



CAMBRIDGESHIRE POLICE AND CRIME PANEL

WEDNESDAY 30 JANUARY 2019, 2.00 PM

Civic Suite 1A - Huntingdonshire District Council

Contact – jane.webb@peterborough.gov.uk, 01733 452281

AGENDA

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|----|---|----------|
| 1. | Apologies for Absence | |
| 2. | Declarations of Interest | |
| 3. | Minutes of the Confirmation Hearing held on 12 September and the Panel Meeting held on 14 November 2018. | 3 - 14 |
| 4. | Public Questions/Statements | |
| | <i>(Questions must be received before 12noon on Friday 25 January 2019 to be guaranteed acceptance in accordance with Rules of Procedure)</i> | |
| 5. | Review of Complaints | 15 - 16 |
| 6. | Precept Report 2019/20 | 17 - 50 |
| 7. | Monitoring the delivery of the Police and Crime Commissioner's Police and Crime Plan | 51 - 72 |
| 8. | Decisions by the Police and Crime Commissioner | 73 - 94 |
| 9. | Final Draft Agenda Plan 2019/20 | 95 - 106 |



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With the Panel's consent, the press and public would be excluded from those deliberations as there would be further discussion regarding the suitability of the candidate for the role.

The Chairperson stated that the Commissioner would be advised of the Panel's recommendation by the following day and Matthew Warren would be copied into the notice. It would be for the Commissioner to decide whether to accept or reject the Panel's recommendation

3. Proposed Appointment of the Police and Crime Commissioner's Chief Finance Officer

The meeting constituted the Confirmation Hearing for the proposed appointment of a new Chief Finance Officer which is required to be held under the Police Reform and Social Responsibility Act 2011 to enable the Panel to report to the Police and Crime Commissioner on that proposed appointment.

The Police and Crime Commissioner introduced his proposed candidate, Matthew Warren, to the Panel.

The Panel considered the report of the Police and Crime Commissioner for Cambridgeshire in respect of the proposed appointment which in accordance with the requirements of the Police Reform and Social Responsibility Act 2011, Schedule 1, Paragraph 6, provided details of:

- The name of the person whom the commissioner is proposing to appoint ("the candidate"),
- The criteria used to assess the suitability of the candidate for the appointment
- Why the candidate satisfied those criteria and
- The terms and conditions on which the candidate is to be appointed

Panel Members questioned the candidate in relation to his proposed appointment to consider his suitability for the role and to assure themselves of the applicant's professional competence and personal independence for the role. At the conclusion of the Panel's questions and responses from the candidate the Chairperson thanked Matthew Warren for attending the hearing.

4. Local Government Act 1972 – Exclusion of the Public

The Panel was requested to consider whether to pass a resolution under Section 10(A) (4) of the Local Government Act 1972 to exclude the press and public from the remainder of the meeting on the ground that consideration of the item of business was likely to involve the disclosure of exempt information as defined in Paragraph 1 of Part 1 of Schedule 12A, Access to Information: Exempt Information to the Act (as amended).

The Panel **RESOLVED** that they would go into private session to deliberate and determine a recommendation to the Commissioner regarding the proposed candidate for the position of Chief Constable.

5. To deliberate upon the Proposed Appointment of Chief Finance Officer and Determine the Panel's Recommendation to the Commissioner in respect of the proposed appointment

At this point the press and public were excluded from the meeting room. The Panel deliberated and formulated a recommendation for the Commissioner, which the Chairperson advised would be published onto the Cambridgeshire Police and Crime Panel website within five working days.

The Chairperson thanked the Panel Members for attending and carrying out the Confirmation Hearing and Officers in attendance for their support to the Panel in undertaking the process.

The meeting began at 2.40pm and ended at 4.00pm.

CHAIRPERSON

DATE

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**MINUTES OF A MEETING OF THE CAMBRIDGESHIRE POLICE AND CRIME PANEL
HELD AT HUNTINGDON DISTRICT COUNCIL
ON 14 NOVEMBER 2018**

Members Present:	Edward Leigh (Chairperson), Councillors J Palmer, D Oliver, D Connor, N Massey, M Shellens, S Tierney, C Hogg, R Brown, C Daunton, A Ali and A Sharp	
Officers Present:	Jane Webb Fiona McMillan	Secretariat, Peterborough City Council Monitoring Officer, Peterborough City Council
Others Present:	Jason Ablewhite Dr Dorothy Gregson Matthew Warren Niki Howard Adrian Chapman	Cambridgeshire Police and Crime Commissioner Chief Executive, Office of the Police and Crime Commissioner Acting Chief Finance Officer, Office of the Police and Crime Commissioner Chief Finance Officer, Cambridgeshire Constabulary Service Director: Communities and Safety, Cambridgeshire County Council and Peterborough City Council

1. Apologies for Absence

Apologies for absence were received from Claire George

2. Declarations of Interest

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

3. Minutes of the meetings held on 12 September 2018.

The minutes of the Panel meeting held on 12 September 2018 were agreed as an accurate record. Subject to the following deletion:

Councillor Alan Sharp was not present at the meeting on 12 September.

4. Public Questions/Statements

No public questions or statements were received.

5. Review of Complaints

The Panel received a report to update them on any complaints received against the Commissioner or his Deputy.

The Panel were informed that during the course of this reporting period one complaint had been made against the Commissioner. This complaint had been ruled out of further consideration by the Monitoring Officer and the Chairman of the Panel due to involving operational policing matters which were outside the remit of the Commissioner and lack of sufficient evidence relating to another secondary complaint regarding how the Commissioner handled the primary complaint.

ACTION

Following discussions the Panel **NOTED** the report.

The Panel made the following recommendation to the Commissioner:

That the OPCC be more proactive in informing members of the public how to file a complaint against the Commissioner.

6. Fire and Rescue Governance Update

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

The Commissioner explained that he had been informed that the public consultation challenge had now been dismissed therefore now only two elements of the decision process were still to be looked into; this was now just between the government and the fire authority.

ACTION

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

7. Medium Term Financial Strategy 2019/20 to 2022/23

The Panel received a report to update them on the Commissioner's approach to setting the Medium Term Financial Strategy 2019/20 to 2022/23

The Panel were informed that the government's police financial settlements figures were expected on 6 December 2018 with the final figures coming back to the Panel in January. Negotiations were ongoing with regard to the pension gap.

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

- a) Niki Howard explained that the Police settlement grant figure expected on 6 December would give an indication as to how much pension deficit would be funded by the government; previously this had always been a flat settlement with no inflationary uplift.
- b) Members noted that Cambridgeshire Constabulary was one of the lowest funded police forces in the county, per head of population, resulting in a constant threat of under resourced policing services whilst Cambridgeshire continued to be one of the fastest growing counties in terms of population. Members asked how they could help this situation to which the Commissioner

responded stating that Members could write to their local MP or the Policing Minister with their concerns asking for a review of the funding formula, taking into account the exceptional level of growth. The Commissioner explained that the Cambridgeshire force was one of the most effective and efficient in the UK and the Government needed to look at the service as a whole, whilst tracking the ever expanding growth of the county.

- c) The 5% pension overpayment by employees did not affect what the employer paid; employees were looking for greater benefit which had been costed in. Members asked if the £4.3m funding gap was expected to be recovered within one year to which Niki Howard confirmed that it was. Members were surprised as the local government pension schemes had been given 20 years to recover.
- d) There had been a huge increase (50%) in the insurance premium; what did this cover and why was this not insured by the government. The Commissioner explained that insurance was a massive issue and only one insurer was willing to cover them due to being deemed as a too high of a risk. Currently there was a claim in which had increase both the excess and the premium; the excess would be £300k. How would the police insure themselves in the future? The Fire Service has looked at setting up their own insurance company; the Commissioner has taken this proposal to the seven force collaboration team who will investigate the possibilities. Currently the Police are held to ransom by one single insurer which was extremely expensive. The details of the insurance claim were currently restricted and would only be released if the claim went to court.
- e) Members were pleased to see the Commissioner had commenced a Youth and Community Fund that supported youth and community groups to deliver activities to divert young people away from offending and reduce the vulnerability of young people but were concerned and requested reassurance that the distribution of grants across the county was where there was most need. The Commissioner stated he provided funds to the countywide Youth Prevention Service and therefore it was up to groups to apply for this funding.
- f) The Commissioner explained that the figures would be revisited in January; the reserves do drop from £17.2m to £8.5m but the government expected local constabularies to do this and he stated he was confident that enough monies would be left that would be able to cover a situation such as Soham (£6.2m) if necessary.
- g) The Commissioner stated that preparatory work had taken place with regard to civil disobedience and was taken seriously; with regard to planning for brexit, reserves were kept higher than needed, training was up to date, resilience was in reserve and if necessary the Constabulary would request further assistance from the government.
- h) Members pointed out that last year the Commissioner was able offer the public 55 new police officers when fire precept was raised and that this year it would be unlikely the Commissioner would be able to offer anything as attractive, as the precept would be absorbed by increased costs; was the Commissioner worried that this would be harder to sell to the public. The Commissioner responded stating that it would need to be made clear that he would be protecting the police force as it was and explaining the consequences if this did not go ahead.

ACTION

The Police and Crime Panel also made the following recommendation:

The Panel to write to the Policing Minister requesting a review of the funding formula, taking into account the exceptional level of growth in the area

8. Monitoring the Delivery of the Police and Crime Commissioner's Police and Crime Plan – Communities

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

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

- a) Members of the Panel felt that the Crime Disorder Reduction Partnerships (CDRPs) worked well by bringing together different agencies but fell down with regard to 101 calls and policing as they received no feedback and therefore lost faith. The Commissioner responded by stating that it was not all down to policing but about collectively getting together and working together for the right outcomes.
- b) Adrian Chapman, Service Director: Communities and Safety, Cambridgeshire County Council and Peterborough City Council stated that all partners have to work collaboratively and disperse the responsibility.
- c) Discussions took place about the need for a partnership approach from all partners involved and not just from a police perspective.
- d) Members asked for sight of the OPPC's and Constabulary's Engagement Strategy/Strategic Communications and asked what performance indicators would be used to determine its success. The Commissioner confirmed this information would be shared with the Panel at the next meeting.
- e) Members stated it was good to see the figures for both the 101 and 999 calls for online contact re website within the report but the Panel would also like to see if there had been an increase or a channel shift. The Commissioner confirmed this information would be shared with the Panel at the next meeting.
- f) Members pointed out that the table 2 on Page 30 should have "£0,000" added to it.

ACTION

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

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

- To bring the Commissioner's Engagement/Communications Strategy to the Panel
- To include within the quarterly performance report, the police contact figures that include via the website (reporting facility and webchat), with analysis of growth in demand versus channel shift.

Estimated Reserves Position Table to be amended to indicate figures are in £0,000s.

9. 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 made against the key activities identified in the Police and Crime Commissioner's Police and Crime Plan.

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

- a) The Commissioner confirmed that complaints regarding cohesive control were included within the domestic abuse category.
- b) Members pointed out that the 101 website "chat" would benefit from a bubble appearing on the front page for immediate contact, at present, it took four pages before you entered into a chat box. The Commissioner stated he would look into this.
- c) Members requested that acronyms be avoided.

ACTION

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

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

- Easier access to Webchat to be looked into.
- Acronyms in report to be expanded in future.

10. Complaints Reform – Police and Crime Commissioner’s Role

The Panel received a report on the proposed reforms to the police complaints system and the Police and Crime Commissioner’s intended position regarding the reform options.

ACTION

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

11. Decisions By the Commissioner

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

Upgrade of Road Safety Cameras – CPCC 2018-012

- The Commissioner informed the Panel that the road safety cameras were being updated to digital cameras and this was a good opportunity to look at partnership working, as partners play a fundamental part in this role. The Commissioner had offered up to £6,000 on the proviso there is a joint strategy to ensure that we are delivering in the right places for the right reasons and therefore it is justified or there are areas of need.
- The future Road Safety Strategy would be available in the first half of 2019.
- If Members have an area of concern then please highlight this as there are data collection cameras that can be installed which would monitor to speed of vehicles to see if there is a concern.

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.

Edward Leigh Left the room for the next item and Councillor David Oliver took over as Chair.

12. Re-Appointment of Independent Co-opted Panel Member

The Panel received a report seeking Members’ view on the re-appointment of an Independent Co-opted Member, Edward Leigh, for a further four years.

Councillor Ali proposed and Councillor Sharp seconded that Edward Leigh be re-appointed for a further four years.

ACTION

The Panel **AGREED** to re-appoint Edward Leigh as an Independent Co-opted Member for a further four years.

Councillor Tierney abstained from voting with this being his first Cambridgeshire Police and Crime Panel Meeting

Edward Leigh returned to the room and took his place as Chairperson

13. 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 Secretariat would send out last year's transformation report.

The Chair asked if there was any interest in setting up a working group re road safety/speeding/parking enforcement; if there was, then evidence would need to be provided. Councillor Oliver voiced concern that this should be put on hold until the Road Safety Strategy had been produced by the Commissioner. Councillors Hamish, Daunton and Sharp stated their interest.

ITEM	ACTION
Review of Complaints	<p>Following discussions the Panel AGREED to note the report.</p> <p>The Panel made the following recommendation to the Commissioner:</p> <ul style="list-style-type: none"> • That the OPCC be more proactive in informing members of the public how to file a complaint against the Commissioner.
Fire and Rescue Governance Update	<p>Following discussions the Panel AGREED to note the report.</p>
Medium Term Financial Strategy 2019/20 to 2022/23	<p>Following discussions the Panel AGREED to note the report and Medium Term Financial Strategy 2019/20 to 2022/23.</p> <p>The Police and Crime Panel also made the following recommendation:</p> <ul style="list-style-type: none"> • The Panel to write to the Policing Minister requesting a review of the funding formula, taking into account the exceptional level of growth in the area
Monitoring the Delivery of the Police and Crime Commissioner's Police and Crime Plan - Communities	<p>Following discussions the Panel AGREED 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"> • To bring the Commissioner's Engagement/Communications Strategy to the Panel • To include within the quarterly performance report, the police contact figures that include via the website (reporting facility and webchat), with analysis of growth in demand versus channel shift. • Estimated Reserves Position Table to be amended to indicate figures are in £0,000s.

