



Business Coordination Board

<u>Date</u>	<u>Time</u>	<u>Venue</u>
9 th November 2017	14.00	HQ, Conference Room 3

AGENDA

1.	Welcome and apologies
2.	<i>Declarations of interest</i>
3.	To approve minutes of the Business Coordination Board meeting held on the 21st September 2017
4.	Quarterly Performance Report year ending September 2017 Report from the Chief Constable
5.	Finance MTFS (Revenue and Capital) 2018/19 to 2021/22 Report from Acting (OPCC) Chief Finance Officer
6.	Finance - Qrt 2 Revenue and Capital monitoring 2017/18 Report from Acting (OPCC) Chief Finance Officer
7.	Charging For Police Services Report from the Chief Constable
8.	External Scrutiny- HMICFRS Requirements Report from the Chief Constable

9.	Community Theme (P&CP) update Report from Chief Executive
10.	Harassment and stalking Report from the Chief Constable
11.	Estates: <ul style="list-style-type: none">• Orton Police Station Report from the Chief Constable
12.	Op Sherlock update Report from the Chief Constable
13.	Deputy Police and Crime Commissioner - Proposed Appointment Report from Chief Executive



BUSINESS COORDINATION BOARD

APPROVED MINUTES

Date:	21st September 2017	Time:	15:30
Location:	Conference Room 1, Cambridgeshire Constabulary Headquarters		
Members:	Jason Ablewhite	Cambridgeshire Police and Crime Commissioner	
	Alec Wood	Chief Constable, Cambridgeshire Constabulary	
	Alan Baldwin	Deputy Chief Constable, Cambridgeshire Constabulary	
	Niki Howard	Director of Finance and Resources, Cambridgeshire Constabulary	
	Dorothy Gregson	Chief Executive, Office of the Police & Crime Commissioner	
In Attendance:	Charles Kitchin	Director of Communications & Engagement, Office of the Police & Crime Commissioner	
	Nicky Phillipson	Head of Strategic Partnerships & Commissioning, Office of the Police & Crime Commissioner	
	Colin Luscombe	Director of Estates, Cambridgeshire Constabulary	
	Natalie Benton	Head of Corporate Development, Cambridgeshire Constabulary	
	Tanya Little	Senior Admin Officer, Office of the Police and Crime Commissioner	

1. Welcome and Apologies

- 1.1 Apologies were received from Matthew Warren, Interim Director of Finance, Office of the Police and Crime Commissioner, Graham Oliver, Interim Head of Finance, Office of the Police and Crime Commissioner, and Dan Vajzovic, Assistant Chief Constable, Cambridgeshire Constabulary.

2. Declarations of Interest

- 2.1 There were no declarations of interest.

3. Approval of the minutes of the Business Coordination Board meeting held on the 17th August 2017

- 3.1 The Business Coordination Board (the "Board") approved the minutes from the last meeting on 17th August 2017 which were signed after the meeting.

4. Police and Crime Plan – Delivery Plan

- 4.1 The purpose of the report was to update the Business Co-ordination Board on the process for creating the delivery mechanisms to ensure the success of the Police and Crime Plan ("The Plan").
- 4.2 The Chief Executive, Dorothy Gregson, presented the paper saying the Plan was gaining significant traction with partners and was moving forward across the Constabulary. The delivery plan was still under development.
- 4.3 The Police and Crime Commissioner (the "Commissioner") said he intended to use the mechanisms to support and challenge across the system of policing, community safety and criminal justice.
- 4.4 The Board noted the content and progress made and there were no other comments.

5. Fire Governance Consultation Update

- 5.1 The purpose of the report was to update the Board on the Police and Crime Commissioner's recent consultation on the local business case for fire and rescue governance options.
- 5.2 The Commissioner presented the paper which showed responses to the consultation. While neither of the statutory consultees (the two upper-tier authorities) supported the proposal, the public are broadly supportive with the prevailing view of "it makes sense" featuring strongly. 53% of respondents to the public survey supported the PCC-style Fire and Rescue Authority Governance proposal as set out in the Business Case.
- 5.3 The Commissioner had recently spoken with the new Policing Minister, who said that while the Home Secretary would make the final decision, he would give his full support to PCCs who were passionate about governing their Fire and Rescue Service. The Commissioner believed that although it would be more efficient and effective to take on governance of the Fire and Rescue Service, if this were not to happen he would still

look to work closely with the Fire and Rescue Service, in particular with regard to Estate matters.

