

WORK IN PROGRESS

Theme		P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress	Delivery Status	Wider Partnership Opportunities
			Delivey status Key - action/decision req to get back on track			various factors have delayed achievement within the time frame	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	Multi-Agency arrangements and appropriate need and risk assessments ensure the delivery of this action. <i>Update - The Constabulary's ongoing Operation Sherlock is focusing on supporting officers to appropriately identify vulnerable victims. This in turn ensures the right response and support is provided through multi-agency safeguarding (MASH & MARAC arrangements) and victim support (referrals to Victim and Witness Hub and specialist support agencies) arrangements. More than a third of all referrals into the Hub each month are 'vulnerable and intimidated' victims with specialist services working in partnership with them. 100 per cent of victims supported by Hub felt it had helped them cope and recover and would recommend the service to a friend.</i>	rag status	Better identification of vulnerable victims through partnership working arrangements in MASH; organisational development to introduce domestic abuse workplace policies; developing community capacity and awareness.
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.	<i>Update - 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).</i>		Greater consistency of approach taken by housing agencies and district councils. Early intervention within communities would prevent later demand on policing. Link between ASB and mental health need exploring by partners. Via MH delivery group.
Victims	V3	Ensure victims of crime receive a consistently high quality investigation.	NP	Constabulary	V3.	Cambridgeshire Constabulary has an ongoing programme to improve the quality of investigations through delivery of the Operation Sherlock action plan. See also O 1.1		

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Victims	V4	Review processes so people in mental health crisis receive the right care at the right time and from the right service.	NP	Crisis Concordat Mental Health Delivery Group	V4.	The Cambridgeshire and Peterborough Mental Health Crisis Care Concordat Declaration provides a framework to deliver this action. Mental Health issues continue to create demand on policing. Update - However the partnership response to supporting people in crisis now includes the First Response Service which includes the FCR based mental health nurses. This collaborative commissioning arrangement, with pan-agency agreed outcomes, has seen an improved experience for people in crisis. Independent evaluation of the IMHT element has showed it saves officer time, ensures more appropriate Sect 136 detentions (only two coming into custody in 2017) and has improved partnership pathways. Contract just been awarded for children's community mental health services to 'new provider'.		Continued development Mental Health Concordat
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 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. Progress - The merger of the Victim Hub and Witness Care is now complete to provide an end to end service for CJS victims. Better partnership working with Witness Service. However working arrangements of other CJ agencies continues to impact on overall victim satisfaction of their whole experience. Significant partnership work ongoing to address this - see also V9.		Work in train to look at provision of support for victims of domestic abuse. This needs traction to drive a focus on early intervention and prevention and reduce future demand on services.

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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	CCJB Victims sub-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. Update - <i>The merger of the Victim Hub and Witness Care is now complete to provide an end to end service. Joint commissioning arrangements for the support service for victims of sexual violence now in place (first six monthly outcome monitoring October 2017) to work alongside the new SARC (based alongside the Rape Investigation Team).</i>		Continued work to look at opportunities to jointly commission services - either through pooled budgets or pooled knowledge and influence.
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 VAWG Needs Assessment is informing the creation of an action plan for the Domestic Abuse and Sexual Violence Delivery Group which addresses these issues. The Safeguarding Boards are leading on CSE and feature work to tackle this in their delivery plans. Update - <i>Key progress includes: development of strategy and action plan; development of MASH to improve children's safeguarding and MARAC processes; opening of new SARC and countywide SV service; successful bid to VAWG Transformation Fund for £400k to work upstream with children of DA and SV households and reduce future demand; successful bid to DCLG to tackle housing related DA issues. The Constabulary continues to work in partnership to tackle modern day slavery.</i>		Opportunities to work upstream - using new statutory Sexual, Relationship and Education requirement to look at countywide demand reduction.
Victims	V8	Offer victims of crime the opportunity to ask to meet their offender in a restorative justice conference at a time that is right for them.	NP	Constabulary	V8.	Cambridgeshire Constabulary is commissioned to provide an RJ offer as part of bespoke recovery plans for victims. The CCJB Victims and Witnesses Group supports multi-agency engagement in RJ. Update - <i>This is all in place. The service was awarded the RSQM in June 2017.</i>		