ITEM	ACTION
Monitoring the Delivery of the Police and Crime Commissioner's Police and Crime Plan	<p>Following discussions the Panel AGREED 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"> • Easier access to Webchat to be looked into. • Acronyms in report to be expanded in future.
Complaints Reform – Police and Crime Commissioner's Role	Following discussions the Panel AGREED to note the report.
Decisions By the Commissioner	The Panel NOTED the report and decisions that had been made by the Commissioner.
Re-Appointment of Independent Co-opted Panel Member	The Panel AGREED to re-appoint Edward Leigh as an Independent Co-opted Member for a further four years.
Meeting Dates and Agenda Plan 2018-2019	The Panel NOTED the forthcoming meeting dates.

CHAIRPERSON
The meeting ended at 4:30pm

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 5
30 JANUARY 2019	Public Report

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 there were no complaints made against the Commissioner or his Deputy.

6. IMPLICATIONS

6.1 None

7. CONSULTATION

7.1 None

8. NEXT STEPS

8.1 N/a.

9. BACKGROUND DOCUMENTS

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

9.1 *None*

10. APPENDICES

10.1 *None*

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CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 6
30th January 2019	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

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

PRECEPT REPORT 2019/20

1. PURPOSE

- 1.1 To notify the Cambridgeshire Police and Crime Panel (the “Panel”) of the Cambridgeshire Police and Crime Commissioner’s (the “Commissioner”) proposed budget and precept for 2019/20 and to enable the Panel to review the proposed precept.

2. RECOMMENDATION

- 2.1 The Panel is recommended to review and make a report to the Commissioner on the proposed Council Tax precept for 2019/20 (as given in the report at Appendix 1). The proposed Council Tax is an increase of £23.94 bringing the policing element of Council Tax (Band D equivalent) to £222.66. It should be noted that this recommendation is subject to the outcome of a public consultation.
- 2.2 The Panel are asked to note the Commissioner’s Draft Medium Term Financial Strategy (MTFS) at Appendix 2.
- 2.3 The Panel are asked to note that the consequential variation to the Plan, that being ‘Appendix – Medium Term Financial Plan 2019/20 to 2022/23’, will be finalised after the decision on the precept and therefore will be submitted to the Panel meeting on the 13th March 2019 for consideration.

3. TERMS OF REFERENCE

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

4. BACKGROUND

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

5. KEY ISSUES

- 5.1 Since taking office in May 2016, the Commissioner has been cognisant of the increasing challenges the Cambridgeshire Constabulary (the “Constabulary”) face in respect of demand and the changing nature and complexity of crime against a backdrop of economic and social pressures. This has meant that to deliver, and continue to deliver, an efficient and effective public service, the Commissioner and the Constabulary have had to think and act differently. Consequently this has meant the need for continual transformation through collaboration and ways of working.

- 5.2 Transformation of the way in which the Commissioner and the Constabulary deliver public services in the county is key to meeting the objectives in the Commissioner's Plan. This work is not limited to collaboration with other police forces, through tri-force or seven-force alliances, but is much wider with the Commissioner working closely with countywide partners and Community Safety Partnerships.
- 5.3 When considering the precept, the Commissioner has ensured all efficiencies are identified, performance is protected, and that the reserve levels are at an appropriate level to meet the needs of policing. The Commissioner's guiding principle in setting the precept is to achieve value for money policing and he stated during his election campaign in early 2016 that he would ensure frontline services continue to be protected.
- 5.4 The Commissioner's Business Co-ordination Board (the "Board") considered a verbal update on the draft MTFS at its meeting on the 8th January 2019. The Board noted that the draft MTFS was based on the Commissioner's preferred precept option of £2 per month for a Band D Council Tax household. The Board were content with the aims and direction of the MTFS and were supportive of the Commissioner's preferred precept option. A copy of the minutes of the meeting will be available on the Commissioner's website and following this meeting, a public consultation was launched.
- 5.5 As a result of the new 2019/20 budget and forecast budgets for 2020/21 and 2021/22 there is a need to update Appendix of the Plan. This update will be brought to the March 2019 Panel meeting.
- 5.6 The Panel is recommended to review the proposed precept in the context of ensuring continued and sustainable effectiveness and efficiency in policing in Cambridgeshire and note that the final results of the public consultation will be presented on the day.

6. IMPLICATIONS

- 6.1 The draft budget the Commissioner's presents to the Panel is balanced for 2019/20 and further details of how this has been achieved are presented in the Commissioner's precept-setting report at Appendix 1. If accepted, the precept will ensure a £147.9m budget for policing in Cambridgeshire for 2019/20. This would see the policing element of a 2019/20 Band D council tax increasing from £198.72 to £222.66 per annum, an increase of £2 a month.

7. CONSULTATION

- 7.1 As well as the Commissioner's extensive public engagement, a Survey Monkey survey was launched on the 8th January and runs to the 28th January 2019, and is available to access on the Commissioner's website, and through various social media and e-cops. Survey responses are also currently being received on forms and verbally at both public meetings and through contact with the Commissioner's office. News of the Commissioner's proposal was also covered by the media across Cambridgeshire. As at 18th January 2019 1,928 survey responses have been received with 85% of respondents in agreement with a precept increase of £2 or more, of which 61% were supportive of the Commissioner's preferred option of an increase of £2 per month, and 24% supportive of an increase of £10 (which would require a public referendum). A verbal update on the final figures will be provided at the Panel meeting. The recommendation from the Commissioner will be subject to the final results of this consultation.

8. NEXT STEPS

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

9. BACKGROUND DOCUMENTS

Police Reform and Social Responsibility Act 2011

<http://www.legislation.gov.uk/ukpga/2011/13/contents>

Police and Crime Panels (Precepts and Chief Constable Appointments) Regulations 2012

<http://www.legislation.gov.uk/uksi/2012/2271/made>

Provisional Police Grant Report (England and Wales) 2019/20, Home Office, December 2018

<https://www.gov.uk/government/consultations/provisional-police-grant-report-2019-to-2020>

Minutes of the Business Co-ordination Board meeting on 8th January 2019

<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2019-2/bcb-24th-january-2019/>

10. APPENDICES

Appendix 1 - Precept Report 2019/20

Appendix 2 - Medium Term Financial Strategy 2019/20 – 2022/23

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PRECEPT REPORT 2019/20 and Medium Term Financial Strategy (MTFS)

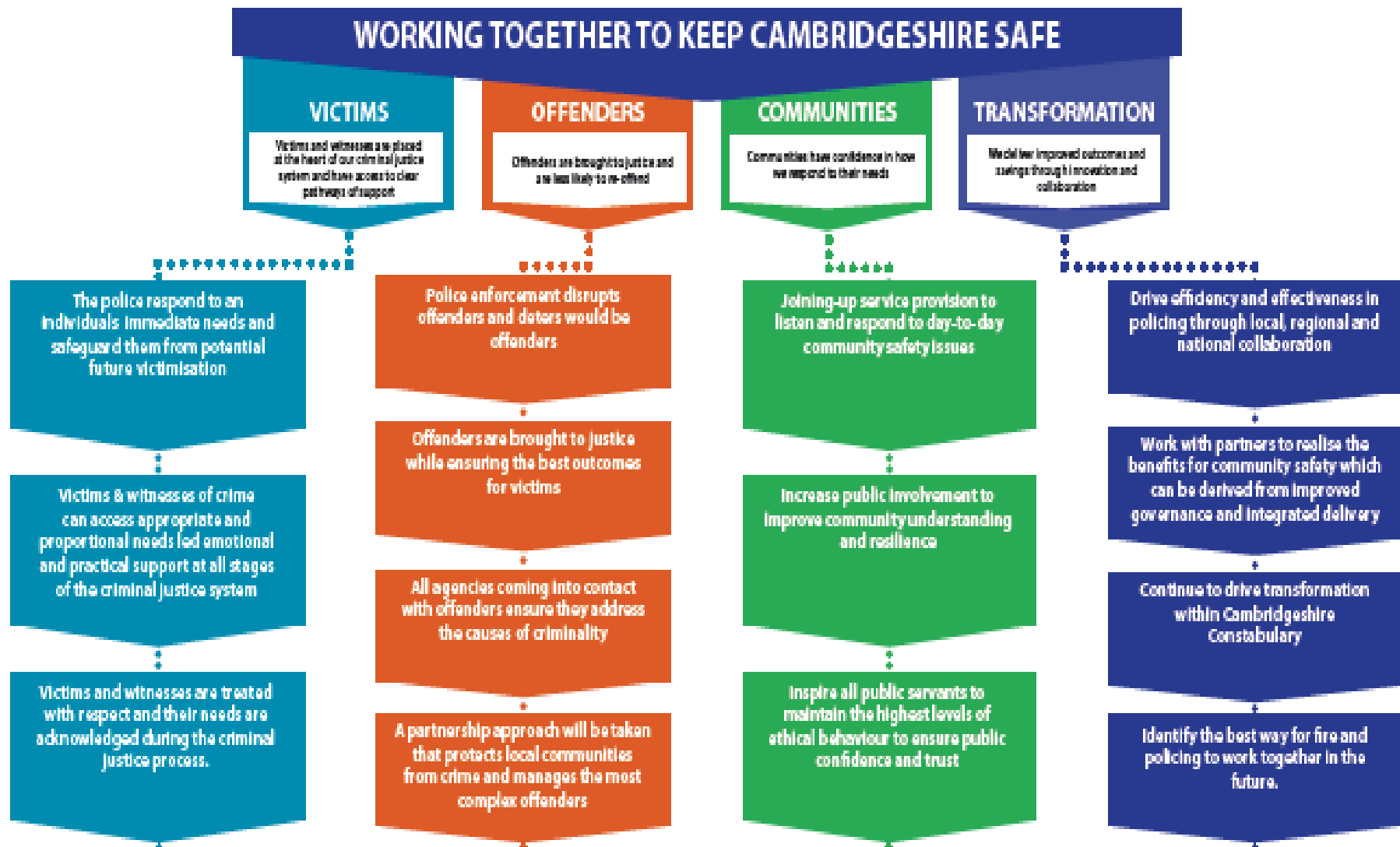
The recommendations in this report are subject to public consultation closing on 28th January 2019.

1. Police and Crime Plan

1.1 The budget enables delivery of the Police and Crime Commissioner's (the "Commissioner") Police and Crime Plan (the "Plan"). The Plan determines, directs and communicates the Commissioner's priorities during their period in office and sets out for the period:

- the Commissioner's **police and crime objectives** for the area
- the policing of the area which the Chief Constable is to provide
- the financial and other resources which the Commissioner is to provide to the Chief Constable
- the means by which the Chief Constable will report to the Commissioner on the provision of policing
- the means by which the Chief Constable's performance in providing policing will be measured
- the services which the Commissioner is to provide or arrange to support crime and disorder reduction or help victims of witness of crime and anti-social behaviour (**crime and disorder reduction and victims' service grants**).
- any grants which the Commissioner is to make and the conditions, if any, of those grants.

1.2 The Plan's strategic aims and objectives are set out in the diagram overleaf.



2. Budget and Medium Term Financial Strategy (MTFS) Development

- 2.1 During the summer and autumn 2018, the Commissioner oversaw work to update the MTFS. The Provisional 2019/20 Police Grant Settlement was announced on 13 December 2018, stating an increased grant of 1.93%. The Provisional Settlement also gave all Police and Crime Commissioners the flexibility to increase the council tax precept by up to £24 for 2019/20.
- 2.2 The MTFS at Appendix 2 sets out the updated budget for the period 2019/20 to 2022/23, which is based on detailed budget work undertaken by the Constabulary and the Office of the Police and Crime Commissioner (OPCC).
- 2.3 It also sets out the assumptions and information underpinning the budget and MTFS.
- General inflation for the period to 2022/23 will be at 2% per annum.
 - Police officer and staff pay for the period to 2022/23 will increase by 2% per annum.
 - The council tax base in 2019/20 is estimated to have increased by 1.5% to 284,128. At this point housing development is anticipated to continue to grow across the county. The MTFS assumes an estimated increase of 1.99% for the next three years to 2022/23, however this is subject to ongoing review.
 - Victims' Services Grant from the Ministry of Justice (MoJ) has been confirmed for 2019/20 as £979k.
 - Provisional notification of Cambridgeshire's allocation of the capital grant has been received and is the same as 2018/19 at £0.5m.
- 2.4 **Table 1** below sets out in broad terms how the budget has been balanced and Table 2 shows a high level analysis of the total budget.

Table 1 – Budget changes 2018/19 to 2019/20

	£m
Budget 2018/19	137.1
Funding Changes	
Increase in Formula Grant	1.5
Pension Grant	1.4
Increase in Precept receipts	7.9
Change in Net Budget requirement	10.8
Net Budget Requirement 2019/20	147.9
Budget 2018/19	137.1
Net Revenue Expenditure Changes 2019/20:	
Increased Pension Costs	2.2
Recruitment/Increased Officers	2.5
Inflationary Pressures	1.2
Growth Pressures e.g. demand	1.4
Cost Pressures	7.3
Savings:-	
Local Policing Review	-1.8
Supplies and Services	-0.8
Estates Rationalisation	-0.2
Collaboration Savings	-0.7
Total Savings	-3.5
Budget 2019/20	147.9

Table 2 – High Level Budget Analysis

	£m
Policing Budget – delegated to the Chief Constable	143.2
Office of the Police and Crime Commissioner (OPCC)	1.2
Victim, restorative justice, and crime and disorder grants	2.2
Capital Financing	1.3
Net Budget Requirement	147.9

3. Precept 2019/20

- 3.1 Since taking office in May 2016, the Commissioner has been ensuring that, in the face of complex economic and social pressures, the OPCC and the Constabulary think and act differently and transform the way they work through collaboration and new technology: the police never work in isolation.
- 3.2 The Commissioner’s guiding principle in setting the precept is to ensure services continue to be protected and to achieve value for money in policing.
- 3.3 The Provisional Police Grant Settlement announced a below level of inflation increase of government grant but also enabled additional funds to be raised locally by precept increases up to a maximum of £2 per month.
- 3.4 The Commissioner is committed to protecting, and strengthening, frontline resources as a consistent message that he receives from the public, is that they want to see more officers in local policing within Cambridgeshire.
- 3.5 Financial modelling indicates that due to existing cost pressures that are outside of the Commissioner or the Chief Constable’s control, a 2% rise in the local precept would lead to a reduction of around 80 frontline officers.
- 3.6 A £2 rise per month would generate around £7.6m of additional funding. This would enable the existing cost pressures to be met and for up to 50 officers to be recruited and deployed into local policing in Cambridgeshire. This will increase the ability of the Constabulary to protect the public and tackle crime.
- 3.7 A £10 per month rise would bring overall funding more in line with the national average and enable the recruitment of more than 350 frontline officers. This would substantially increase the capacity of the Constabulary and its ability to tackle crime and keep people safe.
- 3.8 For the above reasons, and also due to initiatives currently in place to deliver future efficiencies, the Commissioner is recommending to the Police and Crime Panel (the “Panel”) an increase of £23.94 in council tax for 2019/20. This would see the policing element of a Band D council tax property increasing from £198.72 to £222.66 per annum, an increase of £2 per month.