- 5.7 The Chief Executive confirmed that submission of the Business Case would be at the beginning of October, and the Board noted the Commissioner's intention to submit the Business Case to the Home Office.

6. Strategic Risk Register

- 6.1 The purpose of the report is to update the Board on Strategic Risk Management and was presented by the Chief Executive and Chief Constable.

6.2 It was noted that the Strategic Risk Register covers statutory duties well. It was intended to produce a Board Assurance Framework to determine risks to Police and Crime Plan delivery, rather than only the governance of it and this was to be put to the Joint Audit Committee. This could mean that potentially some aspects could be assessed differently.

6.3 The Commissioner agreed that other delivery elements need to be considered such as blue light services and potential risk from decisions made by other partners.

6.4 The Chief Constable commented that the latter had recently been raised with the Policing Minister, in relation to mental health and policing demands, where so many attendees in Custody have mental health issues.

6.5 The Chief Executive summarised by saying that although internal risks are being covered well, however there is more work to be done. The Board noted the report.

7. Custody – Update on the work of the Independent Custody Visitor Scheme and HMIC Inspection

7.1 The purpose of the paper was to update the Board on the recent unannounced joint inspection of Custody by HM Inspectorate of Prisons (HMIP) and HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in Cambridgeshire. It was also to update the Board on feedback about the Independent Custody Visiting (ICV) scheme from the Independent Custody Visiting Association (ICVA) who shadowed the inspection.

7.2 The Chief Constable, presented the paper and gave an overview of the HMIC Custody inspection in August.

7.3 The provisional findings of the inspection were presented to chief officers and the Police and Crime Commissioner by HMIC inspectors in a debrief following the inspection. The HMIC feedback will form part of an improvement action plan which will be developed and tracked through the Constabulary's Organisational Improvement Group and HMIC Gold Group. The final report will be published at the end of the year or early 2018.

7.3 The Commissioner commented that HMIC had acknowledged the good work by Independent Custody Visitors (with ICVs), but that no ICVs visit the Police Investigation Centre (PIC). He would encourage this to happen by ICVs from the Wisbech area.

7.4 The Board noted the contents of the report and requested a further update following publication of the full HMIP and HMICFRS report.

Action i): Constabulary to report back to BCB following publication of the report by HMICFRS

8. Information Assurance Update

- 8.1 The purpose of the paper was to update the Board on progress regarding the implementation of Data Protection reform changes and in addition, would provide assurance regarding the Constabulary's lessons learnt following recent data breaches.
- 8.2 The Deputy Chief Constable presented the report. The Government had made a statement of intent for new Data Protection legislation to go live in May 2018, leaving a lot of work to be done between now and then.
- 8.3 The DCC commented that over the last year, across BCH, there had been a number of 'paper' data breaches but fewer electronic breaches. Safeguards had been put in place, including the new My Compliance arrangements.
- 8.4 The Chief Executive would ensure that the Office of the Police and Crime Commissioner, (OPCC) was linked in with the Self-Assessment Process procedures and would link with the other OPCCs.
- 8.5 The Board noted the contents of the report.

9. Seven Force Collaboration Update

- 9.1 The Chief Executive, presented a report from the Seven Force Programme Manager, to update the Board on the progress of the Seven Force Strategic Collaboration Programme ("7F Programme).
- 9.2 The Chief Constable commented that BCH having little staff within Seven Force and suggested the need to consider a Cambs officer to take this up at Superintendent level.
- 9.4 The Commissioner said there was convergence in trying to align contracts and in terms of ICT, and as an example suggested the set-up of a buying consortium for suppliers to bid in to.
- 9.5 It was agreed that the Commissioner would meet with Strategic Head of Procurement, Simon Mulvey to discuss.
- 9.6 The Board noted the report.

Action ii) the Commissioner to meet with the Strategic Head of Procurement to explore the possibility of a buying consortium.

10. Section 22A Agreement – Disaster Victim Identification Unit

- 10.1 The purpose of the report was to update the Board on the updated collaboration agreement for Disaster Victim Identification (DVI). The DVI collaboration agreement provides a statutory basis for the police function of responding to mass DVI.

