportunity to improve local confidence that the Constabulary are dealing with the things that matter to people in their community. Constabulary working with partners on rural crime, especially Countryside Watch and the National Farmers Union. Consideration of best ways of working with

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Offenders	O2	CK	Constabulary	O2.2	<p>Cambridgeshire Constabulary maintains local engagement and priority setting mechanisms. It is maximising collaborative opportunities to deliver integrated partnership community safety responses. It is developing a strategy for enhanced problem solving in neighbourhood policing.</p> <p>The percentage of respondents who feel safe in their community remains high, however there have been deterioration in public confidence in the way policing and local authorities are dealing with things that matter to people in the community. Work of Rural Crime Action Team is valued by the rural community.</p>	← →	CSPs. Need to ensure crime prevention work is sufficient to reduce crime.
		CS	Constabulary	O2.3	<p>The Constabulary continues to monitor crime trends to determine what mitigating action is required. Although in the context of significant falls in crime levels more generally in the last twenty years, nationally and locally there are signs of some genuine increases in some crime types. Force days of action continue to provide a focus for community engagement and crime prevention messaging. See also O1.1 .</p>	← →	

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54	Offenders	O3	Improve partnership working to ensure resilience of services and effective and efficient action to address long-term causes of offending such as health issues, housing, drug and alcohol misuse, education, employment and training.	CS	Cambridgeshire Countywide Community Safety Board	O3.	<p>Cambridgeshire Countywide Community Safety Board provides governance to areas of work which are recognised to need countywide oversight. The Offender Sub-group of the Cambridgeshire Criminal Justice Board supports the statutory agencies in the delivery of the multi-agency approach to tackling offending. Links to Substance Misuse Delivery Group, Mental Health Delivery Group Priority issues identified by needs assessment on offending prevention and management being addressed through appropriate partnership governance mechanisms. Housing has been an early priority focussed on the need to develop plans to improve pathways. <b>Against a complex background momentum on this agenda is being maintained. Offender Sub-group to monitor improvements to CJS pathways. Updates on housing to Countywide Board in October 2017, January 2018, April 2018 and July 2018. <a href="http://www.cambridgeshire-pcc.gov.uk/work/cambridgeshire-peterborough-countywide-community-safety-strategic-board/">http://www.cambridgeshire-pcc.gov.uk/work/cambridgeshire-peterborough-countywide-community-safety-strategic-board/</a> Task and Finish Group has developed housing protocol. Further work needed through Housing Board and Trailblazer project and to develop more effective pathways. Combined Authority housing strategy could address some housing supply issues. Drugs and Alcohol services have a new service provider from October 2018. Dialogue with partners to align services to needs identified. Links between DWP and criminal justice agencies being strengthened. Coordinated joint regional event (OPCCs, PHE and EELGA) on Adverse Childhood Experiences in March 2018, work underway in Cambridgeshire and Peterborough around how this is included within early intervention and prevention approaches.</b></p> <p>See also update at T1</p>		Refreshed countywide working arrangements provide an opportunity to develop more comprehensive pathways and protocols for long-term causes of offending such as health issues, housing, drug and alcohol misuse, education, employment and training, and for shared strategic vision and strategic oversight of these issues. Need to ensure appropriate links with key strategic boards across this wider agenda. Links to T1 -better coordination of strategic assessment and recommendations more focused on shared priorities. Combined Authority housing strategy could address some housing supply issues.
	Offenders	O4	Ensure that the Criminal Justice System sees reducing re-offending as a key part of its work.	CS	Cambridgeshire Criminal Justice Board	O4.	<p>The Offender Sub-Group of the Cambridgeshire Criminal Justice Board supports the statutory agencies in the delivery of the multi-agency approach to tackling offending and reducing reoffending. Priority issues identified by needs assessment on offending prevention and management being addressed through appropriate partnership governance mechanisms. <b>Update on Tackling deferred prosecution to CJB in October 2018 and BCB in November 2018. See also O3</b></p>	Need to draw together a dashboard of appropriate partnership indicators which can be monitored by the offender subgroup using a problem-solving approach.	

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55 Offenders	05 Support preventative and early intervention approaches to divert young people and adults away from offending and re-offending	CS/NP	Youth Offending Services	O5.1	The Youth Offending Services in Cambridgeshire and Peterborough support young people at risk of entering or entering the youth justice system. Recipients of PCC Crime and Disorder Reduction Grant. Joint Youth Justice Board across Cambridgeshire and Peterborough now well established. Data on first time entrants to the criminal justice system indicates a continuing falling trend over last five years but recent rises which need to be understood. Update to Cambridgeshire Countywide Community Safety Strategic Board in January 2018. <b>The OPCC has submitted two bids to the Early Intervention Youth Fund, jointly prepared with partners, to provide intervention to young people showing signs of risk taking behaviours.</b>	←→	Conditional cautions - Need to continue to link into national work to ensure continuing and broadening reach of conditional cautions. Need to understand from evaluation lessons for wider partnership working based on individual needs.
		CS	Constabulary	O5.2	Home Office Innovation Funding in 2016-18 was used to develop conditional cautions as part of a pathway to intervene to tackle early offending behaviour. Over 600 issued since introduced in September 2016. <b>Now rolled out across Cambridgeshire and 'business as usual' for Constabulary. Still potential for further take up following policy change on options for out of court disposals, implementing NPCC policy. Update to Criminal Justice Board in October 2018 and Business Coordination Board in November 2018. Constabulary selected as pilot for for extension for standard risk DA cases meeting strict eligibility criteria.</b> Needs Assessment on offending prevention and management finalised. Joint PCC/PHE/LGA event on responding to adverse childhood experiences took place in March 2018.	←→	
Offenders	06 Increase the range of environments in which restorative justice is used to improve victim satisfaction and reduce re-offending (Note: HMICFRS Peel 2017 noted the Constabulary has an offender hub which is using an innovative partnership approach to tackle reoffending through the use of deferred prosecutions and effective support interventions.)	NP	Constabulary	O6.	<b>Cambridgeshire Constabulary's multi-agency virtual RJ Hub continues to champion restorative approach within other agencies while continuing to carry out its core role. The Offender Hub offers restorative approaches as an 'out of court' disposal for low level offending.</b>	←→	

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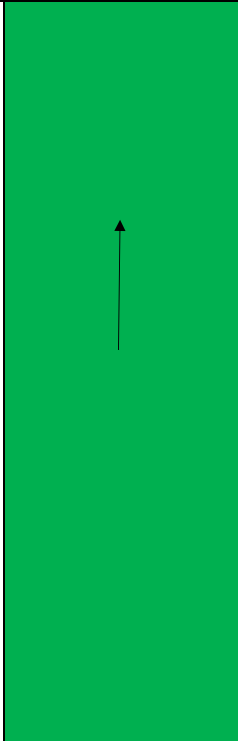
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Offenders	07	Protect local communities from those people who present a risk of serious harm to them through effective and efficient offender management and partnership working. (Note: HMICFRS 2017 PEEL - Constabulary needs to improve the way it reduces re-offending. It noted the Constabulary uses the integrated offender management (IOM) model, which enables it to work with partner organisations such as the probation service to tackle the behaviour of prolific offenders.)	CS	Constabulary	07.	Multi-agency working arrangements, including Cambridgeshire Constabulary, ensure effective partnership working. These arrangements include the Multi-Agency Safeguarding Hub, Multi Agency Public Protection Arrangements, Multi Agency Risk Assessment Conferences and Integrated Offender Management Arrangements. Cambridgeshire participated in MoJ GPS tagging pilot which has now concluded and will inform national rollout of electronic monitoring programme. Multi-agency partnership arrangements well embedded. Governance well-embedded through MAPPA Board which links into CJB and IOM through Reducing Reoffending Group. Links to O3 pathways. <b>Work to improve take up of resettlement support services for National Probation Service clients should improve offer for this cohort. Changes in local authorities have provided an opportunity to ensure links are well embedded.</b>		Offender Adult early help offer could be developed as part of future development of Multi-Agency Safeguarding Hub. Need to understand impact of Local Policing Review and opportunities for broadening IOM-style approach. Need to ensure continued partnership engagement through criminal justice board in preparation for roll-out of MoJ electronic monitoring programme.
56 Offenders	08	Hold the responsible authorities to account for meeting their duties to protect their local communities from crime and to help people feel safer.	CS	Cambridgeshire Countywide Community Safety Strategic Board	08.	The Cambridgeshire Countywide Community Safety Board will help the responsible authorities coordinate their duty to reduce crime and disorder in their communities. This will include helping them coordinate monitoring outcomes of relevant countywide strategic plans and providing support and challenge. <b>New governance mechanisms now well embedded. Countywide Board continues to consider key priority issues which require a countywide approach, and how these can be best coordinated with the work of CSPs.</b>		Issues identified through offending management and prevention needs assessment provide an opportunity to explore how we can best work together constructively to discharge statutory duties for reducing crime and disorder.
Offenders	09	Work with the voluntary sector and other partners to enable the rehabilitation of offenders.	CS	Cambridgeshire Criminal Justice Board - Offender Subgroup	09.	Multi-agency working arrangements in place which can be built on. <b>Links established through offender hub work and development of housing protocol.</b>		To be developed in line with needs assessment. Links to O3 pathways where voluntary sector is engaged. New approach to Through the Gate services provides an opportunity to further develop links.