- 3.9 The Police Reform and Social Responsibility Act 2011 enables the Commissioner to obtain the views of the public before issuing a precept. As well as the Commissioner’s extensive public engagement via meetings, surgeries and his newsletter, a survey was made available from 8th January 2019 to 28th January 2019 with a link to the survey being available on the Commissioner’s website as well as being sent to eCops subscribers, which is approx. 15,000 email addresses. News of the Commissioner’s proposal was also covered by the media across Cambridgeshire and on social media. As at 18th January 2019, 1,928 survey responses were received with 85% of respondents in agreement with a proposed precept increase of £2 or more. A verbal update will be provided to the Panel with the final results.
- 3.10 Details of the precepts due from each collection authority net of any loss or surplus on the collection funds are set out at Appendix 1 (Annex A).

4. Workforce

- 4.1 Despite ongoing budget pressures, the total number of police officer posts in the Constabulary establishment is budgeted to increase by 75 local officers to 1,496 officers in 2019/20. The increase in precept will fund 50 of these. The remaining 25 were identified in the Constabulary’s Local Policing Review (LPR) in 2018 which enabled an additional 50 officers, with the first 25 recruited in 2018/19 and the remaining 25 in 2019/20. These have been included in the establishment figures below.
- 4.2 PCSO establishment numbers are budgeted at 80.
- 4.3 Police Staff budgeted numbers are estimated to remain at 873.
- 4.4 The target for Special Constabulary numbers continues to be 300.
- 4.5 The Constabulary is already collaborating in several areas. This has enabled each Force/Constabulary to have access to a greater number of resources.

Table 3 – Draft Workforce projections (establishment)

	2018/19	2019/20
Police Officers:		
Local Policing	1,175	1,250
Collaborated Officers	251	246
Total Officers	1,425	1,496
Police Staff:		
Police Staff	873	873
PCSOs	126	80
Total	999	953

5. Capital Financing

- 5.1 The replacement for Parkside Custody is now underway, with searches for suitable sites progressing. Detailed project plans are in the process of being drawn up.
- 5.2 Other than the Parkside replacement project, other Capital Programme expenditure for 2019/20 will be financed without the need for external borrowing. Financing of the programme will be through a number of different sources which include Capital Grant from Government, Capital Receipts and the use of Capital Reserves and the Budget Assistance Reserve.
- 5.3 From 2020/21, the primary source of capital financing will be borrowing as Capital Receipts Reserve will have been fully utilised by this point and it is anticipated that the current low level of Capital Grants received from central government will continue. This will have ongoing revenue consequences due to the need to budget for interest and minimum revenue provision payments.
- 5.4 The Capital Programme's 2019/20 to 2022/23 revenue effects are included in the MTFS.

6. The Medium Term Outlook

- 6.1 As set out in the current MTFP the projected budget gap for 2019/20 to 2022/23 is a further £4.9m which will need to be met by the saving and efficiency plans that are already in place.
- 6.2 The Commissioner is awaiting the outcome of his proposal to take on the responsibility of governance of Cambridgeshire Fire and Rescue Service. Work is ongoing to determine the best use of the emergency service land and buildings in Huntingdon.
- 6.3 Eastern Region collaboration (being Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent) is in its relatively early stages and already significant opportunities have been identified in areas such as regionalising procurement.
- 6.4 Transformation is crucial to enable Cambridgeshire Constabulary and partners to deliver the objectives in the Police and Crime Plan. A continual process is in place to look forward to find different ways of working which are more effective and efficient and in this way balance the budget and protect frontline policing.
- 6.5 This is coupled with a need to have a comprehensive understanding of demand and ways of working with partners to reduce these demands. There has been a shift in the type of demand from dealing with:
- current crime to dealing with current and historic crime
 - public crime to dealing with public and private/hidden crime (a much greater focus on domestic abuse, child sexual exploitation, modern slavery).
 - physical crime to physical and online crime
 - simple to simple and complex (the huge increase in data associated with investigations and the disclosure burden)

- crime to crime and social care (tackling vulnerability compounded by demand being shunted to policing by other agencies)

6.6 Over the period of the plan we will be seeking to realise additional benefits of collaboration, investment in technology, e.g. the new ABLE system which will links finance and HR system, national digital programmes and workforce productivity.

7. Robustness of estimates

7.1 Under Section 25 of the Local Government Act 2003, the Commissioner's Chief Finance Officer (CFO) is required to report on the robustness of the estimates made for the purposes of the budget calculations.

7.2 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.

7.3 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.

7.4 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.

7.5 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 provide a realistic and sustainable financial plan that enables the Constabulary to bring the operational policing strategy to fruition.

8. Recommendation

8.1 Taking into account all the information contained in the report the Commissioner is recommending that the Police and Crime Panel endorse his recommendation to increase the policing element of council tax by £23.94; this will increase the policing element of Band D council tax from £198.72p in 2018/19 to £222.66 per annum, an

Official

increase of £2 per month. It should be noted that this recommendation is subject to the final results of public consultation.

Estimated Share of Precept to be paid by each District/City Council in 2019/20

Precepting Summary						
	2019/20 Council Tax Estimated Base No	19/20 Band D	Precept	Collection fund surplus (+) / deficit (-) police share	Estimated Total Payment Due	Comments
Cambridge City	43,666	222.66	9,722,560	6,495	9,729,055	Estimated Base and Collection Fund deficit provided by the Authority
East Cambridgeshire District Council	29,719	222.66	6,617,322	76,546	6,693,868	Estimated Base and Collection Fund surplus provided by the Authority
Fenland District Council	29,380	222.66	6,541,751	32,940	6,574,691	Estimated Base and Collection Fund surplus provided by the Authority
Huntingdon District Council	61,749	222.66	13,749,032	507,104	14,256,136	Estimated Base and Collection Fund surplus provided by the Authority
South Cambridgeshire District Council	62,576	222.66	13,933,239	0	13,933,239	Estimated Base and Collection Fund surplus provided by the Authority
Peterborough City Council	57,038	222.66	12,699,970	24,000	12,723,970	Estimated Base and Collection Fund surplus provided by the Authority
Total	284,128		63,263,874	647,085	63,910,958	

The budgeted 2019/20 Precept in MTFP is based on a Council Tax base increase of 1.5%.

The estimated Collection Fund figure is awaited from South Cambridgeshire District Council.

OFFICIAL



Police and Crime Commissioner
CAMBRIDGESHIRE AND PETERBOROUGH

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER

DRAFT

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 (the "Constabulary") area and has a wider responsibility to promote the effectiveness and efficiency of community safety partnerships and the criminal justice system.
- 1.3 The MTFS aims to draw together the strategic planning priorities, demand and resource forecasts and likely impact of changes in the wider service delivery environment to produce a costed plan which achieves long-term financial sustainability.
- 1.4 The plan sets out how we aim to achieve savings and efficiencies during the period of the plan and use reserves in order to balance the budget in the short term.
- 1.5 The MTFS balances the pace of delivery of the Commissioner's Police and Crime Plan (the "Plan") against constraints in resources. It identifies assumptions and risks and/or opportunities and how these affect the financial plan.
- 1.6 Demand across Public Services is increasing. Without effective partnership working, there is a risk that demand, rather than being dealt with, is shifted between partners, with changes in one organisation having a detrimental impact on another. Effective partnership working aims to transform how we work together, preventing future demand as well as dealing with present issues.

2 Police and Crime Plan

- 2.1 The Plan contains the Commissioner's objectives under four strategic themes, shown at Appendix A.

Victims

- 2.2 The **Victims** Strategic Theme is a significant part of the Commissioner's "and Crime" remit and in the main is for the Constabulary and partners to deliver on the ground. The Commissioner has a duty to promote an 'effective and efficient criminal justice system' and uses this duty to champion the needs of victims within the system.
- 2.3 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 must be used to fund initiatives that seek to deliver key outcomes for Victims. Key local services are:

- The Victim and Witness Hub which provides an end to end service for all victims and witnesses of crime, and;
- A county-wide support service for survivors of sexual violence which is co-commissioned with NHS England and the local authority in a pooled budget arrangement.

2.4 Adverse outcomes following Domestic Abuse remain a key area of concern. Currently Cambridgeshire's Domestic Abuse services are 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 will need to ensure emerging risks are shared and mitigated together.

Offenders

2.5 The Offenders Strategic Theme's overarching objective is that offenders are brought to justice and are less likely to re-offend. Within this, tackling and investigating crime is a core policing role. Reducing re-offending requires an integrated approach involving a broad range of statutory and voluntary agencies.

2.6 Community Safety Partnerships (CSPs) are key to achieving this. Crime and disorder reduction grants will be awarded to CSPs to support delivery of this and the Communities Strategic Theme. The Commissioner is keen that grants go towards preventative work to help reduce demand and calls for service.

2.7 The Commissioner now chairs the Countywide Community Safety Strategic Board. This board has worked to introduce a system-wide public health approach to reducing crime. This approach embraces:

- Primary prevention to stop problems starting in the first place. Work streams include Health and Safer Schools and Think Communities (work to develop resilience / capacity in communities).
- Secondary Prevention which aims to stop problems escalating. Through innovation funds we were an early adopter of the new approach to conditional cautions and we have done work to strengthen pathways to housing and employment for offenders. We have an active youth offending board, drug and alcohol partnerships and mental health concordat. Early help hubs are in place led by the local authorities.
- Tertiary prevention, ensuring an effective partnership response to high risk issues such as county lines and serious organised crime.

2.8 Significant changes in the criminal justice system such as prison reform and changes to probation services provide an opportunity to strengthen pathways, but of course also present transitional risks. An area of potential risk, as well as opportunity, for the duration of this MTFS period are the proposed significant changes to the Criminal Justice System. We have seen Criminal Justice services reducing their resources and this is impacting both on the Victim and Witness Hub and other partners. In 2018 the

Commissioner lobbied hard to ensure Cambridge Magistrates' Court remained open. In terms of opportunity, the role of the Commissioner could widen to include a greater role in shaping local rehabilitation and resettlement services (probation) and improving local collaboration

- 2.9 An emerging criminal justice national initiative is the implementation of virtual courts. This lessens the requirement for a person to sit at Court until called, and enables them to give their evidence from a location elsewhere via a live "video" link. There is a cost for the implementation of the facilities to enable this to happen but it can be an "invest to save" initiative as it can reduce the burden on staff attending court and assist in improving operational efficiencies.
- 2.10 The Plan continues to have 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. The Constabulary is 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 infrastructure it requires often working regionally to provide resilience in this area.

Communities

- 2.11 The **Communities** Strategic Theme recognises all public service organisations are facing challenges as budgets reduce and it is often the same people with multiple and complex needs that all agencies come into contact with.
- 2.12 A new **Think Communities** approach has been launched across Cambridgeshire with the aim of managing, delaying and preventing demand. This initiative is aiming to strengthen partnership work to build resilient communities where people feel safe, connected and able to help themselves and each other.
- 2.13 The Constabulary Local Policing Review (LPR) is embedding having been implemented in 2018/19. It supports delivery of the Plan and enables the Constabulary to provide a victim-focussed and demand-led service to the public while supporting the Constabulary to be more sustainable and efficient.
- 2.14 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 that 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 need for officers to gain graduate qualifications will initially impact upon availability of frontline officers.

Transformation

- 2.15 In the face of complex economic and social pressures, we must think and act differently and transform the way we work through collaboration and new technology. In order to achieve this the **Transformation** Strategic Theme brings these strands together.
- 2.16 Approximately 30% of the Constabulary's Net Revenue Expenditure (NRE) is spent on collaborated functions (national, regional, and local). The Constabulary could not provide the full range of policing functions in isolation as they are becoming more complex and specialised - this brings cost. The benefits of collaboration are scale and "sweating" of specialist assets.
- 2.17 Closer linking of the MTFS with the HMICFRS Force Management Statement¹ (FMS) process will enable the potential benefits of collaboration to be more apparent as demand and business needs will be more evident. This applies to existing and future collaborations.
- 2.18 By a process of ongoing review of the benefits being delivered by existing collaborations and a clearer articulation of the needs of Cambridgeshire for new collaborations (7Force²; national) the appropriate mix of local delivery and collaborative delivery can be met.
- 2.19 Over the period of the Plan we will be seeking to realise additional benefits of collaboration, investment in technology, e.g. the new ABLE system which links the finance and HR systems, national digital programmes and workforce productivity. The future governance of the Fire Service will also be determined.
- 2.20 The MTFS makes the link between this transformation agenda to deliver policing and community safety and the funding required to support it.

3 Demand

- 3.1 The pressures on policing have been widely discussed in the national media. There has been a shift in the type of demand from dealing with:
- Current crime to dealing with current and historic crime
 - Public crime to dealing with public and private/hidden crime (a much greater focus on domestic abuse, child sexual exploitation, modern day slavery).
 - Physical crime to physical and online crime

¹ FMS is the Chief Constable's statement and explanation of future demand matched to resources, efficiency and viability

² 7Force consists of Norfolk, Suffolk, Bedfordshire, Cambridgeshire, Hertfordshire, Essex and Kent

- Simple to simple and complex (the huge increase in data associated with investigations and the disclosure burden)
 - Crime to crime and social care (tackling vulnerability such as mental health issues compounded by demand being shunted to policing by other agencies)
- 3.2 The demands 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 day 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.
- 3.3 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.
- 3.4 The Constabulary undertakes a Strategic Demand Assessment (SDA) that compares demands at a strategic level across the full range of the Constabulary's operational services. Its purpose is to identify the demand risks faced by all functions, informing decisions on where to review and allocate resources to meet current and future resource gaps. The SDA uses a demand framework based on the taxonomy of demand developed for HMICFRS's FMS, which divides all external demands into seven demand types. This approach builds a strategic picture of demands and management of demands across all operational functions.
- 3.5 The Constabulary is making strong progress in its understanding of demand, both current and future through the FMS planning process. As this process develops and embeds the Commissioner and Chief Constable will be able to base their respective resourcing decisions upon evidence based planning processes.
- 3.6 The policing reality is that demand can always outstrip supply of resources to deal with it. Early intervention/preventative work in partnership is critical if the Constabulary and its partners are to meet people's expectation as to how we respond to demand in the future.
- 3.7 The new Local Policing model supports delivery of the Plan and enables the Constabulary to respond effectively to increases in demand including 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.
- 3.8 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. During Q1 2016, 72 uses were recorded; in Q1 2017 this increased to 1,267 and for Q1 2018 this was 7,366 digital transactions; broken down into the following headings - Online crime 38.2%, Online intelligence

22.1%, Online anti-social driving 12.2%, Online road traffic collision 19.8%, Camera Tickets and collision report 5.5%, CTC Collision report requests 2.2%.