10.2 The Board noted the signing of the Agreement (as amended) and the Commissioner signed the Decision Notice. The agreement had been signed by most parties.

11. Integrated Mental Health Team

11.1 The purpose of the report was to update the Board on the decision to transfer the responsibility for commissioning the integrated Mental Health Team (IMHT) to the Cambridgeshire and Peterborough Clinical Commissioning Group (CCG). This service will be commissioned as part of the wider First Response Service to provide support for people in mental health crisis.

11.2 The report was presented by Nicky Phillipson, Head of Strategic Partnerships & Commissioning. It was highlighted that the one year evaluation clearly demonstrated the excellent work of the MHT. A recent event provided evidence of an improving experience of both victims, officers and staff.

11.3 The Commissioner commended the work undertaken to achieve this progress to date, thanking the IMH Team and first responders who have been recommended for awards.

11.4 The Board noted the contents of the paper and its associated Decision Notice which set out the Commissioner's decision to continue the funding for this service through a collaborative arrangement with the Cambridgeshire and Peterborough Clinical Commissioning Group.

12. Cambs Historic Churches Trust Appeal

12.1 The purpose of the report was for the Board to consider a request for a grant of £10,000 from the Bishop of Huntingdon as a contribution to the Cambs Historic Churches Trust appeal to support alarm installations on church lead roofs in the county.

12.2 The Commissioner mentioned work undertaken out by the Rural Crime Action Team (RCAT) to help in this area and suggested the grant could help with the prevention of metal theft.

12.3 The total cost of the installation is £55,000. The Board recommended to award a £10,000 contribution towards this

13. Estates – Unit C, Chord Business Park

13.1 The purpose of the report was to seek approval of the Board to continue to market the leasehold of the premises and to seek approval of the Board for the S151 Officer to accept the most economically advantageous offer for a lease of the asset.

13.2 The Constabulary would continue the marketing of Chord Park and requested that Estates section be given control and delegation to do this.

13.3 The Commissioner said he preferred to remain involved especially as the force estate is not that large. The Board recommended the S151 officer and the Commissioner be approached outside the Board for decision such as this rather than delegate the decision.

13.4 The board approved continued marketing of the asset and the approval of the Commissioner and the S151 Officer would be sought to accept the most economically advantageous offer for a lease of the asset.

14. VAWG Transformation Fund

14.1 The purpose of the report was to inform the Board of the successful bid to the Home Office VAWG (“Violence Against Women and Girls”) Transformation Fund, for £400k, and the subsequent arrangements to deliver the Cambridgeshire and Peterborough VAWG Prevention and Intervention project.”

14.2 The paper was presented by the Head of Strategic Partnerships & Commissioning who explained that a bid was made and £400K was awarded. The project is, will provide support for young victims in Domestic Abuse households and include access to the Mental Health Nurses and staff from the Victim and Witnesses Hub.

14.3 The Board noted the report.

15. AOB

15.1 Following recent HMICFRS inspection, Natalie Benton, the Head of Corporate Development gave verbal update. HMICFRS would give guidance at the end of the financial year to produce a Force Management Statement. There would be no Spring inspection and work on collaborated business planning was to be done. The Chief Constable mentioned legal requirements for statement made by Chief Constables in the Force Management Statement.

15.2 Athena Deed of Novation signature – Northgate

The Section 151 officer sought additional information before signature of the document before the Decision Notice would be signed and this was agreed.

Date of next meeting

The next meeting will be held on Thursday 9th November at 13:30 at Police Headquarters.



Jason Ablewhite



Creating a safer
Cambridgeshire

To: Business Coordination Board

From: Chief Constable

Date: 09 November 2017

PERFORMANCE UPDATE – 12 months to September 2017

1. Purpose

1.1 The purpose of this paper is to provide an update to the Business Co-ordination Board (“the Board”) on the Constabulary’s performance against strategic themes identified in the Commissioner’s Police and Crime Plan.

2. Recommendation

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

3. Background

3.1 This is the second report on the Police and Crime Plan launched for 2017-20, and reflects the themes therein: Victims, Offenders, Community and Transformation.

3.2 A number of data sets from partner agencies were identified during the drafting of the plan as providing useful information about performance across the wider community safety and criminal justice arenas. It is intended that the dashboard will continue to be developed through the inclusion of this data.