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Victims	V9	Ensure that when Criminal Justice System processes are reviewed the impact on victims and witnesses is considered.	NP	CCJB Victims sub-group	V9.	<p>Agencies are encouraged to consult with each other when changes are being proposed at the CCJB Victims and Witness Group. CJS agencies can be held to account in the main CCJB Board.</p> <p><i>Progress - significant number of CJ practices identified which are having a detrimental affect on victims and witnesses. Work is ongoing locally to tackle this and looking at opportunities to explore solutions at a seven force level. CPS Eastern Region Inspection expected to highlight issues. Changes to Section 28 expected to improve experience for child/vulnerable victims. Local CCJB monitoring performance issues - work to understand why cases fail due to V&W issues.</i></p>		Opportunity to "hold CJ agencies to account" at CCJB. Collaborative work being developed to map what can be addressed locally, regionally and nationally and through which mechanisms.
	O1	Ensure that police investigations deal effectively with offenders while ensuring the best outcomes for victims <i>(Note: HMICFRS Peel 2016 - Constabulary GOOD at keeping people safe and reducing crime, but improvements required in how it investigates crime. Needs to do more to fully understand demand and plan for demand in the future)</i>	CS	Constabulary	O1.1	<p>Cambridgeshire Constabulary has an ongoing programme to improve the quality of investigations through delivery of the Operation Sherlock action plan.</p> <p>Local Policing Review intended to deliver quality investigations through development of a sustainable business model. In support of this, a detailed study of demand is being undertaken to enable the optimum use of resources.</p> <p><i>Update - Current demand pressures impact on investigative resources and the Constabulary's ability to resolve crimes with a recent deterioration in 'prosecution possible outcomes' and victim satisfaction in terms of police attendance and follow up contact. The Local Policing Review is intended to manage demand on investigative resources by creating a demand hub to more effectively triage at the front end of the process. Local Policing Review begins implementation from end of September 2017. Update on Operation Sherlock delivery plan and plans for managing demand on investigative resources to.</i></p>		Opportunity to improve victim satisfaction with follow up, improve investigative outcomes, improve timeliness and reduce the number of future victims.
Offenders		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	CK	CSPs	O2.1	Community Safety Partnerships set priorities to work in partnership to tackle local issues of crime and disorder.		Explore opportunities to improve local confidence that the

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Offenders	O2	crime.	CK	Constabulary	O2.2	<p>Cambridgeshire Constabulary maintains local engagement and priority setting mechanisms. It is maximising collaborative opportunities to deliver integrated partnership community safety responses. It is developing a strategy for enhanced problem solving in neighbourhood policing. <i>Progress - Although the percentage of respondents who feel safe in their community remains high, public feedback about whether the Constabulary is dealing with local concerns has deteriorated recently. Hare coursing remains a big issue. Work of Rural Crime Action Team valued by rural community. The local policing review will ensure that the Constabulary can continue to offer the best policing service to local communities.</i></p>		<p>Constabulary are dealing with the things that matter to people in their community. Constabulary working with partners on rural crime, especially Countryside Watch and the National Farmers Union. Consideration of best ways of working with CSPs.</p>
			CS	Constabulary	O2.3	<p>Cambridgeshire Constabulary delivers the priority areas strategy and action plan for burglary dwelling; the force crime prevention strategy and delivers the rural policing strategy. <i>Update - Although in the context of significant falls in crime levels more generally in the last twenty years, nationally and locally there are now signs of some genuine increases in some crime types such as violence. The Constabulary is monitoring these trends to better understand what is driving these changes and what mitigating action is required. No</i></p>		