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57 Offenders	O10 Review current performance management systems to ensure re-offending data is captured and monitored effectively so that progress can be reviewed	CS/JH	Constabulary/ Cambridgeshire Countywide Community Safety Strategic Board/ Cambridgeshire Criminal Justice Board	O10	The performance information monitored by the Constabulary and the Commissioner includes new data sets and will evolve over time to reflect operational developments. Broader indicators rather than purely policing data have been incorporated. The performance framework will be developed further with partner agencies.	↔	As Cambridgeshire Countywide Community Safety Strategic Board governance arrangements evolve, opportunity to develop partnership monitoring mechanisms. Force Management Statement provides opportunity to develop appropriate metrics and strengthen links between demand, performance and financial decision making. Links to O4.
Offenders	O11 Contribute to national policing needs as set out in the Strategic Policing requirement including counter-terrorism, serious and organised crime, cyber security, public order, civil emergencies and child sexual abuse. (Note: HMICFRS Peel 2017 - the Constabulary has the necessary arrangements in place to ensure that it can fulfil its national policing responsibilities)	CS	Constabulary	O11.	Ongoing business as usual. Cambridgeshire Constabulary contribute to national policing needs through their planning processes including the priority area strategy and action plan for counter-terrorism. CT capabilities for Eastern Region brought under single command under Eastern Regional Special Operations Unit in July 2017 (police officers will remain locally deployed). Demands for mutual aid were high last year in light of incidents and periods of critical threat level. The constabulary continues to work with the other forces in the eastern region around specialist capabilities- armed policing, Road collision and investigations, Surveillance, Major Investigations, Intelligence, Cyber dependent crime and Forensics- to ensure that national developments in these areas are informed by local needs and that locally the specialist functions are delivered in the most efficient and effective way.	↔	

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<p>58</p> <p>Communities</p>	<p>C1</p> <p>Jointly engage with all communities to understand and respond to local concerns.</p>	<p>CK</p>	<p>Constabulary</p>	<p>C1.</p> <p>OPCC, Constabulary and partners continue to develop closer working relationships to align activity, collectively engaging with communities to identify and solve issues where possible. <i>Partnership working at various levels.</i></p> <ul style="list-style-type: none"> <li>&gt; Shared OPCC / Constabulary strategy Comms and Engagement Strategy</li> <li>&gt; C&amp;P Senior Officer Communities Group meet quarterly and are identifying areas of shared activity to take forward.</li> <li>&gt; Countywide Community Safety Strategic Board review and direct CSP activity regionally.</li> <li>&gt; Public Protection Comms Group led by Constabulary coordinates joint communications related to public protection.</li> <li>&gt; Local policing review includes analysis of community engagement activity and implementing consistent approach across the county.</li> <li>&gt; DEveloping arrangements with Council's Community Protection team to align activity in order to strengthen joint work on Community Resilience. Phase 1: 01 April 2018 - scoping the requirements. Phase 2 - Jul to Mar, delivery of proposal.</li> </ul> <p>Officers from Cambridgeshire and Peterborough Public Sector are working in collaboration to develop a shared multiagency approach, listening to local concerns, supporting the development of locally driven solutions and providing access to tools and resources to support.</p> <p>To date (Sept 2018) officers from Cambridgeshire County and District councils, Peterborough City Council and Police have collaborated to develop a shared approach which helps to reduce, delay or prevent demand on our services through increased community resilience - title Think Communities</p> <ul style="list-style-type: none"> <li>&gt; Think Communities Partnership: Enabling a multiagency approach. Agreed in principle, this is being approved through all partners administrations.</li> <li>&gt; Officers are in process of agreeing pilots in priority Places and/or with priority People</li> </ul>		<p>One county approach to public service delivery. Work through County Wide boards (CSP and Criminal Justice) to agree joint approaches. Closer working between Fire and Police.</p>

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Communities	C2 Ensure the public have easy and effective ways to contact the appropriate service provider to get the information they need	CK	Constabulary	C2. Constabulary and OPCC are further developing a variety of communication channels to allow the public to share intelligence and information in the way that best suits them. Constabulary website redesign. > New Constabulary website launched Oct 2017. Increasing interaction through website, particularly from mobile devices. Increased use of webchat. Improved signposting to partner agencies. > Local policing review includes reviewing public engagement strategy. > Demand Hub launched on 30 April 2018 to bring together call handling, crime management and dispatch into one location at Police HQ. The Demand Hub is integral to the force's new policing model as it will see officers and staff currently working separately come together as one team, reducing demand on the frontline and freeing up officers to concentrate on priorities <i>11/10/2018 - The Think Communities shared approach enables a multi-agency approach to listening to broader public concerns, recognising the public often do not differentiate between the different local authority service areas, statutory and non-statutory responsibilities.</i> >Think Communities: Align priorities and take a multiagency approach to enable single conversations with Think Communities Partners > Developing a shared set of accessible tools and resources for communities to self serve or be supporting in accessing , in order to help build and support local action.	↑	Consider how Cambridgeshire Public Sector websites link and support each other. Debate need for a single county portal. "ONE Cambridgeshire"

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60 Communities	C3 Bring together services and systems to respond to community issues in a sustained and co-ordinated way e.g. co-location, aligned activity and information sharing.	CK	Constabulary	C3. Constabulary collaborating with different organisations to improve efficiency and effectiveness. > Blue light collaboration continues, particularly with Fire and Rescue Service. Co-location opportunities moving forward e.g. Wisbech Blue light hub. Progressing shared training facilities at Monks Wood. Developing plans to share fire facilities at Ramsay, Whittlesey, Yaxley. > Understand impact on GDPR on information sharing > Co-location at MASH and SARC > LPR - new approach to community engagement > See also section C1 - The Think Communities partnership brings together services to respond to community issues in a coordinated way. A shared area of concern raised by a significant number of statutory and non-statutory partners relates to financial scams. Officers explored the appetite for a Cambs and Pboro Against Scams Partnership which reduces duplication on preventative actions and communication; improves referral pathways to better support victims; provides better local support to potential and actual victims. Over 20 organisations have confirmed a willingness to be part of a ASP > Developing a Charter for a Cambridgeshire and Peterborough Against Scams Partnership > focus on - Communication and media campaigns, consistency of key messages, sharing resources. - Supporting Victims - Streamlining referral and reporting pathways - Sharing prevention and training tools > Agree a launch date and event, which will encourage more local organisations and groups to take part. > Action plan in draft, focusing on what the partnership can do better together	↑	consideration of how PES model could work in 2 tier areas
Communities	C4 Reassure the public of the Constabulary's commitment to local policing to maintain public confidence and deal with issues of local concern such as road safety, anti-social behaviour and Hate Crime.	CK	Constabulary	C4. Constabulary reviewing approach to local policing to ensure future demand can be met. Considerable change over next 12 months with LPR and Athena. Satisfaction with Police Service Delivery = 83.2% (12 month rolling average to Dec 2017). > Local policing review went live on 30 April 2018. Have moved from 6 districts to 2 areas. 50 extra warranted officers to be recruited. Agree new structure and shift patterns end March 2018. Go live end April 2018. > Athena launch May 2018. Extensive engagement during transition. > Precept increase allows recruitment of additional 55 officers. Communicated to public. > Constabulary Hate Crime Strategy and have a Hate Crime Strategic Board to check implementation > Use of PSPOs to tackle ASB The PCC has released funding from the casualty reduction and support reserve to pay for the upgrade	↔	Monitor role out of new policing model and impact on partners. Work with CSPs to coordinate ASB and Hate Crime actions

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as at October 2018)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Communities	C5 Extend the use and scope of police powers inside and outside the Constabulary.	CK	Constabulary	C5.	<p>Police powers have been granted to organisations in specific circumstances to tackle low level crime.</p> <ul style="list-style-type: none"> <li>&gt; CSAS scheme opportunities being explored. A number of PSPOs adopted tapping into Local Authority CSAS powers.</li> <li>&gt; Peterborough Prevention Enforcement Service (PES). Possible roll-out of PES model.</li> <li>&gt; Exploring possible pilot of parking enforcement by LA in Huntingdonshire. Also, exploring countryside decriminalisation of parking. Discussing with council leaders and seeking support from MPs</li> </ul>	↔	Opportunities to grant powers to partners staff to be discussed
61 Communities	C6 Build relationships with communities to gather information and intelligence to prevent crime: high levels of witnesses, low levels of crime.	CK	Constabulary	C6.	<p>Continual, ongoing activity by local policing teams and also by partner agencies. Public feel more confident in reporting crime so reporting levels going up.</p> <ul style="list-style-type: none"> <li>&gt; Citizens in Policing Strategy, appointment of Watch Scheme Coordinator, develop role of Neighbourhood Watch and Community Speed watch.</li> <li>&gt; New website launched to make it easier to submit information. Use of online channels to communicate with communities, especially E-Cops and Facebook</li> <li>&gt; Local Policing Review to maintain local policing resource and reinforce community engagement activity.</li> <li>&gt; Constabulary introducing monthly days of action focussed on wide range of issues affecting communities</li> <li>&gt; Neighbourhood Watch new national leadership. Cambs NW receiving training to support victims of crime with home visits</li> </ul> <p>Officers will be working with existing networks, including community run volunteering groups, Timebanks, Parish Councils, to discuss their involvement in crime prevention as part of their community resilience.</p> <ul style="list-style-type: none"> <li>&gt; To be addressed through the Think Communities Partnership.</li> <li>&gt; see C7 below</li> </ul> <p>Against Scams Partnership seeks to increase the number of people informed of how to spot and stop scams and able to support their more vulnerable neighbours. Friends Against Scams Cambridgeshire has been created, 1286 residents have taken part to date.</p>	↑	Monitor impact of citizen in policing strategy and consider opportunities for wider partnership working. Support development of NW.