3.3 This report should be considered alongside the “Police and Crime Commissioner Performance Update September 2017” document which includes a copy of the dashboard and a wide range of other performance data.

4. National context

4.1 Nationally, recorded crime is on the increase and is becoming more complex in nature, and record levels of calls for service are being seen nationally. Higher levels of recorded crime are the new normality, particularly with increasingly effective implementation of crime recording standards.

- 4.2 Cambridgeshire continues to see an above average year on year percentage increase in recorded crime, with Violence against the Person Offences, Theft Offences and Public Order Offences the main drivers. Some of this increase is due to improved crime recording, with the force having much better crime data integrity than many other forces nationally.
- 4.3 Cambridgeshire also continues to see one of the highest numeric year on year increases in the number of crimes per 1000 population. Nevertheless, latest data from ONS shows crime rates to be below the national average in all headline categories with the exception of Theft Offences. The latter is now higher than the 'Most Similar Group', regional and national averages, with vehicle crime remaining a key driver.
- 4.4 Following a direct request from the Office of the Police and Crime Commissioner, this and future reports will look to provide insight into the intended actions aimed at addressing rising levels of crime.

5. Victims

- 5.1 Positive feedback from survey respondents continues to reflect the level of professionalism in the service and support being offered to victims of crime. However, ongoing challenges around managing expectations and follow-up contact are evident in victims' comments and continue to put downward pressure on overall levels of satisfaction with service delivery. Following the decision by the Home Office to cease the collection of user satisfaction data at the end of the last financial year, consideration is now being given to surveying a broader range of crime types. Going forward, the availability and accessibility of other data sets will also be scoped in order to help better understand the victim journey and inform service delivery.
- 5.2 Satisfaction with overall service delivery for victims of burglary remains comparable to the year end position. Satisfaction rates among domestic abuse victims continue to fluctuate, albeit the sample size is small.
- 5.3 The all crime prosecution possible outcome rate has further deteriorated, with the rolling 12 month rate of 16.6% significantly lower than the year end benchmark. While rising demand and the length of time taken to investigate offences both remain influential, further analysis is also being undertaken to better understand the impact of changes to the Bail Act in April 2017 whereby suspects are released under investigation rather than bailed to return at a pre-determined point in time.
- 5.4 The long term prosecution possible outcome rates for Burglary Dwelling, Domestic Abuse and Serious Sexual Offences have also continued to deteriorate. A renewed focus has now been placed on these three crime types, as control strategy priorities, and through the Force Performance Management Meeting. It is expected that improvements in the prosecution possible outcomes in these areas will be seen over the coming months. This focus also coincides with the implementation of Operation Sherlock, which aims to deliver good quality, proportionate and prioritised investigations, supporting consistent decision making across the whole investigative journey. It is envisaged that the impact of this on the victim experience will be reflected in future survey results.

6. Offenders

- 6.1 The upward trend in the long term indicator for all recorded crime has continued with over 13,000 more crimes recorded in the 12 months ending September 2017 than in the 12 months ending September 2016. Non-victim based crime accounted for 16.9% of the rise over the 12 month period.
- 6.2 Better NCRS compliance and improved confidence among victims in coming forward to report crime will have been influential, but there are also likely to have been genuine increases in some crime types over this period. In the face of increased demand, the importance of further analysis is recognised in order to help triage calls for service more efficiently and effectively and target resources where there is the greatest risk and harm.
- 6.3 Although the upward trend in the long term indicator for Violence against the Person Offences continues, the recent trend is downwards, driven by a fall in the number of Violence with Injury offences.
- 6.4 The long term indicator for Theft Offences remains on an upward trajectory, with year on year increases in Shoplifting, Vehicle Crime and Burglary influential. September 2017 saw the highest number of Vehicle Crimes recorded in any discrete month since May 2009, driven by an increase in Theft from Motor Vehicle offences. Given the recent increase in this offence type, a strategic problem solving paper has been commissioned to look at the Constabulary's approach to vehicle crime, and to better understand what is required from partners.
- 6.5 The upward trend in the long term indicator for rural crime has continued. Levels of poaching/coursing over the last three months have been more typical of levels usually seen later in the year, while the number of reports in South Cambridgeshire reached a new high last month, with 57 incidents reported to police. August also saw the highest number of reports of burglary, robbery, theft or criminal damage occurring at an agricultural location or a farm house in a single month. It is unclear whether this marks an early peak in seasonal demand or a step change in calls for service, so is being monitored.
- 6.6 Although the number of incidents graded for an immediate response remained significantly higher than the year end benchmark, the median time to attend held stable at 15-16 minutes. However, this is impacting on prompt grade response performance and the ability to achieve sustainable improvements. Non-crime demand as a proportion of total incidents continued to fall.

