



## Business Coordination Board

<u>Date</u>	<u>Time</u>	<u>Venue</u>
6 <sup>th</sup> February 2017	14.00	HQ, Conference Room 2

### 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 17<sup>th</sup> January 2017</b>
<b>4.</b>	<b>Strategic Risk Register DG to present report</b>
<b>5.</b>	<b>Devolution Update</b>  Report from the Chief Executive
<b>6.</b>	<b>HMIC Progress report (Verbal)</b>  Report from the Chief Constable
<b>7.</b>	<b>Performance Report Year Ending December 2016</b>  Report from the Chief Constable
<b>8.</b>	<b>Offending Prevention and Management Strategic Needs Assessment</b>  Report from the Chief Executive

<b>9.</b>	<b>Local Policing Review</b>  Report from the Chief Constable
<b>10.</b>	<b>Public Sector Auditor Appointments</b>  Report from Interim Chief Finance Officer



**To:** Business Co-ordination Board  
**From:** Dorothy Gregson, Chief Executive  
**Date:** 6 February 2017

## Strategic Risk Management

### 1. Purpose

- 1.1 This paper provides an update to BCB following the quarterly review of the Strategic Risk Register.

### 2. Background

- 2.1 The strategic risk register held between Cambridgeshire Constabulary (“the Constabulary”) and the Police and Crime Commissioner (“the Commissioner”) is attached at Appendix 1. Risk management is embedded into both the work of the Constabulary and that of the Office of the Police and Crime Commissioner (“the OPCC”) on an ongoing and continuous basis. The Strategic Risks were last considered by the Board on 11<sup>th</sup> August 2016.
- 2.2 The OPCC reviews the risks on a quarterly basis and provides updates to this Board and the Joint Audit Committee on a six monthly basis.
- 2.3 Any amendments made since the Board last had sight are highlighted in red text.

### 3. Recommendations

- 3.1. The Board is asked to note the contents of the report.

### 4. Update

- 4.1 Changes that have been made are:
- 4.2 SR1.1 *there is a theoretical risk that the Commissioner fails to achieve the benefits of the local link between the police and communities. The Chief Constable fails to explain to the public the actions of the Constabulary* on page 3 has added reference to communications teams under Controls in place. It has also amended wording to Future Actions, including the Local policing review which is due to report in 2017.

- 4.3 SR1.2 *there is a theoretical risk that Collaboration ventures could expose Cambridgeshire to reputational risk if one of the partners is portrayed negatively in the media*, on page 5 has additional controls added noting 7Force Alliance collaboration and collaboration with fire.
- 4.4 SR2.1 *there is a theoretical risk that the Commissioner, despite consultation with the Chief Constable and due regard to the Strategic Policing Requirement and other statutory functions, fails to ensure the Police and Crime Plan sets objectives which provide a clear focus*. Future actions notes the Police and Crime plan was presented to the Police and Crime Panel on 1 February 2017.
- 4.5 SR2.3 *the risk that the Commissioner and Chief Constable are unable to influence national, regional or Strategic Alliance policies*, on page 8 under Controls Assurance shows amended roles of senior management in OPCC and Constabulary.
- 4.6 SR3.2 *the theoretical risk that the Commissioner and Chief Constable fail to manage the finances effectively* on pages 10 and 11 includes additional Causes of failure to realise the benefits of collaboration and the opportunities of the Police and Crime Bill. Additional controls in place recognise the Huntingdon Accommodation Review Board and Police and Fire Strategic Governance Board managing the production of a business case for closer working. Controls assurance also notes the proposed move for Finance Sub Group to drive forward the realisation of benefits from transformation. Future actions notes further work with Fire, cost savings to be identified within plans and future demand profile to aid workforce planning.
- 4.7 SR3.3 *there is a theoretical risk that the Commissioner fails to enter into or achieve the benefits of collaboration agreements* on page 13 has an additional cause of failure to deliver or achieve the benefits of information technology. Controls in place note the three Governance Boards and Eastern Region Summit. Future actions show the recognition to mitigate risks associated with complex IT change programme and continue to explore merits of creating a 'user pays' methodology for transactional collaborated services.
- 4.8 SR3.4 *there is a theoretical risk that the Commissioner and Chief Constable fail to work effectively in partnership with local leaders in community safety* on page 14 deletes some out of date controls assurances measures.
- 4.9 SR3.5 *there is a theoretical risk that the Commissioner fails to ensure effective arrangements for the Deputy Commissioner, Chief Executive and the Chief Finance Officer to be appointed, supported and challenged* on page 15 notes in future actions transition arrangements to cover the CFO post.
- 4.10 SR4.1 *theoretical risk that the Commissioner and Chief Constable fail to apply and demonstrate good governance* on page 17 has an additional Future action noting the Internal Audit on Governance.
- 4.11 SR4.2 *theoretical risk that the Chief Constable fails to deploy appropriately staff under his direction and control to deliver the policing objectives* on page 19 notes under Future actions the embedding of the new performance framework.

- 4.12 SR4.3 *theoretical risk that the Commissioner fails to meet the requirements of the Police and Crime Panel as it assesses the performance of the Commissioner* on page 20 notes in Future actions the ongoing programme of panel briefing sessions.
- 4.13 SR4.4 *theoretical risk that the Chief Constable fails to safeguard the welfare of all officers and staff within their direction and control*, on page 21 has an added cause noting the capacity issues under BCH HR function. Controls in place notes management action from ACC regarding vehicle safety and Future actions notes the development of BCH Annual People Plan and Strategy and review of the HR business case.
- 4.14 SR4.5 *5 there is a theoretical risk that the Commissioner fails to establish effective mechanisms for holding the Chief Constable to account when exercising their duties to safeguard the welfare of all officers and staff within their direction and control* on pages 22 and 23, includes an additional Control of BCH performance management of healthcare in custody, and under Controls assurance adds the Strategic Alliance overview of healthcare in custody and the Organisational Support Governance Board.

## 5. Recommendations

- 5.1. The Board is asked to note the contents of the report.

## BIBLIOGRAPHY

<b>Source Documents</b>	Comprehensive Summary of Strategic Risks
<b>Contact Officer</b>	Dr Dorothy Gregson, Chief Executive, Office of the Police and Crime Commissioner

## OPCC STRATEGIC RISK REGISTER, January 2017

### Strategic Risks Summary - New Risk

SR1.1	There is a potential risk of failure to achieve benefits of the link between police and communities and Chief Constable fails to explain actions of Constabulary.
SR1.2	There is a risk that Collaboration ventures could expose Cambridgeshire to reputational risk.
SR2.1	There is a risk that the Commissioner fails to set clear direction in Police and Crime and objectives and manifesto commitments are not delivered.
SR2.2	There is a risk that the Chief Constable fails to meet the operational expectation of Home Office with respect to Strategic Policing Requirement.
SR2.3	There is a risk that the Commissioner and Chief Constable are unable to influence national, regional or strategic alliance policies.
SR3.1	There is a risk that the Commissioner and Chief Constable fail to manage finances effectively.
SR3.2	There is a risk that the Commissioner and Chief Constable fail to work together effectively.
SR3.3	There is a risk that the Commissioner and Chief Constable fail to enter into or achieve benefits of collaboration.
SR3.4	There is a risk that the Commissioner and Chief Constable fail to work effectively in partnership with community safety and CJ partners and objectives of Police and Crime Plan are not delivered.
SR3.5	There is a risk that the Commissioner fails to ensure effective arrangements for appointment, support and challenge for DPCC, CE and CFO, and fails to provide necessary resources to CE to carry out duties.
SR3.6	There is a risk that the Commissioner fails to ensure effective arrangements to recruit, support and challenge and if necessary remove from office the Chief Constable.
SR4.1	There is a risk that the Commissioner and Chief Constable fail to apply and demonstrate good governance and fail to deliver statutory duties.
SR4.2	There is a risk that the Chief Constable fails to deploy staff to deliver policing objectives in Police & Crime Plan. The Commissioner fails to establish mechanisms to hold the Chief Constable to account.
SR4.3	There is a risk that the Commissioner fails to meet requirements of Police and Crime Plan and performance as scrutinised by Police and Crime Panel.
SR4.4	There is a risk that the Chief Constable fails to safeguard the welfare of all officers, staff and members of the public.
SR4.5	There is a risk that the Commissioner fails to establish mechanisms to hold the Chief Constable to account for exercise of their duty in safeguarding the welfare of officers, staff and Members of the Public.

Strategic Risk  
Current ratings

	1 Unlikely	2 Possible	3 Likely	4 More likely than not	5 Probable
5 Catastrophic					
4 Significant	SR1.1	SR4.4	SR3.3 ▶		
3 Moderate	SR4.3	SR1.2 SR3.4 SR4.2 SR4.5	SR3.1 ▲▶		
2 Minor	SR3.6	SR2.1 SR2.2 SR2.3 SR3.2 SR3.5 SR4.1			
1 Insignificant					

▲	Likelihood rating increased
▼	Likelihood rating decreased
△	Likelihood rating expected to increase
▽	Likelihood rating expected to decrease
▶	Impact rating increased
◀	Impact rating decreased
▷	Impact rating expected to increase
◁	Impact rating expected to decrease

Reference	SR1.1	Objective	Public Engagement			Status:	Update 31/01/2017						
<b>There is a potential risk that the Commissioner fails to achieve the benefits of the local link between the police and communities. The Chief Constable fails to explain to the public the actions of Cambridgeshire Constabulary.</b>													
Causes		Effects				Inherent			Exec Lead	Senior Lead			
						L	I	R					
<ul style="list-style-type: none"> <li>Capability and capacity to identify, co-ordinate and implement appropriate mechanisms.</li> <li>A lack of openness and transparency.</li> </ul>		<ul style="list-style-type: none"> <li>The desires and ambitions of the public in Cambridgeshire, in terms of policing and crime reduction, are not identified and turned into action.</li> <li>The public are not able to assess the performance of the Commissioner and the Chief Constable.</li> <li>The ability of the Commissioner to be accountable to voters is compromised.</li> <li>Public confidence and trust in how crime is being cut and policing delivered in Cambridgeshire is undermined.</li> </ul>				2	4	14	OPCC	Head of Public Engagement and Comms			
Controls in place		Controls assurance			Current			Future Actions			Future		
					L	I	R				L	I	R
<ul style="list-style-type: none"> <li>Close liaison between PCC's Director of Public Engagement and Communications and the Constabulary's Head of Corporate Communications <b>and their respective teams</b> ensures consistency and clarity of public engagement activity and messages. The activity is in line with the Joint OPCC and Force Engagement Strategy and monitored action plan.</li> <li>Reporting of compliance with Transparency by the Constabulary/Commissioner Publication Schemes/Information Order compliance and other information on the Constabulary and Commissioner Websites.</li> <li>Proactive engagement with monitoring of media and public</li> </ul>		<ul style="list-style-type: none"> <li>Force Performance Group manages performance relating to satisfaction survey undertaken by Chief Constable; British Crime Survey information; and other evaluation and initiates action if merits (monthly).</li> <li>Engagement Strategic Group reports to Organisational Support Board and Business Co-ordination Board.</li> <li>Commissioner's review of the Chief Constable, publication of monitoring reports on satisfaction, confidence, progress on OPCC and Force Engagement Strategy and complaints.</li> <li>PSD Governance Board and PSD Alliance Group.</li> </ul>			1	4	10	<ul style="list-style-type: none"> <li>Work with partners to develop Community Resilience Strategy</li> <li>Ensure consistent and effective incoming and outgoing engagement in all areas. Identify and target areas where there are gaps including increased use of social media / E-Cops / Community engagement tools to maintain dialogue with community groups</li> <li><b>Strengthen resilience Review priorities</b> of CSPs and their ability to respond to local community safety issues</li> <li>Drive forward and support increased volunteering and building of community capacity</li> <li>Work to ensure the constabulary is representative of the community it serves.</li> <li><b>Local policing review –2017.</b></li> </ul>			1	1	1

<p>via social media, by Commissioner and Chief Constable jointly and separately. Timely response to criticism and proactive promotion of positive activity.</p> <ul style="list-style-type: none"> <li>• PSD management of police complaints and Commissioner's monitoring of complaints.</li> </ul>								
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Reference	SR1.2	Objective	Public Engagement			Status:	Update 31/01/2017					
<b>There is a theoretical risk that Collaboration ventures could expose Cambridgeshire to reputational risk if one of the partners is portrayed negatively in the media. This could impact in the public confidence of Cambridgeshire officers.</b>												
<b>Causes</b>		<b>Effects</b>				<b>Inherent</b>			<b>Exec Lead</b>	<b>Senior Lead</b>		
						<b>L</b>	<b>I</b>	<b>R</b>				
<ul style="list-style-type: none"> <li>Negative media publicity could result in losing public confidence.</li> </ul>		<ul style="list-style-type: none"> <li>The public are not able to assess the performance of the Commissioner and Chief Constable.</li> <li>The ability of the Commissioner to be accountable to voters is compromised.</li> <li>Public confidence and trust in how crime is being cut and policing delivered in Cambridgeshire is undermined.</li> </ul>				3	4	18	OPCC	Director of Public Engagement and Comms		
<b>Controls in place</b>		<b>Controls assurance</b>			<b>Current</b>			<b>Future Actions</b>		<b>Future</b>		
					<b>L</b>	<b>I</b>	<b>R</b>			<b>L</b>	<b>I</b>	<b>R</b>
<ul style="list-style-type: none"> <li>PCC and Constabulary Comms leads meet regularly with Strategic Alliance Comms Lead.</li> <li>Agreed communication support for Tri-Force units in place.</li> <li>Joint meetings between Police and Fire.</li> <li>7Force Alliance Summit and Oversight Group.</li> <li>BCH Alliance Summit.</li> </ul>		<ul style="list-style-type: none"> <li>BCH PCC's and CC's meetings holding collaboration team to account and consideration of joint communication following major decisions.</li> </ul>			2	3	9	<ul style="list-style-type: none"> <li>Building Comms links with Cambs Fire and 7 Force Strategic Partners for future collaboration</li> <li>7 Force Collaboration quarterly meetings with all Comms leads.</li> </ul>		2	2	5

Reference	SR2.1	Objective	Setting Direction	Status:	Update 31/01/2017							
<p><b>There is a theoretical risk that the Commissioner, despite consultation with the Chief Constable and due regard to the Strategic Policing Requirement and other statutory functions, and priorities of community-safety and criminal justice partners, fails to ensure the Police and Crime Plan sets objectives which provide a clear focus to reduce crime and disorder and meet the expectations of the people of Cambridgeshire. The Police and Crime Commissioner's manifesto commitments are not delivered.</b></p>												
Causes		Effects			Inherent		Exec Lead	Senior Lead				
					L	I	R					
<ul style="list-style-type: none"> <li>Lack of clear direction from the Commissioner or poor planning, public engagement, engagement with the Constabulary, partnership working, lack of understanding of evidence of need and cost effectiveness.</li> <li>Lack of preparation for the third term of PCC transition.</li> </ul>		<ul style="list-style-type: none"> <li>A clear direction is not set allowing the long-term effectiveness and efficiency of policing, the Criminal Justice System and community safety in Cambridgeshire is not improved.</li> <li>Public confidence and trust in how crime is being cut and policing delivered in Cambridgeshire is undermined.</li> </ul>			2	4	14	PCC	Head of Strategic Partnerships and Commissioning			
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> <li>Arrangements for keeping the Plan and Strategic Policing Requirement under review.</li> <li>Linkage with financial and other key strategies.</li> <li>Engagement with stakeholders including the Chief Constable.</li> <li>Wide consultation and joint engagement strategy on Police and Crime Plan</li> </ul>		<ul style="list-style-type: none"> <li>Cambridgeshire Countywide Strategic Community Safety Board ensures strategic engagement with community safety and criminal justice partners (quarterly).</li> <li>On-going panel scrutiny of precept and Police and Crime Plan changes.</li> <li>Valuing Police HMIC inspection regime.</li> <li>Review and sign off by the BCB of Grants.</li> </ul>			2	2	5	<ul style="list-style-type: none"> <li>Complete full consultation with stakeholders of Police and Crime Plan</li> <li>Finalised Plan being presented to Police and Crime Panel 1 February 2017</li> </ul>				

Reference	SR2.2	Objective	Setting Direction	Status:	Update 31/01/2017						
<b>There is a theoretical risk that the Chief Constable fails to meet the operational expectation of the Home Office with respect to the Strategic Policing Requirement.</b>											
<b>Causes</b>		<b>Effects</b>			<b>Inherent</b>		<b>Exec Lead</b>	<b>Senior Lead</b>			
					<b>L</b>	<b>I</b>	<b>R</b>				
<ul style="list-style-type: none"> <li>Lack of understanding of statutory duties, resources and poor horizon scanning, planning and collaboration nationally, regionally and through Strategic alliance.</li> <li>National increase in firearms capability to meet terrorism threat.</li> </ul>		<ul style="list-style-type: none"> <li>Operational delivery only addresses local service delivery.</li> <li>National or international policing issues may not be properly prioritised, compromising the collective abilities of police forces to protect the public from serious harm and maintain national security.</li> </ul>			2	4	14	Constabulary	Chief Constable		
<b>Controls in place</b>		<b>Controls assurance</b>			<b>Current</b>			<b>Future Actions</b>		<b>Future</b>	
					<b>L</b>	<b>I</b>	<b>R</b>				
<ul style="list-style-type: none"> <li>The needs of the Strategic Policing Requirement are integrated into the Strategic Assessment.</li> <li>Performance Boards (monthly) and Force Executive Board meetings.</li> <li>Implementation of recommendations from HMIC inspections.</li> <li>Broaden collaboration with existing partners to enhance resilience of protective services.</li> </ul>		<ul style="list-style-type: none"> <li>Collaborative governance arrangements ensure proper prioritisation of regional and national policing issues.</li> <li>HMIC inspection regime.</li> <li>National Police Chiefs Council (NPCC) has set national uplift in firearms capability.</li> </ul>			2	2	5				

Reference	SR2.3	Objective	Setting Direction	Status:	Update 31/01/2017							
<b>The risk that the Commissioner and Chief Constable are unable to influence national, regional, or Strategic Alliance policies.</b>												
Causes			Effects			Inherent		Exec Lead	Senior Lead			
						L	I	R				
<ul style="list-style-type: none"> <li>Insufficient horizon scanning, engagement with and influence of national, regional and strategic alliance issues and policies due to poor prioritisation or inadequate resources.</li> </ul>			<ul style="list-style-type: none"> <li>National, regional or strategic alliance policies are not informed by the experience within Cambridgeshire and do not meet its requirements, or help address impact.</li> </ul>			3	4	18	PCC	Commissioner and Chief Constable		
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> <li>Constabulary and OPCC horizon scanning processes in place.</li> <li>Chief Constable, Commissioner and Chief Executive and members of OPCC engage proactively with relevant national bodies</li> </ul>		<ul style="list-style-type: none"> <li>Chief Executive is Chair of Association of Police &amp; Crime Chief Executives (APACE); Chief Constable is on Operations Co-ordinations Committee for NPCC; Constabulary Director of Finance &amp; Resources <del>is National Police Lead on Charging for Police Services; National Finance Lead on the HMIC Reference Group and a member of HMIC working groups on finance and efficiency. CFO for OPCC is on Strategic Police Procurement Board and PACCTS.</del> Director of ICT is on Police ICT Company Board. The PCC is a member of the Local Government Association and has APCC roles.</li> <li>Proactive engagement with the BCH and Seven Force governance arrangement.</li> <li>BCB ensures proper strategic planning, consideration of the national budgetary landscape, ensuring Medium Term Financial Plan is in line with the Police and Crime Plan and drives efficiency and oversees financial monitoring arrangements are effective.</li> </ul>			2	2	5					

	<ul style="list-style-type: none"> <li>• Joint Audit Committee provides independent assurance on the adequacy of the risk management framework and the associated control environment, independent scrutiny of the Commissioner's and Chief Constable's financial and non-financial performance to the extent that it affects exposure to risk and weakens the control environment, and to oversee the financial reporting process.</li> <li>• IA/EA updates provide alerts to emerging issues and initiatives which are reviewed by CFOs.</li> </ul>							
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Reference	SR3.1	Objective	Resourcing and Enabling Delivery			Status:	Update 24/01/2017					
<p><b>There is a theoretical risk that the Commissioner and Chief Constable fail to manage the finances effectively i.e. arrangements are not in place for strategic financial planning, receiving funding, financial management, accounting and auditing, monitoring value for money, setting the police precept, allocating funding and issuing crime and disorder reduction grants, planning for major police operations. Statutory duties are not met and the accounts are qualified.</b></p>												
Causes		Effects				Inherent			Exec Lead	Senior Lead		
						L	I	R				
<ul style="list-style-type: none"> <li>Increasing complexity of collaboration (both tri-force and regional) and devolution plans leads to poor strategic, financial planning, budgetary and contractual control mechanisms.</li> <li>Financial unsustainability of partnership body poses risk to PCC/CC due to increased pressure on services.</li> <li>Continued uncertain economic and funding environment</li> <li>Cost pressure of Emergency Service Network.</li> <li>Failure to realise the benefits of collaboration.</li> <li>Failure to realise the opportunities of the Policing and Crime Bill.</li> </ul>		<ul style="list-style-type: none"> <li>Impact on service quality and performance.</li> <li>Reputational damage and the Commissioner is not able to implement their objectives for reducing crime and the long-term effectiveness and efficiency of policing, the Criminal Justice System and community safety in Cambridgeshire as set out in their Police and Crime Plan.</li> <li>Additional local costs of £2.5m over the next few years to fund ESN have to be found.</li> </ul>				3	4	18	OPCC	Chief Finance Officers		
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> <li>Scheme of Governance, Financial regulations and contract standing orders clearly set out duties of the two corporations sole.</li> <li>Regular joint working between the Commissioner, Commissioner's CFO and Chief Constable's CFO.</li> <li>Iterative financial planning process throughout year.</li> <li>Revenue outturn reports, budget monitoring reports/dashboard cover all aspects of OPCC budget.</li> <li>Quality of service provision report, Internal VFM investigations.</li> <li>Capital programme monitoring.</li> <li>Prudential Indicators, Treasury</li> </ul>		<ul style="list-style-type: none"> <li>External Audit statements published and VFM conclusion, and HMIC Efficiency Reports.</li> <li>IA/EA of all financial systems ensure accounting and finances are effectively managed.</li> <li>BCB ensures adequate service quality and performance and that finances are managed effectively.</li> <li>PCC has oversight of Chief Constable's budgetary framework and this is included in the Police and Crime Plan allowing public scrutiny.</li> <li>Police and Crime Panel review Police and Crime Plan including MTFP, budget and precept and plans for</li> </ul>			3	3	13	<ul style="list-style-type: none"> <li>Link to collaboration agenda and considering each business case in detail to ensure savings are realistic and achievable</li> <li>Treasury management review</li> <li>Partnership working/financial planning, including monitoring for risk of cost pressures on local government leading to increased demand on policing resources (and hence increased cost)</li> <li>ICT benefits realisation to ensure cashable savings</li> <li>Workforce planning</li> <li>Strategic use of grants to support reductions in demand</li> <li>Use of reserves to balance budget in 2016/17 and 2017/18</li> </ul>		1	2	3