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as at October 2018)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Communities	C7	CK	Constabulary	C7.	<p>Increasing Community resilience</p> <ul style="list-style-type: none"> <li>&gt; <i>Citizens in Policing Strategy, appointment of Watch Scheme Coordinator, develop role of Neighbourhood Watch and Community Speedwatch. Partnership approach through Senior Leader Communities Group.</i></li> <li>&gt; <i>See also section C6</i></li> </ul> <p style="text-align: right;"><b>Think</b></p> <p>Communities is the shared partnership approach to Community Resilience,</p> <ul style="list-style-type: none"> <li>&gt; <i>As a pilot, engagement with a local Timebank to design and deliver their own Community Safety Awareness event - planned for 3rd November. Makes good use of existing volunteers and willingness to be involved, addresses local concerns. The Timebank plan on including:</i></li> <li>- <i>Bike Marking (purchasing police kit, purchased by Timebank or the bike owner, done by volunteers, )</i></li> <li>- <i>Property safety - top tips</i></li> <li>- <i>Fire prevention - including smoke detectors etc, safe and well visits</i></li> <li>- <i>Speed awareness / SpeedWatch opportunities to address local concerns</i></li> <li>- <i>Scams and Rogue Trader Awareness</i></li> <li>&gt; <i>Develop a toolkit which other local community groups can follow.</i></li> </ul> <p>Against Scams Partnership includes a shared ambition to develop local networks of volunteer ScamChampions and ScAmbassadors, who share prevention and run local support</p>	↑	Link with emerging work led by county council on community resilience
Communities	C8	CK	Constabulary	C8.	<p>All blue light, local authority and healthcare organisations seeking to promote local community support, especially for most vulnerable members of society.</p> <ul style="list-style-type: none"> <li>&gt; <i>Cambs NW receiving training to support victims of crime with home visits. Opoortunity to further develop NW activity to identify and support vulnerable members of the community.</i></li> <li>&gt; <i>Joint communications through Public Protection Communications Group.</i></li> <li>&gt; <i>Opportunity to work more closely with Fire Community Safety teams</i></li> </ul> <p style="text-align: right;"><b>&gt; A</b></p> <p>countywide community resilience framework.</p> <p><i>11/10/2018 - A shared ambition to address this through the Think Communities Partnership approach:</i></p> <ul style="list-style-type: none"> <li>&gt; <i>sharing good practice and examples of community groups and initiatives which bring vulnerable people together, for example:</i></li> <li><i>Timebanks (reducing social isolation); Befrienders; Good Neighbours; Parish Nurse</i></li> <li>&gt; <i>providing VCS support to develop community capacity</i></li> <li>&gt; <i>identify suitable funding opportunities for community groups wishing to deliver .</i></li> </ul>	↑	Link with emerging work led by county council on community resilience

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WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as at October 2018)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Communities	C9 Ensure there are recruitment, retention and progression policies that result in a police force that is representative of the communities we serve.	CS	Constabulary	C9.	Ongoing recruitment to attract new staff, officers and volunteers. Constabulary Ethics, Equality & Inclusion Board in place. Annual BCB update on equality and diversity December 2017 - <a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/12/17-12-12-BCB-Agenda-Item-8.0-Equality-and-Diversity.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/12/17-12-12-BCB-Agenda-Item-8.0-Equality-and-Diversity.pdf</a> PCC invited to join Joint Mosques Group Meeting. <i>The Constabulary have a Positive Action programme in place regarding action they are undertaking regarding recruitment and retention. Work includes targeted recruitment campaigns, one to one support sessions with candidates from under-represented groups, actively supporting a workforce mentoring scheme, buddy schemes, and recognising and supporting staff networks of representative groups. Constabulary's Annual update on Equality and Diversity submitted to November 2018 BCB. County BME population is 9.7%. Constabulary BME Staff 4.1%, Officer 3.2%, PCSO 7.6%.<a href="http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2018-2/bcb-1st-november-2018/">http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2018-2/bcb-1st-november-2018/</a></i>	↔	Further work needed with community groups and businesses.
63 Communities	C10 Ensure each member of the police force delivers the highest professional standards in service to the public, demonstrating the values of respect, honesty, integrity, openness and selflessness, in line with the Code of ethics.	AF	Constabulary	C10.1	Professional Standards Department (PSD) monitoring through PSD Governance Board quarterly meetings, Independent Office for Police Conduct (IOPC) meetings, and monthly dip sampling of complaints. Board pro-active in monitoring progress against HMIC Legitimacy recommendations and areas for improvement and IOPC requirements through taking forward necessary action, monitoring delivery plans, developing policies, scrutinising, and horizon-scanning. <i>On-going work to delivery statutory functions, undertake pro-active awareness raising and prevention work, and capturing and embedding learning from cases. Decrease in number of complaints and allegations recorded during 1st Quarter 2018/19 and time taken to deal with local resolutions. Report on PSD and Complaints Handling to September 2018 BCB <a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/07/18-09-13-BCB-Agenda-Item-5.0-Professional-Standards-and-Complaints-Handling-April-2017-to-March-2018.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/07/18-09-13-BCB-Agenda-Item-5.0-Professional-Standards-and-Complaints-Handling-April-2017-to-March-2018.pdf</a></i>	↔	
		AF	AF	C10.2	Complaints reform BCH OPCC and PSD Working Group in place to delivery project based approach to taking this work forward, exploring feasibility of consistent BCH OPCC approaches where appropriate and adoption of shadow delivery models as required, including options appraisal for mandatory Review Role. <i>Secondary legislation and statutory guidance anticipated in spring 2019, with implementation six months thereafter in line with Home Office timescale. Work continues across BCH OPCC and PSD to be implementation ready. Report on Complaints Reform to November 2018 Panel. <a href="http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&amp;MIId=4211&amp;Ver=4">http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&amp;MIId=4211&amp;Ver=4</a></i>	↔	

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as at October 2018)	Delivery Status /Direction of travel	Wider Partnership Opportunities
64	Transformation T1				<p>Constabulary modelling force demand and efficient ways of managing this demand. OPCC providing system context and input.</p> <p>Progress</p> <p>Local Policing review (see C4)</p> <p>Countywide Community Safety Strategic Board commissioned a strategic needs assessment around offending prevention and management. Findings from the strategic needs assessment have been disseminated and are being addressed through appropriate partnership mechanisms:</p> <ul style="list-style-type: none"> <li>• Enabled prioritisation and development of the action plan for the Offender subgroup of the Cambridgeshire Criminal Justice Board</li> <li>• Informed input to the drug and alcohol retendering for Cambridgeshire (see O3)</li> <li>• Housing identified as an early priority and is being addressed through Sub-Regional Housing Board (see O3)</li> <li>• Informing demand forecasting of Constabulary through dissemination to Demand Gold Group and incorporation into Medium Term Financial Strategy</li> </ul> <p>Constabulary have introduced a planning process that better links into its strategic assessment and Force Management Statement process which has a focus on demand challenges in the 3-4 year time frame.</p> <p>Agreement reached with NHS Trusts re A&amp;E data sharing across the county to enable better strategic assessments.</p> <p>Mapping exercise conducted ascertaining what strategic assessments are undertaken across the partnerships. Further work required to establish opportunities for efficiency in this process and link this to shared risk assessments to better understand the impact of any proposed withdrawal of funding.</p>	←→	There are a number of strategic assessments undertaken within the county, these can be better coordinated and recommendations can become more focused on shared priorities.
	Transformation T2				<p>The majority of collaboration units are now in place and embedded with the majority of savings already having been removed from the budget. Benefits of HR collaboration has been delayed due to the need to delay the implementation of the new ERP system, as a result of the delayed Athena implementation. A number of modules of ERP have been implemented . New balanced score cards in place for all collaborated areas.</p> <p>Paper presented to BCB 19.7.18 detailing the significant benefits to Cambs of the various BCH collaborated units.<a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/18-07-19-BCB-Agenda-Item-11.0-summary-BCH-collaboration-report-.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/18-07-19-BCB-Agenda-Item-11.0-summary-BCH-collaboration-report-.pdf</a></p> <p>Significant national ICT programmes are being developed and as a collaborated function, the ICT Department are better able to inform those programmes of BCH needs and to better plan and manage implementation.</p>	←→	



WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as at October 2018)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Transformation	T3 Explore further opportunities to enhance frontline policing services by maximising all opportunities to work collaboratively with other police forces, driving out further efficiencies in the most ambitious police collaboration programme yet with Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent police forces.	DG	OPCC	T3	7F work programme; link with standardisation of specialist capabilities at national level. Progress. Oct Eastern Region Alliance Summit agreed approach to procurement savings and creation of 7F procurement board. Cambs PCC chairs National Commercial Board and will lead for PCCs on Eastern Regions procurement board. Eastern Region ICT strategy signed off supporting convergence, work commencing at regional level to ensure region ready to implement the significant number of up and coming national IT schmenes. Agreement to explore increased regionalition of specialist policing capabilities linked to national specialist capabilities project. See also O11. In addition the 7 Forces are to share a firearms training compliance function. The main benefit of this is that Authorised Firearms Officers (AFO's) within the 7 forces, will be the development of common training and accreditation standards, standardised equipment and use standardised tactics. This will mean that armed officers will be more interoperable and be in a better position to deploy seamlessly anywhere within the 7 forces where the threat and risk assessment justifies it. <i>Update - 7 force procurement process established.PEQF is going to bring a major change to police recruitment and the procurement for this is being managed by the 7F team.</i>	↑	
Transformation	T4 Ensure the benefits of new and historical investment in technology are realised.	DG	constabulary	T4	Athena (launch May 2018) and ERP (modules implemented in Oct 2018). <i>Focus in now moving to preparation for implementation of nationally developed IT programmes, e.g. National Enabling Programme, Single on Line Home. A Digital Strategy is being developed linked to the vision set out in Police 2025.</i>	↔	
Transformation	T5 Ensure Cambridgeshire's voice is heard at a national level and influences policy changes.	AW / DG	OPCC	T5	PCC Chair of National Commercial Board. Chief Executive is vice chair of the Association of Police and Crime Commissioners Chief Executives. Engagement with regions MPs to keep them briefed. Meeting with policing minister.	↔	
Transformation	T6 Work closely with local public sector leaders to identify the potential benefits for community safety through new governance mechanisms such as the combined authority and devolution of powers	DG	OPCC / PSB	T6		↔	CA, Public Service Board and Health Care Executive vision around Public Service Reform Devolution 2 proposals Opportunities around a CPCA Social Value framework and inclusion in wider public sector procurement and policies  <a href="#">community safety board report on the community safety agreement</a>