7. Community

- 7.1 Public feedback about whether the Constabulary is perceived to be dealing with local concerns has deteriorated over the last quarter, with the rolling 12 month rate continuing on a downward trajectory. However, 95.8% of respondents surveyed over the past year said they felt safe in their local area. Scoping work is currently ongoing around how best to further develop community feedback and use this to inform service delivery.
- 7.2 We continue to see a significantly higher level of demand from emergency 999 calls compared to the year end benchmark, but now that we are past the summer months we are seeing a recovery in the proportion of calls answered within 10 seconds.

96.1% of 999 calls were answered within 10 seconds in September, compared to 92.1% in the latest 12 month period.

- 7.3 Demand from non-emergency 101 calls has fallen in recent months. September saw 94.4% of 101 calls answered within 30 seconds, with an improvement in the rolling 12 month rate to 92.8%.
- 7.4 The force is currently in the process of developing a Demand Hub which will assist in achieving more effective and efficient management of demand and deployment of resources. This forms part of the Local Policing Review.
- 7.5 Hate crime performance continues to challenge. Although the number of hate crimes recorded in the last 12 months remains significantly higher than the year end position, monthly crime levels have fallen over the last three months. The prosecution possible outcome rate, however, continues to deteriorate but remains comparable to the year end benchmark at this time. The force is reviewing with interest the recent findings of the Race Disparity Audit, and is considering how new data sets may help the force identify and address hate crime performance challenges.
- 7.6 Performance around Anti-Social Behaviour (ASB) remains stable in terms of incidents recorded by the police and the low percentage of respondents concerned about high levels of ASB in their area.

8. Transformation

- 8.1 Sickness rates for police officers remain comparable at Force level (albeit with Area and departmental variations). Police staff sickness rates have improved, with the average number of working days lost to sickness falling from 0.8 days per person in September 2016 to 0.7 days in September 2017.
- 8.2 Work aimed at maintaining and further reducing levels of sickness absence is ongoing as part of the wider Wellbeing Agenda.

9. Recommendation

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

Contact Officers	Chris Edwards, Head of Performance, Cambridgeshire Constabulary Jo Lynch, Performance Analyst, Cambridgeshire Constabulary
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Bibliography	https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/june2017
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Cambridgeshire Constabulary

