



## Business Coordination Board

<u>Date</u>	<u>Time</u>	<u>Venue</u>
16 <sup>th</sup> December 2016	10.00	HQ, Conference Room 4

### AGENDA

<b>1.</b>	<b>Welcome and apologies</b>
<b>2.</b>	<b>Declarations of interest</b>
<b>3.</b>	<b>To approve minutes of the Business Coordination Board meeting held on the 10<sup>th</sup> November 2016</b>
<b>4.</b>	<b>Police and Crime Plan</b> Report from the Chief Executive
<b>5.</b>	<b>HMIC Progress report – Efficiency</b> Report from the Chief Constable
<b>6.</b>	<b>Understanding Demand –Proposal for the Procurement of Software</b> Report from the Chief Constable
<b>7.</b>	<b>Revenue monitoring report M6 2016/17</b> Report from the Chief Finance Officer
<b>8.</b>	<b>Capital monitoring report M6 2016/17</b> Report from the Chief Finance Officer
<b>9.</b>	<b>MTFP and Budget Update</b> Report from Chief Finance Officer

10.	<b>Crime Data Integrity</b> Report from the Chief Constable
11.	<b>Complaints – Policy review and Reforms</b> Report from the Chief Executive
12.	<b>Commissioning and Grant Funding Strategy</b> Report from the Chief Executive
13.	<b>Section 22 Agreements</b> <ul style="list-style-type: none"> <li>• <b>Chiltern Transport Consortium</b></li> </ul> Report from Chief Finance Officer
14.	<b>Estates</b> <ul style="list-style-type: none"> <li>• <b>Strategic Scoping Report (Report to follow)</b></li> </ul> Report from the Chief Constable



## BUSINESS COORDINATION BOARD

### DRAFT MINUTES

**Date:** 10<sup>th</sup> November 2016

**Time:** 14:00

**Location:** Conference Room 2, Cambridgeshire Constabulary Headquarters

**Members:**

Andy Coles	Deputy Cambridgeshire Police and Crime Commissioner
Alan Baldwin	Deputy Chief Constable, Cambridgeshire Constabulary
Josie Gowler	Director of Finance, Office of Police and Crime Commissioner
Dorothy Gregson	Chief Executive, Office of Police and Crime Commissioner
Niki Howard	Director of Finance and Resources, Cambridgeshire Constabulary

**In Attendance:**

Claire George	Executive Support Officer, Office of the Police and Crime Commissioner
Mark Greenhalgh	Chief Inspector in Corporate Development, Cambridgeshire Constabulary
Cristina Strood	Head of Policy and Performance, Office of the Police and Crime Commissioner

**1. Welcome and Apologies**

1.1 Apologies were received from Jason Ablewhite, Police and Crime Commissioner, Alec Wood, Chief Constable, Cambridgeshire Constabulary, Nav Malik, Assistant Chief Constable, Cambridgeshire Constabulary, Nicky Phillipson, Head of Strategic Partnership and Commissioning, Office of the Police and Crime Commissioner (“OPCC”), Natalie Benton, Temporary Head of Corporate Development, Cambridgeshire Constabulary, Charles Kitchin, Director of Public Engagement and Communications, OPCC and Colin Luscombe, Director of Estates, Cambridgeshire Constabulary.

**2. Declarations of Interest**

2.1 There were no declarations of interest.

**3. Approval of the minutes of the Business Coordination Board meeting held on the 21<sup>st</sup> September 2016**

3.1 The Board approved the minutes from the last meeting of 21<sup>st</sup> September 2016

**3.2 Resolved:**

(i) *The minutes of the meeting held on the 21<sup>st</sup> September 2016 were agreed and signed.*

**4. Matters Arising**

4.1 Actions from the previous meeting were approved and subsequently signed off as an accurate record.

**5. HMIC Update**

5.1 The Deputy Police and Crime Commissioner introduced the update by thanking the Constabulary for attending the Police and Crime Panel on the 9<sup>th</sup> November and providing a useful update regarding the HMIC inspection regime. The Panel recognised the complexities of the inspection regime and were surprised by the burden it placed on the Constabulary.

5.2 Chief Inspector Greenhalgh provided a verbal update on current and future inspections. The PEEL Efficiency report had been published and a full report would be brought to the next meeting. A discussion relating to the HMIC Inspection was held with an agreed outcome that the Police and Crime Commissioner (“the Commissioner”) and Chief Constable would produce a joint letter to be sent to the Home Secretary.

5.4 The Board noted the update.

**5.5 Action:**

- (i) A joint letter is to be sent from the Constabulary and OPCC to the Home Secretary relating to the HMIC Report.*

**6. Quarterly Performance Report Year Ending September 2016**

6.1 The Deputy Chief Constable presented the report to the Board. The purpose of which was to provide an update on the Constabulary's performance against the priorities identified in the Police and Crime Commissioner's Police and Crime Plan ("the Plan") in the 12 months to September 2016.

6.2 A discussion was had regarding the continued rise in total recorded crime and increase in recorded Domestic Abuse. It was noted that these increases are likely to be due to continued focus on recording standards and a rise in public confidence when reporting crime. Prosecutions Possible has also increased over the last 12 months.

6.3 The Deputy Commissioner questioned the Constabulary regarding hate crime and the drop in victim satisfaction. A discussion was held with an agreed outcome that the Constabulary's hate crime strategy which was currently being finalised would be brought back to a future meeting for information alongside information on victim satisfaction.

6.4 The Chief Executive commented on the rise of the perception of drug misuse and a discussion took place regarding the reason behind this. It was agreed that analysis of whether there had been a corresponding increase in intelligence/incidents was required.

**6.5 Action:**

- (i) Constabulary's finalised hate crime strategy to be brought back to a future meeting alongside information on victim satisfaction.*
- (ii) Analysis of a corresponding increase in intelligence/incidents required.*

**7. Developing a Performance Framework for the Police and Crime Plan**

7.1 The Head of Policy and Performance presented this report to the Board, the purpose of which was to provide an update on the development of the performance framework for the Police and Crime Plan.

7.2 A discussion was had regarding the framework, indicators of progress and the transparency the Plan brings. The Deputy Chief Constable commented that the Constabulary welcomed the richer picture this provided.

7.3 The Board noted the report.

**8. Police 2025 Vision and Transformation Fund**

8.1 The Chief Executive presented the report. The purpose was to update the Board on the Policing 2025 Vision and the work of the Police Transformation Board.

8.2 It was noted that the 2025 Vision was still being finalised and would be presented at the APCC/NPCC Joint Conference on 16 November 2016. The strands of policing, accountability and on a challenging vision were discussed. The report was noted.

## **9. Equality and Diversity Annual Report**

9.1 Chief Inspector Greenhalgh presented the report and provided an update to the Board on how the Constabulary are exercising their statutory duties under the Equality Act relating to equality and diversity.

9.2 A discussion was had on the local work taking place regarding BME recruitment. It was noted that work was still required to ensure the Constabulary's BME workforce better reflects the communities they serve. It was agreed that an update be brought back to the Board in six months.

### **9.3 Action:**

- (i) *Future report to come to the Board in six months' time showing the impact of the Constabulary's actions for a more representative workforce.*

## **10. Use of Force**

10.1 The Deputy Chief Constable presented the report to the Board, the purpose of which was to provide an update on the Constabulary's use of force. The report also set out the work underway between Bedfordshire, Cambridgeshire and Hertfordshire to implement new National Police Chief's Council ("NPCC") recording requirements and address recommendations arising from a national report by the Independent Police Complaints Commission on the police use of force.

10.2 A discussion was held and Chief Inspector Greenhalgh commented that there might be an increase in the use of force seen due to the reporting of handcuff use. An agreed outcome was reached that a report would be brought back to the Board in 12 months' time on this important topic.

### **10.3 Action:**

- (i) *Use of Force report to come back to the Board in 12 months' time.*

## **11. Privacy Compliance**

11.1 The Chief Executive outlined the report providing an update on the Constabulary's compliance with surveillance legislation following the Privacy Compliance report brought to the Board in March 2016.

11.2 A discussion was had regarding the reassurance of appropriate governance over Privacy Compliance and the need for continued work in this area.

11.3 The Board noted the contents of the report.

## **12. Volunteer Cadets**

## **PROTECT until Approved**

12.1 The Chief Executive presented the report to the Board, to provide an update on the integration of the Cambridgeshire's Volunteer Police Cadet ("VPC") Scheme into the Constabulary's wider Citizen in Policing agenda.

12.2 The Board noted the report and approved the revised agreement setting out the governance and operational arrangements for the scheme in Cambridgeshire.

### **13. Appropriate Adults Provision**

13.1 The Chief Executive presented the report, the purpose of which was to update the Board with outline proposals to initiate a three month pilot which will ensure a quality, out of hours appropriate adult provision across Cambridgeshire for children and mentally vulnerable adults who are held in police custody overnight.

13.2 The Deputy Commissioner acknowledged the report and commented that he looked forward to seeing benefits from the pilot.

13.3 The Board noted the contents of the report.

### **14. Peterborough Prevention and Enforcement Service**

14.1 The Deputy Chief Constable presented the report to the Board, the purpose of which was to make the Board aware of the Community Safety Accreditation Scheme (CSAS) powers the Chief Constable has delegated to the Peterborough Prevention and Enforcement Service.

14.2 A discussion was held regarding the opportunity the CSAS provides to accredit organisations where appropriate. The Deputy Commissioner questioned the level of governance of the new joint team. It was agreed that a progress report on governance would be presented to the Board in three months' time.

#### **14.3 Action:**

*(i) Progress updated report to be provided to the Board in 3 months' time regards to the Peterborough joint team.*

### **15. Section 22A Collaboration Agreements Update**

15.1 The OPCC Director of Finance outlined the report, the purpose was to provide details of the progress on Section 22A Collaboration Agreements under the Police Act 1996 (as amended).

15.2 A discussion was held regarding the Agreements for Public Contact and Criminal Justice (Phase 2) and the Board noted and welcomed the signing of the updated S22A Agreements and intention to sign updated S22A Agreements relating to CJS.

#### **15.3 Action:**

*(i) Commissioner to sign Decision Notices relating to the updated S22A Agreements.*

**PROTECT until Approved**

**Date of next meeting**

The next meeting will be held on 16<sup>th</sup> December 2016 at 10:00 at Police Headquarters.

DRAFT



**To:** Business Coordination Board

**From:** Chief Executive

**Date:** 16 December 2016

## **POLICE AND CRIME PLAN**

### **1. Purpose**

1.1 The purpose of this report is to update the Business Co-ordination Board (the “Board”) on the progress for the creation of the Police and Crime Commissioner’s (the “Commissioner”) Police and Crime Plan (the “Plan”).

### **2. Recommendation**

2.1 The Board is recommended to approve the Plan (attached Appendix A).

### **3. Background**

3.1 A Police and Crime Commissioner is required to issue a Plan as soon as practicable after taking office - specifically before the end of the financial year which they are elected (i.e. by 31<sup>st</sup> March 2017). The Plan must determine, direct and communicate the Commissioner’s priorities during their period in office and set out for the period of issue:

- 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 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.
- 3.2 In preparing the Plan the Commissioner must 'have regard to the relevant priorities of each responsible authority' – the authorities have a duty to co-operate with the Commissioner for the purpose of formulating the Plan. The Commissioner must also make arrangements to obtain the views of the community (including victims of crime) on policing and ensure an efficient and effective criminal justice system.
- 3.3 The Plan must achieve value for money, ensure the Chief Constable fulfils their duties relating to equality and diversity and have regard: to the need to safeguard and promote the welfare of children, the Strategic Policing Requirement and guidance or codes of practice issued by the Secretary of State.

#### **4.0 Development of the Plan**

- 4.1 The Commissioner has built his plan around an overarching 'Plan on a Page' strategic summary. The plan is structured around four key strategic themes: Victims, Offenders, Communities, and Transformation. Each theme has its own aim and suggests a framework 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 a second page that sets out the key objectives and priorities for action. The Business Intelligence Information section shows how the delivery of the plan will be monitored.
- 4.2 The Commissioner stated that the Plan would not be developed in isolation but would be shaped by the views of the Panel, police, partners and the public. A significant amount of engagement has taken place with the public, the police and our strategic partners to inform the final Plan.
- 4.3 In preparing the Plan the Commissioner was keen to understand the views of the public. Since his election in May 2016 he spent a considerable amount of time talking to members of the public at police contact points, surgeries, community meetings and while on patrol with officers. In addition the Commissioner undertook a survey to ask the public what was important to them regarding crime and policing. Over 3,500 people responded and these views have been used to help shape the priorities.
- 4.4 It is important that the Plan aligns with the operational priorities which are developed by the Chief Constable and his senior management team. A number of sessions have taken place jointly between the OPCC and the Constabulary to make sure that both organisations planning processes are working together.
- 4.5 The Commissioner recognised that that all partners need to be clear of the collective responsibility for certain actions, yet also their responsibility for leading on direct action or dealing with the underlying causes that can lead to offending or becoming a victim. This includes for example the health service effectively supporting people in mental health crisis, or local authorities dealing with deprivation. The draft Plan has been shared with strategic partners and their viewpoints taken on board.

4.6 The Police and Crime Panel (the “Panel”) has been kept informed and involved as the plan has developed at their meeting on the 7<sup>th</sup> September 2016 The Panel made a series of comments and suggestions on the Plan, which the Commissioner noted. Overall, in delivering the Plan and ensuring best value for Cambridgeshire, it was recognised that it was critical to get the balance right between the demands and challenges of policing and the finite resource available.

**5. Next Steps**

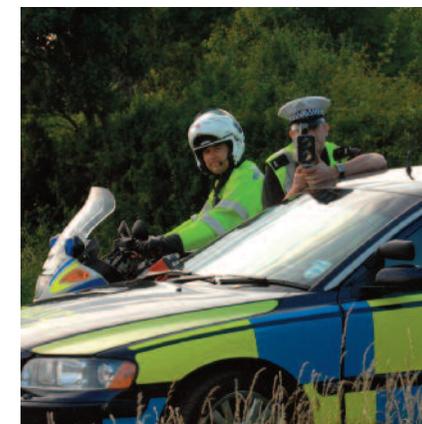
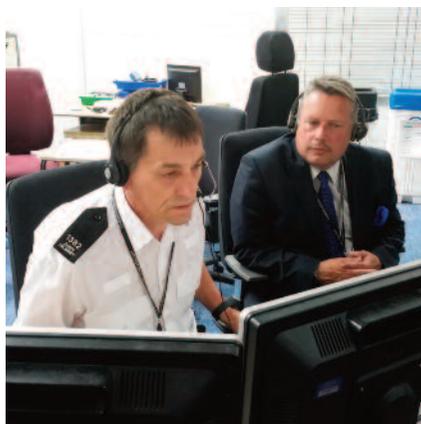
5.1 The final version of the Plan will be taken to the Panel for final comments on 1 February 2017.

**6. Recommendation**

6.1 The Board is recommended to approve the Plan (attached Appendix A).

**BIBLIOGRAPHY**

<b>Source Document(s)</b>	<p>Police Reform and Social Responsibility Act 2011  <a href="http://www.legislation.gov.uk/ukpga/2011/13/contents">http://www.legislation.gov.uk/ukpga/2011/13/contents</a></p> <p>‘Developing a Police and Crime Plan (Community Safety and Criminal Justice) for Cambridgeshire, Agenda Item 6, Cambridgeshire Police and Crime Panel, 7th September 2016  <a href="http://democracy.peterborough.gov.uk/ieListMeetings.aspx?Committeeld=543">http://democracy.peterborough.gov.uk/ieListMeetings.aspx?Committeeld=543</a></p>
<b>Contact Officer(s)</b>	<p>Nicky Phillipson, Head of Strategic Partnerships and Commissioning            Charles Kitchin, Director of Public Engagement and Communications</p>



# **Police and Crime Plan 2017-20**

## **Community Safety and Criminal Justice**

### Cambridgeshire and Peterborough

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# Foreword from the Police and Crime Commissioner



Jason Ablewhite  
Police and Crime Commissioner

“Through this plan I aim to meet the needs of our many and diverse communities and ensure we have a police service that we can all trust and be proud of.”

On being elected as Police and Crime Commissioner for Cambridgeshire and Peterborough in May 2016 I knew I wanted to take the opportunity to develop a Police and Crime Plan that took a fresh look at the challenges and opportunities that lie ahead. I have spent much of my first year in office getting out and about, meeting as many people as possible to get a firm understanding of the issues faced by those involved in tackling crime and disorder across Cambridgeshire and Peterborough, the wider region and nationally.

As a result this plan has not been developed in isolation. I have worked closely with the Chief Constable and his team to make sure this plan ties in with the strategic policing priorities. I have listened to the public, police officers and staff and our partners. I would like to thank everyone who has helped me in the development of this plan.