- 3.9 Cambridgeshire continues to be one of the fastest growing counties in terms of population with a forecast oncrease of 20% by 2031. Increases in central funding are not currently linked to population growth, hence this will be a significant demand pressure.
- 3.10 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. In particular, the Commissioner is working with partners to understand the future funding landscape for domestic abuse support services which they currently fund.
- 3.11 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.

4 Productivity

- 4.1 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.
- 4.2 Throughout the period of the MTF5, the Commissioner and Chief Constable will be looking to improve the operational and organisational productivity of the Constabulary through the creation of a Productivity Strategy. This will need to consider the following:
- **Human Resources** – ensuring that the Constabulary has the right people with the rights skills in the right places, and that their wellbeing is supported. The introduction of ABLE a new Enterprise Resource Platform (ERP) system within BCH will enable efficiencies savings to be driven out of our HR services.
 - **Policing Education Qualifications Framework (PEQF)** - it is a key deliverable of workforce transformation that those who work in policing should see themselves as members of a profession and adhere to the disciplines of professional practice. Modern policing places on officers, a requirement to operate with a high degree of autonomy, solve complex problems and apply their skills to a wide range of situations – and the level six skills qualifications that equip them to meet these challenges. PEQF is a national framework setting professionally-related qualification levels for the police service, by rank or organisational level of responsibility. The ability to gain accreditation from training is a key step in the

professionalising of the force agenda and the benefits that will accrue in years to come.

- **Digitisation** - has the potential to transform the way policing is delivered – taking police officers away from police stations and bringing them closer to communities and crime spots. In realising the potential of digital technologies, police forces can learn from private sector organisations that share similar characteristics and challenges: a mobile workforce; the need to process and analyse vast amounts of data to make decisions, and operationalise those decisions quickly; the need to engage with customers via multiple channels; the ability to respond to customers’ desire for self-service. Significant investment is being made in respect of digital policing, mobile working and our workforce. These will significantly improve productivity and will lead to both cash and non-cash savings in the future. The benefit from such investment will be key in enhancing the effectiveness of the force to deliver successful outcomes in the more complex policing landscape that now exists.
- **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 achieve marginal gains that together represent substantial productivity improvements for the force, both for the frontline and support functions.

4.3 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. This vision drives the rationale to budget for the short term impact in order to gain the long term benefit.

4.4 Part of the benefits realisation in respect of all investment activity will be to ensure that productivity improvements are identified and tracked to demonstrate value for money of the investments. Improvements to officer efficiency will have the same effect as increased officer numbers, it is important that we track these improvements.

5 Partnership Working

5.1 The Commissioner has a Commissioning and Grants Strategy which sets out the approach taken to provide funding for local interventions, innovation, and victim support services to deliver the shared outcomes of the Police and Crime Plan.

5.2 Section 2 of this MTFs sets out how the Commissioner is working in partnership to deliver his Plan.

- 5.3 Future crime and disorder reduction grants will be made in line with the Grants and Commissioning Strategy. This includes provision which is: evidence-based, equitable across the county (building on the theme of industrialisation) and co-commissioned.
- 5.4 The Commissioner wants grant funding to support mainstream organisations to work together to reduce demand and collectively manage community safety risks. Therefore, the Commissioner will not be awarding annual funding for small unsustainable project work. It is clear resources need to be used where they have the most impact and priority will be given to investment in work to tackle cross cutting themes.
- 5.5 The Ministry of Justice (MoJ) transferred responsibility for commissioning support services for victims of crime to Police and Crime Commissioners in 2014. These services are provided using a mixture of grants and commissioning. In 2019/20 Cambridgeshire will also be one of five pilot areas nationally to have a devolved rape support fund from the MoJ.
- 5.6 The Commissioner awards grants to deliver casualty reduction and support in the county.
- 5.7 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.

6. Police Funding

- 6.1 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 that was issued by the Home Office in December 2018 provided details on the Police Grant and Council Tax, both of which are discussed below.
- 6.2 The Government is preparing the Comprehensive Spending Review which is due to be finalised in 2019. There is also ongoing work nationally to review the police funding formula allocation process. The assumption within this MTFS is that there will not be any significant changes to Cambridgeshire funding as a result of either. This is not to say that there won't be changes but to try to factor in what they may be, would be wild speculation. The Constabulary is already one of the lowest funded forces currently, so a reasonable assumption would be that any change would be neutral or positive in its impact.
- 6.3 Against this background, the Constabulary continues to be one of the lowest funded police forces in the country in terms of funding per head of population, resulting in a constant risk of under resourced policing services. (42p per day per head compared to 51p national average).

Government Formula Grant

- 6.4 In 2018/19, 54% of the funding for the Commissioner came from the Police Grant, paid by the Home Office. In the last financial year, the Police Grant was set at a below inflation increase to £79.9 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

- 6.5 The Council Tax is driven by two elements, the Band D equivalent rate and the Council Tax base. The current 2018/19 Band D rate in Cambridgeshire is £198.72. The draft Government financial settlement included a provision that allows Police and Crime Commissioners to increase their share of the Council Tax by up to £24. The MTFS is based on this increase in 2019/20 (exact figure £23.94) and then reverting to a 2% increase per annum thereafter. This will increase the Council Tax in 2019/20 to £222.66 for Band D.
- 6.6 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 District Councils and is driven by house building in the area. The council tax base for 2019/20 is anticipated to increase by an estimated 1.5%.

7 Budget Considerations for 2019/20

- 7.1 The total budget requirement has increased by approx £11m for 19/20; mainly driven by cost pressures; increases in pay and pension of £4.6m, collaboration costs of £3.5m and a decrease in income of £0.2m, as well as £2.5m from a planned increase of officers in 19/20. Further detail is listed below.
- 7.2 Employer contributions for pensions have been reviewed by government actuaries which has increased the annual cost of employer contributions by £3.6m thereby increasing the baseline for 19/20. The settlement in December 2018 provided £1.4m of additional grant for 19/20 to cover part of this increase to approx £2m. The increase is outside local control.
- 7.3 The Insurance Premium for policing increased on renewal in September 2018 giving a pressure of £550k. In the short term this cannot be reduced.
- 7.4 The National Police Air Service (NPAS) is consulting on different working models currently. However, there has been a requirement to increase the amount budgeted by £186k taking the total cost to £700k for this service. As a national mandated service the cost of running the function is outside local control.
- 7.5 As a result of issues within the forensic market, the Forensic cost has increased in 19/20 with the budget now at £765k. Again, the cost of this service is outside of local control.

- 7.6 The anticipated investment in the National Enabling Programme (NEP) has an agreed uplift in 19/20 of approx £300k. This initiative underpins the delivery of several outcomes of the Policing Vision 2025 and will provide a modern technology environment that is fundamental to transforming ways of working across policing in the UK. Whilst a cost, this will bring improvement and efficiency with such investment.
- 7.7 The collaborated HR function has identified additional costs due to Occupational Health recruitment and other changes totalling £543k.
- 7.8 Income generation has fallen by some £200k – partly due to a change in the charging mechanism but also a reduced number of events within the Cambridgeshire area.
- 7.9 Other collaborated activities including custody are seeing an additional £300k added to the 19/20 budget.

8 Inflation

- 8.1 Current inflation rates are contained within the MTFP (Appendix B) but there is currently a period of growing inflation, which brings about pressure and risks to the budget. Some areas (e.g. Insurance) have significantly higher rates of increase.

9 Savings

- 9.1 The current 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.
 - **Estates Strategy** – The Commissioner has a clear Estates Strategy that is looking to dispose of properties no longer required, collaborate with partners, particularly Cambridgeshire Fire and Rescue Service, for joint occupation of buildings and uses 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. 7F procurement is a tangible example of this.

10 Workforce

- 10.1 Despite ongoing budget pressures, the total number of police officer posts in the Constabulary is budgeted to increase to an establishment of 1,496. The increase in local policing from 19/20 of 75 local officers is made up of an additional 50 warranted

officers, funded from the 19/20 increased precept, and 25 from the Local Policing Review in 2018.

- 10.2 Police Community Support Officer (PCSO) establishment numbers are budgeted at 80.
- 10.3 The Constabulary is already collaborating in several areas. This has enabled each Force/Constabulary to have access to a greater number of resources.

Table 1 –Workforce projections (establishment)

	2018/19	2019/20
Police Officers:		
Local Policing	1,175	1,250
Other Policing	250	246
Total Officers	1,425	1,496
Police Staff:		
Police Staff	873	873
PCSOs	126	80
Total	999	953

11 Budget assumptions beyond 2019/20

11.1 Assumptions in the budget associated with this MTFs are discussed throughout the document but maybe summarised under the following categories:

- Funding – a lack of growth in direct grant has been assumed although additional pension funding received as part the December 2018 settlement is factored into the next 3 years. Council Tax funding has been included at a rate to reflect the assumed increase in population in the Cambridgeshire area. The budget assumes no additional associated funding in taking on more responsibilities arising from legislative changes.
- Cost pressures – general and energy inflation has been included at rates which are reviewed annually. It is accepted that there is risk over items of expenditure where there is no ability to exercise short term control; current examples being the increase in pension contributions and provision of insurance and forensic services. In these cases there there no alternative provider although long term solutions are under review.
- Opportunities – some scope exists to control expenditure that either falls to be included as an investment to future efficiencies, as with the Digital Efficiency Programme describe above, or with collaborative activities, where savings are not forthcoming.
- Demand – although it is accepted that there is an increase in demand, both short and long term, as well as an increase in the level of complexity, with increased

sophistication of crime requiring additional resources, the budget has been prepared on an ongoing basis to absorb any increases in associated costs arising.

- Changes elsewhere in the public sector – the budget is prepared assuming no specific additional cost to absorb the demand shift from other agencies onto the police.
- Impact of Brexit – estimates for the effect of Brexit on costs and revenue remain uncertain and are not included within the budget.

12 Reserves

- 12.1 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.
- 12.2 The **General Reserve**, which is a statutory contingency reserve to fund unplanned and emergency expenditure, for example a major operational investigation, is budgeted at £7.198m (5.25% of the Net Budget Requirement, in line with the recommended 5% generally considered prudent).
- 12.3 The Commissioner is required to clearly set out how he intends to use all allocated reserves over the MTFS period, including specific spend categories as required by the Home Office. **Appendix D** sets out the estimated balances of the reserves over the period of the MTFS.
- 12.4 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.
- 12.5 The **Road Casualty Reduction and Support Fund** contains funds to be used on road casualty reduction activities. The Commissioner 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.
- 12.6 The **Collaboration and Commissioning Reserve** is for the Commissioner 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.
- 12.7 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.

- 12.8 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.
- 12.9 **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.
- 12.10 The **Capital Reserve** is to be used for the Capital Programme and will be used during the life of this MTFS.
- 12.11 The **Capital Receipts** Reserve is made up from receipts from buildings the Commissioner 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.

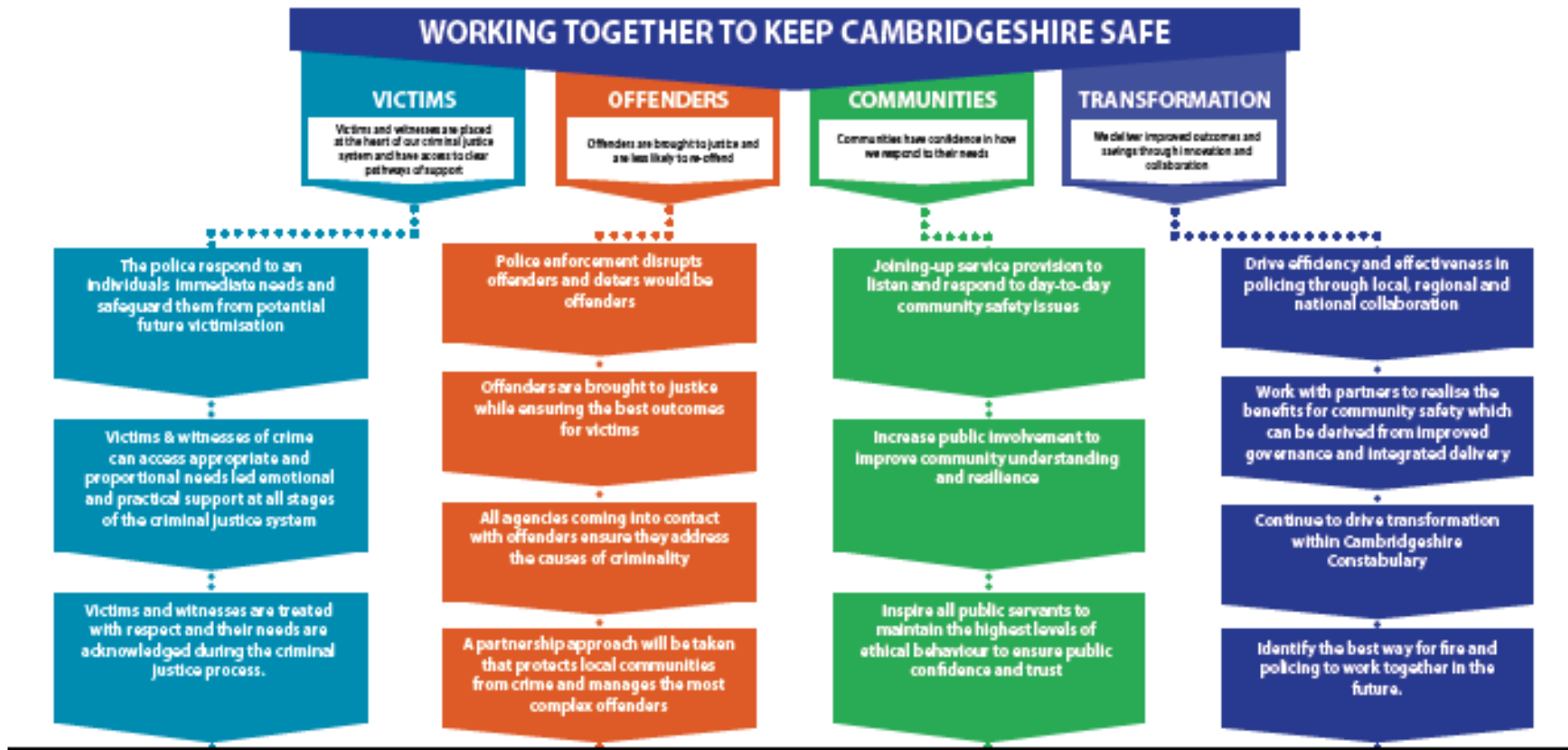
13 Robustness of estimates

- 13.1 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.
- 13.2 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.
- 13.3 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.
- 13.4 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 include contractual commitments, cost pressures and savings identified during the current financial year, alongside assumptions relating to central government funding. These factors set the financial landscape for the coming year. The Constabulary's Budget Managers are tasked with reviewing their budgets and recommending savings. This work is undertaken in close co-operation with the Constabulary's Finance Team.
- 13.5 The Commissioner's CFO and the Constabulary's Director of Finance and Resources meet regularly 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.