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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/EW	Cambridgeshire Countywide Community Safety Strategic Board	O3.	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. <i>Update -Needs assessment on offending prevention and management finalised and being addressed through appropriate partnership governance mechanisms. Housing has been an early priority. PCC has raised this issue with local authorities, Combined Authority and Criminal Justice Agencies who are developing plans to improve pathways. Update to Countywide Board October. Drugs and Alcohol services reprocurement exercise in Cambridgeshire underway.</i>		The Combined Authority also provides a mechanism for joint working on key cross-cutting strategic issues. Housing has been identified as a Combined Authority priority. Offending commissioning strategy to be developed.
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.	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. <i>Update - Needs Assessment on offending prevention and management finalised. Updated Terms of Reference for the group to be finalised in September 2017 and delivery plan under development. PCC now Chairs Criminal Justice Board. Reoffending indicators to be included in performance indicators.</i>		Government manifesto commitment to greater devolution of criminal justice responsibility and budgets to local commissioners.
		Support preventative and early intervention approaches to divert young people and adults away from offending and re-offending	CS/NP	Youth Offending Services	O5.1	The Youth Offending Services in Cambridgeshire and Peterborough support young people at risk of entering or entering the youth justice system. Recipients of PCC Crime and Disorder Reduction Grant. <i>Update - Joint Youth Justice Board across Cambridgeshire and Peterborough now established and OPCC is member. Data on first time entrants to the criminal justice system indicates a continuing falling trend. Next outcome monitoring reports due in October 2017.</i>		Conditional cautions - Commissioning to meet gaps in services. Ensuring continuing and broadening reach of conditional cautions. Planning for 'business as usual' at the end of Home Office funding.

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Offenders	O5		CS	Constabulary	O5.2	Home Office Innovation Funding is being used to develop conditional cautions as part of a pathway to intervene to tackle early offending behaviour. Progress - Now rolled out throughout Cambridgeshire. Ongoing activity to ensure take up (over 350 issued since September 2016). Update to BCB in June, next update to Offender Sub Group in November. Independent evaluation final report May 2018. Update to BCB in June 2018. Needs Assessment on offending prevention and management finalised.		
Offenders	O6	Increase the range of environments in which restorative justice is used to improve victim satisfaction and reduce re-offending	NP	Constabulary	O6.	Cambridgeshire Constabulary is undertaking a programme of partnership engagement and training to enable restorative approaches to be applied in neighbourhood and ASB issues, prison and a range of policing interactions. Progress: local housing providers are utilising these skills for ASB cases, greater take up of principles within educational settings. Significant use of RJ practices within Youth Offending Service. Peterborough Prison is becoming a restorative prison.		
Offenders	O7	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 2016 PEEL - Constabulary has effective approach to preventing and tackling serious and organised crime. Well-structured Integrated Offender Management scheme. More active enforcement would enhance its approach to handling dangerous and sexual offenders. Local police teams would benefit from greater awareness of the registered sex offenders in their communities)	CS	Constabulary	O7.	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. Update - multi-agency partnership arrangements well embedded. Update on progress against PEEL to BCB .		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.

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Offenders	O8	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	O8.	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. <i>Progress - new governance mechanisms being embedded. Early priority has been housing where PCC has raised issue with local authorities, Combined Authority and criminal justice agencies.</i>		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	O9	Work with the voluntary sector and other partners to enable the rehabilitation of offenders.	CS	Cambridgeshire Criminal Justice Board - Offender Subgroup	O9.	Multi-agency working arrangements.		To be developed in line with needs assessment.
Offenders	O10	Review current performance management systems to ensure re-offending data is captured and monitored effectively so that progress can be reviewed	CS	Constabulary/ Cambridgeshire Countywide Community Safety Strategic Board/ Cambridgeshire Criminal Justice Board	O10	The performance information monitored by the Constabulary and the Commissioner will include new data sets and will evolve over time to reflect operational developments. Broader indicators rather than purely policing data are being incorporated, this includes Ministry of Justice data on reoffending rates and public health data. The performance framework will be developed further with partner agencies. <i>Update - New performance dashboard in place with partnership metrics to be added. Collaboration performance monitoring arrangements to be updated in light of new governance arrangements.</i>		As Cambridgeshire Countywide Community Safety Strategic Board governance arrangements evolve, opportunity to develop partnership monitoring mechanisms.
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	CS	Constabulary	O11.	Cambridgeshire Constabulary contribute to national policing needs through their planning processes including the priority area strategy and action plan for counter-terrorism. <i>Progress - Ongoing business as usual. CT capabilities for Eastern Region brought under single command under Eastern Regional Special Operations Unit on 1 July 2017 (police officers will remain locally deployed). Demands for mutual aid have been high in light of incidents and period of critical threat level</i>		