<p>Management and Minimum Revenue Provision.</p> <ul style="list-style-type: none"> <li>• Financial Reserves.</li> <li>• Annual reviews of Revenue and Capital estimates, Fees and Charges review.</li> <li>• VFM statement/strategy.</li> <li>• Regular meetings of OPCC CFO and Constabulary CFO and Chief Executive with opposite numbers from other county public sector bodies for horizon scanning and identification of emerging risks.</li> <li>• Devolution controls and savings plans enabling enhanced service provision on reduced budget.</li> <li>• <b>Huntingdon Accommodation Review Board enabling police, fire and ambulance service estates to be used effectively.</b></li> <li>• <b>Police and Fire Strategic Governance Board managing the production of a business case to review the best governance model for closer working between police and fire.</b></li> </ul>	<p><b>closer working between police and fire.</b></p> <ul style="list-style-type: none"> <li>• Specific governance arrangements are established for collaboration and large contractual agreements.</li> <li>• Monthly Finance Sub Group (FSG) meetings and minutes go to Business Co-ordination Board. <b>Plans for FSG to become the overarching body responsible for driving forward the realisation of the benefits of transformation.</b></li> <li>• Reserves are available to fund initial additional costs of ESN.</li> <li>• Regular review of costs of ESN and progress by OPCC CFO and Director of F&amp;R and reported to BCB.</li> </ul>				<ul style="list-style-type: none"> <li>• Devolution progression – maintaining momentum</li> <li>• Continued horizon-scanning for new and emerging cost pressures</li> <li>• Analysis of allocation of savings and costs in collaborated functions</li> <li>• Ongoing review of financial health of other partners with escalation if necessary</li> <li>• Review <b>revenue</b> generation opportunities</li> <li>• Continue to monitor progress of National and BCH ESN projects and risks and issues arising from it.</li> <li>• <b>Developing further work with Cambs Fire &amp; Rescue Service/Fire Authority to realise the opportunities from the Policing and Crime Bill.</b></li> <li>• <b>Identify and fully understand future demand profile to aid workforce planning.</b></li> <li>• <b>Ensure plans identify necessary cost savings.</b></li> </ul>		
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Reference	SR3.2	Objective	Resourcing and Enabling Delivery	Status:	Update 31/01/2017							
<b>There is a theoretical risk that the Commissioner and Chief Constable fail to work together effectively.</b>												
Causes			Effects			Inherent			Exec Lead	Senior Lead		
						L	I	R				
<ul style="list-style-type: none"> <li>Change in personnel causes lack of understanding of respective roles and responsibilities and poor planning.</li> <li>Scheme of delegation does not clearly articulate roles and responsibilities.</li> </ul>			<ul style="list-style-type: none"> <li>Breakdown in constructive relationship between the two individuals and/or organisations.</li> <li>The Commissioner cannot access the information and resources held by the Constabulary necessary to make well informed decisions and to carry out their functions effectively.</li> <li>The operational independence of the Chief Constable and the Constabulary is obstructed.</li> <li>Reputational damage.</li> <li>The effectiveness of policing in Cambridgeshire is compromised and public confidence is undermined.</li> </ul>			2	4	14	OPCC	Chief Executive		
Controls in place		Controls assurance		Current			Future Actions			Future		
				L	I	R				L	I	R
<ul style="list-style-type: none"> <li>Regular Commissioner/Chief Constable informal meetings and at staff level.</li> <li>Scheme of governance and Policing Protocol Order 2011 and any local protocols clarify respective roles and responsibilities.</li> <li>Signing of the Oath by the Commissioner and Police conduct regulations and standards.</li> </ul>		<ul style="list-style-type: none"> <li>Business Co-ordination Board, protocols when calling for papers, clear holding to account mechanisms.</li> <li>BCB considers recommendations and is the decision making board in relation to issuing a police and crime plan; determining police and crime objectives and calculating a budget requirement.</li> <li>BCB is where the PCC holds the Chief Constable to account for organisation wide performance; budgets and use of resources and audit/inspection compliance.</li> </ul>		2	2	5	•					

Reference	SR3.3	Objective	Resourcing and Enabling Delivery			Status:	Update 24/01/2017						
<b>There is a theoretical risk that the Commissioner (and Chief Constable if this relates to the functions of the constabulary) fails to enter into or achieve the benefits of collaboration agreements where it is in the interest of the efficiency or effectiveness of their own or another Police Force.</b>													
Causes			Effects			Inherent			Exec Lead	Senior Lead			
						L	I	R					
<ul style="list-style-type: none"> <li>Ineffective governance and working arrangements with other Police and Crime Commissioners and Forces.</li> <li>A shortfall in capacity or capability.</li> <li>Financial unsustainability of another police force poses risk to other collaboration partners.</li> <li>Continued delays in delivery and implementation of Athena.</li> <li>Failure to deliver or achieve the benefits of Information Technology.</li> </ul>			<ul style="list-style-type: none"> <li>Potential savings cannot be achieved or costs materialise due to a failure in a partner organisation.</li> <li>Resilience of services cannot be maintained.</li> <li>The effectiveness of both specialist and local policing in Cambridgeshire and elsewhere is compromised.</li> <li>Strategic requirements are unable to be met due to delays in delivery of Athena.</li> </ul>			3	4	18	OPCC Chief Executive	Commissioner & Chief Constable			
Controls in place		Controls assurance			Current			Future Actions			Future		
					L	I	R				L	I	R
<ul style="list-style-type: none"> <li>Implementation of arrangements and S22s at BCH and Eastern Region</li> <li>MoU Eastern Region continuing to develop additional controls assurance at that level.</li> <li>Regional budgets and Regional Finance Scrutiny Group updates.</li> <li>Single scheme of delegation for BCH</li> <li>Regular close scrutiny by Chief Constable's, PCC's and Chief Executives of all Forces involved in Athena.</li> <li>Operational Support, Organisational Support and JPS Governance Boards formally review on a monthly basis.</li> <li>Direct PCCs involvement in lead force/OPCC governance arrangements</li> <li>Quarterly Eastern Region Alliance Summits</li> </ul>		<ul style="list-style-type: none"> <li>Collaboration – Internal Audits.</li> <li>Strategic Alliance Summit</li> <li>Eastern Region Alliance Summit</li> <li>Risk Management</li> <li>Effective governance arrangements for BCH and Eastern Region Collaboration</li> <li>Medium term finance plan meetings between CFOs and change team to evaluate and model savings programmes.</li> <li>Strategic Athena Management Board provides regular reports and has attendance from key senior managers.</li> </ul>			3	4	18	<ul style="list-style-type: none"> <li>Continued refinement of local term savings delivery schedule to enable MTFP planning and correct definition of risk appetite</li> <li>Improved benefits realisation and performance monitoring processes that also consider impact on local policing</li> <li>Continued work to define future visions and governance of collaboration across policing and wider public sector collaboration.</li> <li>Link with devolution agenda as it gathers pace to ensure no gaps or conflicts.</li> <li>Explore benefits of Fire &amp; Police Collaboration (see Risk 3.1)</li> <li>Continue to explore the merits of creating a 'user pays' methodology for transactional collaborated services.</li> <li>Mitigate the risks associated with a complex IT change programme.</li> </ul>					

Reference	SR3.4	Objective	Resourcing and Enabling Delivery	Status:	Update 31/01/2017								
<b>There is a theoretical risk that the Commissioner and Chief Constable fail to work effectively in partnership with local leaders in community safety and criminal justice, including devolution to support delivery of the Police and Crime Plan.</b>													
Causes		Effects			Inherent	Exec Lead	Senior Lead						
					L	I	R						
<ul style="list-style-type: none"> <li>Complex partnership landscape and/or ineffective partnership arrangements.</li> <li>Lack of shared strategic vision,</li> <li>Lack of a shared understanding of the desires and ambitions of the public in Cambridgeshire in terms of policing and crime reduction.</li> <li>The opportunities and challenges presented by the Victims Commissioning, Transforming Rehabilitation and devolution increase complexity.</li> </ul>		<ul style="list-style-type: none"> <li>It is not possible to engage in or initiate work to improve the ways that services work together in future.</li> <li>The Commissioner's ability to develop their role in reducing crime and increasing the long-term effectiveness and efficiency of policing, the Criminal Justice System and community safety in Cambridgeshire is compromised.</li> </ul>			4	4	21						
						OPCC Chief Executive	Commissioner & Chief Constable						
Controls in place		Controls assurance			Current			Future Actions			Future		
					L	I	R				L	I	R
<ul style="list-style-type: none"> <li>Partner agencies have agreed a victims' strategy and attend CCJB victims and witnesses group.</li> <li>Chief Executive and Chief Constable of Cambs, through links with the Public Service Board, co-ordinate effective partnership working.</li> <li>Capacity to effectively commission and monitor grants and contracts which support delivery of the Police and Crime Plan objectives.</li> <li>Engagement with the six Community Safety Partnerships.</li> <li>Sub group infrastructure which underpins the Criminal Justice Board.</li> </ul>		<ul style="list-style-type: none"> <li>Countywide Community Safety as required</li> <li>Cambridgeshire Criminal Justice Board</li> <li>Chief &amp; Leaders Meeting</li> <li>Police and Crime Panel review of Police and Crime Plan and Annual Report ensures feedback from partners on the work of the Commissioner.</li> <li><del>Effective engagement by the Constabulary and OPCC into devolution.</del></li> <li><del>Representation on National and local boards.</del></li> </ul>			2	3	9	<ul style="list-style-type: none"> <li>Review of new performance monitoring framework partnership.</li> <li>Strengthen effectiveness and resilience of CSPs in order to create strong local partnerships which learn from good practice in other areas in order to maximise their impact on local crime and disorder issue</li> <li>Explore the impact of blue light collaboration on local community safety work</li> <li>Implementation and monitoring of new computer enabled crime strategy</li> <li>Work on 'Community Resilience Strategy' to reduce demand on services, drive forward increased volunteering and build community capacity.</li> <li>More effective rehabilitation of offenders and initiatives to tackle the root cause of offending (toxic trio). Exploration of restorative justice approaches with perpetrators.</li> <li>Careful allocation of Crime and Disorder Reduction Grants by PCCs to tackle demand management.</li> </ul>			1	2	3

Reference	SR3.5	Objective	Resourcing and Enabling Delivery	Status:	Update 31/01/2017								
<p><b>There is a theoretical risk that the Commissioner fails to ensure effective arrangements for the Deputy Commissioner, Chief Executive and the Commissioner's Chief Finance Officer to be appointed, supported and challenged while in post and to remove them from office when necessary. The Commissioner fails to provide the Chief Executive with the resources necessary to carry out their duties.</b></p>													
Causes		Effects			Inherent	Exec Lead	Senior Lead						
					L	I	R						
<ul style="list-style-type: none"> <li>Poor planning, relationships and ineffective processes.</li> <li>A shortfall in capacity or capability.</li> <li>Unplanned retirement, resignation or illness</li> </ul>		<ul style="list-style-type: none"> <li>The statutory duty to appoint (and if necessary dismiss) is not met.</li> <li>The Commissioner's ability to fulfil their roles and responsibilities and deliver their vision, strategy and identified priorities is compromised.</li> <li>Reputational impact.</li> <li>A shortfall in capacity or capability.</li> </ul>			2	4	14						
						OPCC	Commissioner						
Controls in place		Controls assurance			Current			Future Actions			Future		
					L	I	R				L	I	R
<ul style="list-style-type: none"> <li>Appointment/recruitment processes.</li> <li>PDR process.</li> <li>Regular Commissioner/Deputy Commissioner/Chief Constable and Deputy Chief Constable/Chief Executive (monitoring officer) meetings.</li> <li>Succession planning</li> </ul>		<ul style="list-style-type: none"> <li>Police and Crime Panel scrutiny of the appointment of the Deputy Commissioner, Chief Executive and Director of Finance.</li> <li>Public scrutiny by the Police and Crime Panel.</li> </ul>			2	4	14	<ul style="list-style-type: none"> <li>Put in place appropriate arrangements to cover the OPCC CFO post during the current period of transition.</li> </ul>			2	3	9

Reference	SR3.6	Objective	Resourcing and Enabling Delivery	Status:	Update 31/01/2017							
<b>There is a theoretical risk that the Commissioner fails to ensure effective arrangements for the Chief Constable to be appointed, supported and challenged while in post and to remove them from office if necessary.</b>												
<b>Causes</b>			<b>Effects</b>			<b>Inherent</b>			<b>Exec Lead</b>	<b>Senior Lead</b>		
						<b>L</b>	<b>I</b>	<b>R</b>				
<ul style="list-style-type: none"> <li>Poor planning, relationships and ineffective processes.</li> <li>A shortfall in capacity or capability.</li> </ul>			<ul style="list-style-type: none"> <li>The statutory duty to appoint (and if necessary dismiss) is not met.</li> <li>The Commissioner's ability to fulfil their roles and responsibilities and deliver their vision, strategy and identified priorities is compromised.</li> <li>Leadership of the Constabulary is compromised.</li> <li>Reputational impact.</li> <li>A shortfall in capacity or capability.</li> </ul>			2	4	14	OPCC	Commissioner		
<b>Controls in place</b>		<b>Controls assurance</b>		<b>Current</b>			<b>Future Actions</b>			<b>Future</b>		
				<b>L</b>	<b>I</b>	<b>R</b>				<b>L</b>	<b>I</b>	<b>R</b>
<ul style="list-style-type: none"> <li>Commissioner/Chief Constable meetings</li> <li>Commissioner induction meeting</li> <li>Capacity and experience to run successful appointment/recruitment processes</li> <li>Performance Monitoring Framework in place</li> </ul>		<ul style="list-style-type: none"> <li>Police and Crime Panel scrutiny of the appointment of the Chief Constable</li> <li>Public scrutiny by the Police and Crime Panel.</li> </ul>		1	2	3	•					

Reference	SR4.1	Objective	Being Accountable	Status:	Update 26/01/2017							
<b>There is a theoretical risk that the Commissioner and Chief Constable fail to apply and demonstrate good governance, in accordance with best practice, including the Nolan principles and fail to deliver statutory duties.</b>												
Causes		Effects			Inherent		Exec Lead	Senior Lead				
					L	I	R					
<ul style="list-style-type: none"> <li>Effective processes are not in place to promote good decision making.</li> <li>Clear Governance principles not established.</li> </ul>		<ul style="list-style-type: none"> <li>Adverse comments from the Police and Crime Panel.</li> <li>Inability to ensure the Chief Constable answers for their decisions and actions.</li> <li>The ability of the Commissioner to discharge his functions is compromised.</li> </ul>			2	4	14	OPCC	Chief Executive			
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> <li>Signing of the Oath by the Commissioner and Police conduct regulations and standards</li> <li>Scheme of Governance and Decision making policy</li> <li>Appointment of a Monitoring Officer with capacity to undertake their role</li> <li>Effective risk management strategy and risk register proactively managed.</li> <li>External Audit Plan</li> <li>Annual Governance Statement</li> <li>Governance Board established for Organisational Support, Operational Support and Joint Protective Services.</li> <li>Consolidated (financial and non-financial) External Audit/Inspection/Internal Audit Plan.</li> </ul>		<ul style="list-style-type: none"> <li>Joint Audit Committee takes an overview of regulatory framework and integrity issues and ensures good governance in line with the Nolan principles.</li> <li>IA progress report reviews good governance practices are being adhered to and implemented and appropriate decision making processes are in use.</li> <li>Head of IA Annual Report considers whether good governance practices are being adhered to and implemented and appropriate decision making processes are in use.</li> <li>Cambs Constabulary have an Equalities and Inclusion Board with members from Cambs Independent Advisory Network (CIAN). Developing an Ethics Committee to report to this board.</li> <li>BCH Representative Workforce Board created.</li> <li>PSD Alliance sub group holds Tri-Force to account.</li> </ul>			2	2	5	<ul style="list-style-type: none"> <li>Continue to develop governance processes</li> <li>Continued scrutiny by Police and Crime Panel</li> <li>Internal Audit of Governance</li> </ul>				

	<ul style="list-style-type: none"><li>Standards Integrity Committee.</li></ul>							
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Reference	SR4.2	Objective	Being Accountable			Status:	Update 26/01/2017						
<b>There is a theoretical risk that the Chief Constable fails to deploy appropriately those staff under his direction and control to deliver the policing objectives in the Police and Crime Plan. The Commissioner fails to establish appropriate mechanisms to hold the Chief Constable to account.</b>													
Causes			Effects			Inherent			Exec Lead	Senior Lead			
						L	I	R					
<ul style="list-style-type: none"> <li>Poor planning, performance management, monitoring processes and/or ineffective working arrangements.</li> <li>Lack of engagement between OPCC and CC and understanding of operational independence.</li> <li>Failure to implement Emergency Service Network means Chief Constable is unable to deploy resources.</li> </ul>			<ul style="list-style-type: none"> <li>Constabulary delivery, performance and improvement are not scrutinised visibly on behalf of the public against delivery of the Police and Crime Plan and other Chief Constable duties.</li> <li>The long-term effectiveness of policing is compromised and public confidence that the Police can deliver their aspirations is undermined.</li> </ul>			3	4	18	Chief Executive	Commissioner & Chief Constable			
Controls in place		Controls assurance			Current			Future Actions			Future		
					L	I	R				L	I	R
<ul style="list-style-type: none"> <li>Chief Executive charged with maintaining sufficient capacity within OPCC.</li> <li>Force Performance Management Group, Performance Officers Group regular monitoring by Commissioner.</li> <li>Performance reporting to Commissioner.</li> <li>Police and Crime Plan Performance Framework.</li> <li>Strategic Tasking and Co-ordination process reviews Threat, Risk and Harm and demand patterns which inform policing element of Police and Crime Plan.</li> </ul>		<ul style="list-style-type: none"> <li>Force Executive Board chaired by Chief Constable and Strategic Performance Board.</li> <li>Business Co-ordination Board to scrutinise performance reports to ensure performance against Police and Crime Plan and quality of service provision.</li> <li>HMIC Inspection reports reviewed by Commissioner when received and response published.</li> <li>Audit reports reviewed by JAC.</li> <li>Commissioner's Annual Report reviewed by Police and Crime Report.</li> <li>Complaints made against Chief Constable regarding deployment.</li> </ul>			2	3	9	<ul style="list-style-type: none"> <li>New Police and Crime Plan under development.</li> <li>Consultation with partners and stakeholders ongoing <b>embedding new performance framework</b>.</li> </ul>					

Reference	SR4.3	Objective	Being Accountable	Status:	Update 31/01/2017							
<b>There is a theoretical risk that the Commissioner fails to meet the requirements of the Police and Crime Panel as it assesses the performance of the Commissioner and scrutinises the Commissioner's strategic actions and decisions.</b>												
<b>Causes</b>		<b>Effects</b>			<b>Inherent</b>		<b>Exec Lead</b>	<b>Senior Lead</b>				
					<b>L</b>	<b>I</b>	<b>R</b>					
<ul style="list-style-type: none"> <li>Lack of understanding of respective roles and responsibilities or insufficient planning and resources.</li> <li>Police and Crime Plan fails to articulate their needs.</li> <li>Lack of organisational support for Police and Crime Plan through secretariat.</li> </ul>		<ul style="list-style-type: none"> <li>The Panel is not able to fulfil its duties in relation to the precept, annual report, Police and Crime Plan, and appointments.</li> <li>The Commissioner's performance is not appropriately scrutinised, undermining public confidence.</li> </ul>			2	4	14	OPCC	Head of Policy & Performance			
<b>Controls in place</b>		<b>Controls assurance</b>			<b>Current</b>			<b>Future Actions</b>		<b>Future</b>		
					<b>L</b>	<b>I</b>	<b>R</b>			<b>L</b>	<b>I</b>	<b>R</b>
<ul style="list-style-type: none"> <li>Commissioner's and Panel induction processes.</li> <li>Proactive management of future agenda planning by the Panel's work programme which sets out scrutiny plan for the year.</li> <li>Engagement between OPCC and Police and Crime secretariat.</li> </ul>		<ul style="list-style-type: none"> <li>The Police and Crime Panel meets in public which ensures that progress in this area is visible to the media and the local community.</li> <li>Panel has now operated for 2 years, controls established &amp; working.</li> <li>Annual report including performance report scrutinised.</li> <li>Commissioner's internal governance arrangements are in place.</li> </ul>			1	3	6	<ul style="list-style-type: none"> <li>Continue to develop governance processes.</li> <li>Continued scrutiny by the Police and Crime Panel.</li> <li>Work with Panel to enhance the challenge and support provided by the Panel. <b>Ongoing programme of Panel briefing sessions.</b></li> </ul>				

Reference	SR4.4	Objective	Being Accountable			Status:	Update 31/01/2017					
<p><b>There is a theoretical risk that the Chief Constable fails to safeguard the welfare (including health &amp; safety as well as equality &amp; diversity) of all officers and staff within their direction and control, and ensure that members of the public, offenders and employees of other service contractors are not exposed to risks as far as reasonably practicable (including safeguarding children, the promotion of child welfare and safer detention and handling).</b></p>												
Causes		Effects				Inherent			Exec Lead	Senior Lead		
						L	I	R				
<ul style="list-style-type: none"> <li>Lack of awareness, training investment, poor planning or ineffective processes.</li> <li>Inadequate training of responsible staff.</li> <li>Custody provision for Cambridge is required to meet future custody requirements.</li> <li>Capacity within BCH HR function is under pressure.</li> </ul>		<ul style="list-style-type: none"> <li>The relevant legal duties are not met.</li> <li>Death of an individual or multiple fatalities.</li> <li>Public confidence is undermined.</li> <li>Significant investment in Parkside has ensured it meets current standards for custody provision.</li> </ul>				3	4	18	Chief Executive	Chief Constable		
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> <li>Reports on Health &amp; Safety, equality and diversity, safeguarding children, the promotion of child welfare and detention and handling are scrutinised by People Board on a risk based frequency.</li> <li>Review of Human Rights Issues – Custody, Taser, Covert Surveillance.</li> <li>Equality duty – review/monitored.</li> <li>Workforce surveys and reports.</li> <li>Health &amp; Safety Constabulary improvement report.</li> <li>Reports to Estates Sub Group</li> <li>Health &amp; Safety statement signed by Chief Constable and PCC. Joint H&amp;S Policy in operation.</li> <li>Officers have received Management Action from ACC for driving defective force vehicles.</li> </ul>		<ul style="list-style-type: none"> <li>The People Board ensures the need for relevant action is identified and action plans are progressed.</li> <li>Internal Audit ensures independent validation of risk controls.</li> <li>Police and Crime Commissioner holds the chief Constable to account in these key areas.</li> <li>BCH Engagement &amp; Wellbeing Board created.</li> <li>Launch of Parkside Custody Board to manage the search for land and subsequent construction of a Police Investigation Centre (PIC) as the replacement for Parkside Custody.</li> </ul>			2	4	14	<ul style="list-style-type: none"> <li>Development of BCH Annual People Plan and People Strategy.</li> <li>Consideration of a review of Target Operating Model (TOM) for BCH Collaborated HR function.</li> <li></li> </ul>				