14 Capital Programme

- 14.1 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.
- 14.2 Other than the Parkside replacement project, other Capital Programme expenditure for 2019/20 will be financed without the need for external borrowing. Financing of the programme will be through a number of different sources which include Capital Grant from Government, Capital receipts and the use of Capital Reserves.
- 14.3 From 2020/21, the primary source of capital financing will be borrowing as Capital Receipts Reserve will have been fully utilised by this point and it is anticipated that the current low level of Capital grants received from central government will continue. This will have ongoing revenue consequences due to the need to budget for interest and minimum revenue provision payments.
- 14.4 Appendix C shows the draft Capital Programme for 2019/20 to 2022/23.



APPENDIX B – DRAFT MTFP 2019/20 to 2022/23

Cambridgeshire Office of the Police and Crime Commissioner – Medium Term Financial Strategy

	Budget 2018/19 £'000	Revised Budget 2018/19 £'000	Budget 2019/20 £'000	Forecast Budget 2020/21 £'000	Forecast Budget 2021/22 £'000	Forecast Budget 2021/22 £'000
Total Constabulary Budget	132,677	132,323	143,206	147,286	149,961	152,674
Office of the Police and Crime Commissioner						
OPCC Office Running Costs						
Police Staff & Commissioner	904	904	910	939	968	999
Other Employee Expenses	1	1	1	1	1	1
Transport Costs	12	12	12	13	13	14
Supplies & Services	303	303	292	298	304	310
Total OPCC Office Expenditure	1,220	1,220	1,215	1,250	1,286	1,323
Corporate Costs and Grants						
Non-Operational Estate Held for Investment	64	64	-5	64	64	64
Police National ICT Company Subscription	60	60	60	60	60	60
Community Safety / Crime Reduction Grants	1,276	1,276	1,276	1,276	1,276	1,276
MoJ Victims Grant	987	987	979	979	979	979
Investment Interest	0	0	-114	-114	-114	-114
Capital Financing Costs						
Revenue Contribution to Capital	0	0	0	0	0	450
Interest	414	414	627	773	1,135	1,135
MRP	774	774	714	714	686	686
Total Capital Financing Costs	1,188	1,188	1,341	1,487	1,821	2,271
NET BUDGET REQUIREMENT (NBR)	137,471	137,117	147,958	152,288	155,333	158,533
Budget -Decrease / +Increase Year on Year	4.7%	4.7%	7.6%	2.9%	2.0%	2.1%
Financed by:						
Formula Grant	78,411	78,411	79,921	79,921	79,921	79,921
Actual Grant Reductions	0.00%	0.00%	1.93%	0.00%	0.00%	0.00%
MoJ Victims Grant	987	987	979	979	979	979
Pension Grant			1,398	1,398	1,398	1,398
Precept	55,619	55,619	63,264	65,819	68,546	71,385
Contribution to/-from Reserves	1,801	1,801	1,750	0	0	0
Collection Fund - Deficit / +Surplus	300	300	647	0	0	0
TOTAL FINANCING	137,117	137,117	147,958	148,117	150,843	153,682
BUDGET GAP	0	0	0	-4,171	-4,490	-4,851

APPENDIX C – DRAFT CAPITAL PROGRAMME MTFP 2019/20 to 2022/23

Capital Programme 2019/20 to 2022/23

Capital Programme No.	Description of Bid	Programme 2018/19 £	Programme 2019/20 £	Forecast Programme 2020/21 £	Forecast Programme 2021/22 £	Forecast Programme 2022/23 £
Section A Projects where Funding Approved in Previous						
1	Wisbech Fire Station Ext for Police Purposes					
2	Athens					
Section A Totals		0	0	0	0	0
Section B Estate Programme						
3	Parkside Custody Replacement	30,000	3,470,000	10,000,000	4,500,000	
4	Estates Major Repairs Planned	500,000	500,000	500,000	500,000	500,000
5	HQ Car Park and Air Conditioning + Cont to Enterprise House + Southern Police Station	466,000				
Section B Totals		996,000	3,970,000	10,500,000	5,000,000	500,000
Section C Fleet Programme						
6	New Vehicle Equipment	400,000	400,000	400,000	400,000	400,000
7	Telematics					
8	Vehicle Replacement Programme	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000
Section C Totals		1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Section D ICT Enabling Programme						
9	ICT Programme 2018/19	707,000	2,460,000	1,200,000	800,000	500,000
10	Rolling replacement	150,000	400,000	400,000	400,000	400,000
11	Replacement of SAN (ICT area network)					
12	Replacement of UPS					
13	ERP system					
14	CRM - In FBC and will go to JCDB	93,580				
15	ICT consolidated work streams					
16	ESMCP ICCS					
17	ESMCP Devices and Fitting (now part of ICT)	213,500		0		
18	ANPR 3 Year Investment Strategy	140,000				
19	Website					
Section D Totals		1,304,080	2,860,000	1,600,000	1,200,000	900,000
Section E Operational Programme						
20	Covert Equipment Renewal	50,000				
21	JPS General	95,000	100,000	100,000	100,000	100,000
22	Digital Interview Recording Equipment Refresh					
23	Delegated Chief's Budget	300,000	300,000	300,000	300,000	300,000
Section E Totals		445,000	400,000	400,000	400,000	400,000
Totals for All Schemes		4,445,080	8,930,000	14,200,000	8,300,000	3,500,000
Funding Proposal						
Section D	Capital Financing	2018/19	2019/20	2020/21	2021/22	2022/23
	Capital Grants	506,230	506,230	506,230	506,230	506,230
	ESMCP Grant	213,500				
	RCCD					1,113,000
	Capital Receipts	2,304,000	1,887,500	100,000		
	Capital Reserves	1,030,350	254,650	0	0	0
	General	0	0	500,000		
	ICT Development Reserve	0				
	ICT Reserve	161,000	224,000			
	RCCD from Savings In-Year					
	Use under borrowed cash	130,000	3,010,620	7,059,380		
	Borrowing			5,792,390	7,793,770	1,880,770
Total Financing		4,445,080	8,930,000	14,200,000	8,300,000	3,500,000

Appendix D

Reserves Table to follow in final MTFS

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 7
30th January 2019	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

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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 Commissioner’s (the “Commissioner”) Police and Crime Plan (the “Plan”).
- 1.2 This report also provides the Panel with the Commissioner’s proposed approach to reporting to the Panel against the objectives within his 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 1st 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, such as through county wide board governance structures.

5. DELIVERY AGAINST POLICE AND CRIME PLAN

- 5.1 The Commissioner has 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 has been included within the Quarterly Performance report data pack and reported to the Commissioner’s Business Co-ordination Board (BCB).

- 5.2 Reports regarding the work to deliver towards the objectives of the four themes within the Plan have been submitted to BCB, which both the public and the Panel have access to. The Panel have also received 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.
- 5.3 In addition the Panel have reviewed progress against key activities in the Plan, through the Delivery Plan (as attached at Appendix 1), since November 2017. The Commissioner's Annual Report to the July 2018 meeting captured the overall delivery progress.

6. FUTURE REPORTING OF DELIVERY AGAINST POLICE AND CRIME PLAN

- 6.1 With the new Chief Constable in place, it is now opportune to review the delivery of the Plan. As the Panel will be aware, the BCB is a joint governance forum of the Commissioner and the Chief Constable and their respective officers.
- 6.2 Currently the Commissioner chairs a Performance Working Group which enables him to monitor the Chief Constable's performance management arrangements in order to hold the Chief Constable to account for performance against the delivery of the Plan. The Commissioner also chairs the Finance Sub-Group which considers capital and revenue budgets, and supports the Commissioner in the development, co-ordination, and monitoring of the Medium Term Financial Strategy.
- 6.3 From April 2019 the Performance Working Group and the Finance Sub-Group will cease, with the business aspects considered at those groups being dealt with at the BCB. Rationalising the groups in this way will enable a more holistic consideration of the Constabulary's performance in the context of the Plan and enable closer alignment of operational planning/delivery and the management of finance that supports it.
- 6.4 To facilitate this approach to the co-ordination of the business, a number of changes are proposed to the way that BCB operates. Currently BCB meets approximately six weekly. To reflect the increased business considered there, a monthly meeting is proposed. Each meeting will consider in depth, the delivery of one of the themes of the Plan. Reports will be 'richer' in detail than the Delivery Plan, and will provide information on the activities the Constabulary are responsible for delivering, the work the Constabulary are leading and supporting others to delivery, and wider partnership work. This therefore negates the need for the Delivery Plan.
- 6.5 The other governance matters currently considered at BCB, which enable the Commissioner to hold the Chief Constable to account for issues such as monitoring complaints and for considering the Chief Constable's response to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, will continue.
- 6.6 It is currently proposed that the sequence of the detailed reports to BCB will be Victims, Offenders, Communities, and Transformation. It is therefore proposed that the Panel continue to receive detailed strategic reports on each Plan theme on the same rotational basis as the BCB, in order to support and scrutinise the Commissioner on the delivery of the objectives within his Plan.

7. 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/>

8. APPENDICES

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

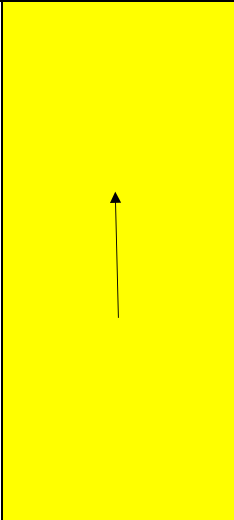
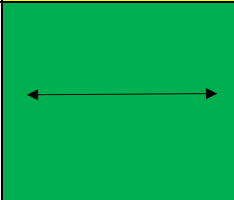
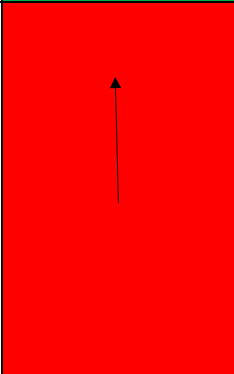
WORK IN PROGRESS

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 since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Theme	P & Cp - Priority Actions	Delivey status Key - Red, action/decision req to get back on track		Yellow - various factors have delayed achievement within the frame. Direction of Travel key - ↔ no change, ↑ improved, ↓ deteriorated since last report	Green, On Target	White -not started
Victims	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 Police and Crime Commissioner (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 who are being supported through regular professional development including a day-long conference in May 2019 . 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.
Victims	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.
Victims	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	↔	

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 since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
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 Integrated mental health team (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. The Constabulary is exploring new ways of dealing with frequent callers with diagnosed MH issues.	↔	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.
54 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.	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 Cambridgeshire Criminal Justice Board (CCJB) Delivery Group.	↔	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. Re- commissioning of the Sexual Assault Referral Centre (SARC) and Countywide Sexual Violence (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. Cambridgeshire was successful in becoming one of five areas to have funding devolved. The County Council have secured £1.6m of funding to support survivors of domestic abuse and their families. This short term (16 month) funding will allow the enhancement of many existing services. A multi-agency group has been created to look at funding post April 2020 for domestic abuse support services which is not statutory for local authorities. Pathways and arrangements to support multiple victims in the event of a major crime incident are being developed.	↑	Working with central govt to devolve funding; locally identifying future potential risks to front line services. A programe of victim engagement will shape future service provision.

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 since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
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 Child Sexual Exploitation (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. Work ongoing to raise awareness of the signs of CSE with local hotel staff. 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. Additional training is being rolled out to officers who are likely to be first on the scene at reports of these crimes. A comprehensive training plan is being rolled out to improve the response to Stalking and Harassment cases. The support and onward cope and recover journey for survivors of domestic abuse is being bolstered over 2019/20 with £1.6m of successful bids by the CCC to central govt. This focus on provision of housing.		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.
55 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 Restorative Justice (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. Cambridgeshire is working with tri-force partners to develop skills and expertise to deal with serious and complex cases. Work continues to ensure the multi-agency aspect of the model is successful and to keep staff in other agencies engaged.		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 to ensure Cambridgeshire has a voice on a national stage. A new local secretariat support model is replacing the tri-force arrangements in March. This will enable a clear focus on the experience of local victims and witnesses. The delivery group, chaired by the ACC, is overseeing the Domestic Abuse Best Practice Framework along with several significant changes to ways of working within this field. The Constabulary has an improvement plan in place to improve file quality which is being monitored through the main CCJB Board.		Regional work being progressed with HM Courts to work in partnership across a wider area.