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as at October 2018)	Delivery Status /Direction of travel	Wider Partnership Opportunities
66 Transformation	T7	NP	OPCC / Countywide Community Safety Strategic Board / CCJB	T7	The Countywide Community Safety Strategic Board is driving strategic commissioning best practice through the delivery groups who are identifying joint commissioning opportunities. A pooled budget arrangement has secured a countywide sexual violence service to ensure victims don't experience a postcode lottery of services. <b>This joint commissioning approach has enabled the OPCC to leverage significant additional national and local funds in 2018 to deliver improved outcomes for survivors.</b> Drugs and alcohol services in Cambridgeshire have been reprocured using a model of shared outcomes in particular for offenders who are a large cohort of their service users. <b>A bespoke service in Peterborough has just been formally evaluated to ensure it delivers against the outcomes agreed.</b> The revised community safety agreement has informed the awards of grants to CSPs by the Police and Crime Commissioner to achieve maximum impact. <b>A joint commissioning opportunity with Public Health has enabled safety as well as health issues to be included in the new Healthy Schools Contract.</b> <b>A cross partnership bid to the Early Intervention Youth Fund included match funding from the Commissioner to enable voluntary sector commissioning. This bid aims to move local partners away for bidding for small non sustainable projects towards evidence-based behaviour change and new ways of working within the responsible authorities.</b>	↑	Explore future joint commissioning opportunities either through providing monies to create leverage or strategic evidence-based influence. Develop a strong evidence base for the value of such services through a joined up overarching Outcome Framework. Explore links with the training commissioned by the Safeguarding Board maximise opportunities and resources.  <a href="#">October's countywide community safety board on CSPs and the partnership matrix</a>
	T8		OPCC	T8	Reserves strategy is included in the Medium Term Fiancial Strategy which will be updated in the 2019/20 to 2022/23 report. There is a plan in place to dispose of underutilised assets and where applicable to gain a revenue income in order to help with budget pressures.	↔	Working collaboratively with Fire for Blue Light Estates.
	T9	Invest in, and support the development of officers, police staff and volunteers to perform their role efficiently.	CK	Constabulary	T9	BCH Collaborated HR Function > <i>People Strategy developed following collaboration (see BCB August 2017). See also section 10.1</i> > <i>Equality, diversity and ethics group tracking recruitment - positive action recruitment to recruit workforce representative of communities</i> Implementation plans for the full Police Education Qualification Framework (PEQF) underway <b>The Constabulary are making preparations for the introduction of the PEQF which will significantly change police recruitment, the new entry routes seek to include better preparation for problem solving, dealing with vulnerability and the digital world.</b>	↔

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as at October 2018)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Transformation	T10 Work with the Fire Authority to explore opportunities for fire and police to work together.	CS	OPCC	T10	Interoperability Memorandum of Understanding between the Fire and Police Service signed December 2017. BCB update on interoperability MoU January 2018 - <a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/01/18-01-16-BCB-Agenda-Item-8.0-Police-Fire-Interoperability.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/01/18-01-16-BCB-Agenda-Item-8.0-Police-Fire-Interoperability.pdf</a> . Proposal for the PCC to take on the governance of fire approved by Home Office in March 2018 following independent assessment. Arrangements were in place to ensure smooth transition. Awaiting results of Fire Authority legal challenge on Home Secretary's decision. OPCC exploring impact of the delay in implementation. Joint CFO confirmed in September 2018. Following discussion of the 'Update on Fire and Rescue Governance' report to the November BCB, it was felt given that collaboration at operational level and on some estate projects was continuing whilst the separate judicial process regarding governance was on-going, the RAG status for delivery merits changing from its previous 'Red' status to 'Amber' ( <a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/09/18-11-01-BCB-Agenda-Item-11.0-Fire-governance-update.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/09/18-11-01-BCB-Agenda-Item-11.0-Fire-governance-update.pdf</a> ).	↔	

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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 10</b>
<b>14<sup>th</sup> November 2018</b>	<b>Public Report</b>

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

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### **COMPLAINTS REFORM – POLICE AND CRIME COMMISSIONER’S ROLE**

#### **1. PURPOSE**

- 1.1 The purpose of this report is to update the Police and Crime Panel (the “Panel”) on the proposed reforms to the police complaints system and the Police and Crime Commissioner’s (the “Commissioner”) intended position regarding the reform options.

#### **2. RECOMMENDATIONS**

- 2.1 The Panel is recommended to note the contents of this 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 Independent Office for Police Conduct (IOPC) Statutory Guidance defines a complaint as ‘an expression of dissatisfaction by a member of the public about the conduct of a person serving with the police’. This could be for example, about the way the person has been treated or the service he or she has received.
- 4.2 The police complaints system is the mechanism by which the public may raise their concerns about the service they receive from their police force and where professional standards are not met. The operation of the complaints system and the outcomes it achieves play an important role in ensuring that the police continue to exercise their powers fairly and legitimately in the eyes of the public.
- 4.3 The current legislation currently provides that a Commissioner must monitor all complaints made against officers and staff. The Policing Protocol is equally clear that a Commissioner must not fetter the operational independence of the police force and the Chief Constable who leads it.

## **5. CONTEXT AND OVERVIEW**

### **5.1 Current roles and responsibilities for complaint handling**

5.2 The IOPC oversees the whole of the police complaints system and it has a statutory duty to ensure that public confidence is established and maintained in the police complaints system. Serious complaints and conduct matters must be passed to the IOPC in line with legislation.

5.3 Cambridgeshire Constabulary (the “Constabulary”) shares a collaborated Professional Standards Department (PSD) with Bedfordshire Police and Hertfordshire Constabulary (BCH). PSD undertakes reactive and proactive investigations and management of misconduct and complaints. This is with the aim of maintaining and improving public confidence and the quality of service whilst protecting and enhancing integrity across BCH. This is undertaken by: preventing and detecting unethical behaviour, dishonesty and corruption; conducting timely and robust public complaint investigations; identifying lessons learned through investigation; and educating, promoting and supporting good practice.

5.4 The Commissioner’s current statutory role is to monitor all complaints made against the Constabulary’s officers and staff, whilst having responsibility for handling complaints against the Chief Constable. The Chief Constable manages all complaints against the Constabulary, its officers and staff, and ensures that the Commissioner is kept informed in such a way as to enable the Commissioner to discharge his statutory obligations in relation to complaints.

5.5 Currently some expressions of dissatisfaction regarding the Constabulary are made directly to the Commissioner, via the Office of the Police and Crime Commissioner (OPCC). This is dealt with in a customer focussed way to understand the matter, attempt service recovery where appropriate to do so, and or provide details as to how to complain to PSD. Once in the formal complaints process, PSD currently have all contact with the complainant and record complaints but are unable by law to resolve these outside of the complaints system.

## **6. COMPLAINTS REFORM**

6.1 The Government introduced amendments to the complaints system within the Policing and Crime Act 2017 as part of their long term reforms to improve integrity in policing. The overarching intention of the reforms is that Commissioners will be responsible for deciding how the complaints system operates locally within the national framework provided for by the IOPC. In doing so, Commissioners will need to ensure that complaints are dealt with in a way that is proportionate, timely and in the manner which works best for the local area. Secondary legislation (regulations) and statutory guidance is needed to implement the reforms.

6.2 In practice the reforms will legitimise the idea that certain issues can be dealt with informally outside of the complaints system, where it is appropriate to do so, and where a member of the public is content, customer service issues can be handled informally. However, a member of the public will retain the right to complain if they wish. All complaints will be treated the same; there will be no distinction between what currently are direction and control (i.e decisions about how a police force is run) and conduct matters. The IOPC will continue to investigate serious and sensitive matters of police conduct, i.e those that, if proved, would justify criminal or misconduct proceedings.

6.3 The reforms consist of both mandatory and discretionary options for Commissioners regarding complaint handling, as follows:

- **Mandatory - performance of the complaints system locally.** This is the same as currently in place whereby Commissioners have a legal duty for the oversight of the complaints system by ensuring the Chief Constable has appropriate processes in place for dealing with complaints, conduct matters and Death or Serious Injury matters.
- **Mandatory – review of complaint.** The statutory duty for resolving the public complaint will rest with the Commissioner. A Commissioner will have a duty to review whether the outcome of a complaint that was dealt with by the Constabulary through local resolution<sup>1</sup> was reasonable and proportionate. Commissioners will not have a role in the initial resolution process. Following review, a Commissioner can make recommendations to the Chief Constable, and a Commissioner will be able to monitor how those recommendations have been considered. Recommendations could include an apology to the complainant or that any property seized from the complainant be returned.
- **Optional – contact with complainant and recording of complaint.** A Commissioner has responsibility for all statutory duties of the complaint system regarding contact with the complainant, acting as a single point of contact for the complainant. Currently undertaken by PSD, however the Commissioner possibly has initial contact with complainants through his office and either try to resolve low level dissatisfaction and or directly pass onto PSD or the complainant with contact details for PSD.

## 7. IMPLEMENTATION OF REFORMS

- 7.1 In respect of the reforms, the Commissioner will be undertaking the mandatory requirements i.e the oversight and review role, only. This will enable the Commissioner to establish arrangements that he believes are the most appropriate and proportionate way to deal with the complaints system at a local level to respond effectively to the needs of the community. This also recognises and respects the operational independence between himself and the Constabulary, and provides value for money in respects of costs to his office in dealing with complaints.
- 7.2 Current indications from the Home Office are that they are aiming to have a final set of regulations and statutory guidance completed in spring 2019. The second stage will be a mobilisation or preparation period for stakeholders i.e IOPC, PSD, Commissioners, which the Home Office expect to be six months before the reforms 'go live'. Therefore, no implementation date can be given currently. The OPCC will continue to work with PSD to embed the reforms within BCH and to prepare the Commissioners for the review role.
- 7.3 The Commissioner will continue to deal with any expressions of service dissatisfaction in the same manner as outlined in paragraph 5.5 above.
- 7.4 In the Home Office's response to the consultation on '*Improving police integrity: reforming the police complaints and disciplinary systems*', it was reported that some Police and Crime Panels felt that the reforms may lead to an increase in the number of complaints against Police and Crime Commissioners.

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<sup>1</sup> Complaints are considered suitable for local resolution when the conduct complained about would not justify bringing criminal or disciplinary proceedings

## 8. BACKGROUND DOCUMENTS

Policing and Crime Act 2017

<http://www.legislation.gov.uk/ukpga/2017/3/contents/enacted>

'Professional Standards and Complaint Handling – April 2017 to March 2018',  
Agenda Item 5.0, 13<sup>th</sup> September 2018

<http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/07/18-09-13-BCB-Agenda-Item-5.0-Professional-Standards-and-Complaints-Handling-April-2017-to-March-2018.pdf>

'Improving police integrity: reforming the police complaints and disciplinary systems',  
Home Office, March 2015

<https://www.gov.uk/government/consultations/improving-police-integrity-reforming-the-police-complaints-and-disciplinary-systems>



<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 11</b>
<b>14<sup>th</sup> November 2018</b>	<b>Public Report</b>

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

**Contact Officer – Dorothy Gregson**

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### **DECISIONS BY CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER**

#### **1. PURPOSE**

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

#### **2. RECOMMENDATIONS**

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

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

- 3.1 Item 6 - To review or scrutinise decisions made, or other action taken, by the Commissioner in connection with the discharge of the Commissioner’s functions.