Reference	SR4.5	Objective	Being Accountable	Status:	Update 31/01/2017							
<p><b>There is a theoretical risk that the Commissioner fails to establish effective mechanisms for holding the Chief Constable to account for the exercise of their duties to safeguard the welfare (including health &amp; safety as well as equality &amp; diversity) of all officers and staff within their direction and control, and ensure that members of the public, offenders and employees of other service contractors are not exposed to risks as far as reasonably practicable (including safeguarding children, the promotion of child welfare and safer detention and handling). The Commissioner fails to fulfil their own duties in this area (including data protection and equality and diversity).</b></p>												
Causes		Effects			Inherent		Exec Lead	Senior Lead				
					L	I	R					
<ul style="list-style-type: none"> <li>Lack of awareness, investment, poor planning or ineffective processes and performance monitoring.</li> <li>Failure to provide oversight over the Constabulary's responsibility to ensure access to healthcare for detainees.</li> </ul>		<ul style="list-style-type: none"> <li>The relevant legal duties are not met.</li> <li>Death of an individual or multiple fatalities.</li> <li>Public confidence is undermined.</li> </ul>			3	4	18	OPCC	Commissioner			
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> <li>Police and Crime Plan performance framework documented approach to performance monitoring.</li> <li><del>Police and Crime Plan objectives.</del></li> <li>Ensuring reports on H&amp;S, equality &amp; diversity, safeguarding children, the promotion of child welfare and detention and handling are considered through Constabulary processes.</li> <li>Monitoring of the ICV Scheme</li> <li>ICV Scheme Management update</li> <li><del>Local ICV Scheme Panel meetings</del></li> <li>Monitoring of dog welfare</li> <li>H&amp;S statement of intent signed by Chief Constable and PCC. Joint H&amp;S policy in operation.</li> </ul>		<ul style="list-style-type: none"> <li>JAC review of performance framework.</li> <li>Ability of Police and Crime Panel to scrutinise areas of concern.</li> <li>Strategic Alliance overview of healthcare in custody.</li> <li>Organisational Support Governance Board.</li> </ul>			2	3	9	•				

<ul style="list-style-type: none"> <li>• Sufficient investment to allow activity of training and supervision.</li> <li>• Work through BCH governance mechanism to ensure effective oversight of the custody health care contract.</li> <li>• Follow up to ensure actions are in place in response to ICV concerns regarding individual detainees.</li> <li>• <b>Increased BCH performance management of healthcare in custody.</b></li> </ul>								
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Appendix A:

Strategic Risk overall ratings

	1 Unlikely	2 Possible	3 Likely	4 More likely than not	5 Probable
5 Catastrophic	15	19	22	24	25
4 Significant	10	14	18	21	23
3 Moderate	6	9	<i>Tolerance Level</i> 13	17	20
2 Minor	3	5	8	12	16
1 Insignificant	1	2	4	7	11

Risk ratings key:

Dark red	Critical risks
Red	High risks
Amber	Medium-high risks
Yellow	Medium risks
Green	Low risks

## Likelihood

1. **Unlikely** – unlikely to occur
2. **Possible** – may occur
3. **Likely** – likely to occur
4. **More likely than not** - More likely than not to occur at some time
5. **Probable** – expected to occur

## Impact

### Political – local or government policy

1. **Insignificant** – little impact on stakeholder groups
2. **Minor** – minor impact on stakeholder groups
3. **Moderate** – loss of support from local stakeholders
4. **Significant** – capability of organisation questioned
5. **Catastrophic** – viability of organisation under threat

### Economic – internal budget and benefits pressures, % of budget

1. **Insignificant** – overspend of up to 2% of agreed or notional budget or shortfall of up to 3% of approved target savings
2. **Minor** – overspend of 2% to 5% of agreed or notional budget or shortfall of 3% to 5% of approved target savings
3. **Moderate** – overspend of 5% to 10% of agreed or notional budget or shortfall of 5% to 10% of approved target savings
4. **Significant** - overspend of 10% to 15% of agreed or notional budget or shortfall of 10% to 15% of approved target savings
5. **Catastrophic** - overspend of 15% of agreed or notional budget or shortfall of 15% of approved target savings

### Social – Public Confidence

1. **Insignificant** – little impact on stakeholder groups
2. **Minor** – minor impact on stakeholder groups
3. **Moderate** – loss of support from local stakeholders
4. **Significant** – capability of organisation questioned
5. **Catastrophic** – viability of organisation under threat

### **T**echnological – consequences of failure, pay/scale of change

1. **Insignificant** – insignificant shortfalls in mandatory requirements and/or other requirements
2. **Minor** – minor shortfalls in mandatory requirements and/or other requirements
3. **Moderate** – moderate shortfalls in one or more key requirements
4. **Significant** – significant shortfalls in mandatory requirements and/or other requirements which have a direct impact on service delivery
5. **Catastrophic** – complete system failure which has a direct impact on service delivery

### **E**nvironmental – consequences on environment

1. **Insignificant** – little disruption
2. **Minor** – some disruption
3. **Moderate** – considerable disruption to environment
4. **Significant** – serious impact on environment, signalling mid-term damage
5. **Catastrophic** – critical impact on environment, signalling long term damage

### **L**egislative – National or European law, Contract Law

1. **Insignificant** – little affect, compliance with Legislation
2. **Minor** – minor affect, exposure to local sanctions e.g. Breach of Local Bye Laws
3. **Moderate** – considerable affect, exposure to fines/penalties e.g. failure to meet contractual obligations
4. **Significant** – serious affect, exposure to prosecution, resulting in substantial fine and serious damage to reputation
5. **Catastrophic** – critical, exposure to prosecution, which prevents organisation from continuing to discharge its duties

### **O**rganisation – adjustments that may affect our organisation and staff

1. **Insignificant** – insignificant adjustment required
2. **Minor** – minor adjustments required
3. **Moderate** – moderate adjustments required
4. **Significant** – significant adjustments required
5. **Catastrophic** – extensive long term to permanent adjustments required

Risk scores are calculated by determining the Likelihood and the highest Impact score from the PESTELO categories. An overall risk score is determined by using the matrix at Appendix A.

The **risk tolerance** is set at risk rating of 13 (**yellow**)

- All risks above the risk tolerance (that is critical, high and medium-high) are reported to the relevant Executive Board.
  - Controls, assurances and actions aim to bring risks within the risk tolerance.
  - External issues may raise inherent risk likelihood or impact.
  - Some risks may be accepted above the risk tolerance level where it is considered unrealistic or unaffordable to bring the risks within tolerance.
- 
- **Critical** and **High** risks are key issues requiring immediate and on-going management attention to embed and maintain controls, assurances and actions that will reduce likelihood and/or impact.
  - **Medium-high** risks are significant issues requiring attention to reduce likelihood and/or impact.
  - **Medium** risks are less significant but need to be monitored to capture any increase in the inherent risk position.
  - **Low** risks require no special action.



**To:** Business Coordination Board

**From:** Chief Executive

**Date:** 06 February 2017

## **DEVOLUTION UPDATE**

### **1. Purpose**

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on the current status of devolution in Cambridgeshire and Peterborough.

### **2. Recommendation**

2.1 The Board is recommended to note this report.

### **3. Creation of a shadow Combined Authority**

3.1 In May 2015, the Government announced its intention to bring forward legislation to support the English devolution process. The Cities and Local Government Devolution Act 2016 made provision for further devolution of powers within England. Devolution is the granting of powers and funding from Central Government to local areas. It enables decision-making and resources to be managed locally. It involves the creation of a new Combined Authority, chaired by a Directly Elected Mayor.

3.2 In November 2016, the various councils in Cambridgeshire and Peterborough voted to support a devolution deal for the county. A Combined Authority Shadow Board has been created until 7<sup>th</sup> May 2017. The board consists of eight members with voting rights comprising the leaders of the councils and the chair of the Local Enterprise Partnership. There are three observer members with speaking rights including the Police and Crime Commissioner, the chair of the Cambridgeshire and Peterborough Fire and Rescue Authority and a member from the Clinical Commissioning Group. The Combined Authority also has the right to co-opt additional non-voting representatives when needed.

### **4. Community Safety and Devolution**

- 4.1 In November 2016, the devolution deal was signed off. For Community Safety this set out that:

“68. Cambridgeshire and Peterborough recognise the need to meet our communities’ desire for increased visibility and responsiveness of public services to day to day community safety (such as parking, speeding, anti-social behaviour, fly-tipping). This is alongside addressing the rising needs of the most vulnerable (such as the frail elderly, victims of domestic violence or child sexual exploitation).

69. Good progress has been made by local partners to integrate our frontline response to the most vulnerable, including the Multi-Agency Safeguarding Hub, Victim and Witness Hub, Troubled Families programme, and safe and well visits between the fire service and adult social care, linked to wider blue light collaboration. We will continue to join up our approach and explore how we can integrate our response to the root causes of vulnerability.

70. Working with Government the Combined Authority will explore the potential development of a more integrated pathway of service delivery to address the causes of offending behaviour early, before escalation that requires more costly interventions, with the aim of reducing the use of courts and prisons. Government will support this approach by working with Cambridgeshire and Peterborough to explore possible integration and early interventions.

71. In addition to Cambridgeshire and Peterborough’s participation in the GPS pilot, Cambridgeshire and Peterborough will work with Government to strengthen their role in commissioning of offender management services and explore the potential for a more integrated approach to criminal justice in the area.”

- 4.2 The formation of the Combined Authority provides an opportunity to ensure a more effective and efficient system for residents of Cambridgeshire and Peterborough, with clear priorities around housing, skills and employment and including community safety.
- 4.3 Preliminary work has started an assessment of the current partnership landscape and how this can be streamlined using existing statutory requirements and statutory boards/groups in Cambridgeshire and Peterborough including the Safeguarding Boards, Health and Wellbeing Board and Countywide Community Safety board and Community Safety Partnerships, while improving outcomes.
- 4.3 Discussions between the OPCC with the Ministry of Justice and the Home Office in December and January have highlighted the opportunities within the current devolution deal around co-design and co-commissioning of criminal justice services and funding approaches.

## **5. Timeline**

- 5.1 Mayoral elections will be held on the 4<sup>th</sup> May 2017, with the shadow Combined Authority Chairs and Vice chairs appointed till 7<sup>th</sup> May 2017

## **6. Recommendation**

- 5.1 The Board is recommended to note this report.

## BIBLIOGRAPHY

<b>Source Document(s)</b>	<b>Shadow Cambridgeshire and Peterborough Combined Authority meeting papers. 14<sup>th</sup> December 2016.</b> <a href="https://cmis.cambridgeshire.gov.uk/ccc_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/527/Committee/40/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccc_live/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/527/Committee/40/Default.aspx</a> <b>Cambridgeshire and Peterborough devolution proposal.</b> <a href="https://www.cambridgeshire.gov.uk/devolution">https://www.cambridgeshire.gov.uk/devolution</a>
<b>Contact Officer(s)</b>	Emmeline Watkins, Acting Director Epidemiology and Evidence, Office of the Police and Crime Commissioner



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 26 January 2017

## PERFORMANCE UPDATE – 12 MONTHS TO December 2016

### 1. Purpose

1.1 The purpose of this paper is to provide a performance update to the Business Coordination Board (“the Board”) on Cambridgeshire Constabulary’s (“the Constabulary”) performance against the priorities identified in the Police and Crime Commissioner’s (“the Commissioner”) Police and Crime Plan (“the Plan”) in the 12 months to December 2016.

### 2. Recommendation

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

### 3. Background

3.1 This report will focus on the Plan outcomes, making reference to both measures and the qualitative context and covers plan objectives 1, 3 and 4.

3.2 Delivering policing within the available budget (objective 2) is monitored through the Finance Subgroup. Maintaining the resilience of protective services (objective 5) is monitored through Strategic Alliance governance processes.

### 4. Maintain Local Police Performance – Objective 1

4.1 **Emergency Response** Priority Area. The Grade of Service for 999 emergency calls over the rolling 12 months is 95.1%. The number of incoming 999 emergency calls remains significantly higher than the year end benchmark; 10215 calls in October, 9649 in November (the only month below 10000 calls since June) and 10231 in December. Demand from non-emergency calls remains comparable. It is of note that the Constabulary received more 999 calls between the hours of 9pm on New Year’s Eve

and 6am on New Year's Day than were typically received in an entire day last month; nonetheless c87% of those calls were answered within the 10 second threshold and only 3 calls were abandoned. <sup>1</sup>

- 4.2 **101 non-emergency** call volumes remain comparable to the long term benchmark. The PSC received 28, 621 public calls in October, 27, 373 in November and 26, 266 in December. This followed three months of comparatively low volumes. Grade of Service has declined marginally as a consequence, (from 95.1% in September to 93.6% in December). The rolling 12 month average is 95%.
- 4.3 Our ability to attend **prompt graded incidents** remains a challenge. On average, 20% of incidents requiring a response are graded prompt, but we get to under half of those within 60 minutes (47.5% in December). There is wide variation between incident types and policing areas which is believed to be attributable to the application of the THRIIVES risk assessment and prioritisation model by control room staff, a tendency to "ask" not "task" when deploying staff, and the inconsistent application of the "priority response model" introduced to move make more staff available to respond to incidents when demand requires. Further work has been commissioned by the Force Performance Meeting to understand this.
- 4.4 **Enhancing operational capacity through the use of volunteers** remains a key aim. The Constabulary is supported by 110 Police Service Volunteers in a wide range of roles, as well as a network of Neighbourhood Watch and Speedwatch members. The number of hours worked by the Special Constabulary has declined slightly over this quarter. In December the number of hours devoted to supporting operational policing (as opposed to training, admin etc) was the highest all year. A significant contribution was made to the drive to reduce the number of outstanding suspects through their "Operation Quarry" initiative, for which a number of Special Constables received commendations.
- 4.5 **The public's confidence** in the Constabulary has continued to improve from a low in July 2016 when only 66.3% of people surveyed agreed that the Constabulary was dealing with the things that matter to people in their community. Returns for October-December were more positive at 76.3%, 71.1% and 82.2% respectively, with the rolling 12 month average now at 74.1%. The limitations of the data gathered by this survey methodology is acknowledged (the demographic reached by landline number in the early evening is narrow) and ways to address this are being considered.
- 4.6 **Victim Satisfaction** with the overall service received dipped in December but the rolling 12 month rate remains at 86.7% (of respondents were "at least fairly satisfied" with the service provided). This is higher than latest Most Similar Force rate available (to Sept 2016).

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<sup>1</sup> CPD, Force Performance Management Review January 2017.

4.7 The overall figure masks a sharp decline in **satisfaction with police “follow up”** (how well people feel they were kept informed of progress) which dropped from 84.1% in November to 70.1% in December. Fluctuating levels of Victim Care Contract compliance and higher levels of inactivity on crime records over the Christmas and New Year period might translate into poor satisfaction rates with this aspect in the months to come.<sup>2</sup>

4.8 Satisfaction with overall service delivery for **victims of hate crime** has further deteriorated, and is now 12.8ppt lower than at March year end. The long term indicator for follow up remains stable, but satisfaction with actions and treatment continues to deteriorate. This is particularly concerning in light of increasing levels of crime and the downward trend in prosecution possible outcome rates.<sup>3</sup> The Force Strategic Lead for Hate Crime set out a number of actions implemented over this quarter which are anticipated will address this, including providing reassurance about crime allocation practices on local areas and that communication with victims at the resolution of the investigation is meaningful and effective.<sup>4</sup> The numbers of hate crimes remains reassuringly small.

## 5. Continue to Tackle Crime and Disorder – Objective 3

5.1 **The public’s perception of Anti-Social Behaviour (ASB)** in the 12 months to December 2016 remains reassuringly low and comparable to last year (0.9% of people surveyed).

5.2 **The recorded crime rate continues to increase** and follows a national trend. The rolling 12 month average exceeds the baseline and this trend is expected to continue to the reporting year end. The Force’s focus on recording crime ethically and in line with National Crime Recording Standards will be a key factor in this, as are emerging issues such as the recent increase in reports of historic sexual abuse perpetrated in football clubs which has resulted in 37 crimes being recorded in the county. The recent Office for National Statistics data release shows Cambridgeshire crime rates per thousand population (61.4) higher than the regional (60.6) but lower than the national (70)<sup>5</sup>.

5.3 The categories of crime which have recorded most significant increases in volume are **“violence without injury” and public order offences** (which includes harassment). Together, the increases in these two crime types account for just under half the numeric increases in recorded crime FYTD. A review of public order crimes to identify any themes was commissioned at Force Performance Management Meeting in January. Continued focus on compliance with National Crime Recording Standards is believed to have driven this increase.

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<sup>2</sup> CPD, Force Performance Management Review January 2017.

<sup>3</sup> CPD, Force Performance Management Review January 2017

<sup>4</sup> Information Standards Dept update to Force Performance Management Meeting January 2017

<sup>5</sup> ONS data to 12 months to Sept 2016

- 5.4 Levels of **hate crime** recorded remain high. The **prosecution possible outcome rate for hate crime has improved** over the last 12 months, however the months of November and December were below average and might be a cause for concern if the trend is not arrested.
- 5.5 The **all crime prosecution possible outcome rate** (20.9%) remains comparable to the year end position, but a recent downward trend in the long term indicator continues, with December recording the lowest number of prosecution possible outcomes in a single month since August 2015.
- 5.6 Whilst encouragingly, the **dwelling burglary** recorded crime remains on a long term downward trend, the months of October and November saw the highest levels of reporting since December 2015.
- 5.7 **The burglary dwelling prosecution possible outcome rate** in the 12 months to December remains higher than the March 2016 year-end, at 12.6%.
- 5.8 **Burglary victim satisfaction** has remained stable in the 12 months to December at a very positive 91.3%. This is comparable with the Most Similar Force rate data up to December 2016.
- 5.9 **Organised Crime Groups (OCGs)** have been identified as a cross cutting theme for the organisation; and thus remain a priority. Whilst in the 12 months ending December the harm caused by all OCGs operating in Cambridgeshire increased, it is important to note that any measures relating to OCGs are influenced heavily by proactive tactical activity. The Constabulary has a robust process for managing these groups.

## 6. Keeping People Safe – Objective 4

- 6.1 **Domestic incident response** remains a priority for the Constabulary. Whilst response times to “immediate grade” incidents is acceptable, the time taken to get to incidents risk assessed as requiring a “prompt” attendance is still challenging. Work was commissioned at Force Performance Management Meeting in January to review prompt attendance in more detail.
- 6.2 **Domestic Abuse recorded crime** continues to increase with December seeing the highest ever levels reported (November had seen the previous record). There were 611 crimes of domestic abuse recorded in Cambridgeshire in December 2016.
- 6.3 The domestic abuse **prosecution possible outcome rate** (which had improved for 4 consecutive months, peaking at an exceptional month in September) has reverted to the norm. December’s figures were the lowest recorded since May 2016 and the rolling 12 month rate has dropped slightly to 30% (although this remains a positive outcome rate overall).

6.4 The number of **child abuse** (including Child Sexual Exploitation) reports continues to rise. Although the number of prosecution possible outcomes increased year on year, the downward trend in the rolling 12 month rate continued, with the long term indicator now significantly lower than the year end position. Recent publicity about abuse perpetrated by sports coaches has led to a significant number of allegations being made. The downward trend is likely to continue for some time due to the length of time and complexities associated with investigating many of these cases.

## 7. Organisational Health

7.1 At constabulary level, police officer sickness continues to increase, with an average of 9.4 days lost per officer in the 12 months to December. In contrast, whilst higher than police officer sickness, police staff sickness has remained relatively stable with an average of 10 days lost per staff.