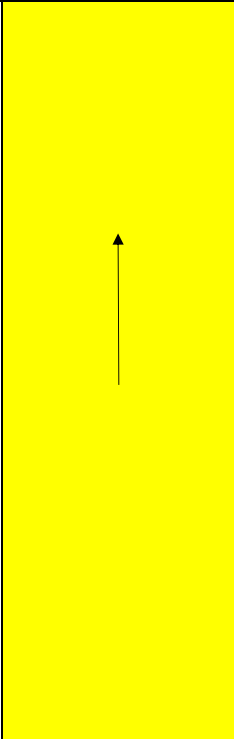
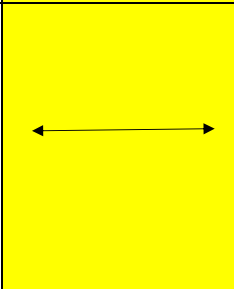
WORK IN PROGRESS

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 since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
56 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. The Force Management Statement process will increase focus on the drivers of demand. The long term downward trend for dwelling burglary continues, with fewer offences recorded each month since March 2018 than in the same period last year. Cambridgeshire's commitment to resourcing cross-border investigations is thought to have been influential in disrupting offenders. Constabulary performance management mechanisms continue to monitor progress on Operation Sherlock, with some improvements being seen recently. However, demand pressures and the need to adapt to new processes and working practices has impacted on the Constabulary's ability to resolve crimes with a deterioration in 'prosecution possible outcomes', reflecting national trends. However, recent months have seen signs of being on an upward trajectory. The Constabulary has an improvement plan in place to improve file quality which is being monitored through the main CCJB Board. Comments continue to evidence the level of professionalism in the service and support offered to victims but there are ongoing challenges around managing expectations and follow-up contact. http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/11/18-12-13-BCB-Agenda-Item-6.0-Quarterly-Performance-Report.pdf http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/11/18-12-13-BCB-Agenda-Item-6.1-PCC-Performance-Update-September-2018.pdf. Update on 'offenders' section of the Police and Crime Plan to BCB in July 2018 http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/18-07-19-BCB-Agenda-Item-7.0-Delivery-of-the-Offenders-section-of-Police-and-Crime-Plan.pdf	↔	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 (CSPs) 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. http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/CCSSB-11-10-2018-PUBLIC-MEETING-PAPER-PACK.pdf 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 and local authorities are dealing with the things that matter to people in their community. Constabulary working with partners on rural crime. Consideration of best ways of working with CSPs. Need to ensure crime prevention work is sufficient to reduce crime.

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performan	O2	CK	Constabulary	O2.2 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. 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.	↔	
		CS	Constabulary	O2.3 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, neighbourhood and proactive policing operations continue to provide a focus for community engagement and crime prevention messaging.	↔	
Offenders	O2					

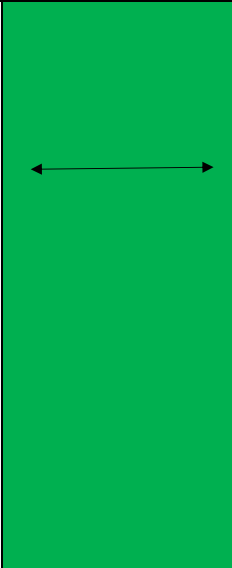
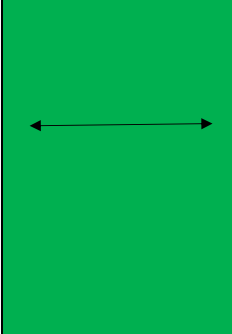
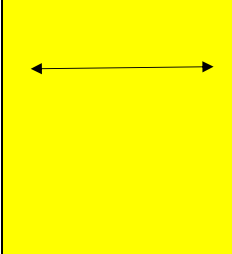
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58	Offenders	O3	Improve partnership working to ensure resilience of services and effective and efficient action to address long-term causes of offending such as health issues, housing, drug and alcohol misuse, education, employment and training.	CS	Cambridgeshire Countywide Community Safety Strategic 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. Offender Sub-group to monitor improvements to CJS pathways. Updates on housing to Countywide Board in throughout 2018. http://www.cambridgeshire-pcc.gov.uk/work/cambridgeshire-peterborough-countywide-community-safety-strategic-board/ 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.</p> <p>Against a complex background momentum on this agenda is being maintained. Task and Finish Group has developed a multi-agency housing protocol, is monitoring implementation and supporting problem solving. Further work needed through Housing Board and Trailblazer project to continue to improve pathways. Offender group has refreshed terms of reference to focus on pathways and a delivery plan is under development. Update on 'offenders' section of the Police and Crime Plan to BCB in July 2018 http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/18-07-19-BCB-Agenda-Item-7.0-Delivery-of-the-Offenders-section-of-Police-and-Crime-Plan.pdf</p>		Refreshed countywide working arrangements provide an opportunity to develop more comprehensive pathways and protocols for long-term causes of offending, 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.</p>		Dashboard of appropriate partnership indicators which can be monitored by the offender subgroup using a problem-solving approach needed.

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59 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	05.1	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. Update to Cambridgeshire Countywide Community Safety Strategic Board in January 2018. Co-ordination of the local response to the Home Office Serious Violence Strategy considered at Countywide Community Safety Strategic Board in October 2018 http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/CCSSB-11-10-2018-PUBLIC-MEETING-PAPER-PACK.pdf . The emerging community safety matrix provides as a comprehensive framework to co-ordinate prevention.	↔	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	05.2	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. Now rolled out across Cambridgeshire and 'business as usual' for Constabulary. Constabulary selected as pilot for for extension for standard risk DA cases meeting strict eligibility criteria. Needs Assessment on offending prevention and management finalised. Joint PCC/PHE/LGA event on responding to adverse childhood experiences took place in March 2018. Still potential for further take up . Update to Criminal Justice Board in October 2018 and Business Coordination Board in November 2018. http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/09/18-11-01-BCB-Agenda-Item-9.0-paper-re-tackling-re-offending-through-deferred-prosecution.pdf	↔	
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	06.	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.	↔	

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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. Changes in local authorities have provided an opportunity to ensure links are well embedded. Work to improve take up of resettlement support services for National Probation Service clients should improve offer for this cohort.		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 consider opportunities for IOM-style approach in light of Local Policing Review. Need to ensure continued partnership engagement through criminal justice board in preparation for roll-out of MoJ electronic monitoring programme.
09 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. 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.		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. Links established through offender hub work and development of housing protocol. Voluntary sector bids for Ministry of Justice funding to support female offenders have been supported in 2018 through the offender partnership, and can be built on in the offender group delivery plan.		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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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 the Constabulary and 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.
61 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). 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.	↔	

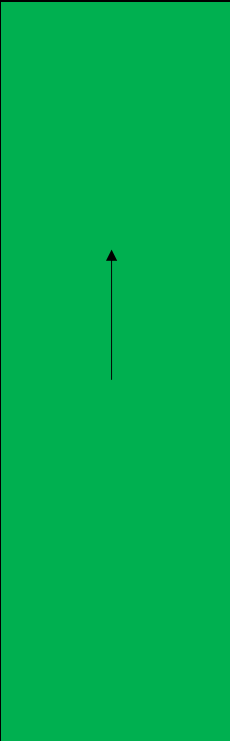
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62 Communities	C1 Jointly engage with all communities to understand and respond to local concerns.	CK	Constabulary	C1. OPCC, Constabulary and partners continue to develop closer working relationships to align activity, collectively engaging with communities to identify and solve issues where possible. Partnership working at various levels. > Shared OPCC / Constabulary strategy Comms and Engagement Strategy > C&P Senior Officer Communities Group meet quarterly and are identifying areas of shared activity to take forward. > Public Protection Comms Group led by Constabulary coordinates joint communications related to public protection. > Local policing review includes analysis of community engagement activity and implementing consistent approach across the county. > 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. 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. 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. The Think Communities Partnership is enabling a multiagency approach. > Officers are in process of agreeing pilots in priority Places and/or with priority People Countywide Community Safety Strategic Board is defining and supporting a more joined-up approach to community safety delivery. Update on 'Communities' section of the Police and Crime Plan to BCB in November 2018 http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/09/18-11-01-BCB-Agenda-Item-5.1-DRAFT-Monitoring-the-Delivery-of-the-Police-and-Crime-Commissioners-Police-and-Crime-Plan-Communities.pdf The OPCC are supporting the new Think Communities partnership approach and early meetings have taken place with partners engaged in priority places in Southern Fringe new communities, and Huntingdon North.	↑	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.

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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 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. >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. Gradual upward trend in the number of 999 calls received but call handling performance remains strong. Non-emergency calls and online webchat calls have been subject to longer average wait times but improvements are expected following the initial transition period. Scams has been identified as a important issue for the community. The new Cambridgeshire and Peterborough Against Scams Partnership (CAPASP) (led by the county council and supported by the OPCC) was launched in December is developing a consistent and simplified approach for the public to report scams and receive the immediate support and advice they need. This will include easily accessible information and advice, tools and resources which can be accessed online or		Consider how Cambridgeshire Public Sector websites link and support each other. Debate need for a single county portal. "ONE Cambridgeshire"

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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">64</p> <p>Communities</p>	<p>C3</p> <p>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.</p>	<p>CK</p>	<p>Constabulary</p>	<p>C3.</p> <p>Constabulary collaborating with different organisations to improve efficiency and effectiveness.</p> <ul style="list-style-type: none"> > Blue light collaboration continues, particularly with Fire and Rescue Service. Co-location opportunities moving forward e.g. 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 > See also section C1 - The Think Communities partnership brings together services to respond to community issues in a coordinated way. <p>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</p> <ul style="list-style-type: none"> > Charter for a Cambridgeshire and Peterborough Against Scams Partnership signed > focus on <ul style="list-style-type: none"> - 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. <p>The Think Communities Partnership shared approach to building community resilience by supporting the development of locally driven solutions and providing access to tools and resources to support, has been presented and discussed at all Cambridgeshire and Peterborough local Community Safety Partnerships and Living Well Partnerships.</p> <ul style="list-style-type: none"> > The Cambridgeshire and Peterborough Against Scams Partnership (CAPASP) was officially launched on 17 December 2018 at Hinchingsbrooke HQ by Police and Crime Commissioner. Led by Cambs County Council over 20 statutory and non-statutory organisations have been involved in setting up CAPASP and agreeing a partnership charter. Officers are trialling E-cins as a shared referral and reporting system. 		<p>reviewing how CSPs can better co-ordinate the work of front line staff</p>

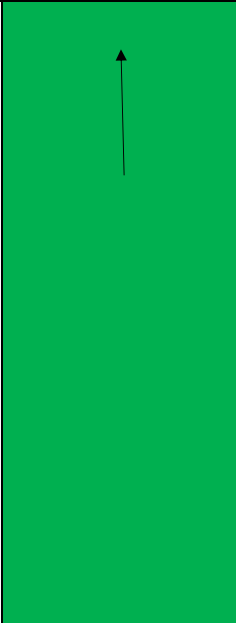
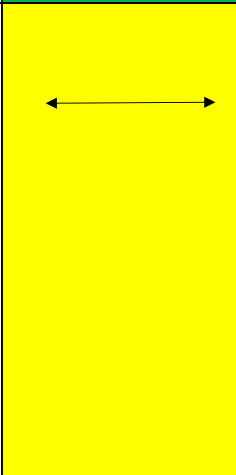
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Communities	C4 Reassure the public of the Constabulary's commitment to local policing to maintain public confidence and deal with issues of local concern such as road safety, anti-social behaviour and Hate Crime.	CK	Constabulary	C4. > Precept increase in 2018/19 allows recruitment of additional 55 officers. > 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 of static road safety cameras across Cambridgeshire. http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/07/18-09-13-BCB-Agenda-Item-7.0-Road-Safety-Partnership-Paper.pdf 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. Data demonstrates that our communities continue to feel safe. 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. The DPCC has taken over the chair of the Road Safety Partnership and has had a series of one to one meeting with it members at head of a relaunch of the partnership in March 2019		Monitor role out of new policing model and impact on partners.
Communities	C5 Extend the use and scope of police powers inside and outside the Constabulary.	CK	Constabulary	C5. Police powers have been granted to organisations in specific circumstances to tackle low level crime. > CSAS scheme opportunities being explored. A number of PSPOs adopted tapping into Local Authority CSAS powers. > > 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		Opportunities to grant powers to partners staff to be discussed



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Communities 66	C6 Build relationships with communities to gather information and intelligence to prevent crime: high levels of witnesses, low levels of crime.	CK	Constabulary	C6. Continual, ongoing activity by local policing teams and also by partner agencies. Public feel more confident in reporting crime so reporting levels going up. > Citizens in Policing Strategy, appointment of Watch Scheme Coordinator, develop role of Neighbourhood Watch and Community Speed watch. > New website launched to make it easier to submit information. Use of online channels to communicate with communities, especially E-Cops and Facebook > Local Policing Review to maintain local policing resource and reinforce community engagement > Constabulary introducing days of action focussed on issues affecting communities > Neighbourhood Watch new national leadership. Cambs NW receiving training to support victims of crime with home visits 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. 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. 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. Cambridgeshire and Peterborough's co-ordinated prevention initiatives include healthy and safer schools, children's early help, access to employment for vulnerable groups. think community and the homelessness prevention trailblazer. Youth and Community Coordinators and County Council elected member Community Champions are working with local networks to discuss their involvement in crime prevention as part of their community resilience.		Building links with Think Communities work
Communities	C7 Promote public involvement through active participation and support initiatives aimed at building community understanding and resilience.	CK	Constabulary	C7. Increasing Community resilience > Citizens in Policing Strategy, appointment of Watch Scheme Coordinator, develop role of Neighbourhood Watch and Community Speedwatch. Partnership approach through Senior Leader Communities Group. >A local Timebank held a successful Community Safety Awareness day, linking residents who purchased or wanted to improve their property or personal safety with Timebank Volunteers who can support them, plus build community support and understanding. New Neighbourhood Watch officers and supporters were signed up and residents took ownership of concerns		Building links with Think Communities work

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67 Communities	C8	Educate and support local people to recognise vulnerable members of their community and know how to help them.	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"> > Cambs NW receiving training to support victims of crime with home visits. Opportunity to further develop NW activity to identify and support vulnerable members of the community. > Joint communications through Public Protection Communications Group. > Opportunity to work more closely with Fire Community Safety teams > A countywide community resilience framework. 11/10/2018 <p>- A shared ambition to address this through the Think Communities Partnership approach:</p> <ul style="list-style-type: none"> > sharing good practice and examples of community groups and initiatives which bring vulnerable people together, for example: Timebanks (reducing social isolation); Befrienders; Good Neighbours; Parish Nurse > providing VCS support to develop community capacity > identify suitable funding opportunities for community groups wishing to deliver. <p>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.</p> <p>Cambs and Pboro Against Scams Partnership (CAPASP Board) is made up of the core group of key partners, plus a number of important Board Advisors including scam victims and vulnerable people community groups who are instrumental in shaping the priority actions.</p>		Building links with Think Communities work
	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.	<p>Ongoing recruitment to attract new staff, officers and volunteers. Constabulary and tri-force Ethics, Equality & Inclusion Board in place looking at local and strategic matters respectively. Annual BCB update on Equality and Diversity November 2018 - http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2018-2/bcb-1st-november-2018/. 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, but it is recognised that there is still work to be undertaken towards a police force that reflects the community it serves.</p>		Consideratoin to be given of impact of PEQF