#### **4. BACKGROUND**

- 4.1 This report is presented to enable the Panel to carry out its functions as noted in paragraph 3. The Panel is required to review or scrutinise decisions made, it is also required to support the effective exercise of the functions of the Commissioner.

#### **5. KEY ISSUES**

- 5.1 The decisions taken by the Commissioner which have been notified to the Panel is attached at Appendix 1.
- 5.2 The relevant Decision Records are attached at Appendix 2.
- 5.3 All papers relating to Decision Records are available on the Commissioner’s website. The Panel receive notification when the Commissioner publishes Business Coordination Board papers.

#### **6. IMPLICATIONS**

- 6.1 Subject to the Panel’s need for further information or scrutiny on any of the decisions above, it may be required that further information is submitted to a future meeting of the Panel.

## **7. CONSULTATION**

- 7.1 The decisions are in line with the direction set by in the Commissioner's Police and Crime Plan. These Decision Records have been placed on the Commissioner's website.

## **8. NEXT STEPS**

- 8.1 Panel members may request further information about the decisions detailed in Appendices 1 and 2.
- 8.2 Future decisions taken by the Commissioner will continue to be notified to the Panel. The Act introduced a number of statutory decisions to be taken by the Commissioner. Future areas where decisions are likely to be considered as required are given at Appendix 3.
- 8.3 An update regarding the Commissioner's Estate including decisions made, progress regarding disposal of assets, options analysis of the assets, and an indication of any forthcoming decisions is given at Appendix 4.

## **9. BACKGROUND DOCUMENTS**

- 9.1 Decisions records notified to the Panel.

## **10. APPENDICES**

Appendix 1 – Decision records notified to the Panel

Appendix 2 – Decision records

Appendix 3 – Areas where decision are likely to be considered as required

Appendix 4 – Estates update

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

Date	Decision Record	Subject	Decision
21 <sup>st</sup> September 2018	CPCC 2018-012	Upgrade of Road Safety Cameras	To fund the upgrade of road safety cameras
2 <sup>nd</sup> November 2018	CPCC 2018-013	Grant Agreement between Office of the Police and Crime Commissioner and Cambridgeshire County Council	Grant Agreement – Strengthening Communities
1 <sup>st</sup> November 2018	CPCC 2018-014	To formalise the appointment of the Chief Finance Officer, Office of Cambridgeshire Police and Crime Commissioner	To formalise the appointment of the Police and Crime Commissioner’s Chief Finance Officer through a Memorandum of Understanding between the Police and Crime Commissioner and Cambridgeshire and Peterborough Fire Authority

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Police and Crime Commissioner  
CAMBRIDGESHIRE AND PETERBOROUGH

**CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2018-012**

<b>Subject</b>	<b>Upgrade of Road Safety Cameras</b>
<b>Decision</b>	To fund the upgrade of road safety cameras
<b>Decision Summary</b>	<p>The Cambridgeshire Police and Crime Commissioner's Business Co-ordination Board, meeting of the 13<sup>th</sup> September 2018 discussed and agreed to the proposal to release funding from the casualty reduction and support reserve to pay for the upgrade of static road safety cameras across Cambridgeshire.</p> <p>It is proposed that 24 of the existing sites are digitised with four sites being decommissioned. Investment in the new digital camera technology for these sites will be approximately £600k.</p>
<b>Contact Officer</b>	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: <a href="mailto:dorothy.gregson@cambs.pnn.police.uk">dorothy.gregson@cambs.pnn.police.uk</a>
<b>Background Papers</b>	<a href="#">BCB 13<sup>th</sup> September 2018 Agenda Item 7.0</a>

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

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

**Signature**

**Date**

21/9/2018



**To:** Business Coordination Board

**From:** Chief Finance Officer

**Date:** 13 September 2018

## **SAFETY CAMERAS – FUNDING OF THE UPGRADE**

### **1. Purpose**

1.1 The purpose of this report to the Business Coordination Board (the “Board”) is to seek approval from the Police and Crime Commissioner (“the Commissioner”) to release funding from the casualty reduction and support reserve to pay for the upgrade of static road safety cameras across Cambridgeshire.

### **2. Recommendation**

2.1 The Board is recommended to approve the release of the funds to the Cambridgeshire and Peterborough Road Safety Partnership.

2.2 It is recommended that the Office of the Police and Crime Commissioner (OPCC) continue to work with our partners to further develop the road safety strategy to ensure that it delivers against the objectives of the Police and Crime Plan.

### **3. Background**

3.1 The Cambridgeshire and Peterborough Road Safety Partnership comprise a number of member bodies, with the core partners coming from Cambridgeshire County Council, Peterborough City Council, Cambridgeshire Constabulary and Cambridgeshire Fire and Rescue Service.

3.2 The Partnerships aim is to “prevent all road deaths across Cambridgeshire and Peterborough and to significantly reduce the severity of the injuries and subsequent costs of the social impacts from road traffic collisions”.

3.3 In striving for this vision the partnership has a strategy 2015-2020 that outlines a number of targets and aims. The strategy document is attached at appendix 1 for information.

#### **4. Review of Safety Cameras and Funding Requirements**

- 4.1 Attached at appendix 2 is a report produced by Cambridgeshire County Council for the Road Safety Partnership with regard to the review of safety cameras. The report highlights that the existing cameras are approaching 20 years old and all use wet film technology that is coming to the end of its useful life.
- 4.2 The report proposes that 24 of the existing sites are digitised with four sites being decommissioned. This recommendation is based upon a detailed analysis that is contained within the report demonstrating the impact fixed cameras have had on fatal and serious collisions in the vicinity of the cameras.
- 4.3 Investment in the new digital camera technology for these sites will be approximately £600k, with additional running costs of the cameras expected to be in the region of £62k per annum. The Road Safety Partnership, through Cambridgeshire County Council, has sought capital funding for the upgrade of the safety cameras along with a number of additional road safety projects from the Police and Crime Commissioner. At present, the casualty reduction and support reserve is £1,348,000 and it is therefore proposed that the capital contribution is drawn from this reserve, with the Commissioner and Constabulary having further discussions with the partnership about the shape of the future road safety strategy and how specific future road safety schemes are to be funded.

#### **5. Recommendation**

- 5.1 The Board is recommended to approve the utilisation of the casualty reduction and support reserve to fund the upgrade of the 24 fixed cameras highlighted as requiring replacement.
- 5.2 It is recommended that the OPCC continue to work with our partners to further develop the road safety strategy to ensure that it delivers against the objectives of the Police and Crime Plan.

#### **BIBLIOGRAPHY**


<b>Source Document(s)</b>	<b>Review of Safety Cameras in Cambridgeshire and Peterborough Cambridgeshire and Peterborough Road Safety Partnership Strategy 2015 - 2020</b>
<b>Contact Officer(s)</b>	Matthew Warren

**CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2018-013**

<b>Subject</b>	<b>Grant Agreement between Office of the Police and Crime Commissioner and Cambridgeshire County Council</b>
<b>Decision</b>	Grant Agreement – Strengthening Communities
<b>Decision Summary</b>	The Cambridgeshire Police and Crime Commissioner’s Business Co-ordination Board, meeting of the 1 <sup>st</sup> November 2018 discussed and agreed to the proposal to release the agreed grant (£34,8145) with Cambridgeshire County Council to deliver a partnership work programme relevant to the agreed actions and outcomes from the Communities section of the Police and Crime Plan and to promote community resilience. The grant will fund a full time Partnership Support officer for 12 months. The officer will be based at Cambridgeshire County Council and line managed by the CCC Strengthening Communities Manager.
<b>Contact Officer</b>	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: <a href="mailto:dorothy.gregson@cambs.pnn.police.uk">dorothy.gregson@cambs.pnn.police.uk</a>
<b>Background Papers</b>	BCB 1 <sup>st</sup> November 2018, agenda item xx

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

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

<b>Signature</b> 	<b>Date</b> 11/11/2018
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**To:** Business Coordination Board

**From:** Chief Executive

**Date:** 01 November 2018

## **POLICE AND CRIME PLAN COMMUNITIES THEME**

### **1. Purpose**

1.1 The purpose of this report is to update the Business Coordination Board (the “Board”) on the Commissioner’s (“the Commissioner”) Police and Crime Plan (the Plan) Communities theme deep dive and the new joint work with the County Council to progress this.

### **2. Recommendation**

- 2.1 For the Board to note the contents of the Communities update.
- 2.2 The Commissioner signs the Decision Notice to release the agreed grant with Cambridgeshire County Council to deliver a partnership work programme to promote community resilience.

### **3. Background**

- 3.1 The Communities element of the Plan seeks to stimulate delivery of a system wide approach to community safety through collaborative working, joining-up service provision to listen and respond to day to day community safety issues.
- 3.2 The shared outcome of “Communities” have confidence in how we respond to their needs’ and the Aim to ‘Support safer and stronger communities’ are hugely important. The public want a local services they can trust and have confidence. The Plan sets out three high level objectives:
- Joining-up service provision to listen and respond to day to day community safety issues;
  - Increase public involvement to improve community understanding and resilience; and

- Inspire all public servants to maintain the highest levels of ethical behaviour to ensure public confidence and trust.
- Please refer to appendix 1 for further details.