<b>Contact Officers</b>	Inspector Chris Savage, Temporary Head of Performance Jo Lynch, Performance Analyst
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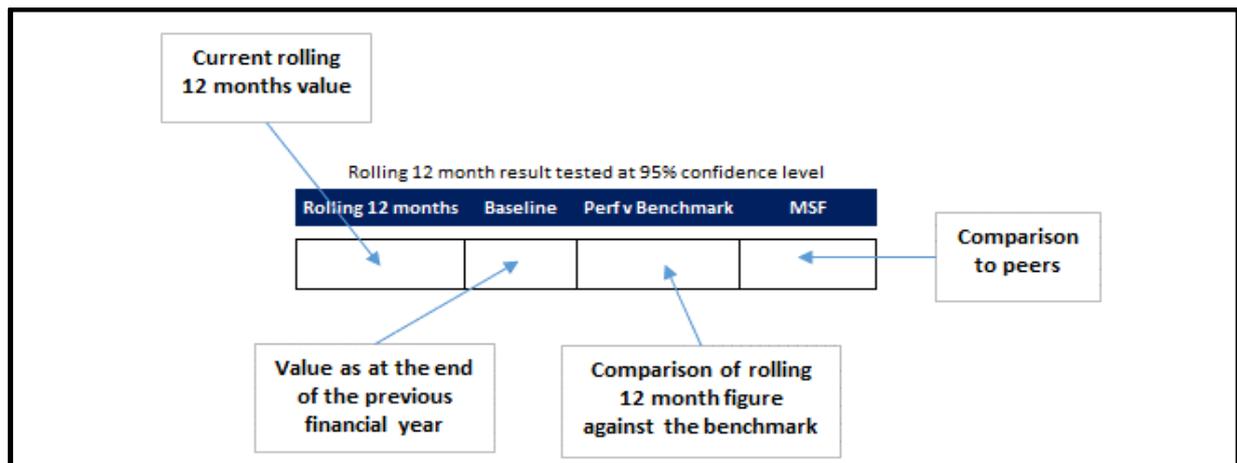
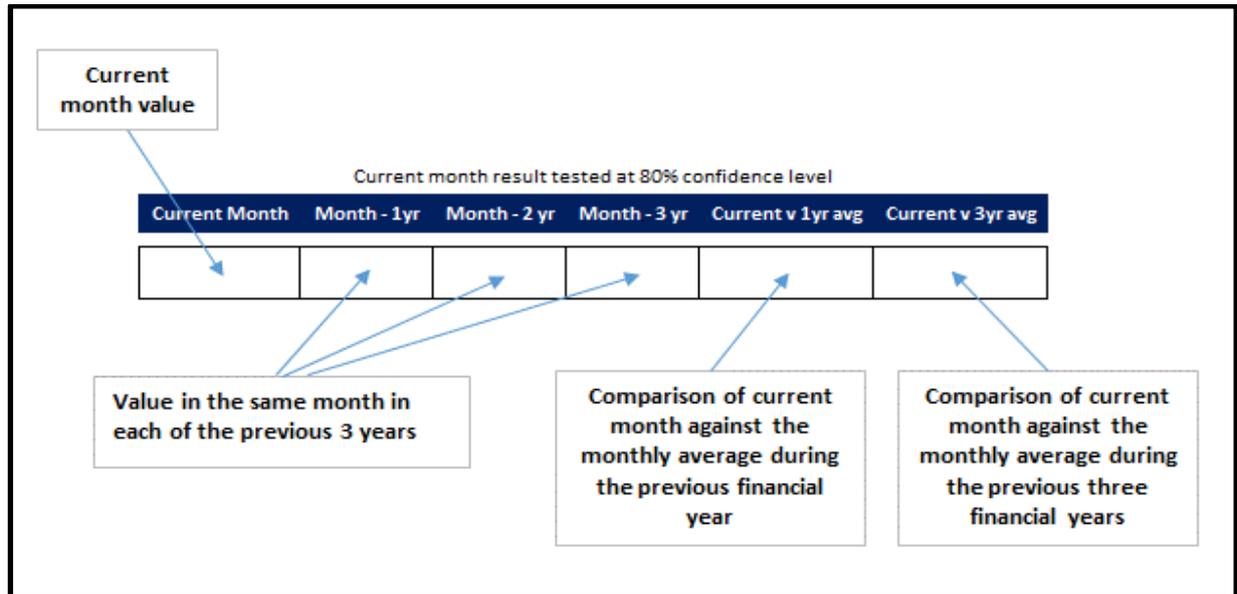
# **Cambridgeshire Constabulary**

## **Police and Crime Commissioner Performance Update**

**December 2016**

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**DASHBOARD EXPLANATION**



*Note: where a cell has been highlighted in grey, this indicates a significant change*

**MOST SIMILAR FORCES**

- Avon and Somerset
- Devon and Cornwall
- Gloucestershire
- Staffordshire
- Thames Valley
- Warwickshire
- Wiltshire

# NOT PROTECTIVELY MARKED

## POLICE AND CRIME PLAN DASHBOARD

Current month result tested at 80% confidence level

Rolling 12 month result tested at 95% confidence level

<b>Maintain Local Police Performance</b>	Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
Dealing with Local Concerns	82.2%	75.3%	73.8%	71.7%	Higher	Higher	74.1%	74.3%	Comparable	Comparable
Satisfaction with Service Delivery	82.4%	87.2%	87.2%	89.0%	Lower	Lower	86.7%	86.4%	Comparable	Higher
Special Constabulary - N <sup>o</sup> of Officers	244	253	276	283	-	-	244	280	Below target	-
Special Constabulary - N <sup>o</sup> of Hours worked	4,120	3,981	6,117	4,359	Lower	Lower	58,665	66,095	Lower	-
999 calls answered within 10 seconds	93.8%	95.0%	94.3%	97.0%	Comparable	Comparable	95.0%	95.1%	Comparable	-
Non-emergency calls answered within 30 seconds*	93.6%	95.2%	95.7%	95.7%	Comparable	Comparable	94.0%	94.2%	Comparable	-

<b>Continue to tackle Crime and Disorder</b>	Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
All Recorded Crime	4,948	4,073	3,555	3,689	Higher	Higher	54,325	48,642	Higher	Higher
Victim-Based Crime	4,338	3,678	3,150	3,315	Higher	Higher	48,355	43,935	Higher	Higher
Perception of high ASB	0.4%	0.3%	1.2%	0.0%	Comparable	Comparable	0.9%	0.8%	Comparable	Lower
Anti-social behaviour	1,755	1,584	1,540	1,742	Comparable	Comparable	24,652	22,613	Higher	-
All Crime Prosecution Possible Outcome Rate	16.0%	20.1%	27.7%	29.5%	Lower	Lower	20.9%	20.4%	Comparable	Comparable
Satisfaction with Service Delivery - Burglary Dwelling	84.4%	86.7%	97.8%	95.6%	Lower	Lower	91.3%	91.8%	Comparable	Comparable
Burglary Dwelling	200	232	219	284	Comparable	Comparable	2,110	2,366	Lower	Comparable
Burglary Dwelling Prosecution Possible Outcome Rate	4.5%	9.9%	23.7%	11.6%	Lower	Lower	12.6%	10.4%	Higher	Comparable
Asset Recovery (data currently unavailable)										
Harm caused by all known OCGs operating in Cambs**	71.3	67.1	-	-	Comparable	-	1,284	968	Higher	-
Harm caused by cohort of OCGs identified at year end**	50.4	n/a	n/a	n/a	Lower	n/a	907	968	Lower	-
Perception of Drug Misuse	13.8%	11.8%	11.3%	6.1%	Higher	Higher	12.9%	11.4%	Higher	Lower

<b>Keeping People Safe</b>	Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
Ratio of DV Incidents to Prosecutions										
Outcome Rate for Domestic Abuse Crime	21.1%	28.1%	32.8%	42.7%	Lower	Lower	30.0%	31.1%	Comparable	-
IOM (% of people who reoffend within 12 months)										
IOM (N <sup>o</sup> of people who commit offences on the scheme)										
Hate Crime Prosecution Possible Outcome Rate	16.5%	17.5%	17.5%	37.0%	Lower	Lower	25.4%	28.2%	Lower	-
Satisfaction with Service Delivery - Hate Incidents	75.0%	87.5%	100.0%	75.0%	Comparable	Comparable	72.6%	85.4%	Lower	Comparable

<b>Maintain the resilience of protective services</b>	Jun-16	Jun-15	Jun-14	Jun-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
Reduce KSI Road Casualties	36	29	39	28	Comparable	Comparable	364	360	Comparable	Comparable

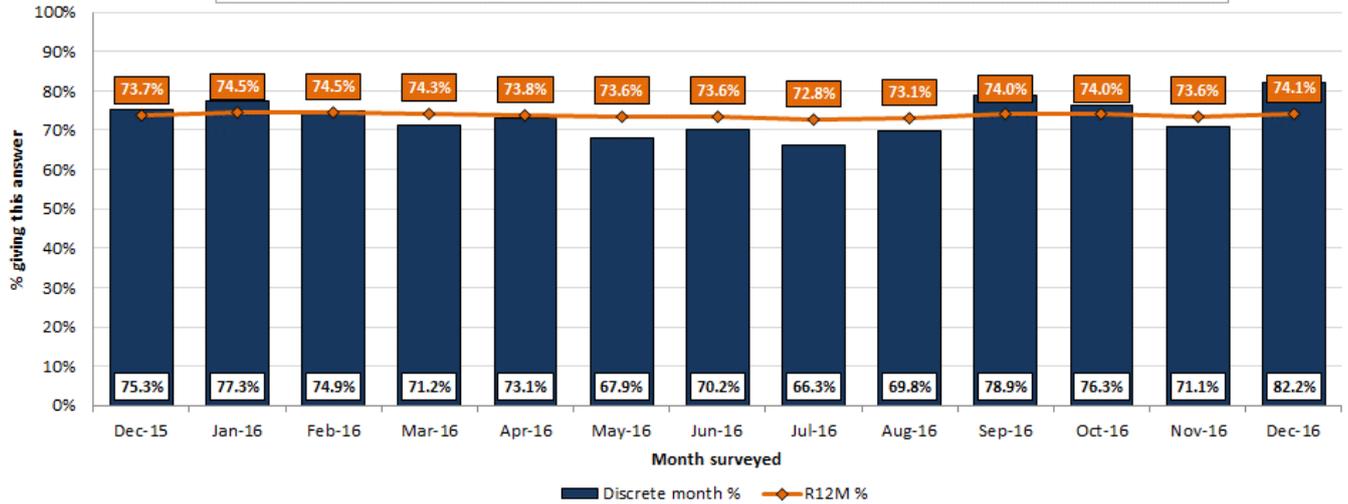
<b>Organisational Health</b>	Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
Sickness - Police Officer	0.9	0.7	0.6	0.6	Higher	Higher	9.4	7.6		Below national average
Sickness - Police Staff	0.9	1.1	1.0	0.6	Comparable	Higher	10.0	10.9		Above national average

MAINTAIN LOCAL POLICE PERFORMANCE

Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
82.2%	75.3%	73.8%	71.7%	Higher	Higher	74.1%	74.3%	Comparable	Comparable

Percentage of respondents who agree that Cambridgeshire Police are dealing with the things that matter to people in their community

LOCAL CONFIDENCE

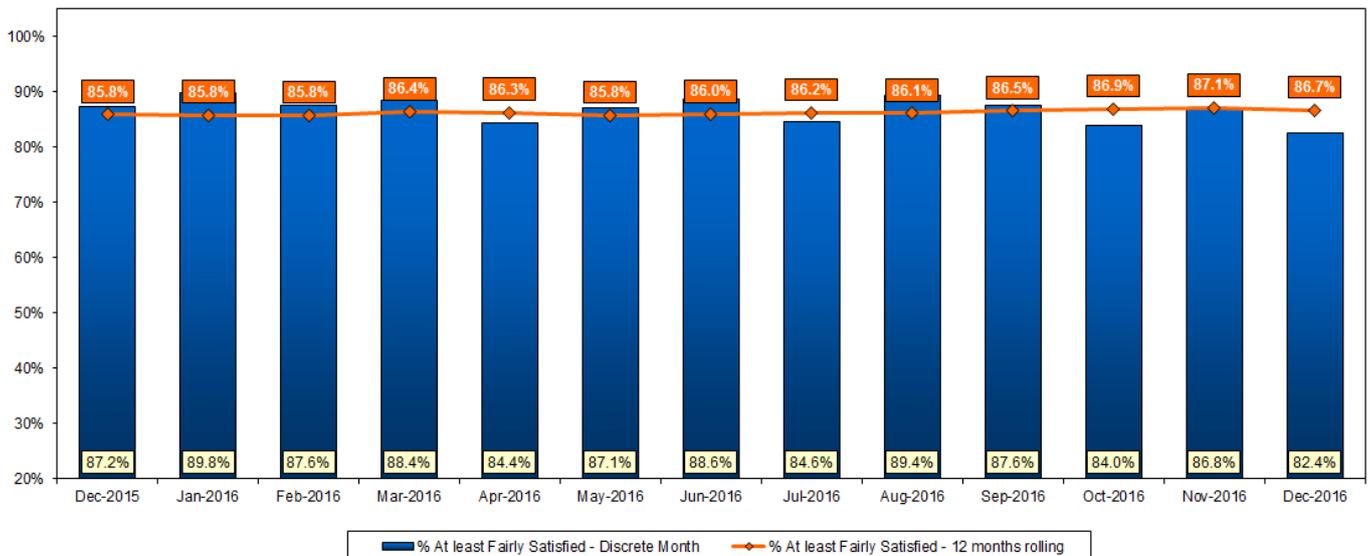


Policing in Cambridgeshire Survey data to December 2016

Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
82.4%	87.2%	87.2%	89.0%	Lower	Lower	86.7%	86.4%	Comparable	Higher

Constabulary; % at least Fairly Satisfied with Whole Experience; showing 12 months rolling and discrete month data for All Categories (excl Hate) over time

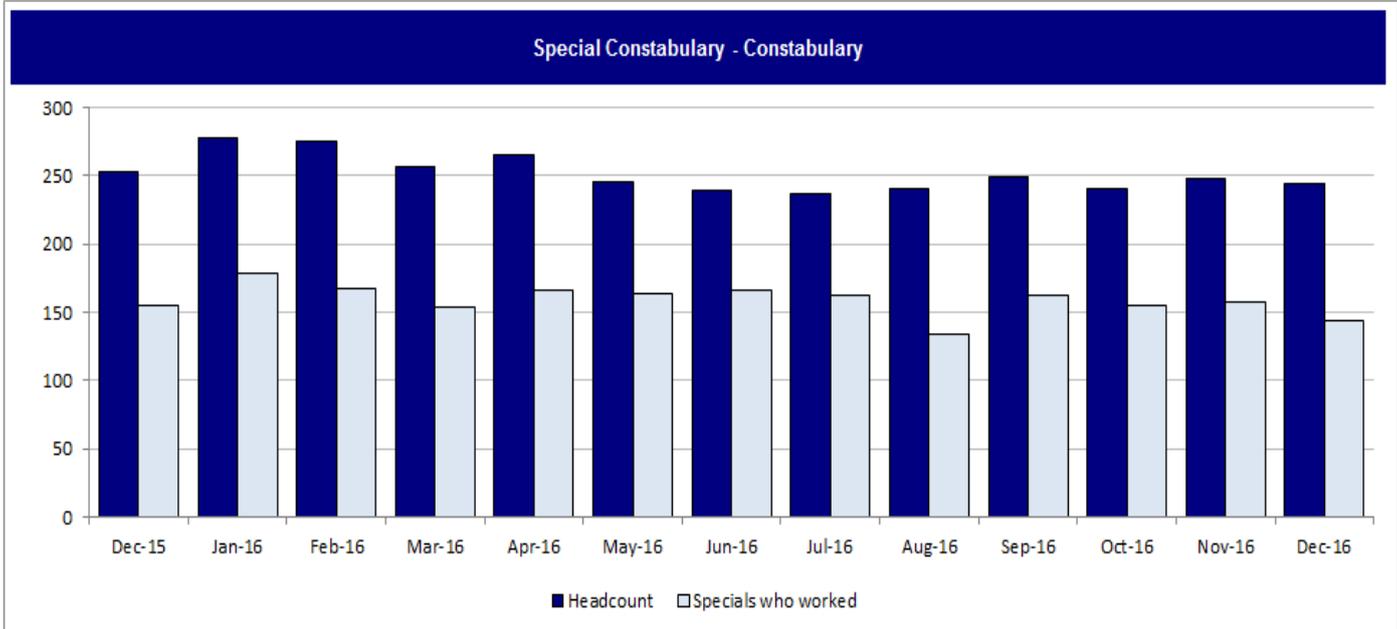
SATISFACTION



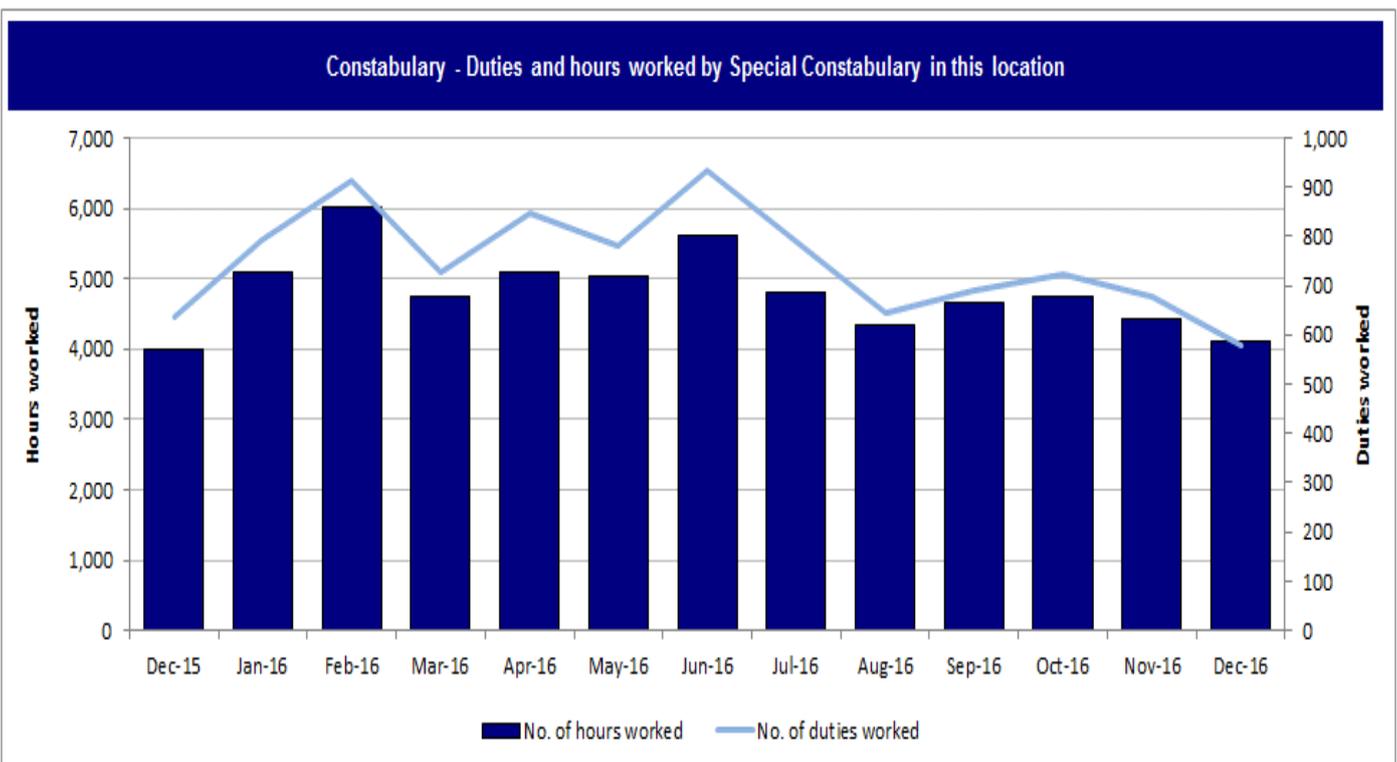
Policing in Cambridgeshire Survey data to December 2016

**SPECIAL CONSTABULARY**

Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
244	253	276	283	-	-	244	280	Below target	-

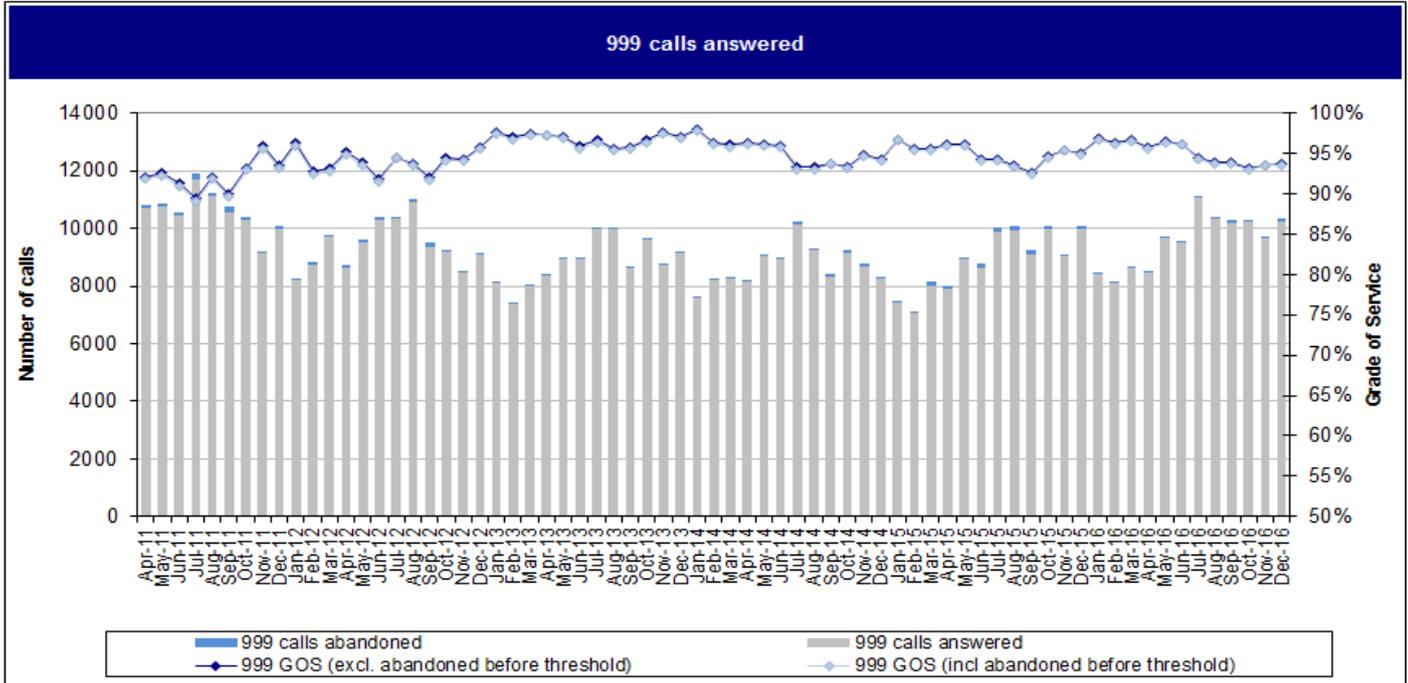


Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
4,120	3,981	6,117	4,359	Lower	Lower	58,665	66,095	Lower	-

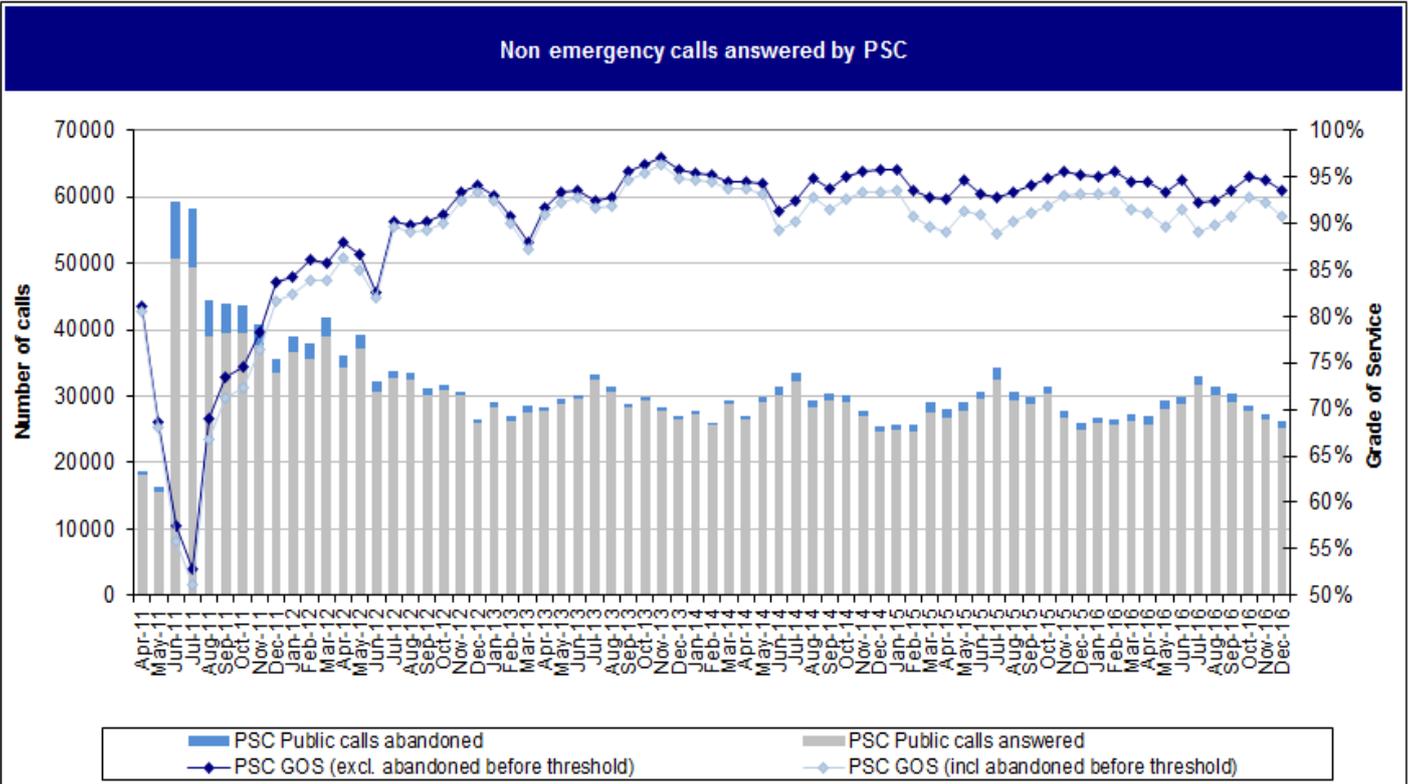


CALL HANDLING

Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
93.8%	95.0%	94.3%	97.0%	Comparable	Comparable	95.0%	95.1%	Comparable	-