Cambridgeshire is one of the fastest growing counties in the country both in terms of its economy and its population. In the Centre for Cities report<sup>1</sup> of the towns and cities that had the fastest population growth between 2004-13, Peterborough is 2nd (15.20% growth) and Cambridge 5th (12.70% growth). Whilst our cities generate the highest demand on policing, Cambridgeshire remains largely rural in nature with its own demands and pressures.

It is clear to me that in the face of complex economic and social pressures we must think and act differently and continue to transform the way we work through collaboration and new technology. The police never work in isolation. We need to think innovatively about how we work with others to provide the public with effective, joined up services.

<sup>1</sup>SOURCE: CENTRE FOR CITIES/ONS: CITIES OUTLOOK 2015  
<http://www.centreforcities.org/wp-content/uploads/2015/01/15-01-09-Cities-Outlook-2015.pdf>

Cambridgeshire's decision to support a devolution deal provides an opportunity to do this. Devolution will drive changes to the way public services work together in the county, aligning activity, improving efficiency and reducing cost. This strategy has the same ambitions at its heart. Devolution will bring significant extra investment and will see the election of a mayor to oversee growth and development of the county.

I am a big fan of keeping things simple and not trying to over complicate. The challenge to my team was to develop a plan that could be explained on a single page. This plan focuses on four key themes:

1. Victims
2. Offenders
3. Communities
4. Transformation

The plan puts people at the heart of what we do, focussing on the most vulnerable members of society, putting victims at the centre of our work, bringing offenders to justice and deterring them from re-offending.

I am a realist and I will not pretend that this will be easy. Through this plan I aim to meet the needs of our many and diverse communities and ensure we have a police service that we can all trust and be proud of. Cambridgeshire is one of the safest counties – but we cannot become complacent as there are real and emerging challenges. We must embrace all the new opportunities available to us and continually seek out new ways of delivering our services. It is only by working together that we can keep Cambridgeshire safe.

# Foreword from the Chief Constable



**Alec Wood MA**  
Chief Constable  
Cambridgeshire Constabulary

**“To continue to keep our communities safe we need to understand and manage our demand and look for new, effective and efficient ways to deliver policing.”**

Cambridgeshire Constabulary is an organisation of hard working, dedicated and professional individuals who constantly strive to respond to the needs of all those who live, work and visit Cambridgeshire. This is not a simple task. Cambridgeshire continues to be one of the fastest growing areas in the country with an estimated further growth of 25 per cent by 2031.

Coupled with this, the nature of crime and threat from terrorism is rapidly changing, requiring us to be flexible and forward thinking to continue to keep our communities safe. Despite these challenges I am proud that Cambridgeshire continues to be one of the safest counties in the country. I am confident that all those working as police officers, police staff, special constables or volunteers for the force understand and share my mission to safeguard the most vulnerable, support victims of crime and robustly investigate and bring offenders to justice.

To continue to keep our communities safe we need to understand and manage our demand and look for new, effective and efficient ways to deliver policing. By understanding and managing our demand we are better able to target those individuals who pose the greatest threat and risk of harm to society. It must be recognised that while a growing proportion of the crime and threat we now face is cyber enabled, the impact on the victims has not changed. The individuals who commit these crimes operate across national and international boundaries, rapidly developing and adapting their technology and methods used to exploit people. It is therefore important that we work with our policing partners across the region and the country to ensure we are able to effectively prevent and investigate these crimes to keep the county safe.



It is important that we remember our duty to the tax payer to deliver a police service in the most efficient and effective way, providing the best value for money. This means exploring new and innovative approaches, investing in technology and working with others, be that in our strategic alliance with Bedfordshire Police and Hertfordshire Constabulary or with our partners in the local authority, fire, health and the voluntary sector. Through working together we are all able to deliver a more coherent response to communities, needs whilst providing resilience for now and in the future.

My priorities for the year ahead remain unchanged, to provide the best possible police service to the people of Cambridgeshire, to keep our communities safe from harm and to respond to the changing nature of crime in an effective and efficient way.

# Policing Cambridgeshire and Peterborough

## OUR COUNTY

The force area covers **1,309** square miles



Population of **800,000** has increased **13%** in 10 years

Highly diverse population with over **100** languages spoken

**18.6%** of the population are non-white British

Population includes **25,000** students

Crime has reduced by **8.4%** in Cambridgeshire since 2010

## RESOURCES

In Cambridgeshire, officer numbers have fallen 8% since 2010 compared to the national average of 12% <sup>1</sup>

**76%** of Police officers are frontline

£16.1 million has been saved between 2013/14 – 2016/17

Policing costs 43p a day per person compared to a national average of 55p – Cambridgeshire Constabulary is the cheapest force outside London

## ON A TYPICAL DAY IN CAMBRIDGESHIRE...

There is **one** officer on duty for every **1,849** people living in the force area <sup>2</sup>



Officers will make **34 arrests**. **1.5** of these will be for sexual offences



Amongst other crimes, officers will deal with – **6** dwelling burglaries **66** thefts **9** thefts from a motor vehicle **2** thefts of a motor vehicle **30** violence crimes **1** robbery, and **4** sexual offences including **1** rape

They will issue **4 cautions**, **one** Penalty Notice for Disorder and **one** Cannabis Warning

**300** calls to **999** and **1000** calls to **101** are received



**133** crimes are reported



# AS WELL AS DEALING WITH CRIME EACH DAY, OFFICERS WILL...

Respond to **21 incidents** flagged as being associated with people with mental health issues

Respond to **8 missing person reports**. **5** will be classified as high/medium risk, each of which will take an average of **18 hours** of police time



Attend **7 road traffic collisions** where there were casualties. Undertake **33 breath tests**

Carry out **9 stop and searches**<sup>3</sup>. Of these **5** are drugs related. Of the **9 stop and searches**, one will result in an arrest

Deal with **62 ASB incidents**

## ONGOING DEMAND

In addition, to reacting to calls for service from the public, on a typical day the police will also be undertaking proactive work to safeguard the public



Supporting **1245 families** enrolled in the troubled families programme

Supporting **1385 cases** where domestic abuse victims were discussed at Multi-Agency Risk Assessment Conferences

Managing **761 sexual and violent offenders** under Multi-Agency Public Protection Arrangements in partnership with other local bodies

Supporting **766 children** and young people subject to a Child Protection Plan

Mental health is a contributory factor in one in seven calls for service

**29,218 victims** known to the police

A third of victims live in most deprived areas

<sup>1</sup> Source: Home Office Statistics, Police Workforce, England and Wales: 31 March 2015, Table 2 and 3. 1,347 Full Time Equivalent (FTE) Police Officers 31 March 2016 compared to 1,471 31 March 2010.

<sup>2</sup> Using the FTE number of police officers in Cambridgeshire as at the end of March 2016 (Source: HR) (divided by 3 as a proxy for shifts). This was divided into the population of Cambridgeshire (Source: IQanta, Foresight, Mid-2014 Population estimates based on the 2011 Census).

<sup>3</sup> Each stop and search is estimated to take 15 minutes (a government estimate but no source) to complete – that's 135 minutes or 2.25 hrs per day.

Statements about demand based on data recorded in the rolling 12 months to March 2016.

# What people say

## The types of crime that people are most concerned about:

- House burglary
  - Road safety – including speeding, drink driving and dangerous driving
  - General anti-social behaviour
  - Criminal damage, vandalism
  - Cybercrime/internet enabled crime
- (based on 3,489 responses to survey)

## The things people would like the police to prioritise:

- More local policing to increase police visibility
  - Bringing offenders to justice
  - Road safety – including speeding, drink driving and dangerous driving
  - House burglary
  - General anti-social behaviour
- (based on 3,489 responses to survey)

'The use of technology should spread to allow a linking up of databases to combat crimes and to support the growing concern of cybercrime'

'Try to involve the public more in fighting crime. Most people will be more likely to help if Police are more active in using this resource'

'More visible policing and keeping on top of anti-social behaviour'

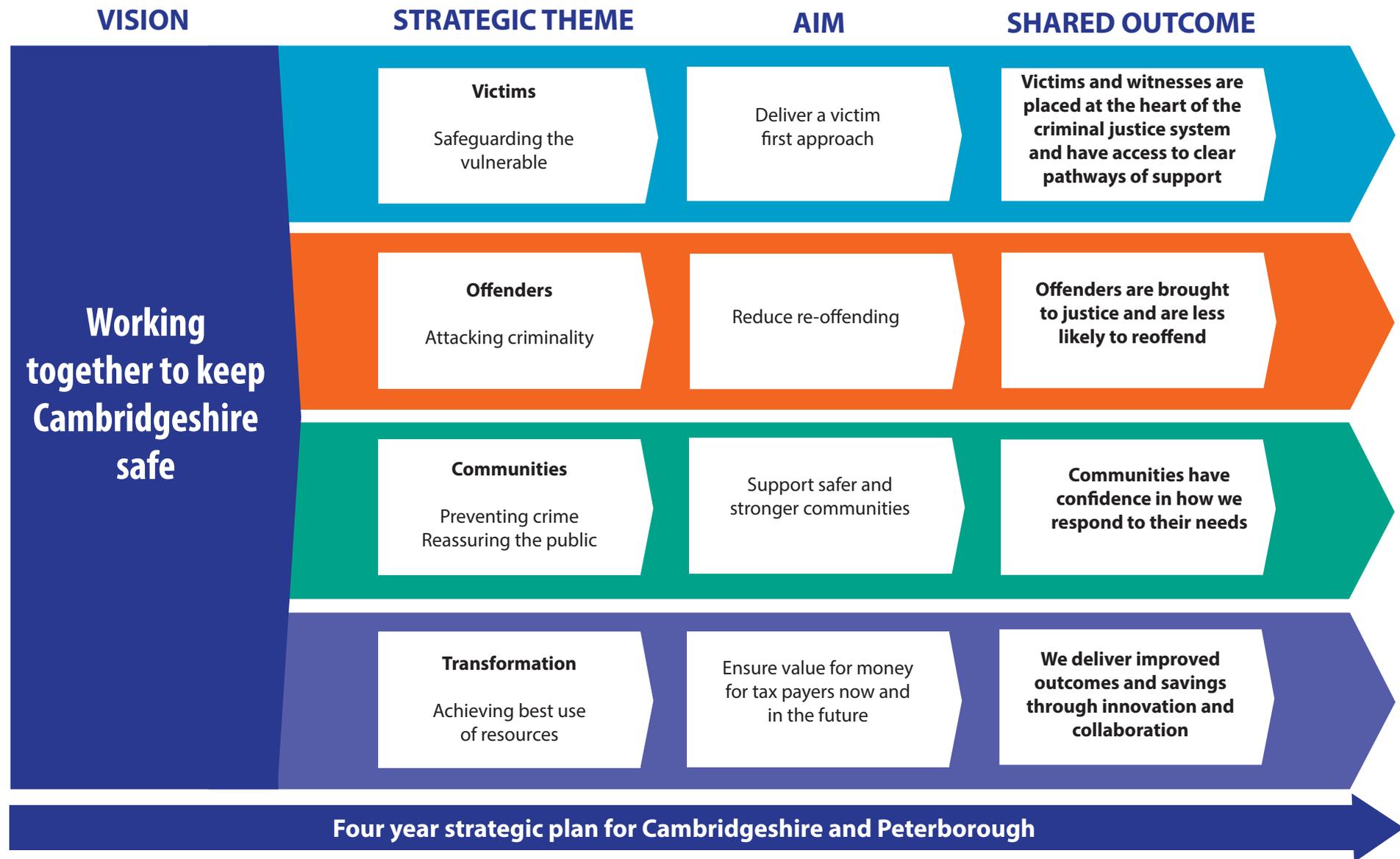
'I strongly believe that because of the general good will among law abiding citizens, in the main, the public want to assist the local Police particularly with burglary and anti-social behaviour. The use of CCTV and easier access to named Police personnel would aid in that process'

'Keep the e-cops email. It is very helpful to know when there have been a spate of thefts. We can all be more vigilant about spotting crimes and keeping things and people safe'

'I believe the Police do a good job with limited resources. They need more funding either through the Council Tax or Government Grants to increase Police Officer numbers'

'Have a better website, more information and more interactive. Have a better online presence and engagement processes. Be honest about not being able to do everything and that some things are not priorities and will not be actioned'

# Police and Crime Plan – Community Safety and Criminal Justice



# Victims

**SHARED OUTCOME:** Victims and witnesses are placed at the heart of the criminal justice system and have access to clear pathways of support

**AIM:** Deliver a victim first approach

The needs of victims and witnesses must remain central to the work of criminal justice agencies in Cambridgeshire.

When they report a crime to the police they must be treated with respect and provided with the best service possible. Clearly we want to ensure that victim satisfaction levels remain high as this measure is one way we can check on the service provided – but it isn't just about numbers. It is about ensuring victims and witnesses are kept safe, given regular updates on their case and seamlessly supported throughout their experience. The new Victim and Witness Hub is already leading the way on this. The Code of Practice for Victims of Crime sets out the minimum standard of service which victims should receive. In particular the right for a victim to make a personal



impact statement and have it read out in court.

The Commissioner also has a statutory duty to ensure an 'effective and efficient criminal justice system' and is committed to championing the needs of victims within the system. Practices across the whole system in Cambridgeshire need to be reviewed to consider how they impact onto victims and witnesses. It is also crucial that victims receive the emotional and practical support they need to cope and recover. The Commissioner has responsibility for commissioning these services which must be easy to access, cost effective and responsive to the changing needs of the victim. This includes restorative justice which is offered to all victims allowing them the opportunity to understand their offender's motivation. Support must also be available for victims of anti-social behaviour who need it.

Agencies must work in partnership across the county to understand how they can prevent people, in particular those who are vulnerable, becoming victims in the first place. In particular the Commissioner and the Constabulary are already leading conversations with the Cambridgeshire and Peterborough Clinical Commissioning Group to highlight the importance of continuing to improve the multi-agency response to keeping people in mental health crisis safe. The police often become the first response in such situation – work must continue to ensure such people receive the right care at the right time and from the right service.

“The Victim and Witness Hub routinely provides support to a third of all those who report they have been a victim of crime in Cambridgeshire.”

## Victims Objectives

The police respond to an individual's immediate needs and safeguard them from potential future victimisation

Victims and witnesses of crime can access appropriate and proportionate needs-led emotional and practical support at all stages of the Criminal Justice System process

Victims and witnesses are treated with respect and their needs are acknowledged during the criminal justice process



## PRIORITIES FOR ACTION

- 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.
- Reduce the impact of anti-social behaviour by ensuring victims receive a proportionate response that is tailored to their needs.
- Ensure victims of crime receive a consistently high quality investigation.
- Review processes so people in mental health crisis receive the right care at the right time and from the right service.
- 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.
- 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.
- 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.
- 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.
- Ensure that when Criminal Justice System processes are reviewed the impact on victims and witnesses is considered.

# Offenders

**SHARED OUTCOME:** Offenders are brought to justice and are less likely to re-offend

**AIM:** Reduce re-offending

**N**ationally crime levels have fallen over the last twenty years. However, the nature of crime has changed from high volume burglary and vehicle crime to previously 'hidden' crimes like child sexual exploitation, sexual violence, domestic abuse, as well as online fraud and cybercrime.

This has also been reflected in Cambridgeshire and Peterborough. Despite recent rises in levels of recorded crime, believed to be driven by improved recording practices, the overall crime rate for Cambridgeshire remains lower than previously. However, more locally there is a mixed picture with pressures resulting from crime levels in some areas.



The Constabulary receives around 30,000 calls for service each month and there were 49,738 reports of crime in the year ending June 2016. In 2012 it was estimated that more than 50,000 people living in Cambridgeshire and Peterborough aged 10 – 65 years could have committed some sort of offence in the previous 12 months.

Tackling and investigating crime so that offenders are brought to justice, while ensuring the best outcomes for victims, is clearly a core policing role. Police resources are available at a local, regional and national level. A programme to improve crime investigation is underway.

An integrated approach is needed from statutory and voluntary sector agencies to prevent crime in the first place. The causes of criminality must be addressed to make people less likely to re-offend so that there are less victims in the future. This includes addressing longstanding issues such as drug and alcohol misuse, health needs, employment, training and education and accommodation.

For the most complex offenders a partnership approach is needed to protect local communities.

The Commissioner is responsible for holding the Constabulary to account, while respecting the Chief Constable's operational independence.