#### **4. Delivery**

- 4.1 The Commissioner has used the Countywide Community Safety Strategic Board (CCSSB) to define and support a more joined-up approach to community safety service delivery. As part of the CCSSB, nine countywide Delivery Groups provide leadership of high risk issues and are providing reports on progress to the CCSSB. These now cover Mental Health, Domestic Abuse & Sexual Violence, Road Safety, Child Exploitation (including gang activity and county lines), Drug & Alcohol misuse, Youth Justice and Organised Crime & Modern Slavery. Increasingly efforts are turning to prevention with improved links between community safety and work with schools, early intervention, employment and housing.
- 4.2. The Constabulary and OPCC continue to have active community engagement programmes and following the re-organisation of the OPCC in 2017 a grant agreement has been developed with the County Council and has now been put in place to deliver a Cambridgeshire and Peterborough's community resilience strategy.
- 4.2 The work with the County Council commenced in April 2018 and aims to:
- strengthen partnership working and the commitment of the local authorities to the Plan.
  - have stronger strategic links between local authorities and the OPCC through the Communities shared outcome to further mitigate the risk of inconsistent commissioned pathways and improve the outcomes for the people who live and work in the county.
  - provide further opportunities to identify and strategically plan future cost improvement plans between both local authority/Public Health and the OPCC based on the increasing cost pressures local authorities face which could see them retreat to solely statutory responsibilities.
- 4.3 Officers from eight public sector partner organisations (the seven Cambridgeshire and Peterborough Councils plus the Constabulary) have developed a shared approach to community resilience, called Think Communities.

#### **5. Recommendation**

- 5.1 For the Board to note the update to be taken to the Police and Crime Panel.
- 5.2 The Commissioner signs the Decision Notice to release the agreed grant with Cambridgeshire County Council to deliver a work programme to promote community resilience.

## BIBLIOGRAPHY

<b>Source documents</b>	Communities Deep Dive 2017: <a href="http://democracy.peterborough.gov.uk/documents/s32751/08%20-%20Monitoring%20the%20Delivery%20of%20the%20Police%20and%20Crime%20Commissioners%20Police%20and%20Crime%20Plan%20-%20Communit.pdf">http://democracy.peterborough.gov.uk/documents/s32751/08%20-%20Monitoring%20the%20Delivery%20of%20the%20Police%20and%20Crime%20Commissioners%20Police%20and%20Crime%20Plan%20-%20Communit.pdf</a>
<b>Contact officers</b>	Dorothy Gregson, Chief Executive, Office of the Police and Crime Commissioner

**CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2018-014**

<b>Subject</b>	<b>To formalise the appointment of the Chief Finance Officer, Office of Cambridgeshire Police and Crime Commissioner (OPCC)</b>
<b>Decision</b>	To formalise the appointment of the Police and Crime Commissioner’s Chief Finance Officer through a Memorandum of Understanding between the Police and Crime Commissioner and Cambridgeshire and Peterborough Fire Authority
<b>Decision Summary</b>	<p>Interim arrangements for the appointment of the Police and Crime Commissioner’s (the “Commissioner”) Chief Finance Officer have been in place since 1<sup>st</sup> February 2017. This arrangement was for Matthew Warren, the Deputy Chief Executive of Cambridgeshire Fire and Rescue Service, and Treasurer to the Cambridgeshire and Peterborough Fire Authority (the “Fire Authority”), to become the Commissioner’s Acting Chief Finance Officer (and consequently the Section 151 Officer). This arrangement was governed through a Memorandum of Understanding (MoU) between the Commissioner and the Fire Authority.</p> <p>Reports and Decision Notices, including the MoU regarding these arrangements, have been submitted to the Police and Crime Commissioner’s Business Co-ordination Board.</p> <p>The appointment of Matthew Warren as the Commissioner’s Chief Finance Officer through the continuation of a MoU between the Commissioner and the Fire Authority was considered and endorsed by the Cambridgeshire Police and Crime Panel at their meeting on the 12<sup>th</sup> September 2018, with the Panel’s decision and the Commissioner’s response being provided.</p> <p>The arrangements for the appointment of the Commissioner’s Chief Finance Officer are formalised through a MoU with the Fire Authority.</p>

<b>Contact Officer</b>	<p>Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: <a href="mailto:dorothy.gregson@cambs.pnn.police.uk">dorothy.gregson@cambs.pnn.police.uk</a></p>
<b>Background Papers</b>	<p>‘Future Financial Management Arrangement’, Agenda Item 7.0, Business Co-ordination Board, 17<sup>th</sup> January 2017 <a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/01/17-01-17-BCB-Agenda-Item-7-OPCC-Future-Financial-Management-Arrangements.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/01/17-01-17-BCB-Agenda-Item-7-OPCC-Future-Financial-Management-Arrangements.pdf</a></p> <p>Decision Notice 2017-001: Appointment of Acting Chief Finance Officer, 20<sup>th</sup> January 2017 <a href="http://www.cambridgeshire-pcc.gov.uk/decisions/appointment-acting-chief-finance-officer-office-cambridgeshire-police-crime-commissioner/">http://www.cambridgeshire-pcc.gov.uk/decisions/appointment-acting-chief-finance-officer-office-cambridgeshire-police-crime-commissioner/</a></p>


'Fire Governance Update', Agenda Item 9.0, Business Co-ordination Board, 12<sup>th</sup> December 2017  
<http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/12/17-12-12-BCB-Agenda-Item-9.0-Fire-Governance-update.pdf>

Decision Notice 2017-027: Extend the contract of the Acting Chief Finance Officer, 15<sup>th</sup> December 2017  
<http://www.cambridgeshire-pcc.gov.uk/decisions/extend-contract-acting-chief-finance-officer-office-cambridgeshire-police-crime-commissioner/>

'Proposed appointment of the Police and Crime Commissioner's Chief Finance Officer', Agenda Item 3.0, Police and Crime Panel, 12<sup>th</sup> September 2018 and Panel's Decision Report  
<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MIId=4200&Ver=4>

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

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

**Signature**  **Date** 1/11/2018

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	Current Background reports	Anticipated timescale/date
<b>BUDGET AND PRECEPT</b>		
<p>To budget for 2019/20. Issue precept, approve annual revenue, and consequential amendment to vary Police and Crime Plan Appendix showing Medium Term Financial Plan.</p>	<p>Reports through to Business Co-ordination Board and Police and Crime Panel from November 2018 onwards.</p> <p><b><u>Business Co-ordination Reports:</u></b></p> <ul style="list-style-type: none"> <li>• ‘Medium Term Financial Strategy 2019/20 to 2022/23’, Agenda Item 6.0, 1<sup>st</sup> November 2018</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2018-2/bcb-1st-november-2018/">http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2018-2/bcb-1st-november-2018/</a></p> <p><b><u>Police and Crime Panel Report:</u></b></p> <ul style="list-style-type: none"> <li>• ‘Medium Term Financial Strategy 2019/20 to 2022/23’, 14<sup>th</sup> November 2018</li> </ul> <p><a href="http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&amp;MId=4211&amp;Ver=4">http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&amp;MId=4211&amp;Ver=4</a></p>	<p>In accordance with legislative timescales to issue proposed precept by 1<sup>st</sup> March 2019.</p>

	Current Background reports	Anticipated timescale/date
<b>COLLABORATION</b>		
To sign Section 22A Agreements under the Police Act 1996 (as amended) as required for individual collaborated business areas across Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent and for national collaborations.	<p><b>Business Co-ordination Board Reports:</b></p> <ul style="list-style-type: none"> <li>• '7F Strategic Collaboration Programme Report', Agenda Item 9.0, 21<sup>st</sup> September 2017</li> <li>• 'Collaboration Update – Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary', Agenda Item 7.0, 12<sup>th</sup> December 2017</li> <li>• 'Summary BCH Collaboration Report', Agenda Item 11.0, 19<sup>th</sup> July 2018</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board">http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board</a></p>	Decisions driven by individual collaboration project timescales. Decision Notices and related reports published on Commissioner's website and sent to Police and Crime Panel.
<b>CAMBRIDGESHIRE SOUTHERN POLICE STATION – <i>previously referred to as Parkside Custody Replacement Project</i></b>		
Approval on individual decisions as required as part of the Parkside Custody Replacement project.	<p><b>Business Co-ordination Board Report:</b></p> <ul style="list-style-type: none"> <li>• 'Launch of Custody Project', Agenda Item 12.0, 11<sup>th</sup> August 2016</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2016/08/16-08-11-BCB-Agenda-Item-12.0-Launch-of-Custody-Project-1.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2016/08/16-08-11-BCB-Agenda-Item-12.0-Launch-of-Custody-Project-1.pdf</a></p> <ul style="list-style-type: none"> <li>• 'Summary of the draft proposal for the Southern Policing Hub', Agenda Item 12.0, 1<sup>st</sup> March 2018</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/01/18-03-01-BCB-Agenda-Item-12.0-Southern-Policing-Hub.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/01/18-03-01-BCB-Agenda-Item-12.0-Southern-Policing-Hub.pdf</a></p> <p><b>Police and Crime Panel Report:</b></p> <ul style="list-style-type: none"> <li>• 'Police and Crime Commissioner's Strategic Estates Update', Police and Crime Panel, 14<sup>th</sup> June 2017</li> </ul> <p><a href="http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&amp;MId=3924&amp;Ver=4">http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&amp;MId=3924&amp;Ver=4</a></p>	Driven by Project timescales. Land purchase, subject to the planning permission process, anticipated by the end of 2018.



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

	Current Background reports	Anticipated timescale/date
<b>EXTERNAL FUNDING OPPORTUNITIES</b>		
Approve decisions as required relating to external funding opportunities to support initiatives to transform policing, collaborative working, prevent crime, and protect vulnerable people, such as the National Transformation Fund, Innovation Funding.		Timescales for decisions are driven by Government bidding process.
<b>FIRE GOVERNANCE PROPOSALS (listed previously in Decisions Report under 'Policing and Crime Act 2017 Opportunities')</b>		
Approval of individual decisions as required as part of the process of realising the opportunities from the Policing and Crime Act 2017 regarding emergency services collaboration including fire governance proposals.	<p><b>Business Co-ordination Board Reports:</b></p> <ul style="list-style-type: none"> <li>• 'Realising the Opportunities From The Policing and Crime Bill', Agenda Item 5.0, 21st September 2016; Agenda Item 6.0, 17<sup>th</sup> January 2017</li> <li>• 'Consultation on Local Business Case for Fire and Rescue Governance options', Agenda Item 8.0, 22<sup>nd</sup> June 2017; Agenda Item 5.0, 21<sup>st</sup> September 2017</li> <li>• 'Fire Governance Update', Agenda Item 9.0, 12<sup>th</sup> December 2017; Agenda Item 7.0, 12<sup>th</sup> April 2018; Agenda Item 10.0, 10<sup>th</sup> May 2018; Agenda Item 9.0, 19<sup>th</sup> July 2018, 1<sup>st</sup> November 2018.</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/">http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/</a></p>	Driven by legal process and legislative timescales.