Police and Crime Commissioner Performance Update

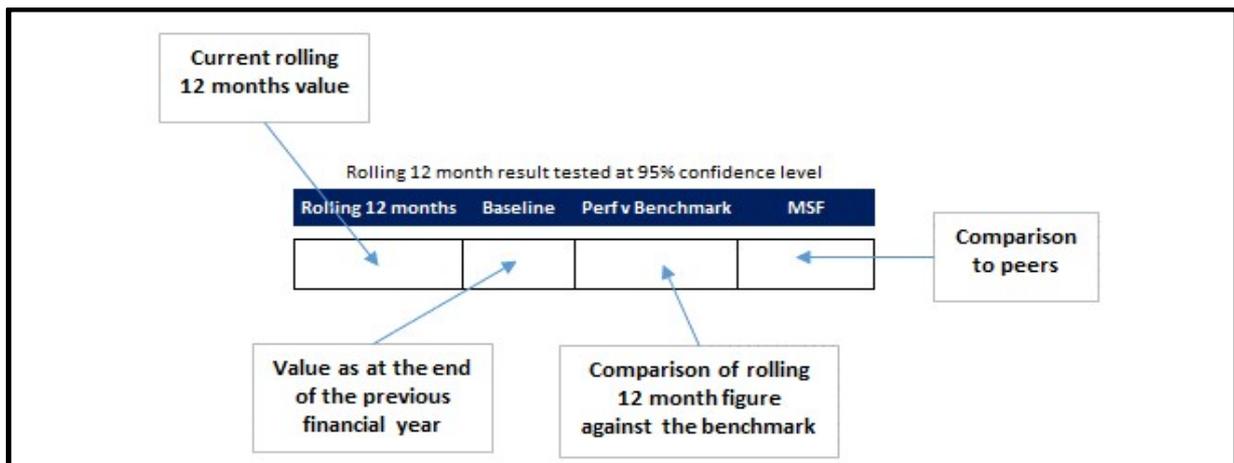
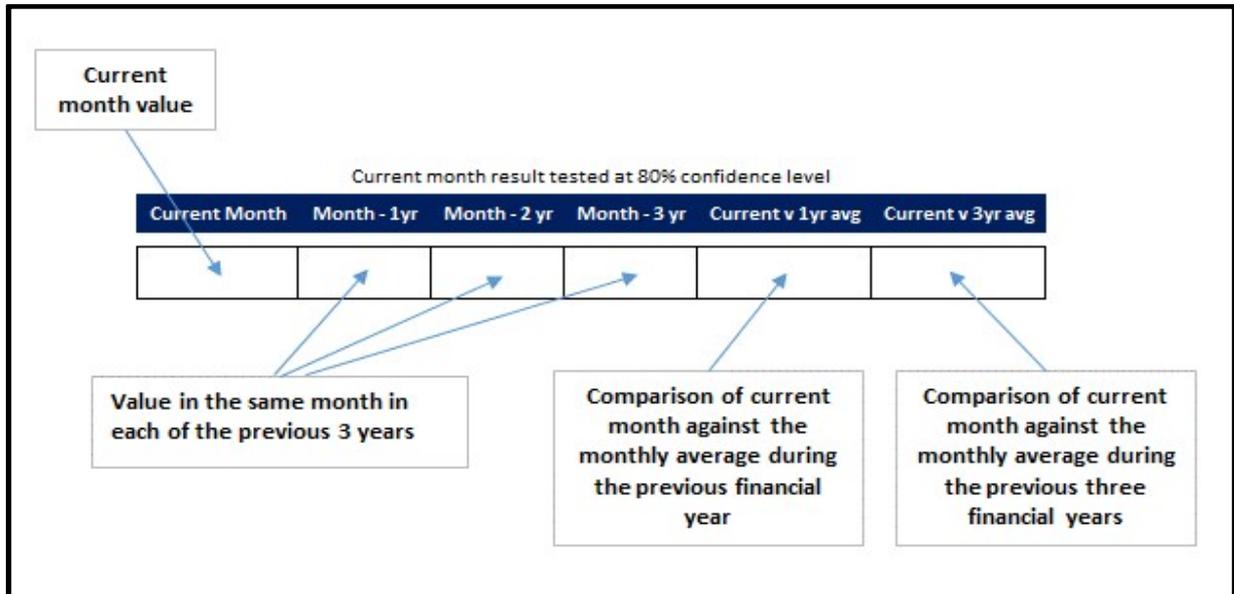
September 2017

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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

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POLICE AND CRIME PLAN DASHBOARD

VICTIMS	Current month tested at 80% confidence level						Rolling 12 month result tested at 95% confidence level					
	Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
Satisfaction with Service Delivery - Police	73.6%	87.6%	82.4%	89.2%	Lower	Lower	82.6%	86.9%	84.0%	86.2%	Lower	-
All Crime Outcome Rate	14.4%	23.7%	21.3%	23.7%	Lower	Lower	14.9%	21.6%	16.6%	20.0%	Lower	Comparable
Satisfaction with Service Delivery - Burglary	75.0%	92.7%	88.6%	100.0%	Lower	Lower	88.9%	90.9%	90.6%	91.6%	Comparable	-
Burglary Dwelling Outcome Rate	6.0%	11.1%	7.2%	12.7%	Lower	Lower	8.4%	12.2%	9.5%	11.4%	Lower	-
Satisfaction with Service Delivery - Domestic Abuse	47.8%	84.4%	n/a	n/a	Lower	n/a	80.1%	87.0%	81.5%	85.2%	Lower	-
Domestic Abuse Outcome Rate	26.3%	37.4%	39.0%	28.6%	Comparable	Lower	21.8%	31.0%	24.0%	28.5%	Lower	-
Serious Sexual Offences Outcome Rate	18.8%	21.9%	26.3%	27.1%	Higher	Comparable	9.8%	18.2%	11.3%	15.5%	Lower	Comparable
Cyber Crime Outcome Rate	4.1%	13.3%	34.0%	16.7%	Lower	Lower	17.6%	25.9%	18.2%	21.9%	Lower	-
Incidents with mental health qualifier	811	855	608	506	Comparable	Comparable	5,406	5,401	10,349	10,344	Comparable	-