**“Police powers enable us to deal with offenders. We must also focus on rehabilitation and addressing the causes of someone's offending behaviour.”**

## Offenders Objectives

Police enforcement disrupts offenders and deters would-be offenders

Offenders are brought to justice while ensuring the best outcomes for victims

All agencies coming into contact with offenders ensure they address the causes of criminality

A partnership approach will be taken that protects local communities from crime and manages the most complex offenders



## PRIORITIES FOR ACTION

- Ensure that police investigations deal effectively with offenders while ensuring the best outcomes for 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.
- 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.
- Ensure that the Criminal Justice System sees reducing re-offending as a key part of its work.
- Support preventative and early intervention approaches to divert young people and adults away from offending and re-offending.
- Increase the range of environments in which restorative justice is used to improve victim satisfaction and reduce re-offending.
- Protect local communities from those people who present a risk of serious harm to them through effective and efficient offender management and partnership working.
- Hold the responsible authorities to account for meeting their duties to protect their local communities from crime and to help people feel safer.
- Work with the voluntary sector and other partners to enable the rehabilitation of offenders.
- Review current performance management systems to ensure re-offending data is captured and monitored effectively so that progress can be reviewed.
- 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.

# Communities

**SHARED OUTCOME:** Communities have confidence in how we respond to their needs

**AIM:** Support safer and stronger communities

The police, in common with all other public service organisations, are facing challenges as budgets reduce and types of crime that people face change.

What people want is a police presence that can be seen and that deals effectively with local issues. The Constabulary has to balance this public desire for police visibility with a rise in crimes such as domestic violence, child sexual exploitation and cybercrime. These crimes tend to take place behind closed doors, not on the street, taking up officer time that is not visible to the wider public.

The work of the different agencies, such as healthcare providers, local authorities and the emergency services, are linked. The work of one impacts on the work of the others. Often agencies are dealing with the same people who have multiple issues and complex needs.

The solution is to make sure that services are aligned to support each



other and not duplicate each other's work. Public services must actively seek ways of sharing capabilities, intelligence and facilities to meet people's needs in a cost effective way. There will be a particular focus on the most vulnerable members of society such as those from minority groups, the less abled and those in mental health crisis.

This partnership approach extends to the public, tapping into the knowledge, good-will and enthusiasm of our citizens to support the police, and others, in protecting our communities. Volunteers can provide specialist advice, local intelligence and community work to support safer and stronger communities. There are many ways to volunteer such as through Neighbourhood Watch, Speedwatch, Police Support Volunteers and Independent Custody Visitors.

Through these actions we will address the issues that concern our communities the most such as anti-social behaviour, road safety, hate crime, criminal damage and street crime.

It is essential the public respect and trust their Constabulary and confidence remains high. All public servants must maintain the highest level of standards and behaviour. The College of Policing's Code of Ethics defines standards of behaviour in policing. Positive engagement can support public confidence and victim satisfaction. Where service delivery or conduct is not to an appropriate standard this can have the opposite effect. We must have systems in place to deal with complaints appropriately and to learn lessons for the future. The Commissioner already has a role in monitoring police complaints. The Policing and Crime Act 2017 will enable this oversight role to be increased.

“Public services must actively seek ways of sharing capabilities, intelligence and facilities to meet people's needs in a cost effective way.”

## Communities Objectives

Joining-up service provision to listen and respond to day to day community safety issues

Increase public involvement to improve community understanding and resilience

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



## PRIORITIES FOR ACTION

- Jointly engage with all communities to understand and respond to local concerns.
- Ensure the public have easy and effective ways to contact the appropriate service provider to get the information they need.
- Bring together services and systems to respond to community issues in a sustained and coordinated way e.g. co-location, co-ordination and information sharing.
- 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 behavior and Hate Crime.
- Extend the use and scope of police powers inside and outside the Constabulary.
- Build relationships with communities to gather information and intelligence to prevent crime: high levels of witnesses, low levels of crime.
- Promote public involvement through active participation and support initiatives aimed at building community understanding resilience.
- Educate and support local people to recognise vulnerable members of their community and know how to help them.
- Ensure there are recruitment, retention and progression policies that result in a police force that is representative of the communities we serve.
- 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.

# Transformation

**SHARED OUTCOME:** We deliver improved outcomes and savings through innovation and collaboration

**AIM:** Ensure value for money for taxpayers now and in the future

**T**ransformation of the way we deliver public services in the county is key to providing the savings required to deliver this plan. This work is not limited to collaboration with other police forces, through tri-force or seven-force alliances, but is now looking much more widely. The Policing and Crime Act provides a framework for joint working with the Fire and Rescue Service and in Cambridgeshire this has already begun with a review of estates. This builds on the existing work maximising the use and value of the £35m police estate.

The creation of a combined authority for Cambridgeshire and Peterborough along with the devolution of powers also provides an opportunity to work more closely to improve community safety.

Nationally 84 per cent of what the police do is not crime-related. All agencies need to understand the current and potential future demand on their services, and whether they are the right service to respond, to enable them to decide how they can best respond to communities when they need them. Strong partnership governance is vital so that when agencies in Cambridgeshire take decisions about changing services we ensure that they do not have unintended consequences for other organisations – we need to ensure that we shrink together, not apart. In policing, new technology is an important part of this jigsaw releasing both officer time, increasing visibility and improving the quality of investigations. For example body-worn cameras capture live evidence, mobile devices ensure



front line officers can update their records from within the community and remote links into courts save officer travelling time. Technology is already transforming the way the police service operates.

“ Budgetary pressures are set to continue, with savings of more than £6m to be found by the end of 2019/20 in policing alone. ”

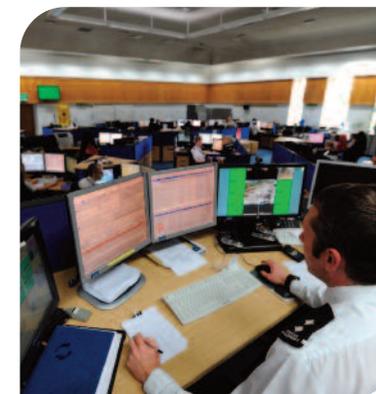
## Transformation Objectives

Drive efficiency and effectiveness in policing through local, BCH\*, regional and national collaboration

Work with partners to realise the benefits for community safety which can be derived from improved governance and integrated delivery

Continue to drive transformation within Cambridgeshire Constabulary

Identify the best way for fire and policing to work together in the future



## PRIORITIES FOR ACTION

- Use and improve understanding of demand to drive efficiency to protect frontline services.
- Continue to embed tri-force collaboration with Bedfordshire and Hertfordshire as a means of achieving savings.
- 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.
- Ensure the benefits of new and historical investment in technology are realised.
- Ensure Cambridgeshire's voice is heard at a national level and influences policy changes.
- 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.
- 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.
- Use cash reserves strategically and work in partnership to maximise the use of and value from the police estate.
- Invest in, and support the development of officers, police staff and volunteers to perform their role efficiently.
- Work with the Fire Authority to explore opportunities for fire and police to work together.

\*Bedfordshire, Cambridgeshire, Hertfordshire

# Finances

On this page we explain the main sources of finance for the Constabulary.

## The budget

The main sources of funding for policing in Cambridgeshire comes from a government grant and the policing element of the council tax.

Details about the sources of funding and on how the money is spent can be found in the Medium Term Financial Plan [here](#).

## Community Safety Funding – Police and Crime Reduction Grants

Police and Crime Commissioners have responsibility to make crime and disorder reduction grants under the Police Reform and Social Responsibility Act 2011. The Act allows grants to be made that “will secure, or contribute to securing crime and disorder reduction in the force area”.

A great deal of work has been undertaken to influence how partners approach problems in communities which impact on all agencies. Working together on mental health, addressing anti-social behaviour, responding to and preventing problems caused by alcohol and drug misuse and safeguarding vulnerable people are all issues which remain high on the Commissioner’s list of priorities.

Details of Community Safety grants awarded by the Police and Crime Commissioner can be found [here](#).



## Victims

In 2014, Police and Crime Commissioners took over responsibility for commissioning local support services for victims of crime. The Ministry of Justice provides the Commissioner with a grant each year to enable services which best meet the needs of local victims of crime to be funded.

In Cambridgeshire, the Commissioner leads an integrated model of support for victims and witnesses which ensures victims receive the support they need to cope, recover and, where possible, return to the life they had before the crime occurred. Details of Victims’ support grants can be found [here](#).

## Police and Crime Commissioner’s Youth Fund

£40k will be made available from the Police Property Act monies to fund small projects (no more than £2k) to engage young people in positive community activities. The Commissioner’s Youth Fund is managed by Cambridgeshire Community Foundation and awards are prioritised in areas linked to high levels of youth offending and child deprivation. From 2017/18, £30k of the fund will be matched against a £30k national fund aimed at encouraging young people into volunteering. This will create a total fund of £70k.

Projects awarded funds from the Commissioner’s Youth Fund can be found [here](#).



# Business Intelligence Information

Nationally, there has been clear move away from a purely quantitative or numerical performance regime to one which is more qualitative and embraces an assessment of vulnerability and impact on long term demand. In 2010, the then Home Secretary abolished Home Office performance targets. This move is reflected in the assessments made by Her Majesty's Inspectorate of Constabulary.

The Chief Constable is responsible for the delivery of policing and has arrangements in place for the management of performance and the Constabulary's response to emerging issues. A vast range of performance information is monitored by the Constabulary to inform decision making and prioritisation on a daily basis. It is important to note that the indicators monitored are not targets. At a strategic level, the Constabulary's Executive Board, Force Performance Board and Force Monthly Performance Meeting each have a monitoring role.

In addition to formal reporting, the Commissioner uses feedback from the public to help him to support and challenge the provision of policing in Cambridgeshire. He also undertakes a programme of frontline visits to help him support and challenge across the system of policing, community safety and criminal justice.

The performance information monitored by the Constabulary and the Commissioner includes new data sets and will evolve over time to reflect operational developments. Given the focus on the community safety and criminal justice system as a whole, broader indicators rather than purely policing data have been incorporated, this includes Ministry of Justice data on reoffending rates and public health data. Partnership governance and the performance framework will be developed further with partner agencies.



## Victims

### Shared Outcome

- Victims and witnesses are placed at the heart of the criminal justice system and have access to clear pathways of support

### Aim

- Deliver a victim first approach

### Objectives

- The police respond to an individual's immediate needs and safeguard them from potential future victimisation
- Victims and witnesses of crime can access appropriate and proportionate needs-led emotional and practical support at all stages of the Criminal Justice process
- Victims and witnesses are treated with respect and their needs are acknowledged during the criminal justice process

### Business Intelligence Information

- Satisfaction with service delivery
- Integrated Mental Health Team demand
- Mental health demand
- Domestic Violence Protection Notices; Domestic Violence Protection Orders
- Restorative Justice referrals
- Outcome rates
- Satisfaction with Victim and Witness Hub service delivery
- Crime Harm Index
- Failed cases data

## Offenders

### Shared Outcome

- Offenders are brought to justice and are less likely to re-offend

### Aim

- Reduce re-offending

### Objectives

- Police enforcement disrupts offenders and deters would-be offenders
- Offenders are brought to justice while ensuring the best outcomes for victims
- All agencies coming into contact with offenders ensuring they address the causes of criminality
- A partnership approach will be taken that protects local communities from crime and manages the most complex offenders

### Business Intelligence Information

- Recorded crime
- Drugs data
- Liaison and Diversion Scheme data
- Responses
- Out of court disposals
- Outcome rates
- Effective trial/ineffective trial/cracked trial/conviction rate data
- Re-offending data
- New entrants to criminal justice system data
- Violent crime

## Communities

### Shared Outcome

- Communities have confidence in how we respond to their needs

### Aim

- Support safer and stronger communities

### Objectives

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

### Business Intelligence Information

- Public confidence
- How safe do communities feel?
- Hate crime
- Website usage
- Anti-social behaviour
- Volunteering
- Complaints
- Call handling
- Killed and seriously injured casualties
- Workforce diversity

## Transformation

### Shared Outcome

- We deliver improved outcomes and savings through innovation and collaboration

### Aim

- Ensure value for money for taxpayers now and in the future

### Objectives

- Drive efficiency and effectiveness in policing through local, tri-force, (Bedfordshire, Cambridgeshire, Hertfordshire) regional and national collaboration
- Work with partners to realise the benefits for community safety which can be derived from improved governance and integrated delivery
- Continue to drive transformation within Cambridgeshire Constabulary
- Identify the best way for fire and policing to work together in the future

### Business Intelligence Information

- Sickness
- Savings
- Staff survey

Produced by:  
Office of the Cambridgeshire Police & Crime Commissioner  
PO BOX 688, Huntingdon, PE29 9LA



**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 16 December 2016

**HER MAJESTY'S INSPECTORATE OF CONSTABULARY – POLICE EFFECTIVENESS, EFFICIENCY AND LEGITIMACY INSPECTION FINDINGS 2016**

**1. Purpose**

1.1 The purpose of this paper is to update the Business Coordination Board (“the Board”) on the findings of Her Majesty’s Inspectorate of Constabulary (HMIC) during the Police Effectiveness, Efficiency, and Legitimacy (PEEL) inspections in 2016, and to provide assurance on the action being taken and the governance arrangements in place to monitor progress.

**2. Recommendation**

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

**3. Background**

3.1 HMIC’s PEEL inspection is an annual assessment of police forces in England and Wales. Forces are assessed on their Effectiveness, Efficiency, Legitimacy and Leadership. Forces are judged as ‘outstanding’, ‘good’, ‘requires improvement’ or ‘inadequate’ for Effectiveness, Efficiency and Legitimacy, and a narrative judgment is provided for Leadership.

3.2 The effectiveness of a force relates to how it carries out its responsibilities, including cutting crime, protecting the vulnerable, tackling anti-social behaviour, and dealing with emergencies and other calls for service.

3.3 Efficiency relates to the value for money of the service provided.

3.4 Legitimacy relates to whether the force operates fairly, ethically and within the law.

#### **4. PEEL 2016**

- 4.1 HMIC completed the Efficiency, Legitimacy and Leadership inspection fieldwork in May 2016 and completed the fieldwork for the Effectiveness inspection in September 2016.
- 4.2 HMIC's PEEL reports are, by their nature, comprehensive and contain a number of observations, findings, areas for improvement, causes of concern and recommendations.
- 4.3 Judgments are only available in the public domain post-publication of the report by HMIC. To date, the results are as follows.
  - I. Efficiency – 'Requires improvement'
  - II. Legitimacy – 'Good'
  - III. Leadership – Narrative judgment only.
  - IV. Effectiveness – Publication date to be confirmed( Early 2017)

#### **5. Governance**

- 5.1 The force's Corporate Development Department ensures that the force has a comprehensive understanding of the findings of the PEEL inspection, identifying any areas for improvement and recommendations, and instigating appropriate action to address these.
- 5.2 The force holds a monthly Organisational Improvement Group, chaired by the Head of Corporate Development, at which all strategic leads are present and asked to update on the action they have taken. Progress is documented in the recently acquired Action Monitoring Software (AMS). Full details of the areas for improvement and recommendations currently being addressed are given in Annex A.
- 5.3 There is also further scrutiny at chief officer level, through the DCC-chaired HMIC Gold Group, and Force Executive Board.

#### **6. Other Inspections in 2016**

- 6.1 The force is currently undergoing an unannounced Crime Data Integrity inspection (with an audit in November 2016 and fieldwork in January 2017), with the findings due for publication in May 2017.
- 6.2 Although the force will not be inspected during the Modern Slavery thematic inspection in 2017, the force will be providing a self-assessment in December 2016 to contribute to a national report on this topic.
- 6.3 HMIC has also recently published the 2016 Value for Money Report on Cambridgeshire.

#### **7 Recommendation**

- 7.1 The Board is invited to note the contents of the report.