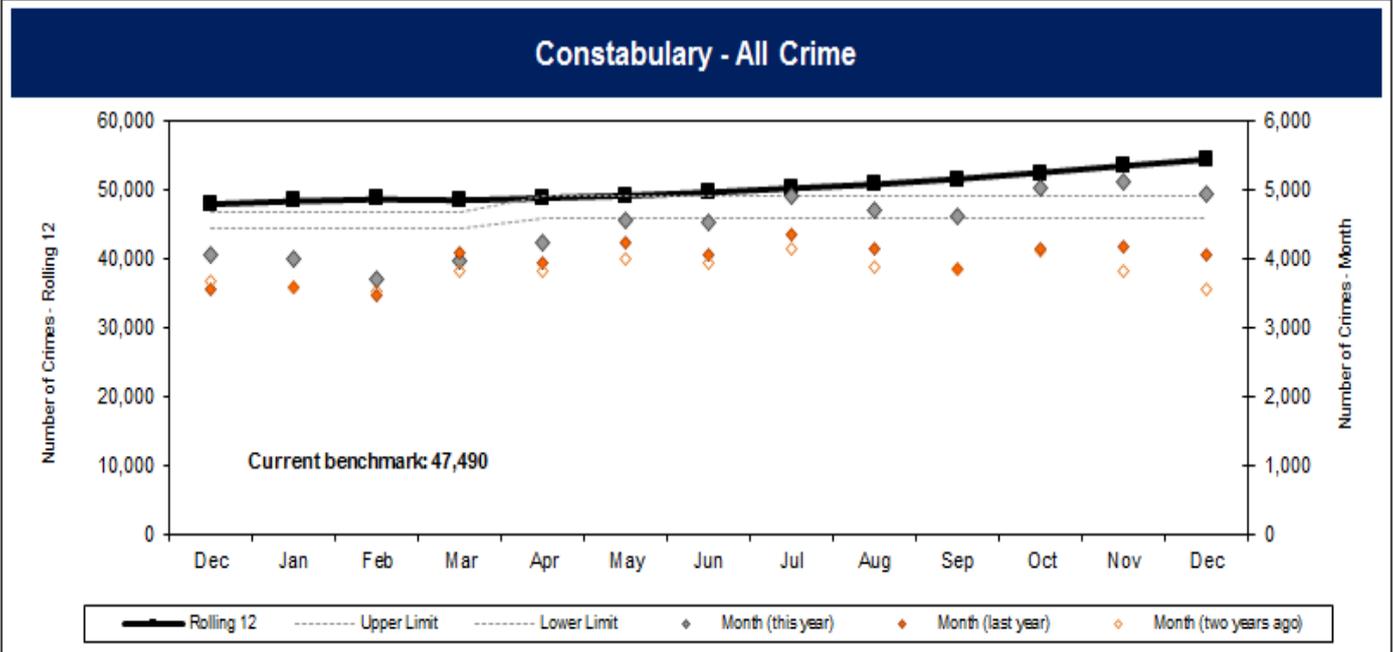
Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
93.6%	95.2%	95.7%	95.7%	Comparable	Comparable	94.0%	94.2%	Comparable	-



CONTINUE TO TACKLE CRIME AND DISORDER

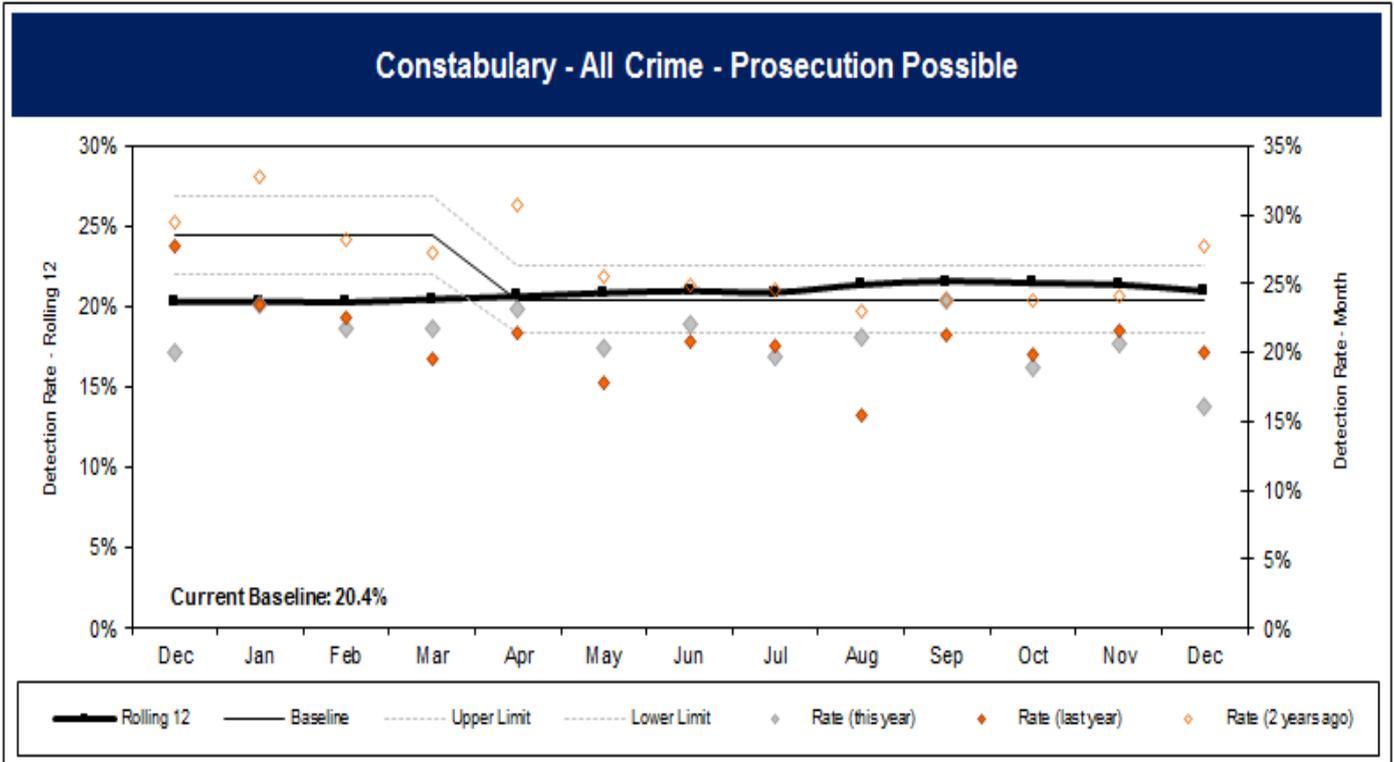
Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg
4,948	4,073	3,555	3,689	Higher	Higher

Rolling 12 months	Baseline	Perf v Benchmark	MSF
54,325	48,642	Higher	Comparable



Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg
16.0%	20.1%	27.7%	29.5%	Lower	Lower

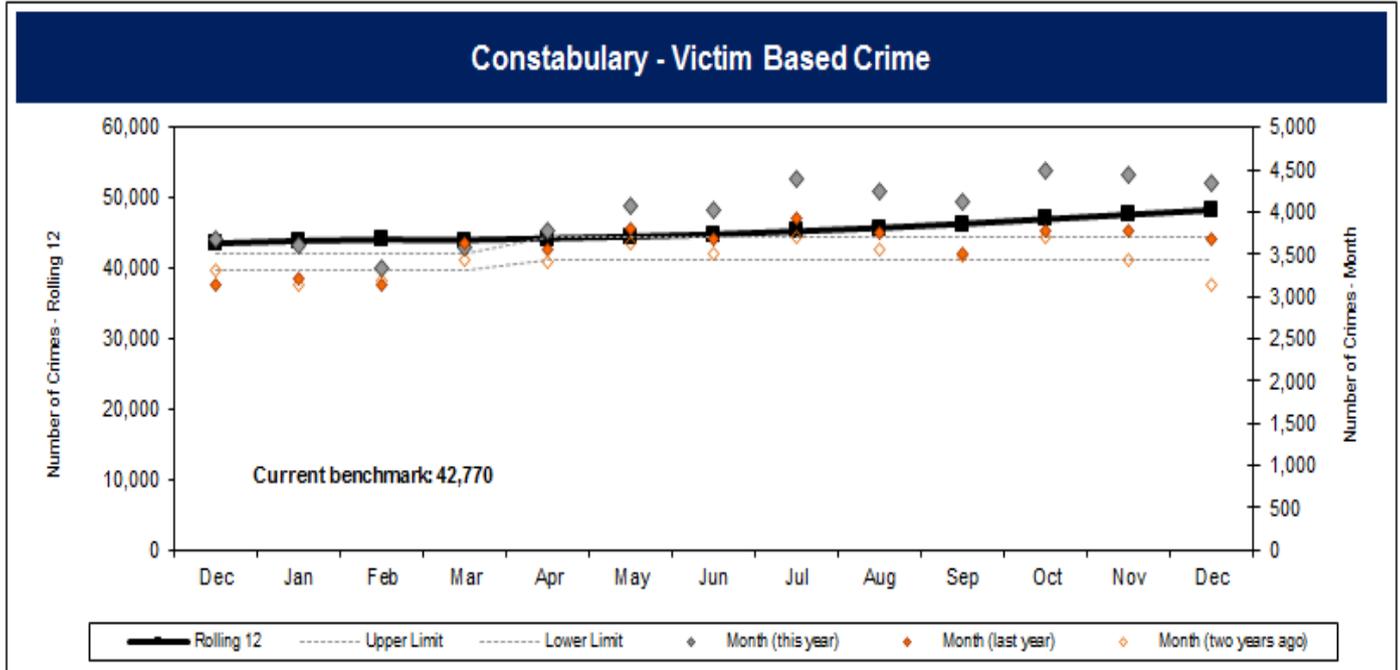
Rolling 12 months	Baseline	Perf v Benchmark	MSF
20.9%	20.4%	Comparable	Comparable



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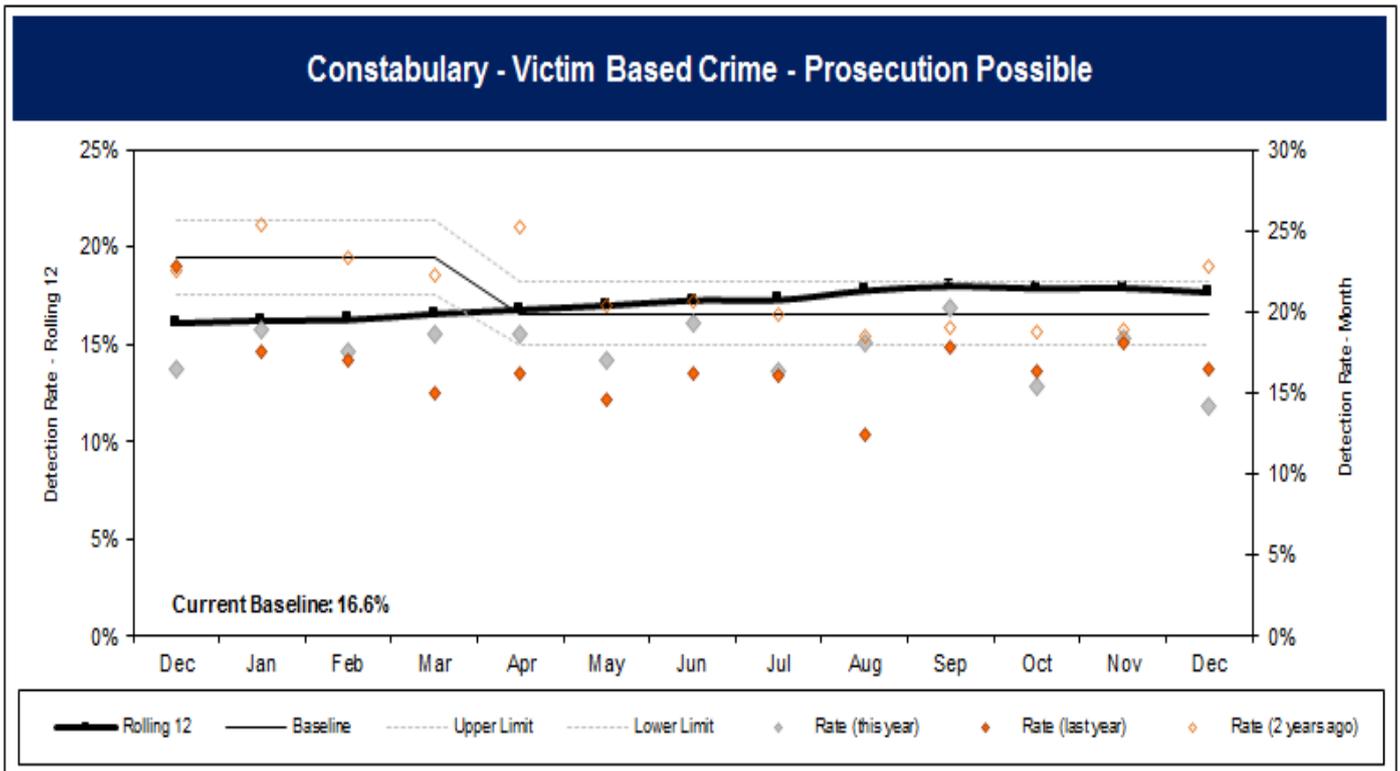
Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg
4,338	3,678	3,150	3,315	Higher	Higher

Rolling 12 months	Baseline	Perf v Benchmark	MSF
48,355	43,935	Higher	Comparable



Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg
14.2%	16.4%	22.8%	22.6%	Lower	Lower

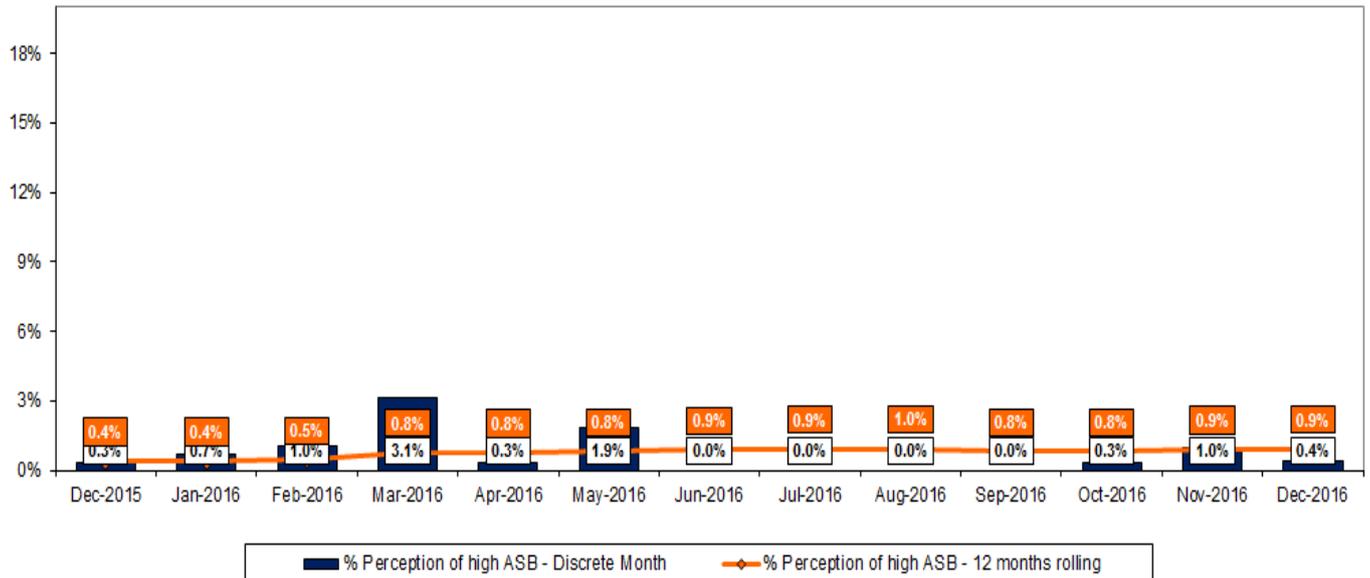
Rolling 12 months	Baseline	Perf v Benchmark	MSF
17.7%	16.6%	Comparable	-



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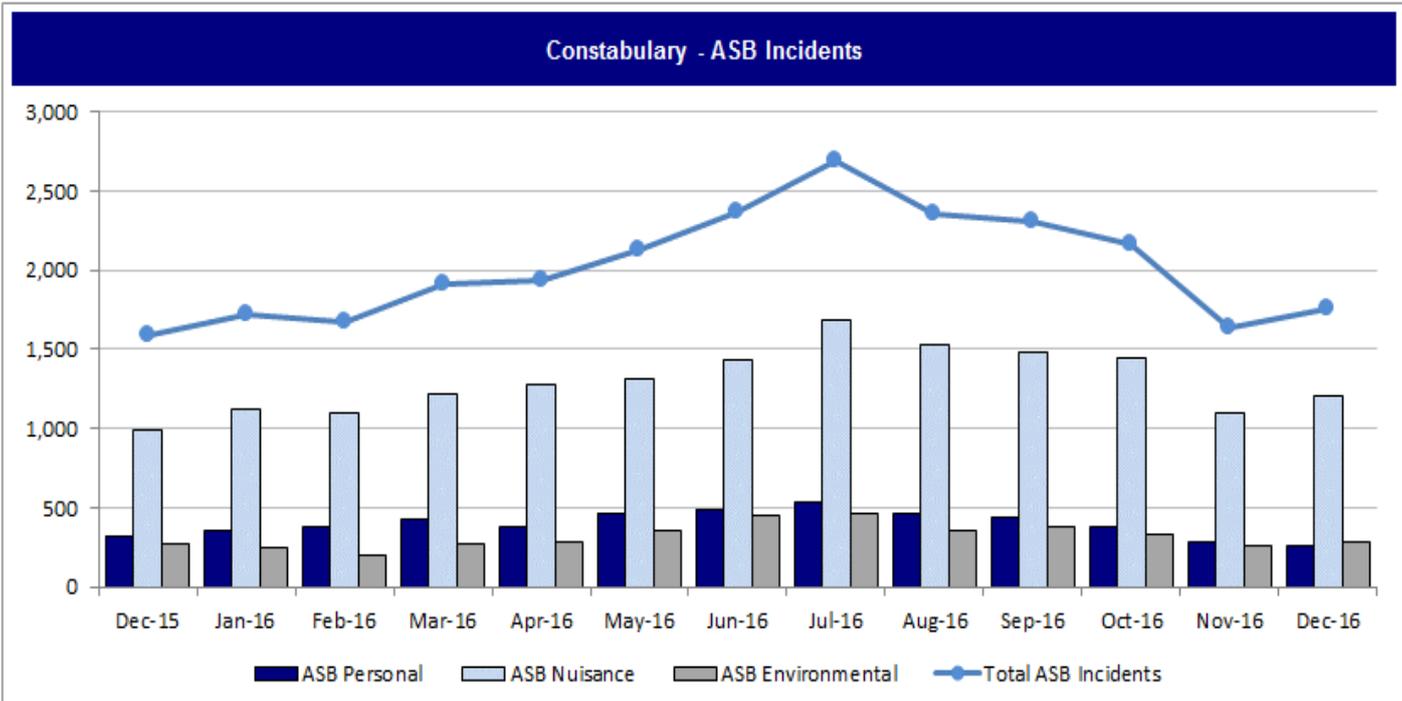
Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
0.4%	0.3%	1.2%	0.0%	Comparable	Comparable	0.9%	0.8%	Comparable	Lower

**Constabulary; % of respondents who perceive that there is a high level of ASB in their area; showing 12 months rolling and discrete month data over time**



*Policing in Cambridgeshire Survey data to December 2016*

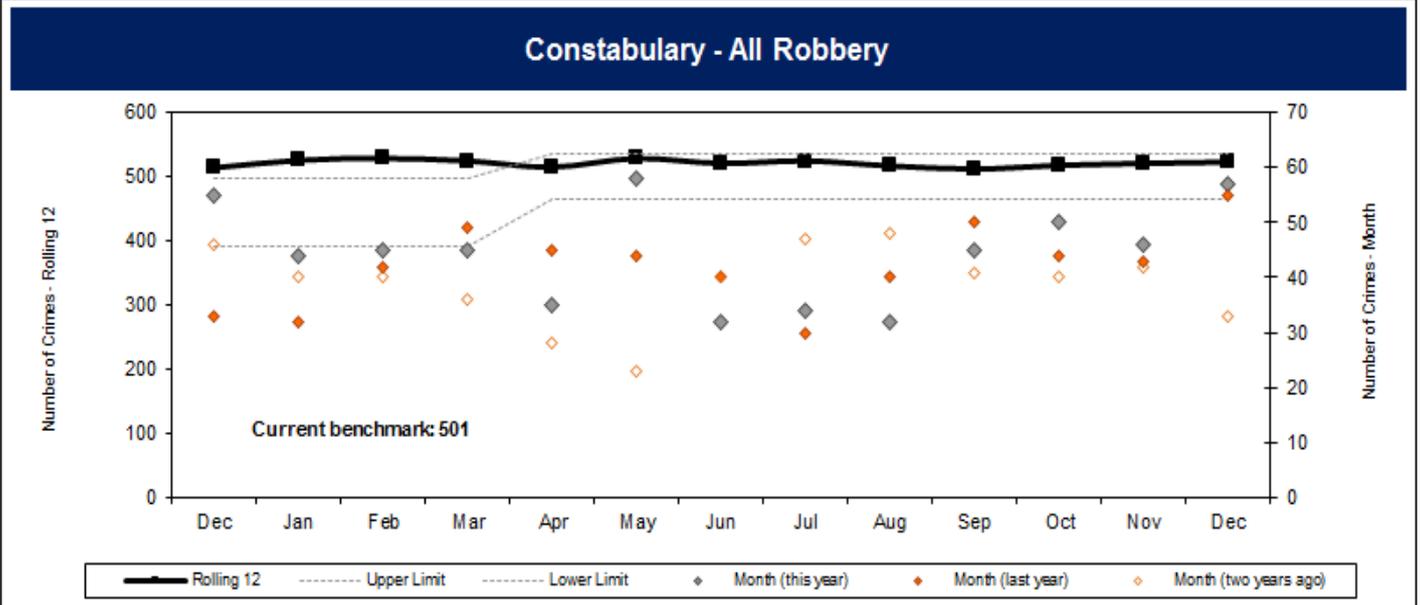
Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
1,755	1,584	1,540	1,742	Comparable	Comparable	24,652	22,613	Higher	-