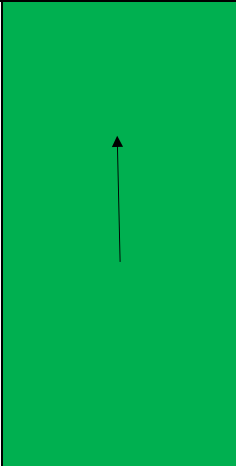
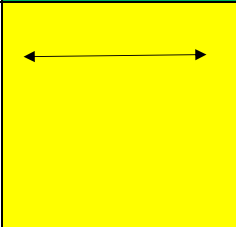
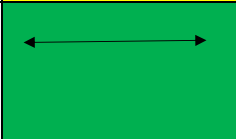
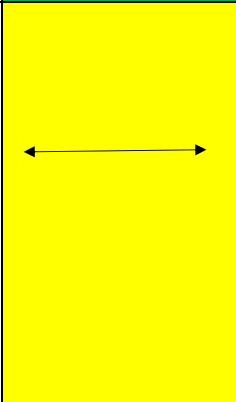
WORK IN PROGRESS

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 since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
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. 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 2nd Quarter 2018/19 when compared to same period in 2017/18. Reduction in the time taken to deal with local resolutions, which has been commended by IOPC. Report on PSD and Complaints Handling to September 2018 BCB 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		
		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. 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. http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&Mid=4211&Ver=4		

WORK IN PROGRESS

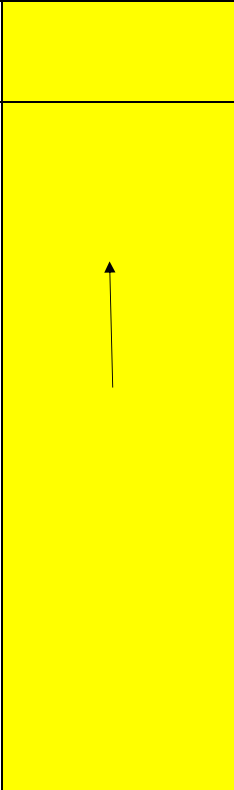
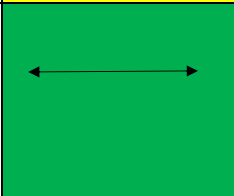
Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Transformation	T1	JH	Constabulary	T1	<p>Constabulary modelling force demand 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"> • Enabled prioritisation and development of the action plan for the Offender subgroup of the Cambridgeshire Criminal Justice Board • Informed input to the drug and alcohol retendering for Cambridgeshire (see O3) • Housing identified as an early priority and is being addressed through Sub-Regional Housing Board (see O3) • Informing demand forecasting of Constabulary through dissemination to Demand Gold Group and incorporation into Medium Term Financial Strategy <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&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> <p>After successful implementation of the LPR some refinement in the deployment/allocation model has been made to better align resources and supervision.</p> <p>The 2nd Force Management Statement is being prepared with the latest demand forecasting.</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	CM	Constabulary	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.http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/18-07-19-BCB-Agenda-Item-11.0-summary-BCH-collaboration-report-.pdf</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 since Nov 18)	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 schemes. Agreement to explore increased regionalisation 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. 7 force procurement process being established. PEQF is going to bring a major change to police recruitment and the procurement for this is being managed by the 7F team.		
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). 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. Further investment in the National Enabling Programme which will bring greater efficiency as part of the digital programme. The development of a productivity strategy combined with robust benefits realisation will ensure that the frontline is further supported in improving service.		
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 The Cambridgeshire Countywide Community Safety Board support the responsible authorities to 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. 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. A successful development session has been held looking at how the role of CSPs will develop and how they can access training and support to enable them to work effectively with schools. Currently there is no on going specific work linked to devolution.		

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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 since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Transformation	T7	NP	OPCC / Countywide Community Safety Strategic Board / CCJB	T7	<p>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. This joint commissioning approach has enabled the OPCC to leverage significant additional national and local funds in 2018 to deliver improved outcomes for survivors. 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. A bespoke service in Peterborough has just been formally evaluated to ensure it delivers against the outcomes agreed. The revised community safety agreement has informed the awards of grants to CSPs by the Police and Crime Commissioner to achieve maximum impact. A joint commissioning opportunity with Public Health has enabled safety as well as health issues to be included in the new Healthy Schools Contract. Work on community safety being show cases at APCC national meeting.</p>		community safety board report on the community safety agreement
							October's countywide community safety board on CSPs and the partnership matrix
Transformation	T8	MW	OPCC	T8	<p>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.</p> <p>The new MTFS makes a stronger link to the constabulary planning process and enables better long term decision making by the PCC and Chief Constable. This is further supported by changes to internal governance arrangements, integrating the Business Coordination Board, the Finance Sub Group and the Performance working Group together.</p>		Working collaboratively with Fire for Blue Light Estates.

T7

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 since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Transformation	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 > People Strategy developed following collaboration (see BCB August 2017). See also section 10.1 > Equality, diversity and ethics group tracking recruitment - positive action recruitment to recruit workforce representative of communities Implementation plans for the full Police Education Qualification Framework (PEQF) underway 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.	↔	
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 - http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/01/18-01-16-BCB-Agenda-Item-8.0-Police-Fire-Interoperability.pdf . 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. Joint CFO confirmed in September 2018. 'Update on Fire and Rescue Governance' report to the November BCB http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/09/18-11-01-BCB-Agenda-Item-11.0-Fire-governance-update.pdf . Collaboration at operational level and on some estate projects continuing whilst the separate judicial process regarding governance are on-going. Awaiting hearing and results of Fire Authority legal challenge on Home Secretary's decision. OPCC continuing to explore the impact of the delay in implementation.	↔	

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 8
30th January 2019	Public Report

Report of Cambridgeshire Police and Crime Commissioner

Contact Officer – Dorothy Gregson

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

DECISIONS BY CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER

1. PURPOSE

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

2. RECOMMENDATIONS

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

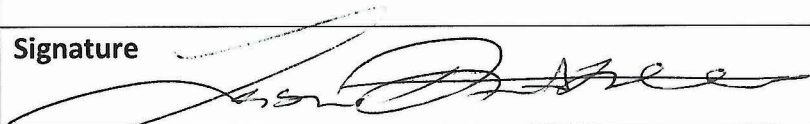
Date	Decision Record	Subject	Decision
15/11/2018	CPCC 2018 -15	Nomination of appointment of Chair for Police Misconduct Hearings	Approve the appointment of Harry Ireland as a Chair of Police Misconduct Hearings under The Police (Conduct) Regulations 2012 (as amended)
23/11/2018	CPCC 2018 -16	Force HQ Huntingdon: A14 Link Road	To approve the freehold transfer of land at Force Headquarters to Highways England for the construction of the A14 link road under compulsory purchase powers; and to agree to progress the associated compensation claim.

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CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2018-015

Subject	Nomination of appointment of Chair for Police Misconduct Hearings
Decision	Approve the appointment of Harry Ireland as a Chair of Police Misconduct Hearings under The Police (Conduct) Regulations 2012 (as amended)
Decision Summary	<p>The Police (Conduct) Regulations 2012 (amended by Police (Conduct) (Amendment) Regulations 2015 (the “Regulations”) brings more transparency, independence and justice to the police disciplinary system.</p> <p>The Regulations provide that from the 1st January 2016, Police Misconduct Hearings are conducted by a Chair, a member of a police force of at least the rank of superintendent and an Independent Member.</p> <p>Under the Regulations, Police and Crime Commissioners are responsible for nominating Chairs and thereafter for maintaining and administering the list of the Chairs. Chairs are not judicial appointments but must fulfil a judicial appointment eligibility condition as set out in section 50 of the Tribunals, Courts and Enforcement Act, i.e possess a relevant legal qualification for the requisite period of five years.</p> <p>Whilst it was for individual Commissioners to recruit, nominate, appoint and maintain the list of Chairs, the Eastern Region Police and Crime Commissioners (Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk), ran a regional recruitment exercise in 2015 to appoint a pool of Chairs for the region. Decision Notice CPCC 2015-046 refers.</p> <p>In October 2018, the Members Misconduct Oversight Panel (MMOP), made up of representatives from the Eastern Region Offices of the Police and Crime Commissioners, considered and carried out due diligence regarding the proposed appointment of Mr Harry Ireland to the list of Chairs.</p> <p>The MMOP recommend to the Cambridgeshire Police and Crime Commissioner that Mr Ireland is appointed to the list of legally qualified chairs for the purposes of the Regulations.</p>


Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Papers	<p>The Police (Conduct) Regulations 2012 as amended by Police (Conduct) (Amendment) Regulations 2015</p> <p>http://www.legislation.gov.uk/uksi/2015/626/pdfs/uksi_20150626_en.pdf</p> <p>'Appointment of Legally Qualified Chairs for Police Misconduct Hearings', Agenda Item 4.0, Business Co-ordination Board, 16th December 2015</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2015-2/bcb-december-16th-2015/</p> <p>'Nomination of appointment of Chairs for Police Misconduct Hearings', Decision Notice CPCC 2015-046, 16th December 2015</p> <p>http://www.cambridgeshire-pcc.gov.uk/decisions/nomination-of-appointment-of-chairs-for-police-misconduct-hearings/</p>

Jason Ablewhite, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature 	Date 15-11-18



CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER DECISION RECORD – CPCC 2018-016	
Subject	Force HQ Huntingdon: A14 Link Road
Decision	To approve the freehold transfer of land at Force Headquarters to Highways England (HE) for the construction of the A14 link road under compulsory purchase powers; and to agree to progress the associated compensation claim.
Decision Summary	<p>The Cambridgeshire Police and Crime Commissioners Estates Sub Group meeting on 6th November 2018 discussed and agreed the following:</p> <ul style="list-style-type: none"> a) The transfer of the freehold interest in land required for the A14 Cambridge to Huntingdon Improvement Scheme to Highways England Company Ltd. b) The s151 Officer (in consultation with the PCC) is to agree the final compensation payment due following negotiations with the Valuation Office Agency. c) The authorisation of the Discretionary Advance Payment Agreement to cover the cost of replacing the Vehicle Examination Unit.

Contact Officer	Dorothy Gregson, Chief Executive Tel: 0300 333 3456 Email: dorothy.gregson@cambs.pnn.police.uk
Background Paper	'Estates – Force HQ Huntingdon: A14 Link Road' – paper as presented to Estates Sub Group, 6 th November 2018.

Jason Ablewhite, Cambridgeshire Police and Crime Commissioner	
I confirm that I have reached the above decision after consideration of the facts above.	
Signature	Date
	23-11-18



Creating a safer
Cambridgeshire

To: Estates Sub Group

From: Colin Luscombe/ Elly McKee – Estates

Date: 6 November 2018

Force HQ Huntingdon: A14 link Road

1.0 Purpose

1.1 To request approval to the freehold transfer of land at Force Headquarters to Highways England (HE) for the construction of the A14 link road under compulsory purchase powers; and to agree to progress the associated compensation claim.

2.0 Background

2.1 On 11 May 2016 a development consent order entitled the A14 Cambridge to Huntingdon Improvement Scheme Development Consent Order 2016 (SI 2016 No.547) was made by the Secretary of State for Transport, authorising Highways England Company Ltd to acquire the freehold of the land shown in the attached General Vesting Declaration No.50 at Force HQ, for the purpose of constructing a link road.

2.2 In October 2016 NPS Consultants were appointed to negotiate Office of the Police and Crime Commissioner's (OPCC) compensation claim and to secure planning consent for the replacement Vehicle Examination Unit (VEU) on the Headquarters site as well as assisting in the procurement and construction of the new facility before the existing building is demolished as part of the road scheme (expected end of 2019).

2.3 In February 2018 planning consent was granted for the replacement VEU and an application has been submitted for a Discretionary Advance Payment to ensure the construction costs are received before construction commences. If the initial advance payment is less than the total cost of the facility, HE will pay the balance to OPCC. A Discretionary Advance Payment Agreement has been drafted and requires sign off.

- 2.4 In September 2018 HE served a statutory notice specifying the land subject to the General Vesting Declaration No.50 (GVD) and the effect of this being that the ownership of the land would be transferred to HE on the Vesting Date. The Vesting Date was subsequently confirmed to be 15th October 2018 from which point we have no legal right to remain on the land.
- 2.5 On the Vesting Date, any interest which OPCC had in the land vested is now converted into a right to compensation (which includes the replacement of the VEU facility). This will be negotiated through the Valuation Office Agency acting on behalf of HE.
- 2.6 In October 2018 NPS Consultants registered OPCCs compensation claim subject to further detail being submitted.

3.0 Summary

- 3.1 All elements of the land take, VEU replacement and associated compensation claim are running concurrently with close liaison with HE.
- 3.2 As the land has now been vested in HE, formal transfer through the Land Registry is required alongside formalisation of the compensation claim (including the Discretionary Advance Payment).

4.0 Recommendation

- 4.1 Estates Sub Group is recommended to approve the following:
 - a) The transfer of the freehold interest in land required for the A14 Cambridge to Huntingdon Improvement Scheme to Highways England Company Ltd.
 - b) The s151 Officer is to agree the final compensation payment due following negotiations with the Valuation Office Agency.
 - c) The authorisation of the Discretionary Advance Payment Agreement to cover the cost of replacing the Vehicle Examination Unit.