## BIBLIOGRAPHY

<b>Source Documents</b>	HMIC Reports:  PEEL 2016 <a href="https://www.justiceinspectors.gov.uk/hmic/cambridgeshire/">https://www.justiceinspectors.gov.uk/hmic/cambridgeshire/</a>  VFM Profile <a href="https://www.justiceinspectors.gov.uk/hmic/our-work/value-for-money-inspections/value-for-money-profiles/">https://www.justiceinspectors.gov.uk/hmic/our-work/value-for-money-inspections/value-for-money-profiles/</a>
<b>Contact Officer</b>	Chief Inspector Mark Greenhalgh, Corporate Development Department, Cambridgeshire Constabulary

**HMIC Efficiency Report**

Section	Cambs
<p><b>Summary</b></p>	<p>Overall = <b>REQUIRES IMPROVEMENT</b></p> <p>Cambridgeshire Constabulary needs to develop its understanding of its current and likely future demand on its services, ensuring that it has the capability to conduct effective analysis to identify information and intelligence from wider sources.</p> <p>Cambridgeshire Constabulary should develop its understanding of how much individual services cost and how effective they are to ensure efficiency and effectiveness is achieved through its collaborative work programme. This work should be completed as part of the work plan of the strategic alliance.</p> <p>Cambridgeshire Constabulary should develop its workforce plans to fully identify its future workforce capabilities and align its improved analysis of future demand and emerging priorities with this. This work should be completed as part of the work of the strategic alliance of three forces.</p>
<p>Understanding current and likely future demand</p>	<p><b>REQUIRES IMPROVEMENT</b></p> <p>Cambridgeshire Constabulary needs to develop its understanding of current and likely future demand, ensuring that it has analysed appropriate information and intelligence from a wider source.</p>
<p>Managing current demand</p>	<p><b>GOOD</b></p> <p>Cambridgeshire Constabulary should develop its understanding of how much individual services cost and how effective they are to ensure efficiency and effectiveness is achieved through its collaborative work programme. This work should be completed as part of the work plan of the strategic alliance.</p>
<p>Planning for demand in the future</p>	<p><b>REQUIRES IMPROVEMENT</b></p> <p>Cambridgeshire Constabulary should develop its workforce plans to identify fully its future workforce capabilities and align improved analysis of future demand and emerging priorities. This should ensure that the force has a comprehensive medium to long term plan to respond effectively and efficiently to future demand. This work should be completed as part of the strategic alliance partnership work.</p>

**HMIC Legitimacy report**

Section	Cambs
Summary	<p><b>Overall = GOOD</b></p> <p>The risks that HMIC identified in 2014; the lack of progression of the recommendations until recently, following the collapse of a court case, is a serious concern.</p> <p>Cambridgeshire Constabulary, together with the other forces in the strategic alliance, namely Bedfordshire Police and Hertfordshire Constabulary should:</p> <ol style="list-style-type: none"> <li>1. Improve the capacity and capability of PSD/ACU to ensure that it can implement the improvement plan. This plan aims to improve its preventative and proactive capability using its findings from its analysis and use of new technology to prioritise principal areas of risk. This includes improving understanding through effective profiling of officers and staff.</li> <li>2. Ensure that it complies with the vetting national guidance and that it has the capacity for the Vetting Unit to effectively vet and re-vet officers and staff.</li> <li>3. Improve communication about receiving gifts and hospitality, as well as declaring personal business interests and understanding the concept of notifiable associations. The force should also follow-up this work to check compliance where a breach has been identified.</li> <li>4. Cambridgeshire Constabulary should review feedback from the public to ensure that it identifies issues that have the greatest impact on people’s perceptions of fair and respectful treatment. Feedback should be acted on appropriately and results communicated to the public.</li> <li>5. Cambridgeshire Constabulary should improve the analysis and assessment of intelligence and improve guidance to its workforce regarding the sexual abuse of vulnerable victims.</li> <li>6. Cambridgeshire Constabulary should ensure it provides effective training for its supervisors, including acting and temporary supervisors, in how to recognise and deal with wellbeing issues amongst their staff and that it has enough specialist Human Resources posts to provide support.</li> </ol>
To what extent does the force treat all the people it serves with fairness and respect?	<p><b>GOOD</b></p> <ul style="list-style-type: none"> <li>• Cambridgeshire Constabulary should review feedback from the public to ensure that it identifies issues that have the greatest impact on people’s perceptions of fair and respectful treatment. Where appropriate, feedback should be acted on and results</li> </ul>

	<p>communicated to the public. Cambridgeshire Constabulary should ensure that it co-ordinates and analyses information from the public on how well it treats people with fairness and respect.</p> <ul style="list-style-type: none"> <li>Cambridgeshire Constabulary should consider how well it reviews all the information it receives to identify learning to improve its treatment of the public.</li> </ul>
<p>How well does the force ensure that its workforce behaves ethically and lawfully?</p>	<p><b>REQUIRES IMPROVEMENT</b></p> <p>The risks that HMIC identified in 2014 and the lack of progress of the recommendations, until recently following the collapse of a court case, is of serious concern.</p> <p>The strategic alliance of the three forces should:</p> <ul style="list-style-type: none"> <li>review staffing levels within the PSD/ACU to ensure they have sufficient capacity and capability to manage work effectively to ensure that they can implement the improvement plan to build up the preventative and proactive capability using technology and analytical data to prioritise principal areas of risk. This includes improving understanding through effective profiling of officers and staff making sure that it complies with the vetting national guidance, and that it has the capacity for the Vetting Unit to effectively vet and re-vet officers and staff.</li> <li>improve communication to officers and staff about what they must do when they receive gifts and hospitality, as well as declaring personal business interests and having an understanding of notifiable associations. They should make sure they follow-up this information to check compliance where a breach has been identified.</li> <li>Cambridgeshire Constabulary should ensure it provides effective training for its supervisors, including acting and temporary supervisors, in how to recognise and deal with wellbeing issues amongst their staff and that it has enough specialist Human Resources posts to provide support.</li> <li>Cambridgeshire Constabulary should improve the analysis and assessment of intelligence and improve guidance to its workforce regarding the sexual abuse of vulnerable victims.</li> </ul>
<p>To what extent does the force treat its workforce with fairness and respect?</p>	<p><b>GOOD</b></p> <p>Cambridgeshire Constabulary should ensure it provides effective training for its supervisors, including acting and temporary supervisors, in how to recognise and deal with wellbeing issues amongst their staff and that it has enough specialist Human Resources posts to provide support.</p>

## **HMIC Leadership**

### Area for improvement

1. Cambridgeshire Constabulary, as part of the strategic alliance, needs to develop a clear understanding of its leadership capabilities across the workforce at all levels. This will provide the force and the alliance with a clear understanding of which areas.
2. The force should introduce a system for consistent talent management across the workforce.



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 16 December 2016

## **UNDERSTANDING DEMAND – PROPOSAL FOR PROCUREMENT OF SOFTWARE SOLUTION, TRAINING AND CONSULTANCY SUPPORT**

### **1. Purpose**

1.1 The purpose of this paper is to seek agreement from the Business Coordination Board (“the Board”) for Cambridgeshire Constabulary (“the Constabulary”) to proceed with a procurement exercise to assist the force in understanding current and future demand to underpin financial and workforce planning, and to support the Local Policing Review and future organisational improvement activity by building capacity and capability.

### **2. Recommendation**

2.1 The Board is invited to consider approving a procurement exercise.

### **3. Background**

3.1 In 2016, Cambridgeshire Constabulary was one of only eight police forces in England and Wales to receive an overall HMIC Efficiency judgment of ‘requires improvement’, in part due to an incomplete understanding of current and future demand for services.

3.2 The force has a strategy in place for understanding and managing demand, which has chief officer oversight.

3.3 The goal of the understanding demand workstream is:

“To understand current and future demand for policing in Cambridgeshire, to enable the force to match its human and financial resources to that demand, and to drive workforce planning and business transformation to better meet the needs of the public and achieve savings.”

- 3.4 The goal of the managing demand workstream is:
- “To act swiftly and appropriately on our evolving understanding of demand for policing, working in partnership with other agencies to develop the right capacity and capability to deliver the right services to the right people at the right times to address threat, harm and risk, meeting the needs of local people in an effective, efficient and legitimate way.”
- 3.5 The approach to date has been an incremental one, focusing on small parts of the organisation in isolation to understand current demand, and then identifying potential areas where demand can be reduced or redirected. This has included some work with partners. This approach was adopted as it required no underpinning financial support or dedication of permanent resources.
- 3.6 Although progress has been made in 2016, the rate of progress is slower than the force would like, due to limited capacity and capability.
- 3.7 The Chief Constable has recently commissioned a Local Policing Review. This will review the current force structure, operation and operational governance. The review will propose and (once agreed) implement a sustainable policing model for Cambridgeshire and Peterborough for the next three to five years in support of delivery of the new Police and Crime Plan. A full understanding of baseline and future demand is needed for the review to make evidence-based recommendations for change.
- 3.8 The Constabulary’s Force Executive Board has considered a number of options in relation to understanding demand, and recommended on 05/12/16 that permission be sought from the Board to commence a procurement exercise to support their preferred option.

#### **4. Procurement Exercise**

- 4.1 Good and outstanding forces have made substantial investment in understanding demand, in the main through procurement of consultancy services and software solutions.
- 4.2 The benefits of this approach are:
- i) The ability to access specialist knowledge about understanding demand.
  - ii) The ability to learn from the experiences of other forces.
  - iii) The ability to progress very quickly to a sound understanding of baseline demand.
  - iv) The transfer of knowledge to the Constabulary, allowing this understanding to be maintained and developed once consultancy has ceased.
  - v) Value for money – it is cheaper for consultants to deliver an understanding of baseline demand than it is for a force to deliver it alone.
- 4.3 Following a review of available software products and consultancy options, the force wishes to proceed with the following exercises.

Procurement 1: A predominantly capital tendering exercise to be completed in early January 2017

- Software solutions to enable the Constabulary to maintain a repository of information on demand in one place, and to be able interrogate this to make business decisions when local changes to the operating model are proposed.
- Training in the software solutions purchased, and ongoing helpdesk support and maintenance of the software (revenue).

Procurement 2: A revenue tendering exercise to be completed by end January 2017.

- Consultancy services to support the Local Policing Review, with a view to delivering proposals for an operating model for Cambridgeshire Constabulary underpinned by a full understanding of baseline, future and hidden demand, by 31/03/17.

4.4 Appropriate procurement routes exist through existing framework agreements and quotes received will be considered on merit against a series of criteria about the force's requirements to ensure value for money.

**5. BCH Considerations**

5.1 In many situations, there is benefit in Cambridgeshire Constabulary acting in concert with its tri-force collaboration partners. The pros and cons of collaboration in this case in the context of the Constabulary's position have been considered, and there has been no substantial benefit identified in proceeding with a BCH procurement exercise in this case. This has been confirmed with each force, ICT and Procurement.

**6. Financial Considerations**

6.1 Funds would have to be allocated in 2016/17 to allow the procurement to proceed on the defined timescales.

6.2 The force is currently considering whether it may be possible to recover some capital costs through a bid to the Police Transformation Fund in early 2017, should there be a further bidding round this financial year.

**7 Recommendation**

7.1 The Board is invited to consider approving a procurement exercise.

<b>Contact Officer</b>	Dr Natalie Benton, T/Head of Corporate Development Department, Cambridgeshire Constabulary
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**To:** Business Co-Ordination Board

**From:** Chief Finance Officer, Constabulary and Chief Finance Officer, PCC

**Date:** 16 December 2016

## REVENUE BUDGET MONITORING OUTTURN MONTH 6 2016/17

### 1. Purpose

1.1 This report provides the Business Co-ordination Board (“BCB”) with the Constabulary’s and the Office of the Police and Crime Commissioner’s (“OPCC”) revenue outturn at month 6 of 2016/17 and the projected full-year 2016/17 forecast outturn.

### 2. Recommendation

2.1 BCB is recommended to note the month 6 outturn and the projected full-year 2016/17 forecast outturn.

### 3. Month 6 and 2016/17 Forecast - Summary

3.1 The month 6 outturn and projection to year-end for 2016/17 for the Constabulary and the OPCC, and the projected use of the budget assistance reserve are summarised in Table 1 below.

**Table 1 (all figures £'000)**

Revenue 2016/17	Month 6 Year-To-Date	Year-End Forecast
Constabulary	£889k underspend	£736k underspend
OPCC	£21k underspend	£87k underspend
Use of reserves	n/a	£1,980k (to be partially offset by underspend)

3.2 Further detail on the Constabulary and OPCC revenue outturn is presented in sections 4 and 5 below, respectively.

**4. Month 6 Outturn and 2016/17 Forecast - Constabulary**

- 4.1 The budget at the end of September was underspent by £889k or 1.4% of net revenue (August £549k or 1.0%).
- 4.2 A detailed subjective report is set out at Appendix 1, together with notes giving a commentary on significant budget heads.
- 4.3 Month 6 projections are informed by detailed forecasts provided to Finance by budget holders along with up to date officer/staff pay analysis.
- 4.4 Underspending areas of the budget comprise pay budgets £385k, police pensions £299k, non-pay £95k, income £410k and Bedfordshire, Cambridgeshire and Hertfordshire Collaboration £185k.
- 4.5 Overspending areas of the budget include Other Collaborations – Sexual Assault Referral Centre: planned overspend on building alterations £345k and capital contributions from revenue £294K.
- 4.6 The predicted full-year outturn is an underspend of £736k, however the understanding demand software will be purchased in the near future and as a result the year-end Force forecast will reduce by about c. £300k as a result.
- 4.7 A breakdown of this outturn is shown in Table 2 below.
- 4.8 A detailed subjective report is set out at Appendix 1, together with notes giving a commentary on significant budget heads.

Table 2 (all figures £'000)

Chief Constable's Revenue Budget end of September 2016/17								
£'000	Notes	2016/17 Budget	2016/17 YTD Budget	2016/17 Actual	Variance	Full-Year Forecast	Full-Year Forecast Variance	
<b>Local Policing Expenditure</b>								
Police Officer Pay & Allowances		45,101	22,457	22,647	190	45,180	79	
Police Officer Overtime		789	451	498	48	844	55	
PCSO Pay & Overtime		4,972	2,474	2,206	-267	4,558	-414	
Police Staff Pay		14,092	7,017	6,716	-301	14,189	97	
Police Staff Overtime		165	75	86	11	34	-130	
Other Employee Expenses		4	1	2	0	4	0	
Premises Costs		22	10	5	-5	10	-12	
Transport		366	179	138	-40	300	-65	
Supplies & Services		2,556	995	1,033	38	2,481	-75	
<b>Total Local Policing Expenditure</b>		<b>68,066</b>	<b>33,659</b>	<b>33,332</b>	<b>-326</b>	<b>67,601</b>	<b>-466</b>	
<b>Organisational Support Expenditure</b>								
Police Officer Pay & Allowances		1,487	737	625	-111	1,196	-292	
Police Officer Overtime		1,109	393	349	-43	1,051	-58	
Police Staff Pay		4,095	1,884	2,105	221	4,179	84	
Police Staff Overtime		0	0	17	17	160	160	
Other Employee Expenses		101	32	41	9	135	34	
Premises Costs		3,669	2,360	2,328	-32	3,615	-54	
Transport		703	85	74	-10	691	-11	
Supplies & Services		4,529	1,625	1,642	17	4,652	122	
<b>Total Organisational Support Expenditure</b>		<b>15,693</b>	<b>7,114</b>	<b>7,181</b>	<b>67</b>	<b>15,678</b>	<b>-15</b>	
Net Cost of Police Pensions		12,209	6,221	6,045	-176	11,910	-299	
<b>Gross Revenue Expenditure</b>		<b>95,968</b>	<b>46,994</b>	<b>46,559</b>	<b>-435</b>	<b>95,189</b>	<b>-779</b>	
Income		-1,683	-928	-1,162	-235	-2,093	-410	
BCH Collaboration		28,521	14,198	13,770	-428	28,336	-185	
Other Collaborations and Partnerships		4,561	1,140	1,349	209	4,906	345	
Seconded Officers		0	153	153	0	0	0	
Carry Forwards		-1,080	0	0	0	-1,080	0	
Revenue Contribution to Capital Outlay (RCCO)		1,212	0	0	0	1,506	294	
<b>Policing Budget Delegated to Chief Constable</b>	2.1	<b>127,499</b>	<b>61,558</b>	<b>60,669</b>	<b>-889</b>	<b>126,763</b>	<b>-736</b>	
*Police Officer Overtime less Rechargeable Elements		1,898	843	788	-55			
<i>Note: Figures may not cast due to rounding</i>								

## 5. Month 6 Outturn and 2016/17 Forecast - OPCC

5.1 The 2016/17 budget for the OPCC was set at £1.229m which was approved by the Police and Crime Commissioner (the "Commissioner") prior to the commencement of the financial year.

5.2 The September 2016 year-to-date outturn is an underspend versus budget of £21k; the prediction to year-end is an £87k underspend compared with budget mainly due to the following:

- Staffing (£73k) – due to staffing changes and vacancies as set out in the budget strategy paper at agenda item 7 of the 21 September 2016 BCB
- Printing and stationery (£5k)
- Advertising for staff (£2k)

- Rents and leases (£13k) and travel/car allowances (£12k) – due to the move of the OPCC from Cambourne to Police HQ at Hinchingsbrooke in July 2016.
- These savings are partially offset by internal and external audit fees being higher than originally budgeted (£16k)

5.3 2016/17 grant spending was budgeted at £1,300k for community safety grants and £981k for victim support grants; forecast grant spend in 2016/17 remains in line with budget.