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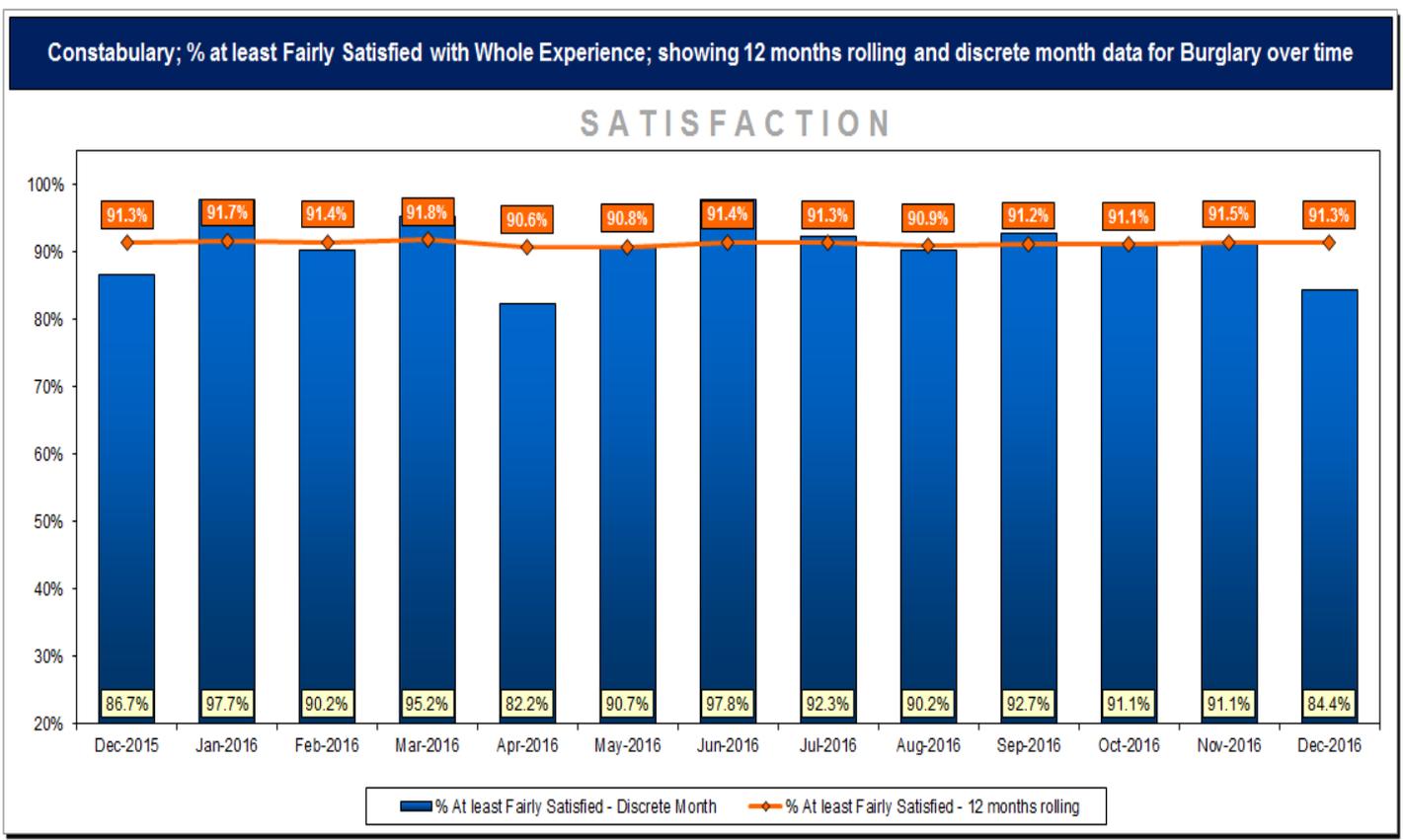
Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg
57	55	33	46	Higher	Higher

Rolling 12 months	Baseline	Perf v Benchmark	MSF
523	525	Comparable	-



Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg
84.4%	86.7%	97.8%	95.6%	Lower	Lower

Rolling 12 months	Baseline	Perf v Benchmark	MSF
91.3%	91.8%	Comparable	Comparable

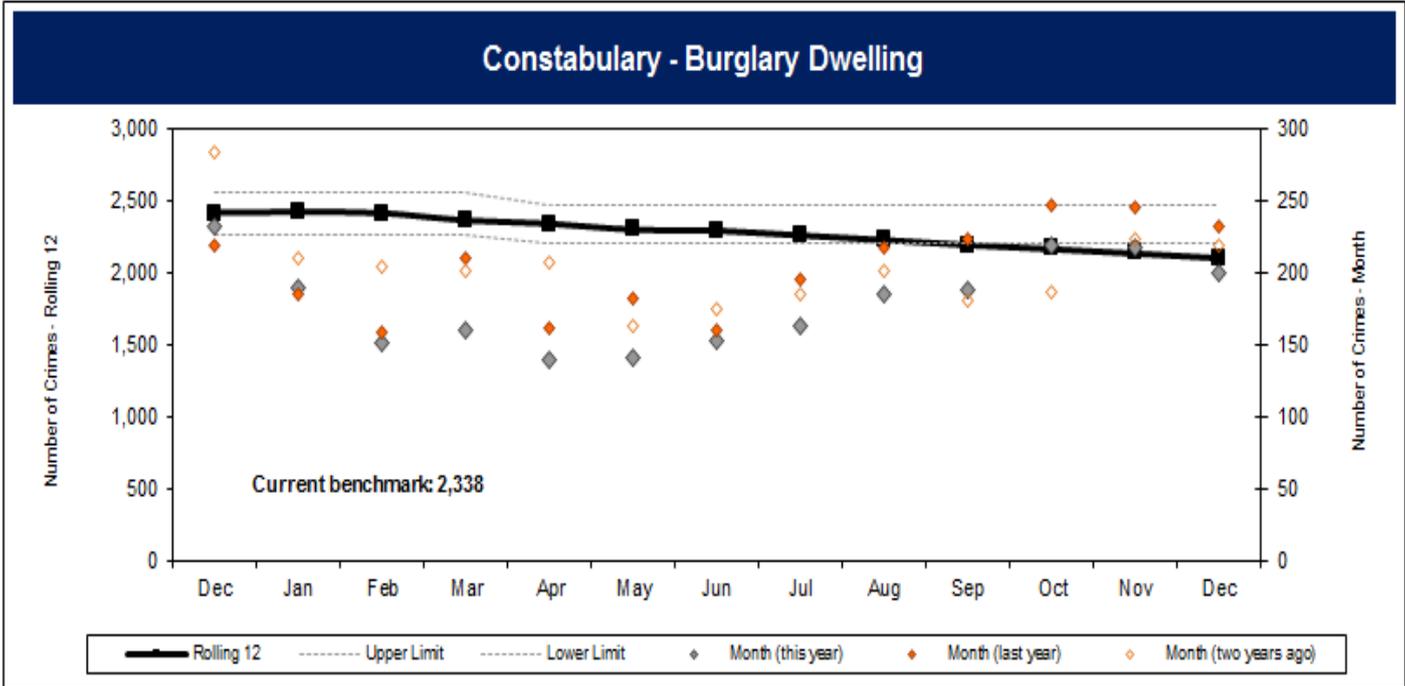


Victim Satisfaction Survey data to December 2016

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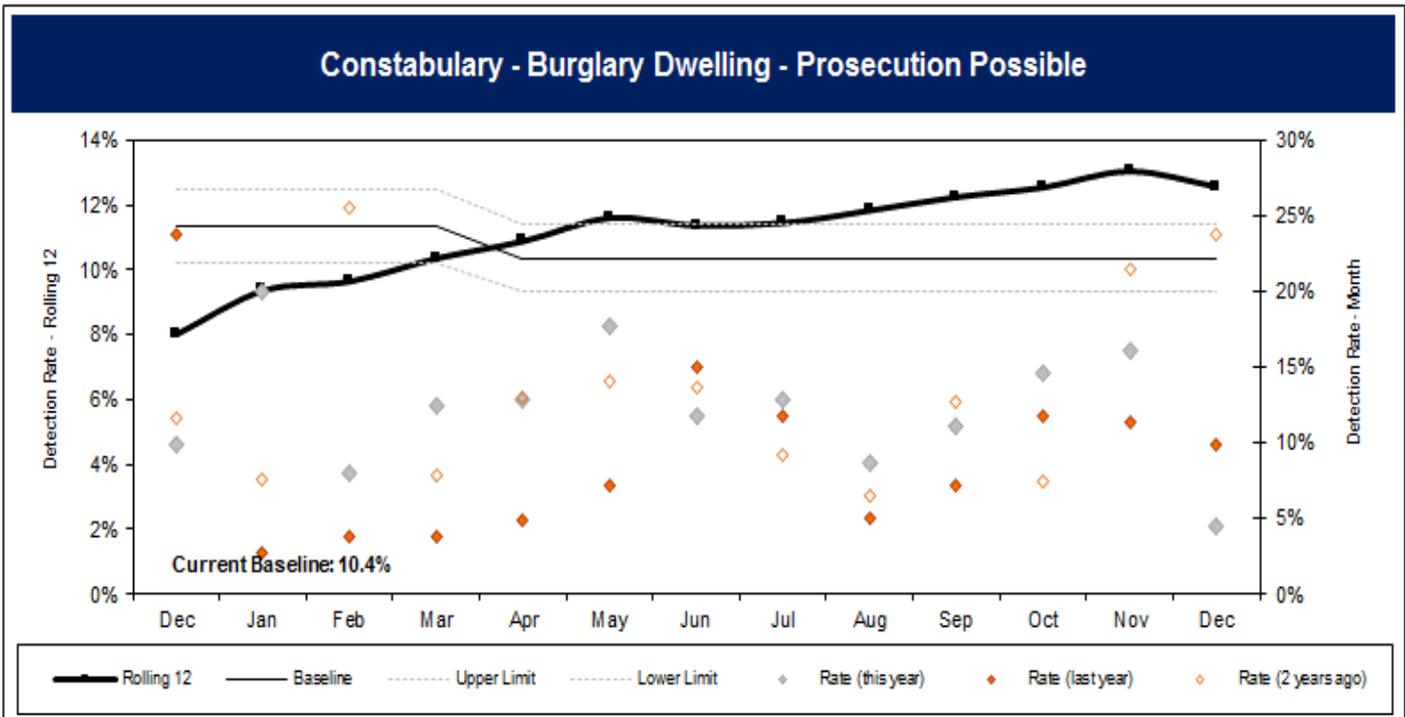
Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg
200	232	219	284	Comparable	Comparable

Rolling 12 months	Baseline	Perf v Benchmark	MSF
2,110	2,366	Lower	Comparable



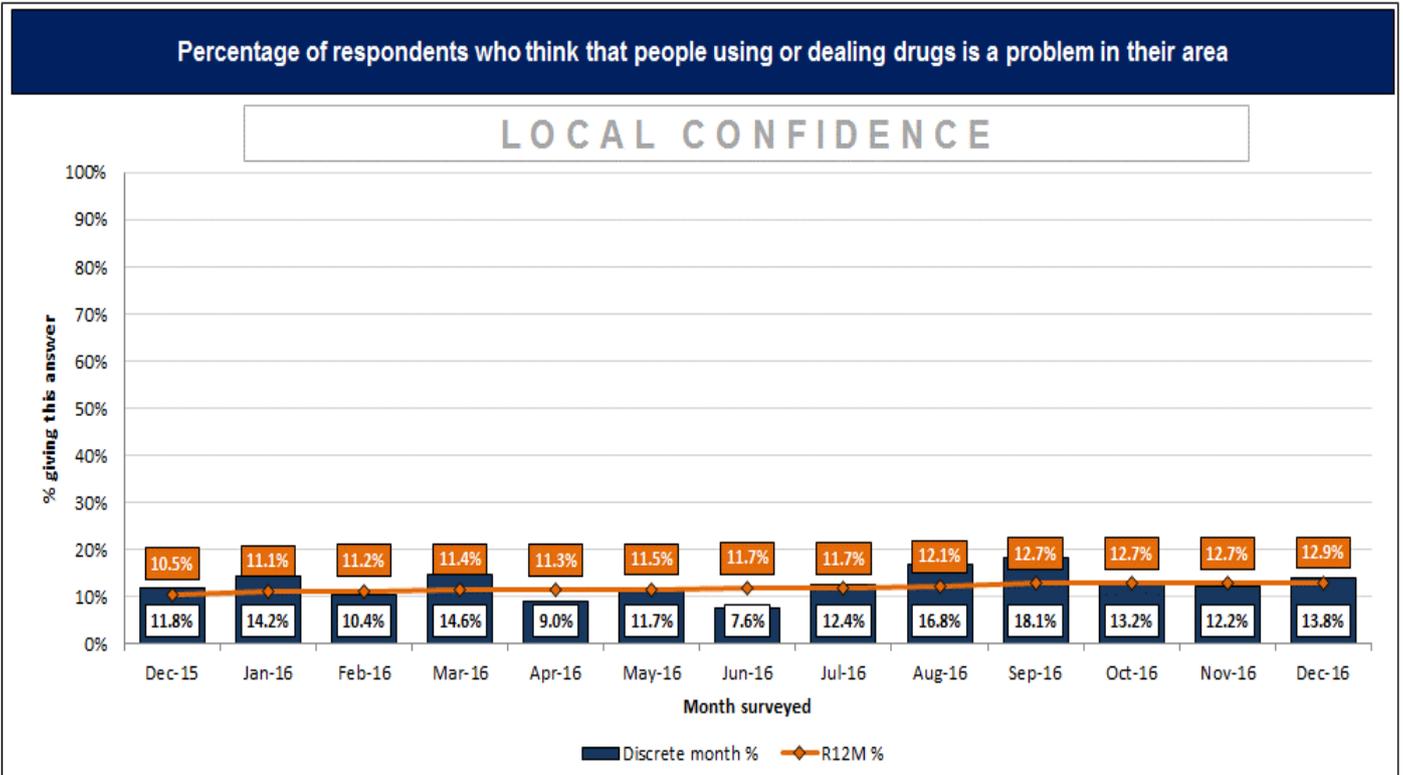
Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg
4.5%	9.9%	23.7%	11.6%	Lower	Lower

Rolling 12 months	Baseline	Perf v Benchmark	MSF
12.6%	10.4%	Higher	Comparable



NOT PROTECTIVELY MARKED

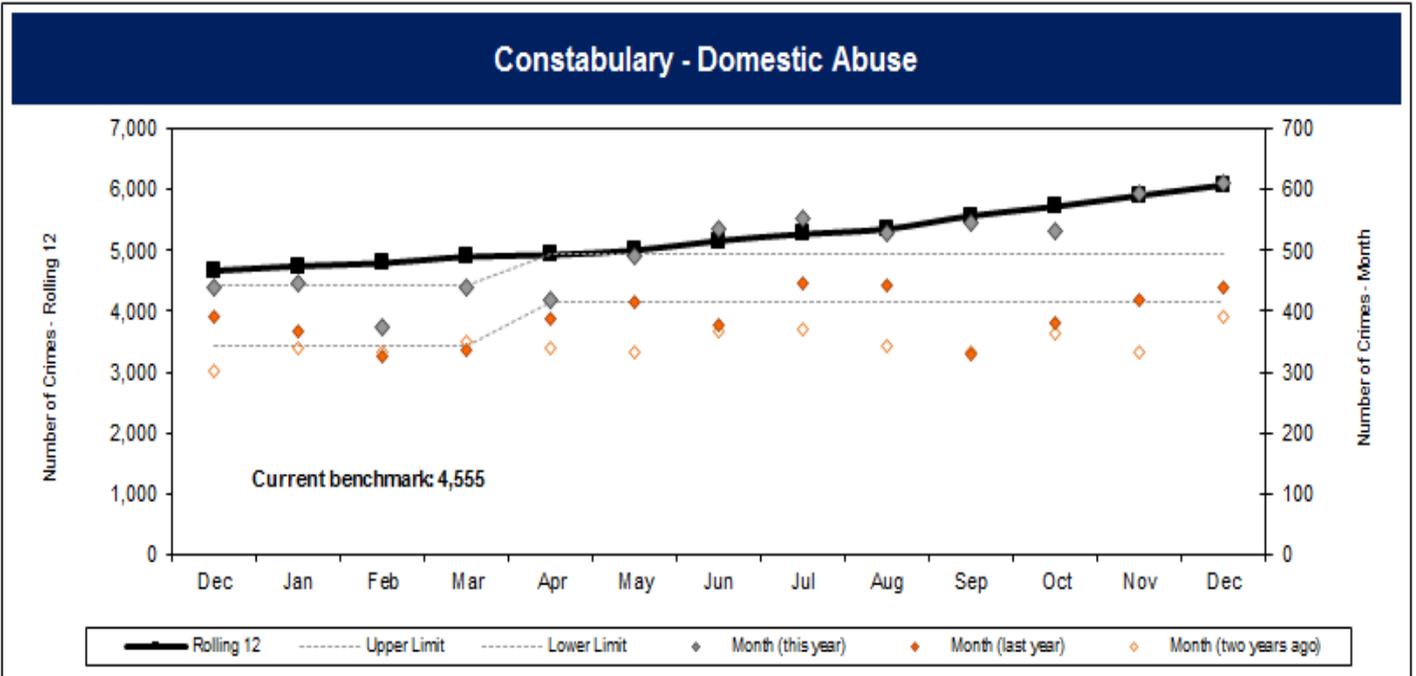
Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
13.8%	11.8%	11.3%	6.1%	Higher	Higher	12.9%	11.4%	Higher	Lower



Policing in Cambridgeshire Survey data to December 2016

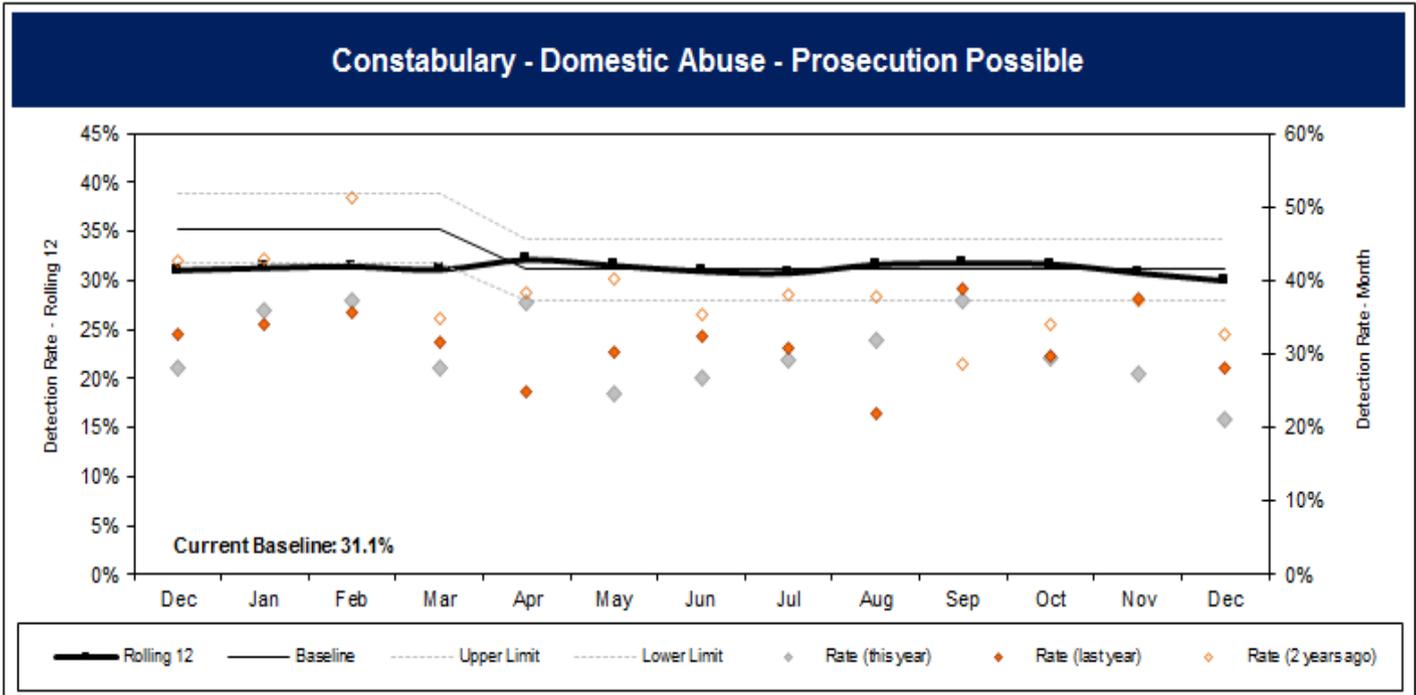
**KEEPING PEOPLE SAFE**

Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
611	441	390	302	Higher	Higher	6,067	4,901	Higher	-



*As the Constabulary proactively encourages victims of Domestic Abuse to confidently seek our help, an increase in this offence type may not necessarily be a negative indicator.*

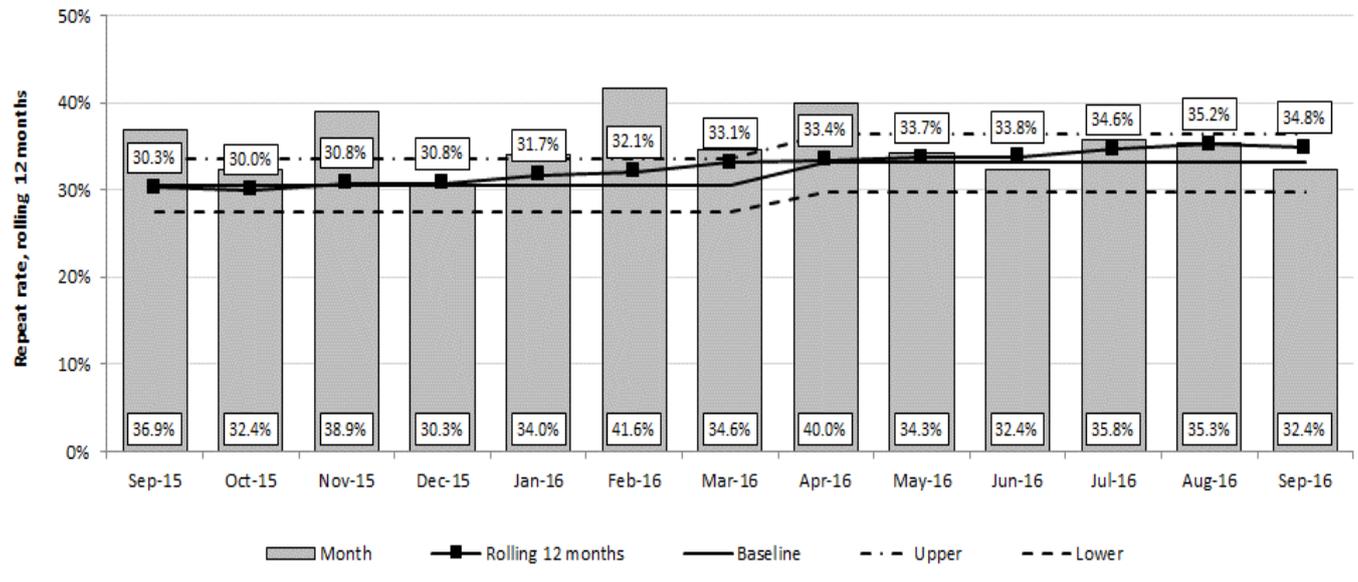
Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
21.1%	28.1%	32.8%	42.7%	Lower	Lower	30.0%	31.1%	Comparable	-