BIBLIOGRAPHY

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

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Areas where decisions are likely to be considered

Appendix 3

	Current Background reports	Anticipated timescale/date
ANNUAL REPORT		
To approve the Annual Report to reflect the Commissioner's work for the period between April 2018 to March 2019		Decision to publish after June 2019 Police and Crime Panel meeting.
APPOINTMENTS		
To appoint and maintain a list of Independent Members and Legally Qualified Chairs for Police Misconduct Panels.		Independent Members re-appointment by June 2019. Legally Qualified Chairs appointed by 31 st December 2019.
BUDGET AND PRECEPT		
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>Reports through to Business Co-ordination Board and Police and Crime Panel from November 2018 onwards.</p> <p><u>Business Co-ordination Reports:</u></p> <ul style="list-style-type: none"> • 'Medium Term Financial Strategy 2019/20 to 2022/23', Agenda Item 6.0, 1st November 2018 <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2018-2/bcb-1st-november-2018/</p> <p><u>Police and Crime Panel Report:</u></p> <ul style="list-style-type: none"> • 'Medium Term Financial Strategy 2019/20 to 2022/23', Agenda Item 7.0, 14th November 2018 • 'Precept Report 2019/20', 30th January 2019 <p>https://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&Year=0</p>	In accordance with legislative timescales to issue proposed precept by 1 st March 2019.

	Current Background reports	Anticipated timescale/date
COLLABORATION		
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>Business Co-ordination Board Reports:</p> <ul style="list-style-type: none"> • '7F Strategic Collaboration Programme Report', Agenda Item 9.0, 21st September 2017 • 'Collaboration Update – Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary', Agenda Item 7.0, 12th December 2017 • 'Summary BCH Collaboration Report', Agenda Item 11.0, 19th July 2018 <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board</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.
CAMBRIDGESHIRE SOUTHERN POLICE STATION – <i>previously referred to as Parkside Custody Replacement Project</i>		
Approval on individual decisions as required as part of the Parkside Custody Replacement project.	<p>Business Co-ordination Board Report:</p> <ul style="list-style-type: none"> • 'Launch of Custody Project', Agenda Item 12.0, 11th August 2016 <p>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</p> <ul style="list-style-type: none"> • 'Summary of the draft proposal for the Southern Policing Hub', Agenda Item 12.0, 1st March 2018 <p>http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/01/18-03-01-BCB-Agenda-Item-12.0-Southern-Policing-Hub.pdf</p> <p>Police and Crime Panel Report:</p> <ul style="list-style-type: none"> • 'Police and Crime Commissioner's Strategic Estates Update', Police and Crime Panel, 14th June 2017 <p>http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&Mid=3924&Ver=4</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
DEVOLUTION		
Approval on individual decisions as required as part of the process of realising the benefits of any new Combined Authority devolution arrangements	<p><u>Business Co-ordination Board Report:</u></p> <ul style="list-style-type: none"> • 'Devolution Update', Agenda Item 5.0, 6th February 2017 <p>http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2017/02/17-02-06-BCB-Agenda-Item-5.0-Devolution-update.pdf</p>	Driven by Combined Authority decision making and legislative process
ESTATES		
	<p><u>Business Co-ordination Board Reports:</u></p> <ul style="list-style-type: none"> • 'Estates Plan', Agenda Item 14.0, 16th December 2016 • 'Estates Update', Agenda Item 8.1, 14th March 2017 <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/</p> <p><u>Police and Crime Panel Reports:</u></p> <ul style="list-style-type: none"> • 'Police and Crime Commissioner's Strategic Estates Update', Agenda Item 7.0, 15th March 2017 • 'Police and Crime Commissioner's Strategic Estates Update', 14th June 2017 <p>http://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&Year=0</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 th 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
EXTERNAL FUNDING OPPORTUNITIES		
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.
FIRE GOVERNANCE PROPOSALS (listed previously in Decisions Report under 'Policing and Crime Act 2017 Opportunities')		
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>Business Co-ordination Board Reports:</p> <ul style="list-style-type: none"> • 'Realising the Opportunities From The Policing and Crime Bill', Agenda Item 5.0, 21st September 2016; Agenda Item 6.0, 17th January 2017 • 'Consultation on Local Business Case for Fire and Rescue Governance options', Agenda Item 8.0, 22nd June 2017; Agenda Item 5.0, 21st September 2017 • 'Fire Governance Update', Agenda Item 9.0, 12th December 2017; Agenda Item 7.0, 12th April 2018; Agenda Item 10.0, 10th May 2018; Agenda Item 9.0, 19th July 2018, 1st November 2018. <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/</p>	Driven by legal process and legislative timescales.

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

	Current Background reports	Anticipated timescale/date
GRANT FUNDING		
<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><u>Business Co-ordination Board Reports:</u></p> <ul style="list-style-type: none"> • 'Commissioning and Grants Strategy 2016-20', Agenda Item 12.0, 16th December 2016 • 'Developing a countywide partnership response to crime and disorder', Agenda Item 11.0, 12th April 2018 • 'Monitoring delivery of the Police and Crime Commissioner's Police and Crime Plan – Victims', 'Offenders' Agenda Items 6.0, 7.0, 19th July 2018 • 'Transforming the delivery of Community Safety', Agenda Item 6.0, 13th September 2018 • 'Medium Term Financial Strategy 2019/20 to 2022/23', Agenda Item 6.0, 1st November 2018 <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/</p> <p><u>Police and Crime Panel Reports:</u></p> <ul style="list-style-type: none"> • 'Police and Crime Commissioner's Police and Crime Plan (Community Safety and Criminal Justice) for Cambridgeshire and Peterborough', Agenda Item 8.0, 1st February 2017 • 'Monitoring delivery of the Police and Crime Commissioner's Police and Crime Plan – Victims' & 'Offenders', Agenda Items 8.0 & 9.0, 19th July 2018 • 'Medium Term Financial Strategy 2019/20 to 2022/23', Agenda Item 7.0, 14th November 2018 • 'Precept Report 2019/20', 30th January 2019 <p>http://democracy.peterborough.gov.uk/ieListMeetings.aspx?CId=543&Year=0</p>	Throughout the year as required.

	Current Background reports	Anticipated timescale/date
POLICING AND CRIME ACT 2017 OPPORTUNITIES		
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><u>Business Co-ordination Board Report:</u></p> <ul style="list-style-type: none"> • ‘Complaints – Policy Review and Reforms Update’, Agenda Item 10.0, 12th December 2017 <p>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</p> <ul style="list-style-type: none"> • ‘Professional Standards and Complaints Handling – April 2017 to March 2018, 13th September 2018 <p>http://www.cambridgeshire-pcc.gov.uk/bcb-13th-september-2018/</p> <p><u>Police and Crime Panel Report:</u></p> <p>‘Complaints reform – Police and Crime Commissioner’s role’, 14th November 2018</p> <p>http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=4211&Ver=4</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 NOVEMBER 2018 AND LIKELY FORTHCOMING DECISIONS**

APPENDIX 4

ASSETS SURPLUS TO OPERATIONAL REQUIREMENTS

Tenure	Floor Area m²	Facilities	Current Use	Current Situation/Update	Timescales/Update
Bridge Street Police Station, Bridge Street, Peterborough PE1 1EQ					
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	Sold on 16th November 2018.
Chord Park Unit C, London Road, Godmanchester PE29 2BQ					
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 NOVEMBER 2018**

Tenure	Floor Area m ²	Facilities	Current Use	Issues/Options	Timescale/Update
Copse Court, Thorpe Wood, Peterborough PE3 6SF					
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 have been relocated to the ground floor to allow formal marketing of vacated space.
Monks Wood Training Centre, Huntingdon PE28 2LS					
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 was submitted in November 2018.

Tenure	Floor Area m ²	Facilities	Current Use	Issues/Options	Timescale/Update
St Neots Police Station, Dovehouse Close, St Neots PE19 1DS					
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. Submission of planning application imminent.
Wisbech Police Station, Nene Parade, Wisbech PE13 3BT					
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 th August 2018. Revised costs have been obtained and were discussed at the November 2018 Estates Sub-Group. Further discussion at the January 2019 Estates Sub-Group.

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**CAMBRIDGESHIRE POLICE AND CRIME PANEL
DRAFT AGENDA FORWARD PLAN 2019-2020**

DATE OF MEETING	TITLE/PURPOSE	OFFICER
BUDGET MEETING WEDNESDAY 30 JANUARY 2019, 2PM Hunts District Council Huntingdon	Public Questions/Statements	
	Review of Complaints To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.	Peterborough City Council, Secretariat
	THEME - BUDGET Budget /Precept 2019/2020 To notify the Cambridgeshire Police and Crime Panel of the Cambridgeshire Police and Crime Commissioner's proposed budget and precept for 2019/20. To enable the Panel to review the proposed precept.	Police and Crime Commissioner's Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Performance Monitoring Update</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
	<p>Decisions by the Cambridgeshire Police and Crime Commissioner</p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner ("the Commissioner") under Section 28 of the Police Reform and Social Responsibility Act 2011 ("the Act").</p>	Police and Crime Commissioner's Office
	<p>Meeting Dates and Agenda Plan 2019/2020</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>WEDNESDAY 20 FEBRUARY 2019 Potential Meeting – Precept</p>	<p>Reconsideration of precept, if needed</p>	



DATE OF MEETING	TITLE/PURPOSE	OFFICER
WEDNESDAY 13 MARCH 2019, 2PM Huntingdon District Council Civic Room 1B	Public Questions/Statements	
	Review of Complaints To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.	Peterborough City Council, Secretariat
	THEME REPORT – Transformation The Panel to review Transformation to include collaboration, restructuring and estates.	
	Decisions by the Cambridgeshire Police and Crime Commissioner The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner (“the Commissioner”) under Section 28 of the Police Reform and Social Responsibility Act 2011 (“the Act”).	Police and Crime Commissioner’s Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Meeting Dates and Agenda Plan 2019/2020</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>??? JUNE 2019 PRIVATE BRIEFING AND TRAINING SESSION David Seaman Suite, 9:30am ABAX Stadium, Peterborough</p>	<p>OPCC</p> <ul style="list-style-type: none"> - Summary of Roles, responsibilities etc - Presentation/ - <p>Frontline Consulting Seminar delivering training:</p> <ul style="list-style-type: none"> • Refresh scrutiny • Fire Governance 	
<p>WEDNESDAY 26 JUNE 2019, 2:00PM ANNUAL MEETING, Hunts District Council Huntingdon</p>	<p>Election of Chairman</p> <p>Election of Vice Chairman</p>	



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	Public Questions/Statements	
	<p>Police and Crime Commissioner’s Annual Report 2018/2019</p> <p>The Panel to review the Police and Crime Commissioners Annual Report as required by Section 28 (4) of the Police Reform and Social Responsibility Act 2011 (“the Act”) including:</p> <ul style="list-style-type: none"> - Performance Monitoring - Full-year accounts (original budget v actuals) 	Police and Crime Commissioners Office
	<p>Fire Governance Update</p> <p>The Panel to be informed of the progress/changes made with regard to the Fire Governance process.</p>	Police and Crime Commissioner’s Office
	<p>Decisions by the Cambridgeshire Police and Crime Commissioner</p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner (“the Commissioner”) under Section 28 of the Police Reform and Social Responsibility Act 2011 (“the Act”)</p>	Police and Crime Commissioners Office



DATE OF MEETING	TITLE/PURPOSE	OFFICER
	<p>Cambridgeshire Police and Crime Panel Annual Report 2018-2019</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>Cambridgeshire Police and Crime Panel Administration Costs and Member Expenses</p>	Peterborough City Council, Secretariat
	<p>Rules of Procedure</p>	Peterborough City Council, Secretariat
	<p>Review of Complaints</p> <p>To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.</p>	Peterborough City Council, Secretariat
	<p>Meeting Dates and Agenda Plan 2019/2020</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
WEDNESDAY 11 SEPTEMBER 2019, 2PM TBC	Public Questions/Statements	
	Review of Complaints To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.	Peterborough City Council, Secretariat
	THEME – VICTIMS / OFFENDERS Scope to be identified via presentation/information session held on 28 June 2018.	Police and Crime Commissioner’s Office
	Performance Monitoring Update The Panel to be updated on the performance monitoring showing any areas of concern or exception performance.	Police and Crime Commissioner’s Office
	Budget Update/Forecast	Police and Crime Commissioner’s Office
	Fire Governance Update 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>Decisions by the Cambridgeshire Police and Crime Commissioner</p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner (“the Commissioner”) under Section 28 of the Police Reform and Social Responsibility Act 2011 (“the Act”).</p>	Police and Crime Commissioner’s Office
	<p>Meeting Dates and Agenda Plan 2019/2020</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>WEDNESDAY 9 OCTOBER 2019, 2PM TBC</p>	<p>Public Questions/Statements</p>	
	<p>Review of Complaints</p> <p>To update the Cambridgeshire Police and Crime Panel on complaints received against the Commissioner or his Deputy.</p>	Peterborough City Council, Secretariat
	<p>THEME – FIRE GOVERNANCE TRANSITION</p>	Police and Crime Commissioner’s Office
	<p>Performance Monitoring Update</p>	Police and Crime Commissioner’s Office



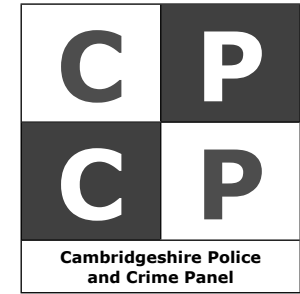
DATE OF MEETING	TITLE/PURPOSE	OFFICER
	The Panel to be updated on the performance monitoring showing any areas of concern or exception performance.	
	<p>Decisions by the Cambridgeshire Police and Crime Commissioner</p> <p>The Panel to review or scrutinise decisions taken by the Police and Crime Commissioner (“the Commissioner”) under Section 28 of the Police Reform and Social Responsibility Act 2011 (“the Act”).</p>	Police and Crime Commissioner’s Office
	<p>Meeting Dates and Agenda Plan 2019/2020</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

Updated: January 2019

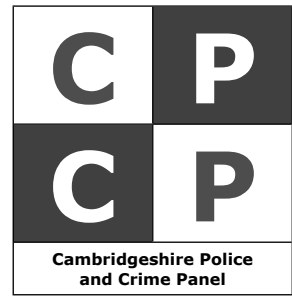
Please note: an extra meeting has been added in October 2019 re: Fire Governance Training Transition.

Agree an outline forward plan – November 2019 onwards:

- Early November 2019 – Communities
- Late January 2020 – Budget/Precept
- Mid February 2020 (if needed - Precept)



- Mid March 2020 - Transformation
- Mid June 2020 – Annual Meeting
- Early September 2020 - Victims/Offenders
- Mid October 2020 – Fire Governance
- Late November 2020 – Communities



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