**6. Recommendation**

6.1 BCB is recommended to note the month 6 outturn and the projected full-year 2016/17 forecast outturn.

## Appendix 1

Chief Constable's Revenue Budget end of September 2016/17						FORECAST	
		OFYB	YTDB	Actual	Variance	Full-year Forecast	Full-year Forecast Variance
	Note	£'000	£'000	£'000	£'000	£'000	£'000
<b>Employee Costs</b>							
<b>Category</b>							
Police Officer Pay & Allowances	2	46,589	23,194	23,273	79	46,376	-213
Police Officer Overtime		1,898	843	848	4	1,894	-3
<b>Sub-total Police Officers</b>		<b>48,486</b>	<b>24,037</b>	<b>24,120</b>	<b>83</b>	<b>48,270</b>	<b>-216</b>
PCSO Pay & Overtime	3	4,972	2,474	2,206	-267	4,558	-414
Support Staff Pay	4	18,187	8,901	8,762	-139	18,281	94
Support Staff Overtime		165	75	103	28	194	29
Agency Staff		0	0	59	59	87	87
<b>Sub-total Police Staff</b>		<b>18,352</b>	<b>8,977</b>	<b>8,924</b>	<b>-52</b>	<b>18,562</b>	<b>210</b>
Training	5	0	0	3	3	15	15
Other Employee Allowances		105	33	40	7	124	19
<b>Other Employee Costs</b>		<b>105</b>	<b>33</b>	<b>43</b>	<b>10</b>	<b>139</b>	<b>34</b>
<b>Total Employee Costs</b>		<b>71,916</b>	<b>35,520</b>	<b>35,294</b>	<b>-227</b>	<b>71,529</b>	<b>-386</b>
<b>Police Pension Costs</b>							
Pensions - Notional Employer Contributions- Expenditure		9,764	4,882	4,754	-128	9,552	-212
Injury Pensions		2,295	1,339	1,291	-48	2,208	-87
Ill-Health Retirement Capital Charge - Expenditure		150	0	0	0	150	0
<b>Total Police Pension Costs</b>	6	<b>12,209</b>	<b>6,221</b>	<b>6,045</b>	<b>-176</b>	<b>11,910</b>	<b>-299</b>

## Appendix 1 (Cont)

	Note	OFYB £'000	YTDB £'000	Actual £'000	Variance £'000	Full-year Forecast £'000	Full-year Forecast Variance £'000
<b>Premises Costs</b>							
Building Repairs, Alterations & Maintenance		774	395	344	-50	697	-78
Utility Costs		995	367	346	-21	940	-55
Rent & Rates		1,327	1,329	1,352	24	1,385	58
Other Premises Costs		72	25	27	2	61	-11
Cleaning		523	254	264	9	542	19
<b>Total Premises Costs</b>	<b>7</b>	<b>3,691</b>	<b>2,370</b>	<b>2,333</b>	<b>-37</b>	<b>3,625</b>	<b>-66</b>
<b>Transport Costs</b>							
Vehicle Running Costs		1,391	660	633	-27	1,341	-50
Hired Transport		8	8	11	3	10	3
Travel Expenses		403	196	170	-26	373	-30
Vehicle Recharges		-733	-601	-601	0	-733	0
<b>Total Transport Costs</b>	<b>8</b>	<b>1,069</b>	<b>263</b>	<b>213</b>	<b>-51</b>	<b>992</b>	<b>-77</b>
<b>Supplies &amp; Services</b>							
Computing Costs		515	104	140	37	564	49
Communications Costs		125	23	7	-16	97	-27
Consultancy, Legal & Audit Costs		424	141	140	-1	410	-15
Forensic Science Service Costs		465	2	2	0	520	55
Insurance and Risk Management	9	982	504	626	122	1,198	217
Subscriptions & Contributions		302	107	112	5	299	-4
Equipment & Materials		1,139	298	197	-101	907	-233
Clothing, Uniforms & Laundry		372	87	86	-1	370	-2
Other Supplies & Services		364	183	187	4	379	15
Printing, Stationery & General Office Expenses		313	142	124	-18	259	-53
Interpreters		380	190	174	-16	349	-31
Informants, Identity Parades		126	54	49	-5	112	-14
Catering		158	64	48	-16	142	-16
Police National Computer Charges		665	364	364	0	665	0
Conference & Seminar Costs		17	8	9	1	16	-1
Staff Subsistence Expenses		100	44	48	4	107	7
Doctors - Medicals and Prisoners		787	380	386	5	799	12
Mutual Aid		-150	-75	-25	50	-61	89
<b>Total Supplies &amp; Services</b>		<b>7,085</b>	<b>2,620</b>	<b>2,674</b>	<b>54</b>	<b>7,133</b>	<b>48</b>
<b>GROSS REVENUE EXPENDITURE</b>		<b>95,968</b>	<b>46,994</b>	<b>46,559</b>	<b>-435</b>	<b>95,188</b>	<b>-780</b>
<b>Income</b>							
Sales, Fees & Charges		-561	-197	-228	-31	-639	-77
Other Grants & Contributions	10	-656	-441	-522	-81	-821	-165
Rental Income		-100	-15	-36	-21	-142	-42
Interest on Balances		-90	-57	-57	0	-90	0
Charges for Police Services		-155	-148	-246	-98	-275	-120
Other Income		-120	-70	-70	0	-123	-3
Costs Recovered		0	0	-4	-4	-3	-3
<b>Total Income</b>		<b>-1,683</b>	<b>-928</b>	<b>-1,162</b>	<b>-235</b>	<b>-2,093</b>	<b>-410</b>
<b>NET REVENUE EXPENDITURE</b>		<b>94,285</b>	<b>46,066</b>	<b>45,396</b>	<b>-670</b>	<b>93,096</b>	<b>-1,190</b>

## Appendix 1 (Cont)

	Note	OFYB £'000	YTDB £'000	Actual £'000	Variance £'000	Full-year Forecast £'000	Full-year Forecast Variance £'000
<b>Collaboration and Partnerships</b>							
Collaboration Set up costs		0	0	28	28	7	7
Collaboration - Athena	11	270	211	204	-7	253	-17
Change team	11	1,178	494	461	-33	1,103	-75
Collaboration - General		-117	70	65	-5	0	117
<b>Joint Protective Services</b>							
Collaboration - Armed Policing Unit		2,418	1,130	1,039	-91	2,211	-207
Collaboration - Counter Terrorism & Domestic Extremism		632	224	226	2	638	5
Collaboration - Counter Terrorism & Domestic Extremism Grants		0	221	221	0	0	0
Collaboration - Cameras, Tickets and Collisions		0	150	-49	-199	-437	-437
Collaboration - Dogs		755	360	363	3	760	5
Collaboration - Major Crime Unit		3,141	1,355	1,267	-88	2,919	-221
Collaboration - Operational Planning		297	175	194	19	333	35
Collaboration - Roads Policing Unit		4,762	2,275	2,155	-120	4,487	-275
Collaboration - Scientific Services Unit/Visual Evidence		2,478	1,265	1,235	-30	2,410	-67
Collaboration - Protective Services Command		199	165	203	38	266	68
Collaboration - Force Resilience		155	146	130	-16	120	-36
Cameras, Tickets and Collisions underspend - to reserves	12					437	437
Revenue Contribution to Capital Outlay for approval	13					198	198
<b>Organisational Support</b>							
Collaboration - HR and L&D	14	3,721	1,660	1,661	0	3,721	0
Collaboration - Information Management Department						25	25
Collaboration - ICT		6,718	3,491	3,509	18	6,755	36
Collaboration - Procurement		290	417	417	0	289	-1
Collaboration - Professional Standards Unit		946	283	284	1	945	-1
Collaboration - Information Assurance		66	31	31	0	62	-4
<b>Operational Support</b>							
Collaboration - Firearms Licensing		122	75	102	27	173	51
Collaboration - Criminal Justice/Custody phase 1	15	250	0	64	64	427	177
Collaboration - Public Contact		117	0	3	3	120	3
Collaboration - LCJB		123	0	-15	-15	120	-3
<b>Other Collaboration &amp; Partnerships</b>							
Collaboration - Air Support		489	117	117	0	489	0
Collaboration - ERSOU		2,359	649	649	0	2,359	0
Collaboration - Kings Lynn PIC		913	326	326	0	913	0
Collaboration - Regional Collaboration		171	48	49	0	171	0
Sexual Assault Referral Centre (SARC)	16	629	0	181	182	967	337
<b>Total Collaborated and Partnerships</b>		<b>33,082</b>	<b>15,338</b>	<b>15,119</b>	<b>-219</b>	<b>33,241</b>	<b>159</b>
<b>Holding Accounts and Hosted Services</b>							
Seconded Officers Net Recharge		0	153	153	0	0	0
Carry Forwards		-1,080	0	0	0	-1,080	0
Revenue Contribution to Capital Outlay		1,212	0	0	0	1,506	294
<b>NET BUDGET REQUIREMENT</b>		<b>127,499</b>	<b>61,558</b>	<b>60,669</b>	<b>-889</b>	<b>126,763</b>	<b>-736</b>
*Police Officer Overtime less Rechargeable Elements		1,898	843	788	-55		
<i>Note: Figures may not cast due to rounding</i>							

## Notes

1. **Outturn Net Budget Requirement ("NBR")**

- 1.1 Outturn NBR to the end of September is forecast to be a £0.7m underspend for the financial year.

- 2 **Police Officer pay and allowances** is currently forecast as being £213k underspent. This is primarily due to a reduced intake in September and November compared with expectations.
- 3 **PCSO pay and overtime** is forecast at £414k underspent. This is the result of a shortfall in strength (131) against establishment (150). Recruitment is scheduled across the financial year but we are unlikely to achieve full strength for before the end of the financial year due to the numbers actually making it through the process.
- 4 **Support Staff pay** is forecast at £94k overspent: this excludes all staff posts in the collaborated units. A comprehensive review of vacancies and the requirement of these posts in future is currently underway.
- 5 **Training** budget is now collaborated. Minimal cost is now expected on this category for non-collaborated training.
- 6 **Police Pensions** are expected to underspend, this is expected to increase in line with Police Officer spend and expected retirements.
- 7 **Premises** currently expecting a small underspend. This includes likely cost of ongoing Agile working schemes.
- 8 **Transport Costs** included underspends expected on fuel. Travel expenses were expected to reduce as a result of an increase in agile working and so far this is the case.
- 9 **Insurance** is forecast at £217k overspent. This is mainly as a result of claims handling fees, which can relate to claims over a number of years coming to fruition.
- 10 **Other Grants & Contributions** underspend on here is offset by spends in other areas of Supplies & Services.
- 11 **Collaboration Change team and Athena** currently spend is estimated to balance to budget, but may change once we have an accurate forecast for Emergency Services Mobile Communications Platform (Airwave replacement project).
- 12 **Cameras, Tickets and Collisions (“CTC”) underspend – to reserves** is shown separately as the forecast underspend on CTC is used exclusively to fund road safety schemes.
- 13 **Revenue Contribution to Capital Outlay (“RCCO”) for approval** – awaiting expenditure to go through; this is using part of the Joint Protective Services (“JPS”) forecast underspend to fund JPS capital schemes.
- 14 **Collaboration – Organisational Support** is currently forecast as £56k overspent. HR/L&D budget has now been set, and ICT will not be fully collaborated from a budget perspective until 2017/18.

- 15 **Collaboration – Criminal Justice/Custody phase 1** includes the phase 1 budget and forecasts including the Senior Management Team. The budget expected to follow in Month 7.
- 16 **Collaboration – Sexual Assault Referral Centre** relates to the refurbishment of the new building, alongside premises and ongoing costs for the unit. This is only this Force's share of the project and is an OPCC approved draw on reserves if required.



**To:** Business Co-Ordination Board

**From:** Chief Finance Officer, Constabulary and Chief Finance Officer, PCC

**Date:** 16 December 2016

## **CAPITAL OUTTURN MONTH 6 2016/17**

### **1. Introduction**

1.1 This report provides the Business Co-ordination Board (“BCB”) with a financial overview of the Capital Programme for the six months ending 30 September 2016.

### **2. Recommendation**

- 2.1 BCB is asked to:
- (a) Note the report;
  - (b) Approve the additions to the capital programme to be proposed to the PCC (paras 5.1 and 5.2);
  - (c) Note the technical additions to the capital programme (paras 5.3 and 5.4).

### **3. Background**

3.1 The Capital Programme comprises a range of schemes covering maintenance and development of the Force information infrastructure and specific technology/change schemes, estates schemes and the vehicle replacement programme.

3.2 Budgeted capital payments for 2016/17 comprise the original Capital Programme approved by the Police and Crime Commissioner (“PCC”) on 30 March 2016, with amendments for schemes brought forward from 2015/16 as approved by the PCC on 23 June 2016, and other changes subsequently approved by the Force Executive Board and/or the PCC.

#### 4. Financial Overview

4.1 A summary of spend against the 2016/17 Capital Programme for the six months ending 30 September 2016, and the financing of this, is shown at Appendix 1. A scheme by scheme breakdown of spend and commitments against budget is set out at Appendix 2. Schemes approved in-year to be funded by Revenue Contribution to Capital Outlay ("RCCO") are shown at Appendix 3. A brief progress report for each scheme is included at Appendix 4.

#### 4.2 Capital Payments

4.2.1 Appendix 1 shows that 64.7% of the 2016/17 Capital Programme has been spent and committed at the end of September (end of August: 63.4%). Principal spends in the year to date have been: the Vehicle Workshop scheme (£1,287k), the Vehicle Replacement Programme (£1,244k), the Org Support BCH ERP Purchase scheme (£863k) and the Major Repairs Planned Scheme (£416k).

4.2.2 'Actual & Committed YTD' represents invoices paid plus outstanding purchase orders expected to be paid in the current financial year.

#### 4.3 Capital Financing

4.3.1 Capital resources received to date include:

- Grants from Central Government (£299k)
- Receipts from the sale of vehicles (£62k)
- Capital receipts of £581k, being the sale of a vehicle (£10k) and sale of the Papworth and Sawtry properties (£264k and £307k, respectively).

#### 5. Matters to note

5.1 The 2016/17 Capital Programme includes £624k for Cambridgeshire's share of a tri-force capital scheme to purchase a joint Enterprise Resource Planning (ERP) system, following the approval of the business case by the three PCCs and the three Chief Constables. The approved business case included the purchase of a Learning Management System ("LMS"), however the figure entered into the Capital Programme omitted the budget for this part of the system.

Following the approval of the purchase of the LMS solution by the Organisational Support Board, an addition to the 2016/17 Capital Programme of £56k (Cambs' share) is to be proposed to the PCC which is to be funded, in line with the rest of the ERP budget, from the Budget Assistance Reserve.

5.2 On 17 March 2016, the PCC approved the relocation of the Sexual Assault Referral Centre from Peterborough to Huntingdon (decision notice CPCC 2016-013), with refurbishment costs of the new site to be funded jointly with the NHS. Detailed plans have been agreed and an addition to the 2016/17 Capital Programme of £621,662 is to be proposed to the PCC with 50% to be funded by NHS partnership funding (via Revenue Contribution from Capital Outlay ("RCCO")), 25% from the Carry Forward Project Reserve (via RCCO) and 25% from the Budget Assistance Reserve.

5.3 In recognition of the increasing number of submissions to the Digital Forensic Unit, the Constabulary took the decision to increase the resources in this area. As a result, it has been necessary to purchase additional software licences for the ICT systems used by the team at a cost of £45k. The purchase was approved by Niki Howard, Cambridgeshire Constabulary's CFO, and as such a technical addition to the 2016/17 Capital Programme of £45k is proposed, funded by RCCO within the Chief Constable's delegation.

5.4 On 6 September 2016 the Board approved the purchase of kiosk facilities for the Digital Forensic Unit to support the examination of mobile devices. The purchase includes £12k of capital expenditure, therefore a technical addition to the 2016/17 Capital Programme is proposed, funded by RCCO within the Chief Constable's delegation.

## **6. Recommendation**

6.1 BCB is asked to:

- (a) Note the report;
- (b) Approve the additions to the capital programme to be proposed to the PCC (paras 5.1 and 5.2);
- (c) Note the technical additions to the capital programme (paras 5.3 and 5.4).