# NOT PROTECTIVELY MARKED

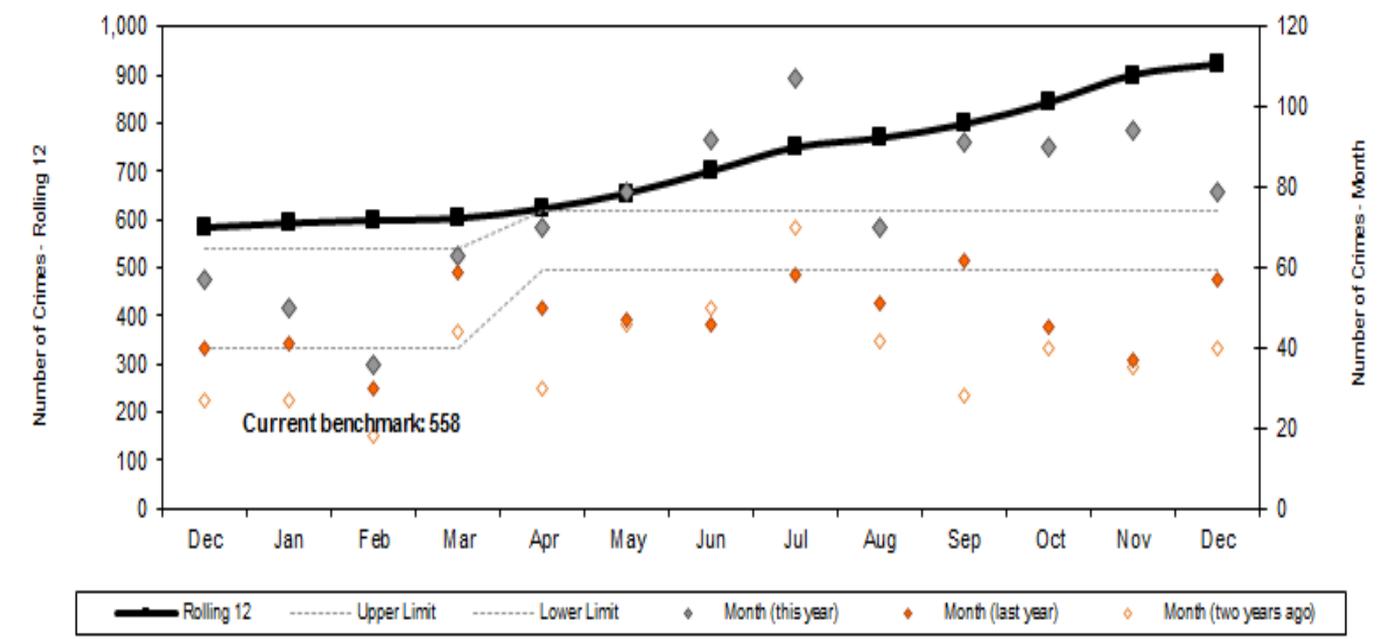
Sep-16	Sep-15	Sep-14	Sep-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
32.4%	36.9%	38.6%	44.7%	Comparable	Comparable	34.8%	33.1%	Comparable	-

## Constabulary - Repeat incidents of Domestic Abuse reviewed at MARAC



Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
79	57	40	27	Higher	Higher	921	602	Higher	-

## Constabulary - Hate Crime

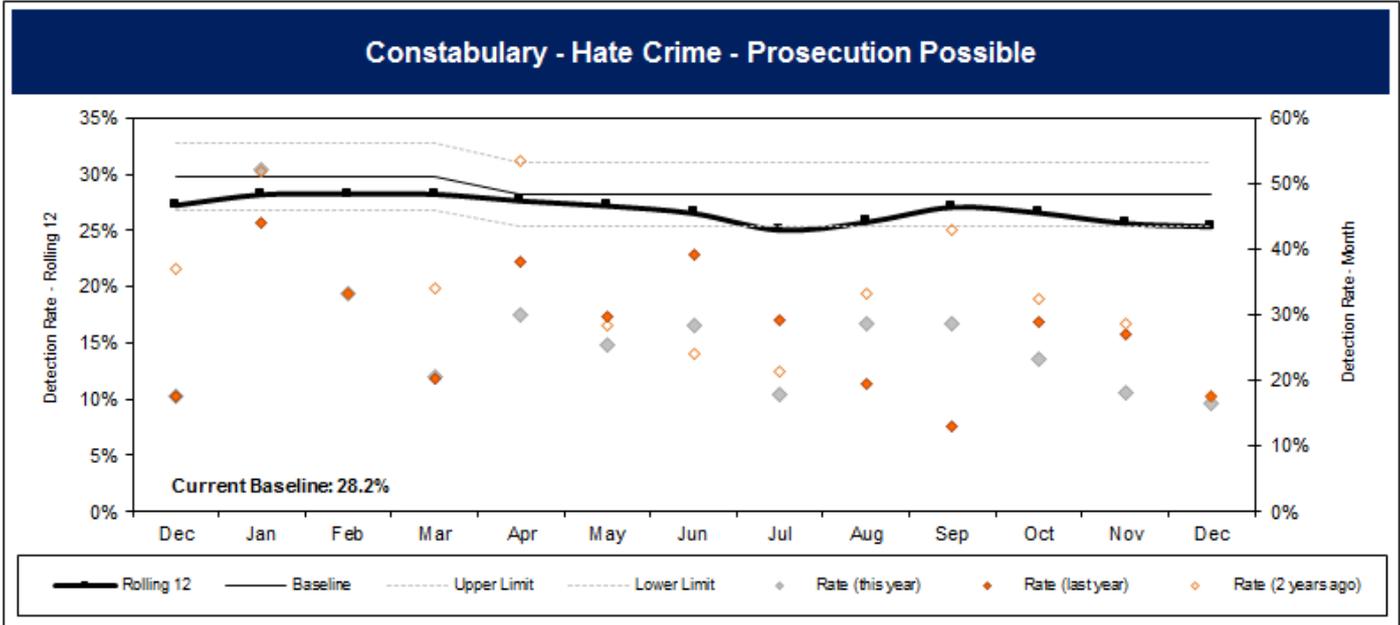


*As the Constabulary proactively encourages victims of Hate Crime to confidently seek our help, an increase in this offence type may not necessarily be a negative indicator.*

# NOT PROTECTIVELY MARKED

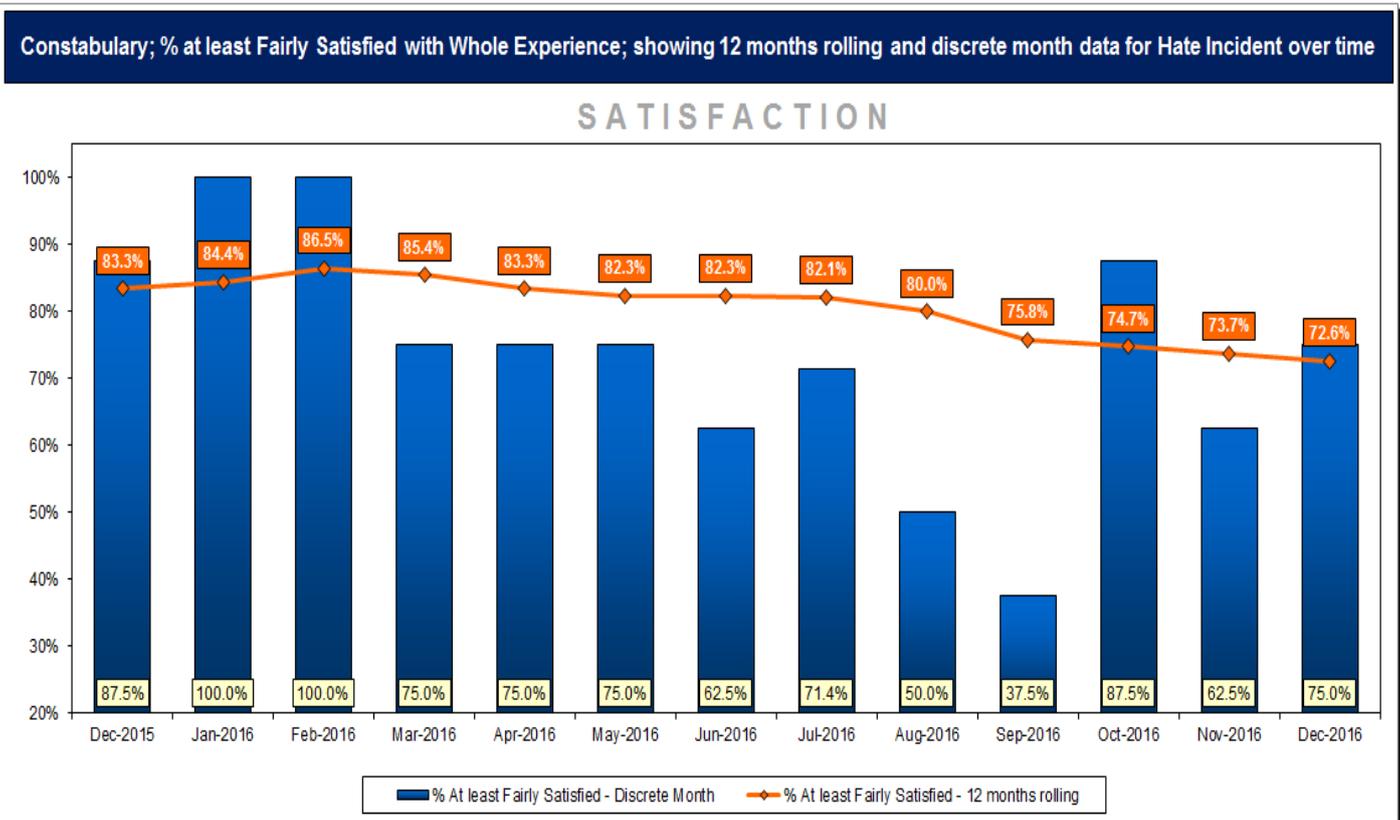
Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg
16.5%	17.5%	17.5%	37.0%	Lower	Lower

Rolling 12 months	Baseline	Perf v Benchmark	MSF
25.4%	28.2%	Lower	-



Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg
75.0%	87.5%	100.0%	75.0%	Comparable	Comparable

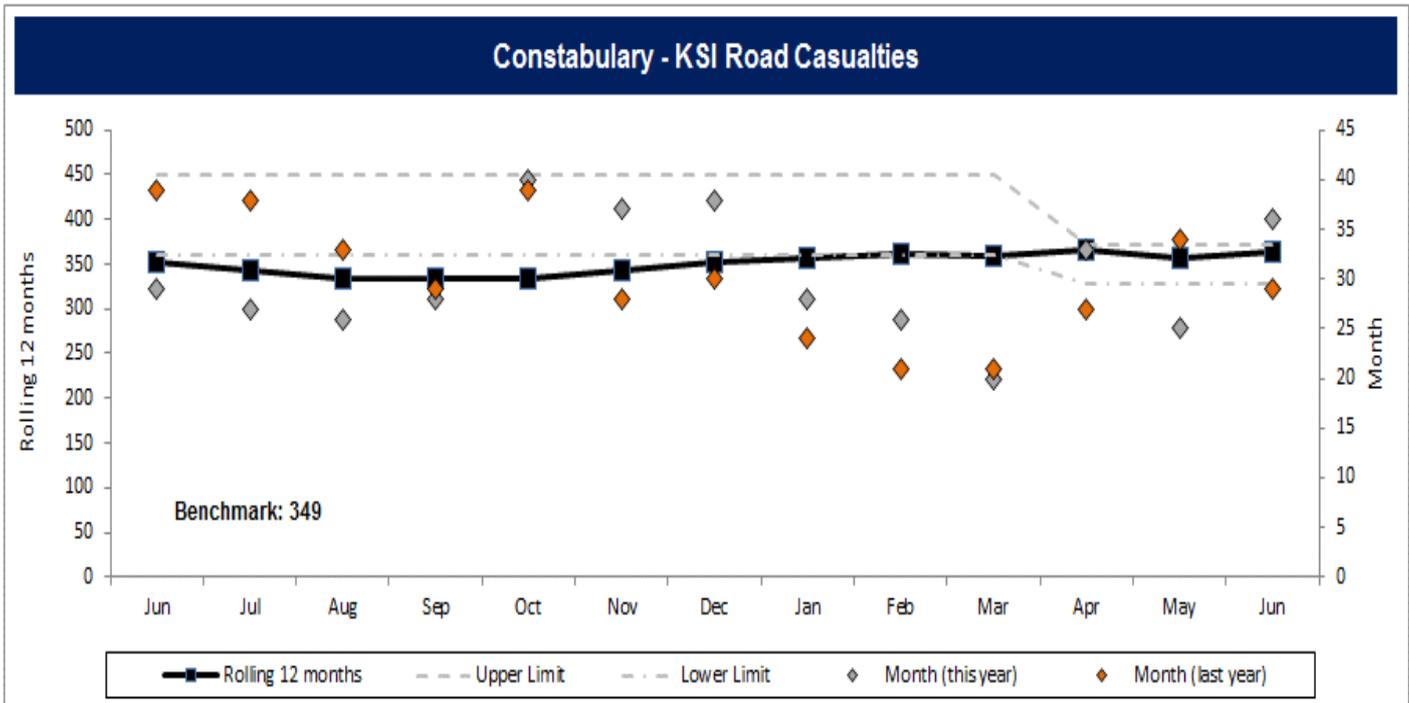
Rolling 12 months	Baseline	Perf v Benchmark	MSF
72.6%	85.4%	Lower	Comparable



Victim Satisfaction Survey data to December 2016

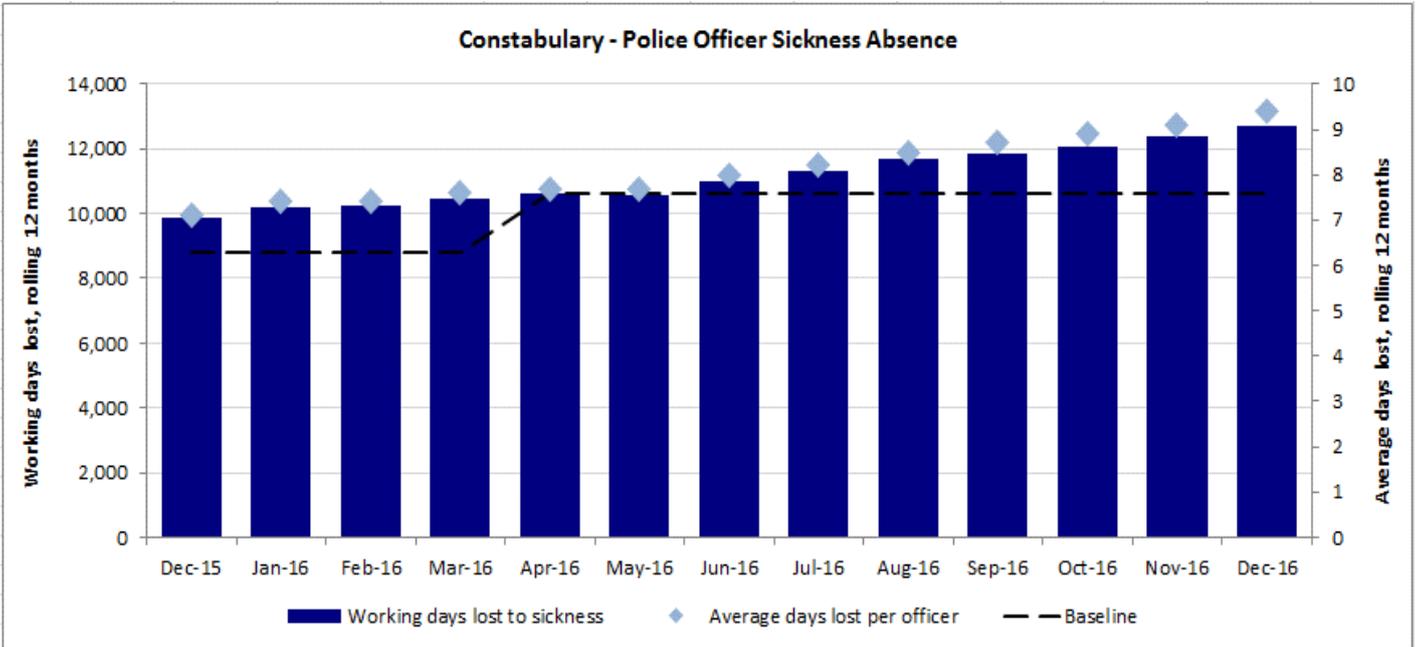
**MAINTAIN THE RESILIENCE OF PROTECTIVE SERVICES**

Jun-16	Jun-15	Jun-14	Jun-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
36	29	39	28	Comparable	Comparable	364	360	Comparable	Lower

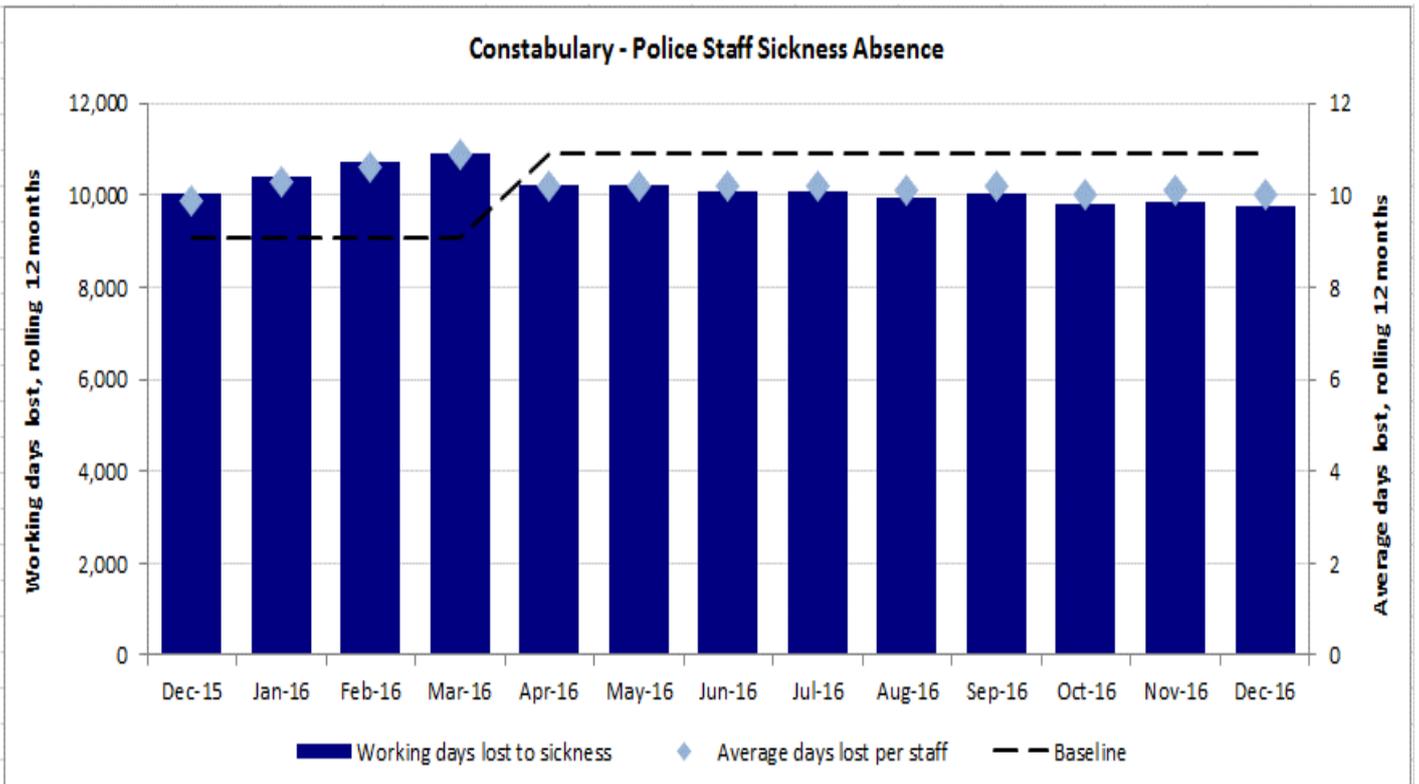


ORGANISATIONAL HEALTH

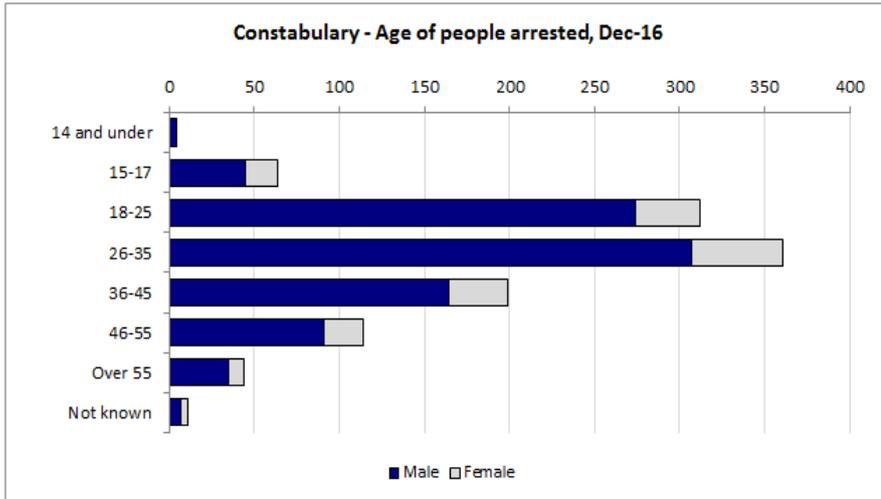
Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
0.9	0.7	0.6	0.6	Higher	Higher	9.4	7.6		Below national average