	Current Background reports	Anticipated timescale/date
<b>FIRE GOVERNANCE PROPOSALS cont'd</b>		
	<p><b><u>Police and Crime Panel Reports:</u></b></p> <ul style="list-style-type: none"> <li>• 'Realising the Opportunities from the Policing and Crime Bill', Agenda Item 8.0, 9<sup>th</sup> November 2017; Agenda Item 7.0, 1<sup>st</sup> February 2017</li> <li>• Fire and Rescue Governance – Local Business Case', Agenda Item 7.0, 6<sup>th</sup> September 2017</li> <li>• 'Fire and Rescue Governance – Update', Agenda Item 6.0, 15<sup>th</sup> November 2017; 31<sup>st</sup> January 2018, 14<sup>th</sup> March 2018, 30<sup>th</sup> July 2018, 12<sup>th</sup> September 2018, 14<sup>th</sup> November 2018</li> </ul> <p><a href="http://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&amp;Year=0">http://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&amp;Year=0</a></p>	

	Current Background reports	Anticipated timescale/date
<b>GRANT FUNDING</b>		
<p>Police and Crime Commissioner crime and disorder reduction, grant to any person will secure, or contribute to securing, crime and disorder reduction in the body's area.</p> <p>Police and Crime Plan sets the context within which crime and disorder grants will be made</p>	<p><b><u>Business Co-ordination Board Reports:</u></b></p> <ul style="list-style-type: none"> <li>• 'Commissioning and Grants Strategy 2016-20', Agenda Item 12.0, 16<sup>th</sup> December 2016</li> <li>• 'Commissioning and Grants', Agenda Item 8.0, 11<sup>th</sup> May 2017</li> <li>• 'Budget 2018/19 and Medium Term Financial Strategy 2019/20 to 2021/22', Agenda Item 5.0, 7<sup>th</sup> August 2017</li> <li>• 'The Police and Crime Commissioner's Youth Fund – A New Approach', Agenda Item 11.0, 11.1 and 11.2, 7<sup>th</sup> August 2017</li> <li>• 'Developing a countywide partnership response to crime and disorder', Agenda Item 11.0, 12<sup>th</sup> April 2018</li> <li>• 'Monitoring delivery of the Police and Crime Commissioner's Police and Crime Plan – Victims', 'Offenders' Agenda Items 6.0, 7.0, 19<sup>th</sup> July 2018</li> <li>• 'Transforming the delivery of Community Safety', Agenda Item 6.0, 13<sup>th</sup> September 2018</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/">http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/</a></p> <p><b><u>Police and Crime Panel Reports:</u></b></p> <ul style="list-style-type: none"> <li>• 'Police and Crime Commissioner's Police and Crime Plan (Community Safety and Criminal Justice) for Cambridgeshire and Peterborough', Agenda Item 8.0, 1<sup>st</sup> February 2017</li> <li>• 'Monitoring delivery of the Police and Crime Commissioner's Police and Crime Plan – Victims' &amp; 'Offenders', Agenda Items 8.0 &amp; 9.0, 19<sup>th</sup> July 2018</li> </ul> <p><a href="http://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&amp;Year=0">http://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&amp;Year=0</a></p>	<p>Throughout the year as required.</p>

	Current Background reports	Anticipated timescale/date
<b>POLICING AND CRIME ACT 2017 OPPORTUNITIES</b>		
Approval of individual decisions as required as part of the process of realising the opportunities from the Policing and Crime Act including collaboration and complaints reform.	<p><b><u>Business Co-ordination Board Report:</u></b></p> <ul style="list-style-type: none"> <li>• ‘Complaints – Policy Review and Reforms Update’, Agenda Item 10.0, 12<sup>th</sup> December 2017</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/12/17-12-12-BCB-Agenda-Item-10.0-Complaints-Policy-Review-and-Reforms-Update.pdf">http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/12/17-12-12-BCB-Agenda-Item-10.0-Complaints-Policy-Review-and-Reforms-Update.pdf</a></p> <ul style="list-style-type: none"> <li>• ‘Professional Standards and Complaints Handling – April 2017 to March 2018, 13<sup>th</sup> September 2018</li> </ul> <p><a href="http://www.cambridgeshire-pcc.gov.uk/bcb-13th-september-2018/">http://www.cambridgeshire-pcc.gov.uk/bcb-13th-september-2018/</a></p> <p><b><u>Police and Crime Panel Report:</u></b></p> <p>‘Complaints reform – Police and Crime Commissioner’s role’, 14<sup>th</sup> November 2018</p> <p><a href="http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&amp;MId=4211&amp;Ver=4">http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&amp;MId=4211&amp;Ver=4</a></p>	Complaint reforms subject to legislative timescales but now likely to be in spring/summer 2019.

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**POLICE AND CRIME COMMISSIONERS – ESTATES  
UPDATE SINCE LAST POLICE AND CRIME PANEL IN SEPTEMBER 2018 AND LIKELY FORTHCOMING DECISIONS**

**APPENDIX 4**

**ASSETS SURPLUS TO OPERATIONAL REQUIREMENTS**

<b>Tenure</b>	<b>Floor Area m<sup>2</sup></b>	<b>Facilities</b>	<b>Current Use</b>	<b>Current Situation/Update</b>	<b>Timescales/Update</b>
<b>Bridge Street Police Station, Bridge Street, Peterborough PE1 1EQ</b>					
Freehold	1,836	Offices and Workshop	None - vacant	Marketing closed in June 2017. The preferred bidder could not meet requirements so proceeding on a subject to planning basis with second bidder. Contracts exchanged in December 2017 with a 12 month longstop period for completion	Planning permission was granted on 7 <sup>th</sup> September and the long stop date for completion is 21 <sup>st</sup> December 2018.
<b>Chord Park Unit C, London Road, Godmanchester PE29 2BQ</b>					
Freehold	375	Offices	None - vacant	On the market to lease only.	The market for office accommodation in Huntingdon is still slow with no offers to be reported.

**ASSETS SUBJECT TO OPTIONS ANALYSIS/COLLABORATION – UPDATE SINCE LAST POLICE AND CRIME PANEL  
IN SEPTEMBER 2018**

Tenure	Floor Area m <sup>2</sup>	Facilities	Current Use	Issues/Options	Timescale/Update
<b>Copse Court, Thorpe Wood, Peterborough PE3 6SF</b>					
Freehold	3,079	Offices	Operational	Planning application submitted for additional car parking to support the adjacent Police Station. If acceptable income opportunities or sale to be considered. Planning permission received in July 2017 for additional car parking. The Police Service Centre was relocated in April 2018 creating surplus capacity at Copse Ct. Options have been considered and a part letting is preferred.	No partner interest generated and informal marketing has commenced. Remaining occupiers are being relocated to the ground floor to allow formal marketing of vacated space.
<b>Monks Wood Training Centre, Huntingdon PE28 2LS</b>					
Freehold	3,825	Training Centre	Operational	Development of surplus space for Fire & Rescue training.	Positive planning advice has been obtained and a formal planning application is due to be submitted in November 2018.



Tenure	Floor Area m <sup>2</sup>	Facilities	Current Use	Issues/Options	Timescale/Update
<b>St Neots Police Station, Dovehouse Close, St Neots PE19 1DS</b>					
Freehold	503	Offices	Operational	Subject to discussions on shared use and redevelopment with Fire & Rescue. Following outcome of Constabulary's Local Policing Review and planning pre-app enquiries an extension to the Fire Station is being explored which could be self-funded from the disposal of the Police Station once surplus.	Initial plans and budget estimates have been prepared and will be discussed at the November 2018 Estates Sub Group.
<b>Wisbech Police Station, Nene Parade, Wisbech PE13 3BT</b>					
Leasehold	1,112	Enquiry Office, Offices	Operational	A planning application has been submitted on the Fire Station for a combined 'blue light' station (Fire, Ambulance & Police).  The Police Station is to be handed back to the landlord following relocation to the Fire Station.	Planning Permission was obtained on 7 <sup>th</sup> August 2018. Revised costs have been obtained and these are to be discussed at the November 2018 Estates Sub Group.

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<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 12</b>
<b>14 NOVEMBER 2018</b>	<b>Public Report</b>

**Report of: Jane Webb, Peterborough City Council, Police and Crime Panel Secretariat**

Contact Officer(s) – Jane Webb  
Contact Details – jane.webb@peterborough.gov.uk

**RE-APPOINTMENT OF INDEPENDENT CO-OPTED PANEL MEMBER**

**1. PURPOSE**

- 1.1 To seek members views on the re-appointment of an Independent Co-opted member with effect from November 2018

**2. RECOMMENDATIONS**

- 2.1 That the Panel reappoint Mr Edward Leigh for a further four years from today's date as permitted under the Police Reform and Social Responsibility Act 2011 and provided for in the Panel's Procedure Rules.

**3. TERMS OF REFERENCE**

- 3.1 Co-opted Members appointed to the Panel may be re-appointed for a further term of four years provided that the balanced appointment objective is met by that re-appointment.

**4. BACKGROUND**

- 4.1 The Police Reform and Social Responsibility Act 2011 requires that the Panel appoint two independent co-opted members. In doing so the Panel must take account of the need for its membership to meet the balanced objective in skills, knowledge and experience necessary to discharge its functions effectively.

In line with legislation the Panels Procedure Rules provide for the reappointment of a Co-opted member for one further term of four years if two-thirds of the members present at the meeting vote in favour. This provides the opportunity to benefit from the co-optee's experience and knowledge by enabling them to serve an additional term.

Mr Edward Leigh has served as an independent co-opted member of the Panel since 2014 and is now in his second year as Chairperson of the Panel. He has indicated a willingness to serve for a further four year term if the Panel so wishes. The alternative option available to members is to authorise a full, open recruitment exercise and appoint a new Chairperson.