## Summary of Capital Expenditure and Financing at 30 September 2016

All figures £'000	B/Fwd from previous years	Original 2016/17 Capital Programme	Previously Authorised Programme Amendments	Proposed Programme Amendments	Revised 2016/17 Capital Budget	Actual & Committed YTD	%
<b>Capital Payments:-</b>							
Land & Buildings	536	1,975	-	622	<b>3,133</b>	1,875	59.9%
IT & Communications	70	479	202	57	<b>808</b>	288	35.6%
Fleet	349	1,700	-	-	<b>2,049</b>	1,523	74.4%
Collaboration	55	786	308	56	<b>1,205</b>	1,104	91.6%
Schemes approved subject to further business case	-	279	(66)	-	<b>213</b>	-	-
<b>TOTAL</b>	<b>1,010</b>	<b>5,219</b>	<b>444</b>	<b>735</b>	<b>7,408</b>	<b>4,791</b>	<b>64.7%</b>

<b>Capital Financing:-</b>							
Capital Grants	-	597	-	-	<b>597</b>	299	50.2%
Capital Reserves	-	500	-	-	<b>500</b>	*	-
Budget Assistance Reserve	-	1,065	-	214	<b>1,279</b>	*	-
Carry Forward Reserve	1,010	-	-	-	<b>1,010</b>	*	-
Capital Receipts	-	1,395	-	-	<b>1,395</b>	581	-
Vehicle Receipts (RCCO)	-	150	-	-	<b>150</b>	62	41.6%
Collaboration Vehicle Recharges (RCCO)	-	300	-	-	<b>300</b>	*	-
RCCO - Original Capital Programme	-	1,212	-	-	<b>1,212</b>	*	-
RCCO - Approved In-year from Savings (Chief Constable)	-	-	202	57	<b>259</b>	*	-
RCCO - Approved In-year by PCC	-	-	150	464	<b>614</b>	*	-
RCCO - From Force JPS Revenue Budget	-	-	92	-	<b>92</b>	*	-
Borrowing	-	-	-	-	-	-	-
<b>TOTAL</b>	<b>1,010</b>	<b>5,219</b>	<b>444</b>	<b>735</b>	<b>7,408</b>	<b>943</b>	<b>12.7%</b>

Note: figures may not cast due to roundings

\* year end adjustments

## Appendix 2

## Scheme by Scheme Budgetary Control Report to 30 September 2016

A	B	C	D	E	F	G	H	I	J	K
Notes at Para.	Scheme Title	Scheme No.	Budget B/Fwd £'000	Original Capital Programme as amended* £'000	Proposed Programme Amendments £'000	Revised Capital Budget 2016/17 (D+E+F) £'000	Actual YTD £'000	Commitments YTD £'000	Committed & Spent YTD (H+I) £'000	Variance (J-G) £'000
	<b>Land &amp; Buildings</b>									
	HQ Bld 11 Structural Renovation	CP14/07	2	-	-	2	-	7	7	5
	Thorpe Wood Custody Ligature Risk Remedy	CP14/13	-	-	-	-	-	6	6	6
	Vehicle Workshop	CP15/10	264	1,000	-	1,264	1,164	124	1,287	23
	Major Repairs Planned	CP16/01	270	580	-	850	206	210	416	(434)
	Wisbech Fire Station Ext for Police Purposes	CP16/08	-	395	-	395	159	-	159	(236)
	Conversion Work - Replacement SARC site	CP16/18	-	-	622	622	-	-	-	(622)
	<b>Land &amp; Buildings Total</b>		<b>536</b>	<b>1,975</b>	<b>622</b>	<b>3,133</b>	<b>1,529</b>	<b>346</b>	<b>1,875</b>	<b>(1,257)</b>
	<b>ICT &amp; Communications</b>									
	Athena	CP12/09	-	270	-	270	31	-	31	(239)
	Programme Metis	CP13/12	-	-	-	-	-	-	-	-
	WiFi	CP13/18	-	-	-	-	-	1	1	1
	Switchboard Resilience	CP14/04	55	15	-	70	-	-	-	(70)
	Child Abuse Images Database - National Programme	CP15/04	15	-	-	15	-	-	-	(15)
	Mobilisation	CP15/06	-	88	-	88	76	44	119	31
	L&D Classroom IT Refresh	CP15/12	-	-	-	-	1	0	1	1
	Rolling Replacement Mobile Technology	CP16/04	-	159	-	159	4	83	87	(72)
	Specialist Equipment Renewal	CP16/06	-	50	-	50	8	-	8	(42)
	Custody Virtual Courts	CP16/09	-	22	-	22	19	22	41	19
	Special Constabulary Mobile Technology Roll Out	CP16/17	-	77	-	77	-	-	-	(77)
5.3	Digital Forensic Unit Additional Software Licences	CP16/19	-	-	45	45	-	-	-	(45)
5.4	Digital Forensic Unit Kiosk Technology	CP16/20	-	-	12	12	-	-	-	(12)
	<b>ICT &amp; Communications Total</b>		<b>70</b>	<b>681</b>	<b>57</b>	<b>808</b>	<b>138</b>	<b>149</b>	<b>288</b>	<b>(520)</b>

## Scheme by Scheme Budgetary Control Report to 30 September 2016

A	B	C	D	E	F	G	H	I	J	K	
Notes at Para.	Scheme Title	Scheme No.	Budget B/Fwd £'000	Original Capital Programme as amended* £'000	Proposed Programme Amendments £'000	Revised Capital Budget 2016/17 (D+E+F) £'000	Actual YTD £'000	Commitments YTD £'000	Committed & Spent YTD (H+I) £'000	Variance (J-G) £'000	
5.1	<b>Fleet</b>										
	Fleet Management System Replacement	CP15/08	-	-	-	-	2	-	2	2	
	New Vehicle Equipment	CP16/02	209	400	-	609	27	250	277	(332)	
	Vehicle Replacement Programme	CP16/03	140	1,300	-	1,440	594	649	1,244	(196)	
	<b>Fleet Total</b>		<b>349</b>	<b>1,700</b>	<b>-</b>	<b>2,049</b>	<b>624</b>	<b>900</b>	<b>1,523</b>	<b>(526)</b>	
	<b>Collaboration</b>										
	JPS CTC Camera Enforcement Vehicle Replacement	CP15/07	55	-	-	55	29	18	47	(8)	
	Org Support BCH ERP Purchase	CP16/05	-	624	56	680	444	419	863	183	
	Org Support ICT Infrastructure for BCH - WAN	CP16/07	-	162	-	162	-	183	183	21	
	Org Support ICT Infrastructure for BCH - Identity	CP16/07	-	9	-	9	6	5	11	2	
	Org Support ICT Infrastructure for BCH - Email Archiving	CP16/07	-	57	-	57	-	-	-	(57)	
	JPS Equipment Replacement Rolling Programme	CP16/10	-	92	-	92	-	-	-	(92)	
	JPS Authorised Firearms Officer (AFO) Uplift	CP16/13	-	-	-	-	-	-	-	-	
	Uniformed JPS Mobile Technology Roll Out	CP16/14	-	-	-	-	-	-	-	-	
	JPS Scientific Support Transformation Investment	CP16/15	-	-	-	-	-	-	-	-	
	JPS ANPR	CP16/16	-	150	-	150	-	-	-	(150)	
	<b>Collaboration Total</b>			<b>55</b>	<b>1,094</b>	<b>56</b>	<b>1,205</b>	<b>480</b>	<b>624</b>	<b>1,104</b>	<b>(100)</b>
	<b>Schemes Approved Subject to Further Business Case</b>										
	ICT Infrastructure for BCH	CP16/07	-	-	85	-	85	-	-	-	-
	IMD DP FOI		-	-	35	-	35	-	-	-	-
CRM/Contact		-	-	94	-	94	-	-	-	-	
<b>Grand Total</b>			<b>1,010</b>	<b>5,663</b>	<b>735</b>	<b>7,408</b>	<b>2,771</b>	<b>2,020</b>	<b>4,791</b>	<b>(2,404)</b>	

\*Approved Capital Programme + / - previously authorised additions, deletions & virements

**Note: figures may not cast due to roundings**

## In-year RCCO Schemes from Savings in the Chief Constable's Budget

Scheme No.	Scheme Title	Budget	Notes	Approval	RCCO Funded by
CP16/10	JPS Equipment Replacement Rolling Programme	£92,000		FEB 05/07/2016	Revenue budget
CP16/13	JPS Authorised Firearms Officer (AFO) Uplift	£69,284		FEB 05/07/2016	Revenue budget savings
CP16/14	Uniformed JPS Mobile Technology Roll Out	£20,860		FEB 05/07/2016	Revenue budget savings
CP15/06	Mobilisation	£13,000		FEB 05/07/2016	Revenue budget savings
CP15/06	Mobilisation	£75,000		FEB 05/07/2016	ICT Development Reserve
CP16/09	Custody Virtual Courts	£22,000		FEB 05/07/2016	Revenue budget savings
CP14/04	Switchboard Resilience	£15,000		FEB 02/08/2016	Revenue budget savings
CP16/17	Special Constabulary Mobile Technology Roll Out	£77,000		FEB 02/08/2016	Revenue budget savings
CP16/19	Digital Forensic Unit Additional Software Licences	£45,000	5.3		Revenue budget savings
CP16/20	Digital Forensic Unit Kiosk Technology	£12,000	5.4		Revenue budget savings
		£351,000			

## In-year RCCO Schemes Approved by the Police and Crime Commissioner

Scheme No.	Scheme Title	Budget	Notes	Approval	RCCO Funded by
CP16/15	JPS Scientific Support Transformation Investment	£125,160			ICT Development Reserve
CP16/16	JPS ANPR	£150,000		CPCC 2016-029	ICT Development Reserve
CP16/18	Conversion Work - Replacement SARC site	£621,622	5.2		50% NHS partnership funding, 25% Carry Forward Project Reserve, 25% Budget Assistance Reserve
		£771,622			

JPS capital projects above will now be financed from JPS other staff and non-staffing budgets underspend for 2016/17. In addition, a Police Transformation Fund bid is in progress for the JPS Scientific Support Transformation Investment.

## Progress Report

Scheme Title	Capital Proj No	2016/17 Budget £'000	Highlight Comments
<b>Land &amp; Buildings</b>			
HQ Bld 11 Structural Renovation	CP14/07	2	Project was completed 2015/16; final retention invoice awaited.
Vehicle Workshop	CP15/10	1,264	On target, anticipated completion September. Additional works identified as project progresses currently approximately £100k, additional budget to be requested once further detail known.
Major Repairs Planned	CP16/01	850	Delivery of 2016/17 work plan underway. Includes asbestos removal, new ceilings and lighting across the Estate, replacement air conditioning, heating and plant upgrades at HQ, and refurbishment of buildings at Monks Wood.
Wisbech Fire Station Ext for Police Purposes	CP16/08	395	Plan is being reviewed prior to planning application. Consultant commissioned to assess feasibility of change of layout, with results now received and decision on the way forward awaited.
<b>ICT&amp; Communications</b>			
Athena	CP12/09	270	The Athena Consortium forces are currently reviewing some aspects of the technical infrastructure supporting the Athena system prior to further Athena forces going live. Further updates to be provided in due course.
Switchboard Resilience	CP14/04	70	The order was placed for the system in July 2016. Following project reprioritised, the system was expected to go live by the end of November 2016. Discussions with supplier in progress regarding some additional multi-media requirements; completion of project likely to be delayed to early 2017.
Child Abuse Images Database - National Programme	CP15/04	15	National project awaiting invoicing.
Mobilisation	CP15/06	88	Work streams progressing and additional work being scoped.
Rolling Replacement Mobile Technology	CP16/04	159	A 2016/17 plan to replace the oldest devices has been drawn up with initial devices being deployed. Corporate decision taken to provide additional recruit devices as part of this project may lead to pressure on the budget; budget will be kept under review and extra resources requested if necessary.

Scheme Title	Capital Proj No	2016/17 Budget £'000	Highlight Comments
<b>ICT&amp; Communications cont.</b>			
Specialist Equipment Renewal	CP16/06	50	Due to long delays in delivery, the new 'camera car' has only been on the road since July 2016. The procurement process is continuing, with technical matters being progressed with suppliers, with completion expected around the end of the calendar year.
Custody Virtual Courts	CP16/09	22	Work at Parkside has now been completed, with orders placed for work at Thorpe Wood. Project completion expected in November 2016.
Special Constabulary Mobile Technology Roll Out	CP16/17	77	New project; details awaited.
<b>Fleet</b>			
New Vehicle Equipment	CP16/02	609	Vehicle conversion work progressing alongside the Vehicle Replacement Programme.
Vehicle Replacement Programme	CP16/03	1,440	Rolling programme of vehicle replacement is progressing to schedule.
<b>Collaboration</b>			
JPS CTC Camera Enforcement Vehicle Replacement	CP15/07	55	Completion of conversion work is expected within Quarter 2.
Org Support BCH ERP Purchase	CP16/05	624	Project is progressing; meeting between SRO and Finance awaited, and a more detailed update will follow this.
Org Support ICT Infrastructure for BCH - WAN	CP16/07	162	Detailed project plan for design and implementation of proof of concept sites now in place, with high level plan in place for remainder of design and implementation phases. Preparatory work at various sites being undertaken, as resources allow. Planned for completion by March 2017.
Org Support ICT Infrastructure for BCH - Identity	CP16/07	9	Orders for migration of some systems have been placed. Requirements for further applications are being explored, but being delayed by pressure on ICT resources; request to release further budget will be made once detailed costings available.
Org Support ICT Infrastructure for BCH - Email Archiving	CP16/07	57	All Cambs users have been successfully migrated, and migration of JPS users almost completed. Department by department roll out to continue, with planned completion by the end of the financial year.
JPS Equipment Replacement Rolling Programme	CP16/10	92	The project is being managed by Bedfordshire (lead Force); recharging to take place at year end.
JPS ANPR	CP16/16	150	Further information on the progress of this project is awaited.



**To:** Business Coordination Board

**From:** Chief Executive

**Date:** 16 December 2016

## **MEDIUM TERM FINANCIAL PLAN AND 2017/18 BUDGET UPDATE**

### **1. Purpose**

1.1 The purpose of this report is to update the Business Coordination Board (the “Board”) on the Medium Term Financial Plan (the “MTFP”) and the development of the 2017/18 budget.

### **2. Recommendation**

2.1 The Board is recommended to note this report.

### **3. Background**

3.1 This report is presented to provide an update on the preparation of the MTFP and the 2017/18 budget in readiness for:

- The review of the proposed 2017/18 precept by the Board in January 2017 and the Police and Crime Panel (the “Panel”) in February 2017; and
- The review of the 2017/18 budget and MTFP to 2020/21, to be considered at the February 2017 BCB meeting and the March 2017 Police and Crime Panel meeting.

3.2 In January 2016, the Police and Crime Commissioner (the “Commissioner”) approved a budget of £130.5m for the 2016/17 financial year, an increase in cash terms of £1.3m compared to 2015/16. The MTFP to 2019/20 presented alongside the 2016/17 budget showed a cumulative gap of £6.6m up to 2019/20.

3.3 In his Autumn Statement, the Chancellor confirmed that the departmental spending plans announced in last year’s Spending Review would remain in place, and efficiency savings worth £3.5bn would be found by 2019/20. The police funding settlement for 2017/18 is expected to be announced in mid-December 2016. In October 2016, a project was launched by the Home Office to develop a new police funding formula and this new formula will probably now come into force in 2018/19.

3.4 The Commissioner and Constabulary remain vigilant in the face of the significant financial challenges in order to achieve both financial balance and the operational policing strategy, via local savings, collaboration and strategic use of assets in particular.

#### **4. Key Principles**

4.1 The following key principles for sound budget setting have been employed in the preparation of the budget and MTFP, as presented to the Board on 21 September 2016:

- Transformation will be maximised through innovation and collaboration within policing and with wider partners in order to drive improved outcomes and savings – finances will never be viewed in isolation.
- The Commissioner’s Chief Finance Officer and the Constabulary’s Director of Finance and Resources will take opportunities to find suitable projects and initiatives to help to meet future savings requirements; short-term measures will never be taken at the expense of long-term financial stability.
- The guiding principle in setting the precept is to achieve value for money policing.
- Efficiencies will continue to be sought to put more money into frontline policing, to prioritise police time and run an efficient police force.
- Estates will be managed strategically, including where appropriate the disposal of sites that are surplus to operational requirements to minimise operating costs, and the revenue generation potential of surplus sites will be explored.
- Long-term borrowing shall not be used for short-term needs: the lifetime of loans should closely match the lifetime of the assets that they are financing.
- The transfer of items from one financial account to another (virements) shall only be used to correct budget allocations between cost lines where it is found after budget approval that a particular cost more sensibly sits in a different cost centre; they are not used to mitigate overspends. This will facilitate sound financial management and visibility of any over or underspends.

#### **5. Budgeting Progress**

5.1 The budget strategy was detailed in the report to the Board on 21 September 2016. This iterative process has continued since that date. The PCC CFO and Constabulary Director of Finance and Resources continue to meet to further refine assumptions and review the draft budget; regular briefings and updates are provided to the Commissioner. Budget Managers have reviewed their budgets and recommended savings and this process is ongoing.

5.2 The main assumptions for the 2017/18 budget comprise:

- Police officer pay rise 1.0%; police staff pay rise 1.0%
- Increment increase 0.6%
- General inflation 1.0% in 2017/18 and 2.0% thereafter
- Energy cost inflation 3.0%
- Grant decrease 0.5% in 2017/18, 2018/19 and 2019/20 and 1.0% 2020/21

- Council tax base increase 2.0% (number of Band D equivalent properties) in 2017/18, 2018/19 and 2019/20 and then 2.3% in 2020/21 due to additional housebuilding as a result of devolution funding

5.3 As well as the uncertainty over the assumptions above, national issues such as the replacement of the Airwaves system provide further ambiguities. At the time of writing of this paper, the final settlement for police has yet to be announced. In his Autumn Statement, the Chancellor confirmed that the departmental spending plans announced in last year's Spending Review would remain in place, and efficiency savings worth £3.5bn would be found by 2019/20. The Home Office will announce the Police finance settlement in mid-December 2016.