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Communities	C1	Jointly engage with all communities to understand and respond to local concerns.	CK	Senior Officer Communities Group	C1.	OPCC and Constabulary continue to develop closer working relationships and collaborate with other public agencies. Collectively engage with communities to identify and solve issues where possible. <i>Update: Partnership working at various levels. C&P Senior Officer Communities Group meet quarterly and are identifying areas of shared activity to take forward. Countywide Community Safety Strategic Board review and direct CSP activity regionally. Public Protection Comms Strategy led by Constabulary and supported by partner agencies. Police and Crime Commissioner engages widely. OPCC targets vulnerable groups.</i>		One county approach to public service delivery.
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. <i>Update: Constabulary website with enhanced facilities to be launched autumn 2017. Local policing review includes public contact and new demand hub.</i>		Consider how Cambridgeshire Public Sector websites link and support each other
Communities	C3	Bring together services and systems to respond to community issues in a sustained and co-ordinated way e.g. co-location, aligned activity and information sharing.	CK	constabulary	C3.	Constabulary collaborating with different organisations to improve efficiency and effectiveness. <i>Update: Blue light collaboration continues, particularly with Fire and Rescue Service. Co-location opportunities moving forward e.g. Wisbech. Exploring shared training facilities. Peterborough PES colocated and shared management structure being trialled. Local Policing Review.</i>		consideration of how PES model could work in 2 tier areas
Communities	C4	Reassure the public of the Constabulary's commitment to local policing to maintain public confidence and deal with issues of local concern such as road safety, anti-social behaviour and Hate Crime.	CK	Constabulary	C4.	Constabulary reviewing approach to local policing to ensure future demand can be met. <i>Update: Local policing review commences September 2017. Linked to implementation of Athena in May 2018. OPCC and PCC ongoing engagement activity.</i>		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.	<i>Update: Police powers have been granted to organisations in specific circumstances. Progress: CSAS scheme, a number of PSPOs adopted tapping into Local Authority CSAS powers, Peterborough PES. Possible roll-out of PES model.</i>		Opportunities to expand should be considered.

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Communities	C6	Build relationships with communities to gather information and intelligence to prevent crime: high levels of witnesses, low levels of crime.	CK	Constabulary	C6.	Continual, ongoing activity by local policing teams and also by partner agencies. Public feel more confident in reporting crime so reporting levels going up. <i>Update : Citizens in Policing Strategy, appointment of Watch Scheme Coordinator, develop role of Neighbourhood Watch and Community Speed watch, new website to make it easier to submit information, Policing Review to maintain local policing resource.</i>		Monitor impact of citizen in policing strategy and consider opportunities for wider partnership working
Communities	C7	Promote public involvement through active participation and support initiatives aimed at building community understanding and resilience.	CK	Constabulary	C7.	Community resilience: <i>Update: Citizens in Policing Strategy, appointment of Watch Scheme Coordinator, develop role of Neighbourhood Watch and Community Speed watch.</i>		Link with emerging work led by county council on community resilience
Communities	C8	Educate and support local people to recognise vulnerable members of their community and know how to help them.	CK	Constabulary	C8.	All blue light, local authority and healthcare organisations seeking to promote local community support, especially for most vulnerable member sof society. <i>Update: Some discussions with Neighbourhood Watch but not developed. Joint communications through Public Protection Communications Group.</i>		Link with emerging work led by county council on community resilience
Communities	C9	Ensure there are recruitment, retention and progression policies that result in a police force that is representative of the communities we serve.	CK	Constabulary	C9.	Ongoing recruitment to attract new staff, officers and volunteers. Targeted recruitment drives take place. New government guides looking for degree qualifications. <i>Update: Targeted recruitment saw a good number of applications from BMEs. However, few made it through selection process. Reviewing the reasons for this.</i>		Further work needed with community groups and businesses.
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	PSD - Update -PSD Governance Board quarterly meetings continue. Board pro-active in monitoring progress against HMIC Legitimacy recommendations and areas for improvement and Independent Police Complaints Commission (IPCC) requirements through taking forward necessary action, monitoring delivery plans, developing policies, scrutinising, and horizon-scanning. Internal audit being undertaken in Q3 to give assurance on follow-up with HMICFRS inspection and PSD governance.		Continue working with IPCC.