**5. KEY ISSUES**

- 5.1 The term of office for the existing co-opted independent member comes to an end in November 2018

This report outlines the option for extending the term of office for the existing co-opted independent member for another four years. Otherwise the Panel could chose to recruit a new co-opted independent member, which would result in the Panel having to establish a selection panel to short list and interview candidates; this could take up to three months.

**6. IMPLICATIONS**

6.1 There are no financial and staffing resource implications as existing resources are available through the Police and Crime Panel Grant and Secretariat respectively.

There are no IT implications.

**7. CONSULTATION**

7.1 The Police Reform and Social Responsibility Act requires Police and Crime Panels to appoint two co-opted independent members. Therefore, there is no requirement to consult on whether to appoint co-opted members.

**8. BACKGROUND DOCUMENTS**

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

None

**10. APPENDICES**

None



**CAMBRIDGESHIRE POLICE AND CRIME PANEL  
DRAFT AGENDA FORWARD PLAN 2018-2019/20**

DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p><b>SEVENTH NATIONAL POLICE AND CRIME CONFERENCE MONDAY 12 NOVEMBER 2018</b> 9.30am for 10am start Scarman House, Warwick Conference Centre, Coventry</p>	



DATE OF MEETING	TITLE/PURPOSE	OFFICER
<b>WEDNESDAY 14 NOVEMBER 2018, 2PM</b> Hunts District Council Huntingdon	<b>Public Questions/Statements</b>	
	<b>Review of Complaints</b>  To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.	Peterborough City Council, Secretariat
	<b>THEME – COMMUNITIES</b>  Community Engagement – Deep Dive (Update/Progress on Nov 2017 report)	Police and Crime Commissioner’s Office
	<b>Fire Governance Update</b>  The Panel to be informed of the progress/changes made with regard to the Fire Governance process.	Police and Crime Commissioner’s Office
	<b>Performance Monitoring Update</b>  The Panel to be updated on the performance monitoring showing any areas of concern or exception performance.	Police and Crime Commissioner’s Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p><b>Complaints Reform Legislation</b></p> <p>To update the Panel on the Commissioner's chosen options and implications for the Panel.</p>	Police and Crime Commissioner's Office
	<p><b>Decisions by the Cambridgeshire Police and Crime Commissioner</b></p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner ("the Commissioner") under Section 28 of the Police Reform and Social Responsibility Act 2011 ("the Act").</p>	Police and Crime Commissioner's Office
	<p><b>Meeting Dates and Agenda Plan 2018/2019</b></p> <p>Panel to note the dates of future meetings and to consider any items for future meetings which may have been highlighted during the meeting.</p>	Peterborough City Council, Secretariat



DATE OF MEETING	TITLE/PURPOSE	OFFICER
<p><b>PRIVATE BRIEFING</b>  <b>TBC JANUARY 2019</b>            Police HQ Huntingdon  <b>Budget Briefing – Delivered by the OPCC</b></p> <p>The Panel to be informed of the expected draft budget figures / papers – with an opportunity to ask questions in order to gain a greater understanding of the subject.</p>		
<p><b>BUDGET MEETING</b>  <b>WEDNESDAY 30 JANUARY 2019,</b>  <b>2PM</b>  <b>Hunts District Council</b>  <b>Huntingdon</b></p>	<p><b>Public Questions/Statements</b></p>	
	<p><b>Review of Complaints</b></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><b>THEME - BUDGET</b>  <b>Budget /Precept 2019/2020</b></p> <p>To notify the Cambridgeshire Police and Crime Panel of the Cambridgeshire Police and Crime Commissioner’s proposed budget and precept for</p>	<p>Police and Crime Commissioner’s Office</p>





DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>2019/20. To enable the Panel to review the proposed precept.</p>	
	<p><b>Fire Governance Update</b></p> <p>The Panel to be informed of the progress/changes made with regard to the Fire Governance process.</p>	<p>Police and Crime Commissioner's Office</p>
	<p><b>Performance Monitoring Update</b></p> <p>The Panel to be updated on the performance monitoring showing any areas of concern or exception performance.</p>	<p>Police and Crime Commissioner's Office</p>
	<p><b>Decisions by the Cambridgeshire Police and Crime Commissioner</b></p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner ("the Commissioner") under Section 28 of the Police Reform and Social Responsibility Act 2011 ("the Act").</p>	<p>Police and Crime Commissioner's Office</p>
	<p><b>Meeting Dates and Agenda Plan 2018/2019</b></p> <p>Panel to note the dates of future meetings and to consider any items for future meetings which may have been highlighted during the meeting.</p>	<p>Peterborough City Council, Secretariat</p>



DATE OF MEETING	TITLE/PURPOSE	OFFICER
<i>WEDNESDAY 20 FEBRUARY 2019 Potential Meeting – Precept</i>	Reconsideration of precept, if needed	
<b>WEDNESDAY 13 MARCH 2019, 2PM Huntingdon District Council Civic Room 1B</b>	<b>Public Questions/Statements</b>	
	<b>Review of Complaints</b>	Peterborough City Council, Secretariat
	To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.	
	<b>THEME REPORT – Transformation</b>	
	The Panel to review Transformation to include collaboration, restructuring and estates.	
	<b>Decisions by the Cambridgeshire Police and Crime Commissioner</b>	Police and Crime Commissioner’s Office
	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”).	



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p><b>Meeting Dates and Agenda Plan 2019/2020</b></p> <p>Panel to note the dates of future meetings and to consider any items for future meetings which may have been highlighted during the meeting.</p>	Peterborough City Council, Secretariat
DATE OF MEETING	TITLE/PURPOSE	OFFICER
<p><b>??? JUNE 2019</b>  <b>PRIVATE BRIEFING AND TRAINING SESSION</b>            David Seaman Suite, 9:30am            ABAX Stadium, Peterborough</p>	<p><b>OPCC</b></p> <ul style="list-style-type: none"> <li>- <b>Summary of Roles, responsibilities etc</b></li> <li>- <b>Presentation/Update on Victims &amp; Offenders</b></li> <li>- <b>Fire Governance Update</b></li> </ul> <p><b>Frontline Consulting Seminar delivering training:</b></p> <ul style="list-style-type: none"> <li>• <b>Refresh scrutiny</b></li> <li>• <b>Fire Governance</b></li> </ul>	



DATE OF MEETING	TITLE/PURPOSE	OFFICER
<b>WEDNESDAY 26 JUNE 2019, 2:00PM</b> <b>ANNUAL MEETING,</b> <b>Hunts District Council</b> <b>Huntingdon</b>	<b>Election of Chairman</b>  <b>Election of Vice Chairman</b>	
	<b>Public Questions/Statements</b>	
	<b>Police and Crime Commissioner's Annual Report 2018/2019</b>  The Panel to review the Police and Crime Commissioners Annual Report as required by Section 28 (4) of the Police Reform and Social Responsibility Act 2011 ("the Act") including: <ul style="list-style-type: none"> <li>- Performance Monitoring</li> <li>- Full-year accounts (original budget v actuals)</li> </ul>	Police and Crime Commissioners Office
	<b>Fire Governance Update</b>  The Panel to be informed of the progress/changes made with regard to the Fire Governance process.	Police and Crime Commissioner's Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p><b>Decisions by the Cambridgeshire Police and Crime Commissioner</b></p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner (“the Commissioner”) under Section 28 of the Police Reform and Social Responsibility Act 2011 (“the Act”)</p>	Police and Crime Commissioners Office
	<p><b>Cambridgeshire Police and Crime Panel Annual Report 2018-2019</b></p> <p>The Panel to consider the draft annual report of the work of the Cambridgeshire Police and Crime Panel during the last twelve months.</p>	Peterborough City Council, Secretariat
	<p><b>Cambridgeshire Police and Crime Panel Administration Costs and Member Expenses</b></p>	Peterborough City Council, Secretariat
	<p><b>Rules of Procedure</b></p>	Peterborough City Council, Secretariat
	<p><b>Review of Complaints</b></p> <p>To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.</p>	Peterborough City Council, Secretariat

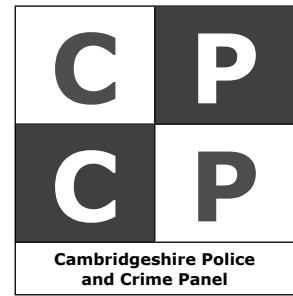


DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p><b>Meeting Dates and Agenda Plan 2019/2020</b></p> <p>Panel to note the dates of future meetings and to consider any items for future meetings which may have been highlighted during the meeting.</p>	Peterborough City Council, Secretariat
<p><b>WEDNESDAY 11 SEPTEMBER 2019, 2PM TBC</b></p>	<p><b>Public Questions/Statements</b></p>	
	<p><b>Review of Complaints</b></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><b>THEME – VICTIMS / OFFENDERS</b></p> <p>Scope to be identified via presentation/information session held on 28 June 2018.</p>	Police and Crime Commissioner’s Office
	<p><b>Performance Monitoring Update</b></p> <p>The Panel to be updated on the performance monitoring showing any areas of concern or exception performance.</p>	Police and Crime Commissioner’s Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<b>Budget Update/Forecast</b>	Police and Crime Commissioner's Office
	<b>Fire Governance Update</b> The Panel to be informed of the progress/changes made with regard to the Fire Governance process.	Police and Crime Commissioner's Office
	<b>Decisions by the Cambridgeshire Police and Crime Commissioner</b> The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner ("the Commissioner") under Section 28 of the Police Reform and Social Responsibility Act 2011 ("the Act").	Police and Crime Commissioner's Office
	<b>Meeting Dates and Agenda Plan 2018/2019</b> Panel to note the dates of future meetings and to consider any items for future meetings which may have been highlighted during the meeting.	Peterborough City Council, Secretariat

Updated: November 2018



Agree an outline forward plan – April 2019 onwards:

- early July: Annual reports
- early September: Victim support & crime/fire prevention
- mid October: Offenders
- late November: Community safety (multi-agency working)
- late January – Budget/Precept
- mid February – possible precept
- mid March - Transformation