5.4 The table below shows the predicted budget gaps for the MTFP period based on the assumptions in paragraph 5.2 above:

<b>£000</b>	<b>Forecast 2017/18</b>	<b>Forecast 2018/19</b>	<b>Forecast 2019/20</b>	<b>Forecast 2020/21</b>
Net revenue expenditure	135,507	138,717	140,928	143,171
Financing	131,688	133,375	135,148	136,790
Budget gap (cumulative)	3,819	5,342	5,781	6,381

5.5 Plans are in place over the MTFP period to ensure a balanced budget position is achievable. Plans are in hand to achieve the required savings; these plans are under constant review and comprise:

- Local savings:
  - Continuous improvement and cost-reduction of processes, for example the use of technology to free up officer and staff time.
  - Strategic use of estates to minimise operating costs, including where appropriate the disposal or letting of sites that are surplus to operational requirements.
- Collaboration savings as part of the Strategic Alliance with Bedfordshire Police and Hertfordshire Constabulary ("BCH"). Latest projections indicate that the following collaborated functions will creating savings of <sup>1</sup>£2.2m for Cambridgeshire across the MTFP period:
  - Human Resources and Learning and Development: a single organisational support function covering recruitment, knowledge and skills building,

<sup>1</sup> Latest projection of savings as at October 2016

managing change programmes, health and safety, and application of regulations, terms and conditions in a unified way.

- Information Management and ICT: the Information Management Department (“IMD”) business case transformation seeks to unify the Information Management functions of BCH police services into a single operational support function. As a key initiative of the BCH Strategic Alliance, the transformation is being delivered to provide effective and efficient organisational support at a reduced cost whilst sufficiently enabling local policing in each force/constabulary. The purpose for creating a three force single ICT Department is to provide a consistent approach to ICT service delivery enabling day-to-day delivery of policing services, a converged infrastructure which brings standardisation and consistency to service users, better cost control and contract management, delivery of enabling solutions to standardise, simplify, self-serve, automate and mobilise value-adding operational and business processes, and cost savings.
- Criminal Justice: a collaborated Criminal Justice (“CJ”) function across BCH to make significant progress in bringing offenders to justice as effectively and as expeditiously as possible by ensuring evidence is available and prepared in line with statutory obligations and within nationally agreed Criminal Justice Service (“CJS”) timescales, by introducing efficient common business processes, deliver savings and ensure that the use of technology and IT solutions have been maximised across the CJ functions within BCH and the wider CJS.
- Finance: further to the implementation of a common finance and HR ERP system across the three forces, collaboration of the finance function will be considered.
- Joint Protective Services (“JPS”) and Eastern Regions Special Operations Unit (“ERSOU”): it is predicted that the ongoing collaboration of these functions will continue to realise savings over the MTFP period.
- Partnership working, including the implications of devolution plans for community safety, exploring how closer working can ensure the increasingly complex needs of Cambridgeshire’s growing population are met using a shrinking public sector budget. As mentioned at paragraph 2 above, the impact of greater funding for housebuilding has been factored into the assumptions, with the council taxbase rising by 2.3% in 2020/21 as a result.
- Transport cost and supplies and services savings, utilising collaborative procurement to obtain the best possible deal and continue to make cash releasing savings

5.6 The Commissioner and Cambridgeshire Fire Authority are exploring the best way to progress the opportunities presented by the Policing and Crime Bill. In recognition of the impending enactment of the Bill, the Commissioner’s Business Co-ordination Board, at its meeting on 21 September 2016, agreed that the Commissioner should

seek to initiate joint work with the Fire Authority, and the East of England Ambulance Service NHS Trust, to develop business cases to determine the:

- most appropriate future governance model for police and fire; and
- best use of the emergency service land and buildings in Huntingdon

5.7 Meetings of the Huntingdon Accommodation Review Board took place on 3 November and 6 December 2016. The terms of reference of the group have been agreed and the status of existing Blue Light estates in Huntingdon and the vicinity has been considered; further work is in progress.

5.8 No savings have been assumed from this initiative in the MTFP period as closer working between the Commissioner and the Fire Authority is at an early stage of development, but the expectation is that it will deliver savings in the longer term.

## **6. Timetable and Next Steps**

6.1 The Constabulary's Finance Team continue to review the budget requirements with budget holders for 2017/18 and departmental budget meetings are due to be held with the Commissioner in January 2017. This exercise and the Local Policing Review are drawing out further savings from service areas.

6.2 The Commissioner's Chief Finance Officer and the Constabulary's Director of Finance and Resources are currently working to identifying options and strategies to present to the Commissioner, to achieve a balanced budget for 2017/18.

6.3 Engagement on precept and budget proposals is ongoing via a Survey Monkey survey, with a link to the survey being available on the PCC website as well as being distributed with the monthly newsletter which is sent to 16,000 email addresses each month. More than 1,000 responses have been received so far with 86% agreeing with the proposed increase. The survey will remain available until mid-January 2017.

6.4 The timetable for the remainder of the budget-setting process is as follows:

- Mid-December 2016: predicted date of confirmation of Police finance settlement by Home Office
- January 2017: precept-setting report for 2017/18 presented to Business Co-ordination Board
- February 2017: precept-setting report for 2017/18 presented to Panel
- February 2017: budget for 2017/18 and MTFP to 2020/21 presented to Business Co-ordination Board
- March 2017: budget for 2017/18 and MTFP to 2020/21 presented to Panel

## **7. Summary**

7.1 Whilst the Commissioner and Constabulary have managed the financial strategy for the coming years, the organisations are not complacent in the face of the significant financial challenges going forward. In order to balance the budget and ensure strong operational performance the Commissioner and Constabulary are continuing to redesign and transform service delivery. The robust budget strategy above is a key

plank in keeping people safe and maintaining police resources and people's confidence in an ever more uncertain environment.

**8. Recommendation**

8.1 The Board is recommended to note this report.

**BIBLIOGRAPHY**

<b>Source Documents</b>	Cambridgeshire Police and Crime Commissioner's draft Police and Crime Plan: <a href="http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-august-11th-2016/">http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-august-11th-2016/</a> Budget Strategy report presented to BCB 21 September 2016 <a href="http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-september-21st-2016/">http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2016-2/bcb-september-21st-2016/</a>
<b>Contact Officer</b>	Josie Gowler, Chief Finance Officer, Office of the Police and Crime Commissioner



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 02 December 2016

**Crime Data Integrity – An update prior to the 2017 Her Majesty’s Inspectorate of Constabulary (HMIC) Inspection**

**1. Purpose**

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on progress with work to improve the application of the National Crime Recording Standard (NCRS) by Cambridgeshire Constabulary.

**2. Recommendation**

2.1 The Board is invited to note the contents of this report.

**3. Background**

3.1 The Home Office Counting Rules (HOCR) were established in their current form in 1998 and the National Crime Recording Standard (NCRS) was implemented in 2002. Together they provide a clear and simple framework and set of rules for the sound and consistent recording of crime by the police.

3.2 Police force crime data are reported to the Home Office and published by the Office for National Statistics along with other independent data from the Crime Survey for England and Wales to provide as clear as possible a picture of levels of crime. For several years prior to HMIC’s *Crime-recording: Making the victim count* inspection in 2014, these national data sets showed significant reductions in crime during a time when the rules and standards governing crime-recording practice had been tightened. Whilst this was very welcome, there remained appreciable public concern that true crime levels were not truly represented in the statistics, particularly those recorded by police forces.

3.3 The 2014 HMIC inspection examined and assessed the integrity of crime data in all police forces in England and Wales. The inspection focused on three broad themes: leadership and governance; systems and processes; and people and skills. Consideration was given to how each force applied the recording standards, how

police culture and behaviours affected recording, how victims of crime were being served by police crime-recording practices, and how the police used out-of-court disposals such as cautions, cannabis warnings, community resolutions and penalty notices for disorder when dealing with offenders.

- 3.4 The 2014 inspection made 9 specific recommendations for the Constabulary to address, which were accepted in full. See Annex A.
- 3.5 HMIC specifically noted that Chief Officers in the Constabulary promoted compliance with HOCR and encouraged a victim-centred approach. HMIC also reported that frontline staff, including call-takers, understood the importance of meeting the needs of the victim when considering crime recording and investigation.

#### **4. Update on Progress since 2014**

- 4.1 Following the 2014 inspection, the force introduced a Crime Data Integrity Working Group (the “working group”) with a Superintendent-level chair and appropriate representation from across the force from departments that are involved in achieving NCRS compliance.
- 4.2 A detailed action plan addressing the specific recommendations of the 2014 inspection was put in place and has been completed. Some aspects of the 2014 inspection recommendations require regular revisits and this is recognised within the latest working group action plan, which serves to continue to improve compliance.
- 4.3 The working group is responsible for monitoring crime recording and outcome compliance. It is supplied with regular audit reports<sup>1</sup> from the Force Crime Registrar and uses this information to identify action necessary to improve performance. The working group regularly reviews crime recording processes to ensure they remain fit for purpose and provides regular communications regarding changes to the HOCR or any other crime recording issues. Training needs are also identified and addressed. The working group reports to the Force Performance Board chaired by the Assistant Chief Constable.
- 4.4 It is noteworthy that a cultural shift towards agile working and digital delivery has presented new challenges to NCRS compliance, which the Crime Data Integrity Working Group is currently addressing through additional scrutiny on the correct closure of incidents.
- 4.5 More recent activities by the working group have recognised learning from the 2016 HMIC crime data integrity inspections of Greater Manchester Police, Sussex Police and Staffordshire Police and the force has been quick to respond to relevant findings in those forces, including:
  - Additional scrutiny within the Force Control Room to ensure correct interpretation of the NCRS for high risk incidents.
  - Enhanced online training for all front-line staff.
  - Re-emphasis of the importance of correct crime recording by Chief Officers and the link to victim service and public confidence.

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<sup>1</sup> 250 incidents are reviewed by the Force Crime Registrar and her team on a monthly basis, focused on the highest risk areas.

- Process refinements, including enhanced quality checking by area crime managers.

## 5. 2017 Crime Data Integrity Inspection

5.1 The force was notified that it would receive an unannounced HMIC Crime Data Integrity Inspection in November 2016, as part of a rolling inspection programme. Following a comprehensive audit by HMIC in November and December 2016, inspection fieldwork will take place in January 2017, with a report expected in May 2017. The 2017 methodology does not include scrutiny of out-of-court disposals.

## 6. Recommendations

6.1 The Board is invited to note the contents of the report.

## BIBLIOGRAPHY

<b>Source Document(s)</b>	Crime Data Integrity: Inspection of Cambridgeshire Constabulary, HMIC, November 2014 Crime Recording: Making the victim count, HMIC, November 2014
<b>Contact Officer(s)</b>	Detective Superintendent Martin Brunning, Head of Investigation Standards and Development, Cambridgeshire Constabulary Rachel Badcock, Force Crime Registrar, Corporate Development Department, Cambridgeshire Constabulary

## **Annex A: Force recommendations from Crime Data Integrity: Inspection of Cambridgeshire Constabulary, HMIC, November 2014**

### Immediately

- Ensure that all police officers and staff are fully aware of the confidential reporting line, emphasising that it is indeed confidential and can be used for all matters of concern, including those relating to crime data integrity. **Complete**
- Ensure that all relevant officers and staff are reminded of their responsibility to record crime as soon as the reporting officer is satisfied that it is more likely than not that a crime has been committed. **Complete (and repeated in the current action plan)**
- Ensure that all reports recorded separately on other Constabulary systems (e.g., those used by the public protection teams) are recorded as crimes. The Constabulary should put in place proportionate and effective audit arrangements, through the Force Control Room (FCR), to ensure that reports held on separate systems are properly recorded as crimes. **Complete (and repeated in the current action plan)**
- Should introduce a structured and proportionate quality assurance process by supervisors in the FCR. This should be undertaken on a consistent basis across all teams, including a check of compliance with the NCRS and, where appropriate feed into the development of professional practice and continuous improvement in the FCR. **Complete**
- Should retain out-of-court disposal records in compliance with the Management of Police Information guidelines. **Complete (and repeated in the current action plan)**
- Should take steps to ensure that the FCR audit programme includes an audit of all IT systems which may contain reports of crime so as to ensure compliance with the HOCA and NCRS. **Complete**

### Within three months

- Should put in place a process that enables it to capture and share good practice and To correct failures in NCRS compliance as identified by the audit regime. **Complete**
- Should improve the supervision of Penalty Notice for Disorder to ensure that, where there is a victim, their view is appropriately considered and recorded. **Complete**

### Within six months

- The Force should ensure that police staff, and in particular those working in the FCR to receive adequate training in the application of the HOCA and NCRS. **Complete (and repeated in the current action plan)**



**To:** Business Coordination Board

**From:** Chief Executive

**Date:** 16 December 2016

## COMPLAINTS – POLICY REVIEW AND REFORMS

### 1. Purpose

1.1 The purpose of this report is to seek the Business Coordination Board's ("the Board") approval of the Police and Crime Commissioner's Complaint Policy Statement and to update the Board on the forthcoming complaints reform legislation.

### 2. Recommendation

2.1 The Board is recommended to:

- approve the Complaints Policy Statement;
- note the forthcoming complaints reform.

### 3. Background

3.1 The police complaints system is complex. Currently the legislation defines a 'complaint' as a 'complaint about the conduct of a person serving with the police', which can be classified as relating to both a person's conduct or a direction and control matter i.e a matter relating to operational decision making about the deployment of resources and strategic decisions about how policing powers should be exercised.

3.2 Both the Commissioner and the Chief Constable have statutory duties in relation to complaints against police officers and staff. The Commissioner has a statutory duty under the Police Reform and Social Responsibility Act 2011 to monitor complaints made against officers and staff of Cambridgeshire Constabulary, whilst having responsibility for complaints made against the Chief Constable.

3.3 The Commissioner also has a statutory duty under The Elected Local Policing Bodies (Specified Information) Order 2011 to have a statement in relation to the conduct of relevant office holders, including procedures for the handling of qualifying complaints and conduct matters. This includes complaints made about the Chief Constable.

- 3.4 The Chief Constable is responsible for having appropriate processes in place for dealing with complaints. The Chief Constable has delegated this responsibility to the Deputy Chief Constable and officers with the collaborated Professional Standards Department (PSD).
- 3.5 PSD is responsible for recording a complaint against a police officer or police staff. If the complaint is not referred to the Independent Police Complaints Commission (IPCC) for consideration, following recording of the complaint the options available to the forces and PSD are:

- Local resolution – complaint does not involve a formal investigation and is dealt with by local policing teams liaising with the complainant.
- Investigation – complaint is investigated by PSD.

#### **4. Complaints Policy Statement**

- 4.1 The Independent Police Complaints Commission (IPCC) '*Statutory guidance to the police service on the handling of complaints*', which Commissioners must 'have regard to', places a requirement on Commissioners to make publicly available information on how to make a complaint against the Chief Constable.
- 4.2 The Commissioner's Policy Statement provides for the position, process and approach that is adopted for complaints against the Chief Constable in line with the IPCC guidance. The Policy Statement also applies the same principles of approach regarding complaints against officers of the Office of the Police and Crime Commissioner. In addition, it signposts how complaints against the Commissioner and other police officers (other than the Chief Constable) and police staff can be made.
- 4.3 The Policy Statement is given at Appendix A.

#### **5. Complaints Reform**

- 5.1 The nature of some complaints could be better described as 'dissatisfaction with service delivery' rather than a complaint. Currently the legislation does not allow police forces to resolve issues of dissatisfaction raised with them without locking into the formal and bureaucratic complaints system. Some forces operate triage/customer service teams based in their PSD or in their OPCC. This is where issues of dissatisfaction about the force and low-level quality of service issues can be resolved as soon as possible before they become a formal complaint.
- 5.2 The Government has introduced amendments to the complaints system within the Policing and Crime Bill. The overarching intention of the reforms is that Commissioners will be responsible for deciding how the complaints system operates locally within the national framework provided for by the IPCC.
- 5.3 The legislation will place mandatory responsibilities on Commissioners regarding the complaints system and also provides discretionary opt-in legislation regarding complaint handling (referred to as Models 1, 2 and 3).
- **Mandatory – Model 1** - Commissioner has statutory responsibility for the performance of the complaints system locally.

- **Mandatory** - Commissioner has duty to review a complaint outcomes based on whether the outcome of complaint was reasonable and proportionate (not an appeal).
- **Optional – Model 2** - Commissioner has responsibility for the front end of the complaints system to resolve issues outside of the complaints system, initial contact with a complainant, recording of complaints.
- **Optional – Model 3** – Commissioner has responsibility for all statutory duties of the complaint system regarding contact with complainant, acting as a single point of contact for complainant.