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			AF	AF	C10.2	Complaints reform - Progress - 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. Secondary legislation and statutory guidance anticipated summer 2018.		Continue working with BCH and PSD to deliver project working. Seize opportunities to input into Home Office and IPCC consultations on draft legislation and guidance.
Transformation	T1	Use and improve understanding of demand to drive efficiency to protect frontline services.	EW	Constabulary	T1	Constabulary modelling force demand and efficient ways of managing this demand. OPCC providing system context and input. <i>Update- Needs Assessment on offending prevention and management finalised and disseminated to Constabulary Demand Groups, including recent population demographic forecasts from Cambridgeshire County Council Research Group.</i>		
Transformation	T2	Continue to embed tri-force collaboration with Bedfordshire and Hertfordshire as a means of achieving savings.	GO	Constabulary	T2	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. New date for ERP implementation is October 2018.		
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	BCH Strategic Alliance - review of governance: 7F work programme; link with standardisation of specialist capabilities at national level. <i>Update - BCH implementation of new governance; development of 7F procurement business case; national work on specialist capabilities; regional ICT conference</i>		
Transformation	T4	Ensure the benefits of new and historical investment in technology are realised.	GO	constabulary	T4	<i>Update: BCH ICT Strategy is now adopted. A mapping exercise to map the overall outcomes against Cambridgeshire is underway and will be completed in Autumn 2017.</i>	BCH ICT strategy	
Transformation	T5	Ensure Cambridgeshire's voice is heard at a national level and influences policy changes.	AW / DG	OPCC	T5	<i>Update: PCC Chair of National Commercial Board.</i>		

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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	EW	OPCC / PSB	T6	PCC is a co-opted member of the Combined Authority Board highlighting opportunities where the CA can have beneficial impact on community safety. Update - <i>working with CA, Public Health England and local Public Health to help ensure that the planned economic growth in Cambridgeshire and Peterborough benefits all sectors of society</i>		Opportunities around Social Value and the potential wider impact of public sector procurement
Transformation	T7	Develop the capacity and capability to undertake effective community safety and criminal justice commissioning, using grants and commissioning as strategic leverage for evidence-based change.	NP	OPCC / Countywide Community Safety Strategic Board / CCJB	T7	The Countywide Community Safety Strategic Board is driving commissioning best practice through the delivery groups who are identifying joint commissioning opportunities. Update: <i>a pooled budget arrangement has secured a countywide sexual violence service to ensure victims don't experience a postcode lottery of services. Work ongoing to recommission drugs and alcohol services in Cambridgeshire using a model of shared outcomes. The revised community safety agreement has informed the awards of grants to CSPs by the Police and Crime Commissioner to achieve maximum impact.</i>		Explore future joint commissioning opportunities either through providing monies to create leverage or strategic evidence-based influence.
Transformation	T8	Use cash reserves strategically and work in partnership to maximise the use of and value from the police estate.	GO	OPCC	T8	Update: <i>Year end 16/17 has enabled a new 'Estates Rationalisation' reserve to be created. A review of the level of reserves will be undertaken as part of the budget setting process during Autumn 2017.</i>		
Transformation	T9	Invest in, and support the development of officers, police staff and volunteers to perform their role efficiently.	CK	constabulary	T9	BCH Collaborated Function Update: <i>People Strategy to BCB in August 2017</i>		
Transformation	T10	Work with the Fire Authority to explore opportunities for fire and police to work together.	DG	OPCC	T10	Update: <i>Creation of business case, consultation, submission of business case to Home Office, 9 weeks consultation closed on 4 September 2017 with final submission to the Home Office by the end of September 2017.</i>		