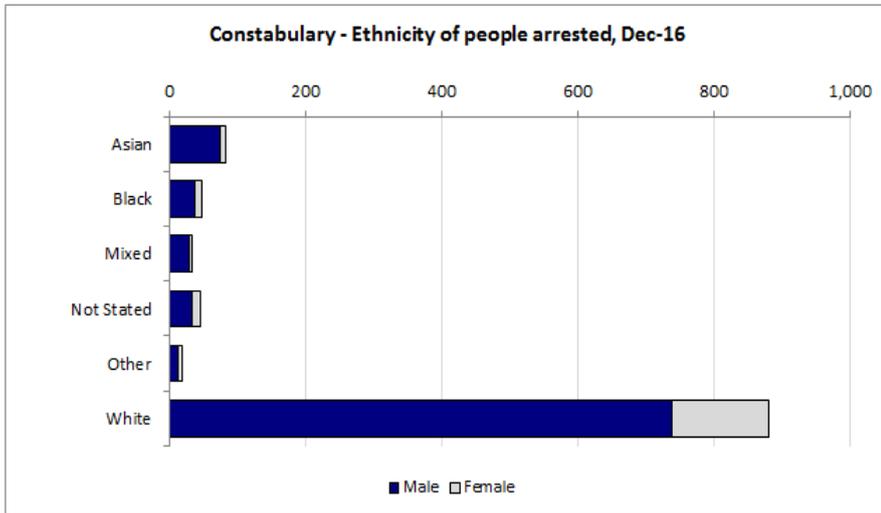
Current Month	Dec-15	Dec-14	Dec-13	Current v 1yr avg	Current v 3yr avg	Rolling 12 months	Baseline	Perf v Benchmark	MSF
0.9	1.1	1.0	0.6	Comparable	Higher	10.0	10.9		Above national average



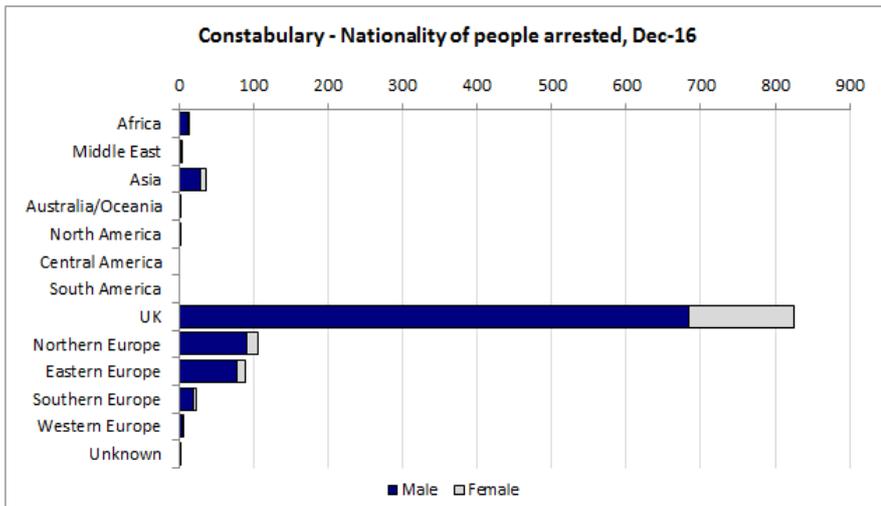
ARRESTS



SUMMARY - AGE		
	Dec-16	Rolling 12 *
14 and under	0.4%	1.3%
15-17	5.8%	6.4%
18-25	28.1%	26.7%
26-35	32.6%	30.7%
36-45	17.9%	19.8%
46-55	10.3%	9.7%
Over 55	4.0%	4.4%
Not known	1.0%	1.0%
<b>TOTAL ARRESTS</b>	<b>1,109</b>	<b>13,370</b>
<b>Juveniles</b>	<b>6.1%</b>	<b>7.8%</b>



SUMMARY - ETHNICITY		
	Dec-16	Rolling 12 *
Asian	7.5%	7.0%
Black	4.2%	5.7%
Mixed	3.0%	3.0%
Not Stated	4.1%	4.3%
Other	1.7%	1.7%
White	79.4%	78.3%
<b>TOTAL ARRESTS</b>	<b>1,109</b>	<b>13,370</b>

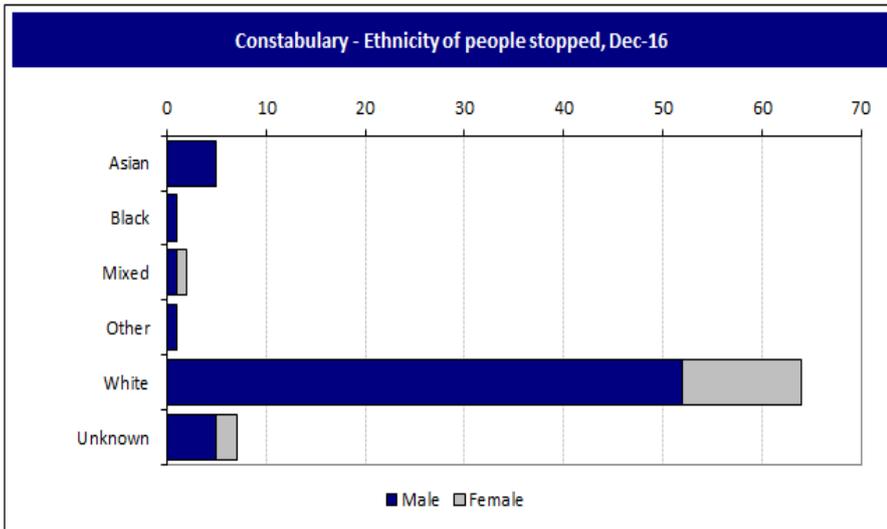


SUMMARY - NATIONALITY		
	Dec-16	Rolling 12 *
Africa	1.2%	2.2%
Middle East	0.4%	2.3%
Asia	3.2%	2.0%
Australia/Oceania	0.1%	0.1%
North America	0.2%	0.3%
Central America	0.0%	0.2%
South America	0.0%	0.1%
Total America	0.2%	0.5%
UK	74.4%	73.4%
Northern Europe	9.6%	9.9%
Eastern Europe	8.1%	7.0%
Southern Europe	2.1%	2.2%
Western Europe	0.6%	0.3%
Europe (excl UK)	20.4%	19.3%
Europe (incl UK)	94.8%	92.7%
Unknown	0.2%	0.1%

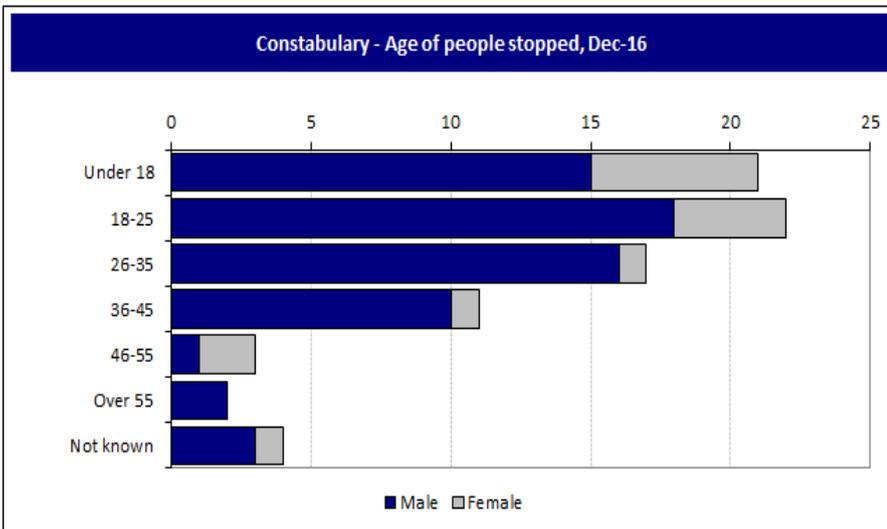
\* Current rolling 12 months to December 2016

Data from NSPIS Custody

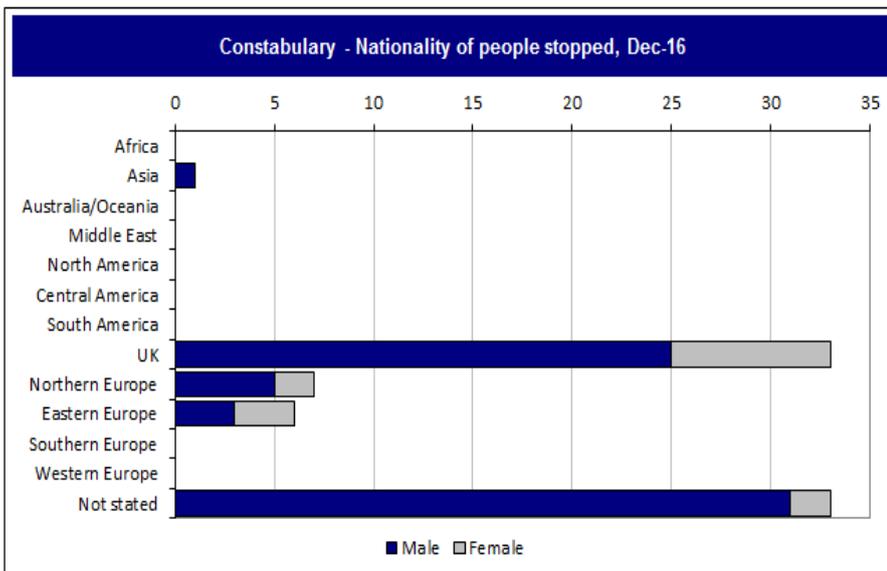
STOP SEARCHES



SUMMARY - ETHNICITY		
	Dec-16	Rolling 12
Asian	6.3%	6.7%
Black	1.3%	6.9%
Mixed	2.5%	3.2%
Other	1.3%	0.5%
White	80.0%	71.3%
Unknown	8.8%	11.4%
<b>TOTAL</b>	<b>80</b>	<b>1,646</b>



SUMMARY - AGE		
	Dec-16	Rolling 12
Under 18	26.3%	20.2%
18-25	27.5%	41.9%
26-35	21.3%	22.7%
36-45	13.8%	9.5%
46-55	3.8%	3.5%
Over 55	2.5%	0.9%
Not known	5.0%	1.4%
<b>TOTAL</b>	<b>80</b>	<b>1,646</b>



SUMMARY - NATIONALITY		
	Dec-16	Rolling 12
Africa	0.0%	1.0%
Asia	1.3%	1.3%
Australia/Oceania	0.0%	0.1%
Middle East	0.0%	0.4%
North America	0.0%	0.1%
Central America	0.0%	0.2%
South America	0.0%	0.1%
Total America	0.0%	0.3%
UK	41.3%	65.7%
Northern Europe	8.8%	5.3%
Eastern Europe	7.5%	7.7%
Southern Europe	0.0%	1.8%
Western Europe	0.0%	0.1%
Europe (excl UK)	16.3%	15.0%
Europe (incl UK)	57.5%	80.7%
Not stated	41.3%	16.2%

\* Current rolling 12 months to December 2016

Data from Stop Search database

# NOT PROTECTIVELY MARKED

## INFORMATION SHEET

### POLICE AND CRIME PLAN INDICATORS

	Indicator Name	Data used	Peer comparison data (iQuanta)
<b>Maintain local police performance</b>	Dealing with Local Concerns	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to December 2016	Data to June 2016
	Satisfaction with Service Delivery	Victim satisfaction surveys (conducted via telephone interviews). Data to December 2016	Data to September 2016
	Special Constabulary	Strength data from ORIGIN, hours worked from DutySheet. Data to December 2016	n/a
	999 calls answered	Call handling data. Data to December 2016	n/a
	Non emergency calls answered	Call handling data. Data to December 2016	n/a
<b>Continue to tackle crime and disorder</b>	All Recorded Crime	Police recorded crime. Data to December 2016	Data to November 2016
	All Crime Procecuton Possible Outcome Rate	Police recorded crime. Data to December 2016	Data to November 2016
	Victim-Based Crime	Police recorded crime. Data to December 2016	Data to November 2016
	Victim-Based Crime Procecuton Possible Outcome Rate	Police recorded crime. Data to December 2016	n/a
	Perception of high anti-social behaviour	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to December 2016	Data to June 2016
	Level of Anti-social behaviour	Police recorded incident data. Data to December 2016	n/a
	Robbery	Police recorded crime. Data to December 2016	Data to November 2016
	Satisfaction with Service Delivery - Burglary Dwelling	Victim satisfaction surveys (conducted via telephone interviews). Data to December 2016	Data to September 2016
	Burglary Dwelling	Police recorded crime. Data to December 2016	Data to November 2016
	Burglary Dwelling Procecuton Possible Outcome Rate	Police recorded crime. Data to December 2016	Data to November 2016
Perception of drug misuse	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to December 2016	Data to June 2016	
<b>Keeping people safe</b>	Domestic Abuse Crime	Police recorded crime. Data to December 2016	n/a
	Domestic Abuse Procecuton Possible Outcome Rate	Police recorded crime. Data to December 2016	n/a
	Repeat Incidents of Domestic Abuse Reviewed at MARAC	MARAC Data - Data to September 2016	n/a
	Hate Crime	Police recorded crime. Data to December 2016	n/a
	Hate Crime Procecuton Possible Outcome Rate	Police recorded crime. Data to December 2016	n/a
	Satisfaction with Service Delivery - Hate Incidents	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to December 2016	Data to September 2016
<b>Maintain the resilience of protective services</b>	KSI Road Casualties	Cambridgeshire County Council data to June 2016	Data to June 2016
<b>Organisational Health</b>	Police officers sickness absence rate	Sickness data from ORIGIN. Data to December 2016	Data to March 2016
	Police staff sickness absence rate	Sickness data from ORIGIN. Data to December 2016	Data to March 2016

### OTHER PERFORMANCE INDICATORS

	Indicator Name	Data used	Peer comparison data (iQuanta)
<b>Arrests</b>	Age, ethnicity and nationality of detainees	Data from NSPIS Custody. Data to December 2016	n/a
<b>Stop Search</b>	Age and ethnicity of people stop searched	Data from Stop Search database and NSPIS Custody. Data to December 2016	n/a



**To:** Business Coordination Board

**From:** Chief Executive

**Date:** 06 February 2017

## **Offending Prevention and Management Strategic Needs Assessment**

### **1. Purpose**

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on the proposed plans for an Offending Prevention and Management strategic needs assessment

### **2. Recommendation**

2.1 The Board is recommended to note this report.

### **3. Background**

3.1 In October 2016, the countywide Community Safety Strategic Board agreed that there was a need to commission an assessment around the future threat, risk, harm, vulnerability needs of the local population and identify the strategic direction of service delivery to meet those needs.

3.2 The Board agreed that key partners should come together to develop the strategic needs assessment, building on existing work such as the Victim and Offenders Needs Assessment 2012. The victims aspect of this work has been updated several times since, with the most recent update in 2016, whereas there has been limited additional work around offending.

3.3 The information from the strategic needs assessment will be used to inform policing and commissioning intentions, future systems-based work and the policies and strategies around offending prevention and management.

### **4. Offending Prevention and Management strategic needs assessment**

4.1 During November 2016-January 2017, the strategic needs assessment scope was determined in conjunction with policing and non-policing partners and is to have a

focus on Offending Prevention and Management. The terms of reference have been reviewed by key stakeholders including Cambridgeshire and Peterborough constabulary teams undertaking the Local Policing Review and the Demand workstream and the Cambridgeshire Criminal Justice Board Offenders Group.

4.2 The strategic needs assessment will include:

- Assessment of current system needs of offending prevention and management and in Cambridgeshire and Peterborough
  - Understanding the various levels of vulnerability to offending, antisocial behaviour, offending and use of the criminal justice system and wider system services in Cambridgeshire and Peterborough, evaluating high service users across the system and impact on demand.
  - Understanding any changes over time in offending, reoffending, prolific offenders and crime rates.
  - Comparing offending in Cambridgeshire and Peterborough to other similar areas in terms of offending and crime rates
- Current mapping and gap analysis of services for offending prevention and management in Cambridgeshire and Peterborough
  - Services and their use at different levels across the system and potential overlap
  - Variation in access to services
  - Stakeholder views on service overlap, service gaps and service conflicts
- Future modelling of offending, offenders and associated system demands in Cambridgeshire and Peterborough based on demographic factors highlighted in BCH Futures 2020
- Evidence-based options appraisal for improving current and future systems approaches to offending and re-offending.

**5. Timeline**

5.1 Preliminary results will be available by end of March 2017, with the full report by end of May 2017

**6. Recommendation**

5.1 The Board is recommended to note this report.

**BIBLIOGRAPHY**

<b>Source Document(s)</b>	<b>Victim and Offender Needs Assessment 2012 and Victims Updates 2013-2016</b> <a href="http://cambridgeshireinsight.org.uk/community-safety/victim-offender-needs-assessment">http://cambridgeshireinsight.org.uk/community-safety/victim-offender-needs-assessment</a>
<b>Contact Officer(s)</b>	Emmeline Watkins, Acting Director Epidemiology and Evidence, Office of the Police and Crime Commissioner



**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 06 February 2017

## **Cambridgeshire Constabulary Local Policing Review**

### **1.0 Purpose**

1.1 The purpose of this paper is to provide an overview of the Local Policing Review (LPR) currently being carried out in within Cambridgeshire Constabulary.

### **2. Background**

2.1 The LPR has been commissioned to undertake a review of force policing model, operation and operational governance in order to deliver a sustainable policing model for Cambridgeshire and Peterborough for the next 3-5 years and that supports delivery against the Police and Crime Plan.

### **3. Recommendation**

It is recommended that the board note the contents of this paper.

### **4. Principles**

4.1 The LPR will adhere to the following underpinning principles:

- It will be transformational
- It will recognise and respond to current front line pressures
- It will support the Health and Wellbeing of all colleagues.
- It will deliver optimum use of resources, identifying opportunities to think differently and become more effective and efficient – but no salami slicing.

- It will achieve simplification and consistency in approach.
- It will be demand led, recognising current, predicted and hidden demand
- It will deliver quality investigations, victim care and maximise performance outcomes.
- It will work in partnership, advocating early intervention.
- It will be victim focused, ensuring recognition of the most vulnerable.
- It will develop a culture of “What Works” and an approach underpinned by academic thinking & best practice.
- It will identify realistic and achievable business benefits.
- It will adhere to the principle of form will follow function.
- It will be cognisant of the Local, Regional and National Landscape including Collaboration.

4.2 The LPR will also recognise the Police and Crime Commissioner’s vision of

- A visible, trusted and supported front line.
- Responding to what people want, providing what is needed.
- Realising benefits of technology.
- Strong partnership governance – shrinking together.
- Estates – meeting needs of community and organisation.
- Grasping future opportunities.

## 5. Governance

5.1 The Senior Responsible Owner of the LPR will be the Deputy Chief Constable.

5.2 The LPR Programme Lead will be Chief Superintendent Chris Mead, supported by operational colleagues and the Corporate Development Department.

## 6. Scope

The LPR will include the following within scope.

- All operational policing, neighbourhood and investigation teams, including Response, Crime Investigation, Offender Management, Public Protection, Intelligence, Covert and Serious and Organised Crime.
- End to End Response / Investigation Process including the Force Control Room, Police Service Centre and Investigation Management Unit. This will include the management of 999 emergency and 101 non-emergency calls and resource dispatch.
- The LPR excludes collaboration and back office functions.

**7. Timescale**

7.1 The LPR will work towards submission of a business case and blueprint in Spring 2017, beginning a roll out of change through to 2019 and beyond.

**8. Recommendation**

It is recommended that the board note the contents of this paper.

**BIBLIOGRAPHY**

<b>Source Document(s)</b>	
<b>Contact Officer</b>	Chief Superintendent Chris Mead Cambridgeshire Constabulary Headquarters.
<b>Paper Presented by</b>	



**To:** Business Coordination Board

**From:** Interim Chief Finance Officer

**Date:** 6 February 2017

## **PUBLIC SECTOR AUDITOR APPOINTMENTS**

### **1. Purpose**

1.1 The purpose of this report is to seek the Police and Crime Commissioners approval to allow Public Service Auditor Appointments (PSAA) to act on the Commissioner's behalf in selecting and appointing its external auditor.

### **2. Recommendation**

2.1 The Commissioner is asked to approve that the PSAA will conduct a procurement process and appoint an external auditor.

### **3. Risk Assessment**

3.1 **Economic/Legal** – the Commissioner is required to appoint an external auditor to undertake the end of year audit of the Commissioner's statutory accounts. The Commissioner is obliged to commence this piece of work immediately and it would be subject to a full European Union (EU) procurement process. There will be a significant resource burden on the BCH Procurement function if the timetable to appoint is to be achieved.

### **4. Background**

4.1 Public Sector Audit Appointments Limited (PSAA) is an independent company limited by guarantee incorporated by the Local Government Association in August 2014.

4.2 The Secretary of State for Communities and Local Government delegated statutory functions (from the Audit Commission Act 1998) to PSAA, on a transitional basis, by way of a letter of delegation issued under powers contained in the Local Audit and Accountability Act 2014. Under these transitional arrangements the company is currently responsible for appointing auditors to local government, police and local

NHS bodies, for setting audit fees and for making arrangements for the certification of housing benefit subsidy claims.

- 4.3 From 2017/18, the transitional arrangements will end for local NHS bodies and smaller authorities and PSAA will no longer be responsible for appointing their auditors.
- 4.4 The transitional arrangements have been extended by one year for local government and police bodies, so PSAA will continue to be responsible for appointing their auditors for the audit of accounts for 2017/18.
- 4.5 In July 2016, the Secretary of State for Communities and Local Government specified PSAA as an appointing person under Regulation 3 of the Local Audit (Appointing Person) Regulations 2015. This means that PSAA can make auditor appointments for audits of the accounts from 2018/19 of principal authorities that choose to opt in to its arrangements.

## 5. Update on Progress and timescales

- 5.1 To date, 46% of authorities have opted in to the procurement process that the PSAA will oversee. The PSAA has prepared documentation for the process that includes;
- a contract notice,
  - a selection questionnaire stage,
  - an invitation to tender stage.
- 5.2 The key characteristics of the procurement strategy are that;
- it will be an Official Journal of the European Union (OJEU) restricted procedure,
  - the contract length will be five years with the option to extend by two years,
  - it will have a single contract area with six lots.
- 5.3 The objectives of the process are to secure high quality, independent audit services at the most competitive price.
- 5.4 The proposed timescales for the process are detailed below:

Activity	Target Date
OJEU contract notice published	16/2/17
Completed selection questionnaire	21/3/17
Evaluation of questionnaire	22/3/17 – 03/04/17
Invitation to tender	06/04/17
Briefing session for potential suppliers	12/04/17
Deadline for questions on procurement documentation	03/05/17
Deadline for submission of completed tenders	10/05/17
Tender evaluation	11/05/17 – 01/06/17
Contract award decision	13/06/17
Standstill period	19/06/17 – 29/06/17
Contract award	01/07/17
Auditor appointment process	07/17 – 12/17
Fee setting process	07/17 – 03/18

**BIBLIOGRAPHY**

<b>Source Documents</b>	
<b>Contact Officer</b>	Matthew Warren – Interim Chief Finance Officer, Cambridgeshire Office of the Police and Crime Commissioner