5.4 In practice the reforms will legitimise the idea that certain issues can be dealt with informally outside of the complaints system, where it is appropriate to do so. This allows for a less bureaucratic, a more customer focussed approach which is easier to understand and puts the emphasis on resolving issues to the satisfaction of the complainant where possible, rather than apportioning blame. However, a member of the public will retain the right to complain if they wish. All complaints will be treated the same; there will be no distinction between what currently are conduct or direction and control matters.

5.5 It is expected that the Bill will gain Royal Assent in early 2017. Current indications are that different provisions will be enacted at different times and due to the significant work involved in drawing up secondary legislation for the complaints reform, it is likely that it will be summer 2018 before the formal powers are granted to Commissioners to take over the different options on the complaints regime.

## 6. Implementation of reforms

6.1 Commissioners are at liberty to take on the opt-in options of the legislation or other options that achieve the policy intentions of the legislative reforms, prior to the legislation coming into effect. Work will continue across the Bedfordshire, Cambridgeshire and Hertfordshire OPCCs and PSD.

6.2 Further reports will be brought to the Commissioner's governance board as the work on the complaints reform progresses.

## 7. Recommendation

7.1 The Board is recommended to:

- approve the Complaints Policy Statement;
- note the forthcoming complaints reform.

## BIBLIOGRAPHY

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<b>Contact Officer</b>	Aly Flowers, Senior Policy and Performance Officer, Office of the Police and Crime Commissioner



**To:** Business Coordination Board

**From:** Chief Executive

**Date:** 16 December 2016

## **Commissioning and Grants Strategy 2016-20**

### **1. Purpose**

1.1 The purpose of this report is to share with the Business Coordination Board (“the Board”) the Police and Crime Commissioner’s (“the Commissioner”) Commissioning and Grants Strategy.

### **2. Recommendation**

2.1 The Board is recommended to note the strategy and the principles set out within in it as the framework for awarding funding for local interventions, projects and victim support services which support the shared outcomes set out in the new Police and Crime Plan.

### **3. Background**

3.1 The Commissioner uses a mixed model of grants and commissioning approaches to allocate awards from four funding streams:

- Ministry of Justice Victims’ Services Grant
- Crime and Disorder Reduction Grants (from main police grant)
- Youth Fund (raised through Police Property Act)
- Casualty Reduction and Support Fund (surplus from cost recovery from National Driver Offender Rehabilitation courses)

### **4. Key principles**

4.1 The Commissioner is guided by an overarching set of key principles which will be, where possible, followed. These include:

- partnership working and co-commissioning
- focusing resources on prevention and early intervention
- ensuring funded services have seamless pathways into other provision
- being victim-focused
- equitable provision across the county
- support for innovation where an emerging or existing evidence base can be shown
- listening to the views of service users
- proportionate award and monitoring processes
- valuing local providers in particular the third sector
- bringing additional resources into the county by bidding into new funding streams

4.2 Where services are commissioned the ‘Understand, Plan, Do and Review’ commissioning cycle will be followed.

4.3 This strategy will be kept under review to ensure it enables the Commissioner to meet the needs of the people who live, work and visit the county.

**5. Recommendation**

5.1 The Board is recommended to note the strategy and the principles set out within it as the framework for awarding funding for local interventions, projects and victim support services which support the shared outcomes set out in the new Police and Crime Plan.

**BIBLIOGRAPHY**

<b>Source Document(s)</b>	<b>Commissioning and Grants Strategy 2016-20</b>
<b>Contact Officer(s)</b>	Nicky Phillipson, Head of Strategic Partnerships and Commissioning



Agenda Item 12.0

## **Commissioning and Grants Strategy 2016-20**

### **Introduction**

This strategy has been developed to transparently set out the approach taken by the Police and Crime Commissioner to provide funding for local interventions, innovation, projects and victim support services which enable the delivery of the shared outcomes (set out below) of the Police and Crime Plan 2017-20.

- Victims and witnesses are placed at the heart of the criminal justice system and have access to clear pathways of support
- Offenders are brought to justice and are less likely to reoffend
- Communities are confident to work in partnership with local agencies when problems arise
- Improved outcomes and savings are delivered through innovation and collaboration

It should be read in conjunction with the Financial Regulations for Cambridgeshire Police and Crime Commissioner (which includes Contract Standing Orders) – updated July 2015.

### **Key principles**

In Cambridgeshire the following key principles will be followed where possible:

- The Commissioner will seek to work in partnership with other agencies to co-commission services to achieve economies of scale and best value
- Resources will be allocated upstream with a focus on prevention and early intervention
- All funded provision will be required to have seamless pathways into other linked services to ensure a holistic approach is taken to support people with complex needs
- Support services for victims will be victim-focused
- Services will be commissioned countywide to ensure equitable access to provision
- Innovation will be supported where an existing or emerging evidence base can be shown
- The views of service users will be listened to at all stages of the commissioning cycle
- The process to award and monitor funding allocations will be proportionate to the value of the service
- Locally-based third sector service providers will be valued and given opportunities to co-design service provision.
- The OPCC will proactively seek to enhance service provision by applying, in partnership, to new funding streams.

The OPCC will endeavour to influence the commissioning of co-dependent services to ensure they adhere to the above principles.

## **Background**

### **Ministry of Justice Victims' Services Grant**

Police and Crime Commissioners were given responsibility for commissioning support services for victims of crime in 2014. An amendment to section 56 of the Domestic Violence, Crime and Victims Act 2004 and the Anti-Social Behaviour Crime and Policing Act 2014 allowed PCCs to commission such services. In Cambridgeshire an integrated model of support services is in place which centres around a constabulary-led Victim and Witness Hub.

- In Cambridgeshire the current budget and list of funding awards is available on the website.

### **Crime and Disorder Reduction Grants**

The Commissioner receives a single pot of funding through the main police grant for policing and community safety purposes. From this fund the Commissioner allocates an amount from which to award crime and disorder reduction grants.

The Police Reform and Social Responsibility Act 2011 states that a Police and Crime Commissioner can provide crime and disorder reduction grants:

- to any person
  - for securing, or contributing to securing, crime and disorder reduction
  - and can make grants subject to any conditions
- In Cambridgeshire the current budget and list of funding awards is available on the website.

### **Youth Fund**

The Commissioner works in partnership with the Cambridgeshire Community Foundation Trust to allocate small grants to local charities and trusts to support diversionary activities for young people. All applications are made through the Trust who can be contacted via their website.

### **Casualty Support and Reduction Fund**

This fund is currently under review.

### **Process of allocating funding**

The Commissioner uses a mixed model of grants and commissioning approaches to allocate funds to providers.

### **Grants**

A grant is a contribution to a specific or broad range of activities rather than a contractually agreed service specification. This allows a greater degree of flexibility and gives the recipient the ability to innovate in response to community needs. No contract is in place so recipients cannot be performance managed. However in Cambridgeshire the Commissioner is keen to provide the public with transparency around all funding awards. Therefore all grant recipients will be invited to work with the OPCC to develop agreed delivery activity to achieve the outcomes.

## What is Commissioning?

This is simply the process for deciding how to use resources available to improve outcomes in the most efficient, effective, equitable and sustainable way which responds to local needs.

## Key Principles of Commissioning

Cambridgeshire uses the 'Understand, Plan, Do, Review' commissioning cycle which is a continuous cycle of action and improvement. The following principles will guide commissioning within each of the stages:

### Understand

- A clear **evidence base** (through needs assessments, engagement with the public, potential service users and partners) must be established to introduce a new or continue an existing service. This must include a clear understanding of what outcomes should be achieved and the existing service provision to ensure a new service does not duplicate effort. Sometimes re-commissioning or bolstering an existing service can deliver the intended outcomes.
- **Partnership working** – while the Police and Crime Plan provides the overarching framework for local commissioning it is important that the strategic direction of key partners is taken into account.
- **Seamless pathways** – very few services can operate in isolation so it is important to map out any **co-dependencies**. This could include referring agencies or other specialist support provision.
- **Budget** – is other funding available? Could a pooled budget arrangement lead to a more joined up service provision and deliver economies of scale?

### Plan

- **Equitable countywide service provision** – services must be accessible across the entire county area unless the service being funded is developing a proof of concept (pilot) or responding to a bespoke locally identified need.
- **Co-commissioning**- this requires more planning time to ensure all funding partners are equally involved. The use of pooled budgets can enable a more comprehensive service provision and reduce the burden on providers of multiple outcome reporting arrangements. This can be done within the county or across boundaries where it will benefit service users.
- **Co-design** and engagement with service users, providers and partners will be at the heart of service design in Cambridgeshire.
- **Developing outcome measures** – these must be set to enable the Commissioner to be satisfied that the service provider is demonstrating they are meeting the identified need.

### Do

- **Proportionate methodology** will be used within the confines of the Financial Regulations which will include the use of three quotes and competitive tendering.
- **Transparency** - all tenders will be posted on the national Bluelight eTendering site. The funding envelope and quality v cost split will be clearly shown.
- **Market Engagement** days will be held they will add value or where the value of the contract hits the OJEU (Official Journal of European Union) threshold which requires all public sector tenders to be published

- **Single Tender Agreement** - where a single provider has been proven to deliver the best outcomes for the service user a single tender agreement will be applied for. (See below)
- **Multi agency evaluation of tenders** will ensure a broad range of views and knowledge of co-dependent services are considered. Service users will be invited to engage in the process where possible. A five point scoring system of method statements will be used which is available on the website.
- **Timeframes** - contracts can be awarded with a range of options depending on the security of the funding stream (although break clauses for both parties will always be included). It is appreciated that short term funding streams are less attractive to providers especially when dedicated posts need to be recruited into. The Commissioner will endeavour to offer contracts for initial time periods with options to extend if both parties agree. For example: **three plus one** or **two plus one** or **one plus one**. The totality of the 'plus sections' cannot be greater than the original contract period.

### Review / Contract Management

- **Contract Management** - the Commissioner has committed to ensure performance reporting obligations are proportionate to the size of the contract. However reassurance has to be sought that all funding is delivering the agreed outcomes.
- **Outcome reporting forms** will be required to be completed by all service providers on a six-monthly basis. These should demonstrate the activity undertaken (service provision), the outputs generated (quantitative data such as referral numbers) and the impact they have had on the service user. Providers must be able to evidence the impact through for example the use of outcome stars or other proportionate qualitative evaluation methodology.
- **Support from OPCC** – all service providers will be invited to three-monthly face to face meetings. This could be with a members of staff from the Commissioner's office, the Commissioner or Deputy Commissioner and may involve a visit to the service. This is to ensure a two-way dialogue is maintained throughout the term of the contract and ensures emerging issues on either side can be flagged and collaboratively addressed before they impact upon the delivery of outcomes.
- **Service user feedback / dip sampling of service provision** will be taken into account during the life of the contract.
- **Provider Forums (victim services)** will be held to enable both services funded by the Commissioner and similar services to share learning and best practice to ensure a victim first approach is followed.
- **De-commissioning** – where services are shown not to be meeting their outcomes support will be offered. However in some cases, such as pilots, where a decision is taken that it is not viable to continue a service will be de-commissioned. This will be done in partnership with the provider and risk assessments will be carried out.

### Single Tender Action (STA)

A STA form can be completed to enable a contract to be awarded without a competitive procurement process (whether this is a new contract or an extension to an existing one) in the following circumstances:

- Where it can be evidenced that only one supplier is able to carry out the work or services or to supply goods for technical reasons (for example access to live personal data needed to provide the service).

- Where there is a justifiable case to use an existing contractor/supplier to maintain a continuity of supply.

The contract value determines who signs off the STA – up to £150k it will be done by the Constabulary's Chief Finance Officer.



**To:** Business Coordination Board

**From:** Chief Executive

**Date:** 16 December 2016

## **SECTION 22A AGREEMENT – CHILTERN TRANSPORT CONSORTIUM**

### **1. Purpose**

1.1 The purpose of this paper is to provide an update to the Business Coordination Board (“the Board”) on the proposed collaboration agreement with Chiltern Transport Consortium (“Chiltern”).

### **2. Recommendation**

2.1 The Board is recommended to approve the Collaboration Agreements under section 22A of the Police Act 1996 (as amended) in respect of Chiltern Transport Consortium, approval subject to review of draft s22 by Legal Dept.

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

### **3. Background**

3.1 Chiltern Transport Consortium was established to provide greater transport resilience and efficiency gains – largely through exploiting economies of scale.

3.2 A Best Value Review for Bedfordshire Police led to a strategic collaborative partnership with Thames Valley Police (“TVP”) and as a result, Chiltern came into formal operation on 1 April 2004. The success of the initial collaboration (Bedfordshire Police and TVP) led to Hertfordshire Constabulary and the Civil Nuclear Constabulary joining in April 2008.

3.3 Chiltern currently manages a combined fleet of 2,600 vehicles and is ranked as the third largest police fleet in the UK (the Metropolitan Police is the first, with Police Scotland second).

3.4 The creation of Chiltern was based around a commercial business model (excluding profit); this ensured Chiltern members had a complete and transparent record of all costs incurred in the provision of their fleet requirements. The inclusion of all relevant expenditure/charges allows for a fair commercial comparison of costs incurred and charged. The Consortium provides member Forces with a clear financial statement of the economic benefits, enabling each to monitor the financial value of the Consortium. The Joint Governance Board ensures an equitable service to all members.

#### 4. Detailed considerations

4.1 The key areas and advantages the Chiltern collaborative approach provides in delivering a cross border Police fleet service may be summarised as follows:

- Proven continuous evidence of delivering substantial fiscal savings coupled with greater resilience, service delivery and performance over twelve years
- All transactional and administrative activities – strategy, general fleet management, vehicle ordering, invoicing, payments, excise licensing, fuel management, management information, collision and insurance claims handling, accounting services, procurement, etc. centralised through a single lead Force removing volume transactions and the cost of provision from individual member organisations
- Chiltern provides each organisation with fixed budgeting and cost control along with absolute operational independence by invoicing each force one month in arrears for its actual vehicles on fleet and associated expenditure. This is done through a contract hire industry model enabling each member force the option to change the numbers of vehicles, profile or operational role and associated expenditure
- As a Police owned, not for profit, section 22a collaboration, Chiltern offers transparent open book accounting without any compromise on security and leaves absolute direction, control and accountability with the Chief Officers of the member forces
- Each member force is able to decide (from a local perspective) the number of fleet vehicles required and the mix of operational roles to meet their own specific policing requirements. Chiltern manage the make/models/specifications of the vehicles provided in conjunction with the users, this enables greater standardisation and volume which delivers economies of scale not achievable by smaller individual public sector bodies
- Chiltern has developed industry best practice approaches in ‘business to business’ arrangements with its key suppliers that deliver the best possible commercial and competitive private sector practices in the public sector

- Chiltern is able to provide (by using a single fleet management IT software package along with standardised policies, procedures and working practices) relevant, comparable, quality management data and financial information as required.
- 4.2 Since April 2010, Chiltern has made financial savings equating to £3m for the collaboration partners. The predicted annual saving to Cambridgeshire from joining the consortium is estimated as £200k per annum.
- 4.3 In addition to financial savings, joining Chiltern has the potential to satisfy a number of important areas for Cambridgeshire within a relatively short timescale:
- Greater resilience – five senior transport professionals instead of one, ability to use six workshops and move staff/vehicles as required
  - Alignment with the aims and objectives of the Memorandum of Understanding for Organisational and Operational Shared Services between Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary
  - Low risk due to Chiltern track record over previous twelve years and retained reserve
  - Potential for procurement savings due to increased national importance, track record and single point of order and payment covering five Police Forces
  - Hidden savings (financial and process), for example; telematics, vehicle claims handling, IT – fleet management & information systems, accounts management (invoice processing)
  - Standardisation – efficiency savings through vehicle choice aligned to role requirements, processes, contracts etc.
  - Immediate ‘buy in’ to existing structures/agreements – devolved vehicle budgets, accident management, daily rental contract, telematics
  - Ability to meet additional (ad-hoc) vehicle requirements from a larger pool of police specific vehicles
  - Reduced risk and increased flexibility as police on police
  - Quick integration –partial integration could be achieved during 2016/17 with full financial integration from April 2017

- Future-proofing

**5. Recommendation**

- 5.1 The Board is recommended to approve the Collaboration Agreements under section 22A of the Police Act 1996 (as amended) in respect of Chiltern Transport Consortium, approval subject to review of draft s22 by Legal Dept.
- 5.2 The Commissioner is asked to sign Decision Notices to approve the Collaboration Agreement under section 22A of the Police Act 1996 (as amended).

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<b>Contact Officer</b>	<p>Josie Gowler, Chief Finance Officer, Office of Police and Crime Commissioner</p>