OFFENDERS	Current month tested at 80% confidence level						Rolling 12 month result tested at 95% confidence level					
	Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
All Recorded Crime	5,551	4,605	3,852	3,866	Higher	Higher	34,112	27,534	64,638	58,060	Higher	Higher
Violence with Injury	375	385	267	357	Comparable	Comparable	2,574	2,440	4,910	4,776	Higher	Lower
Violence without Injury	960	728	525	385	Higher	Higher	5,943	4,267	11,129	9,453	Higher	Comparable
Burglary Dwelling	251	189	223	181	Higher	Higher	1,385	972	2,623	2,210	Higher	-
Domestic Abuse	575	546	331	332	Comparable	Higher	3,847	3,071	7,294	6,518	Higher	-
Serious Sexual Offences	101	114	95	85	Comparable	Comparable	743	583	1,374	1,214	Higher	Comparable
Cyber crime	74	45	47	18	Higher	Higher	335	263	671	599	Higher	-
Rural Crime	214	121	72	58	Higher	Higher	715	431	1,836	1,552	Higher	-
Perception of Drug Misuse	13.8%	18.3%	9.3%	9.0%	Comparable	Higher	10.5%	12.5%	11.3%	12.2%	Comparable	Comparable
Drugs Offences	103	132	122	156	Lower	Lower	716	816	1,514	1,614	Lower	Comparable
Immediate grade incidents - time to respond (mins)	15	15	14	13	Comparable	Comparable	15	15	15	15	Higher	-
Conditional Cautions - adults	44	38	19	4	Higher	Higher	206	170	388	352	Comparable	-
Conditional Cautions - youths	8	2	12	2	Comparable	Comparable	33	38	71	76	Lower	-
Community Resolutions	129	173	83	116	Comparable	Comparable	851	956	1,787	1,892	Comparable	-

COMMUNITY	Current month tested at 80% confidence level						Rolling 12 month result tested at 95% confidence level					
	Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
Dealing with Local Concerns	64.9%	78.9%	67.3%	73.3%	Lower	Lower	65.8%	72.0%	71.2%	75.1%	Lower	Lower
How safe do our communities feel?	95.3%	96.6%	n/a	n/a	Comparable	n/a	95.5%	95.6%	95.8%	95.9%	Comparable	-
999 calls answered within 10 seconds	96.1%	93.8%	92.5%	93.8%	Comparable	Comparable	91.1%	95.0%	92.1%	94.1%	Comparable	-
Non-emergency calls answered within 30 seconds	94.4%	93.5%	94.0%	93.7%	Comparable	Comparable	92.4%	93.4%	92.8%	93.3%	Comparable	-
Satisfaction with Service Delivery - Hate Crime	62.5%	37.5%	87.5%	75.0%	Comparable	Comparable	77.1%	61.7%	78.1%	70.5%	Comparable	-
Hate Crime	92	91	62	28	Comparable	Higher	641	509	1,184	1,052	Higher	-
Hate Crime Outcome Rate	17.4%	28.6%	12.9%	42.9%	Lower	Lower	22.3%	25.9%	20.1%	21.6%	Comparable	-
Police recorded ASB	1,589	2,305	1,809	2,315	Lower	Comparable	11,724	13,784	22,522	24,582	Comparable	-
Perception of high ASB	0.9%	0.0%	1.6%	0.6%	Comparable	Comparable	0.9%	0.4%	0.8%	0.6%	Comparable	Comparable
Special Constabulary Establishment	242	249	261	267	-	-	-	-	242	235	-	-
Special Constabulary - Hours worked	4,794	4,671	4,981	5,826	Comparable	Comparable	25,405	29,537	52,198	56,330	Lower	-
Police Support Volunteers - Establishment	88	120	109	54	-	-	-	-	-	-	-	-

COMMUNITY	Current month tested at 80% confidence level						Rolling 12 month result tested at 95% confidence level					
	May-17	May-16	May-15	May-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
KSI Road Casualties	34	20	34	29	Comparable	Comparable	56	42	401	387	Higher	Comparable

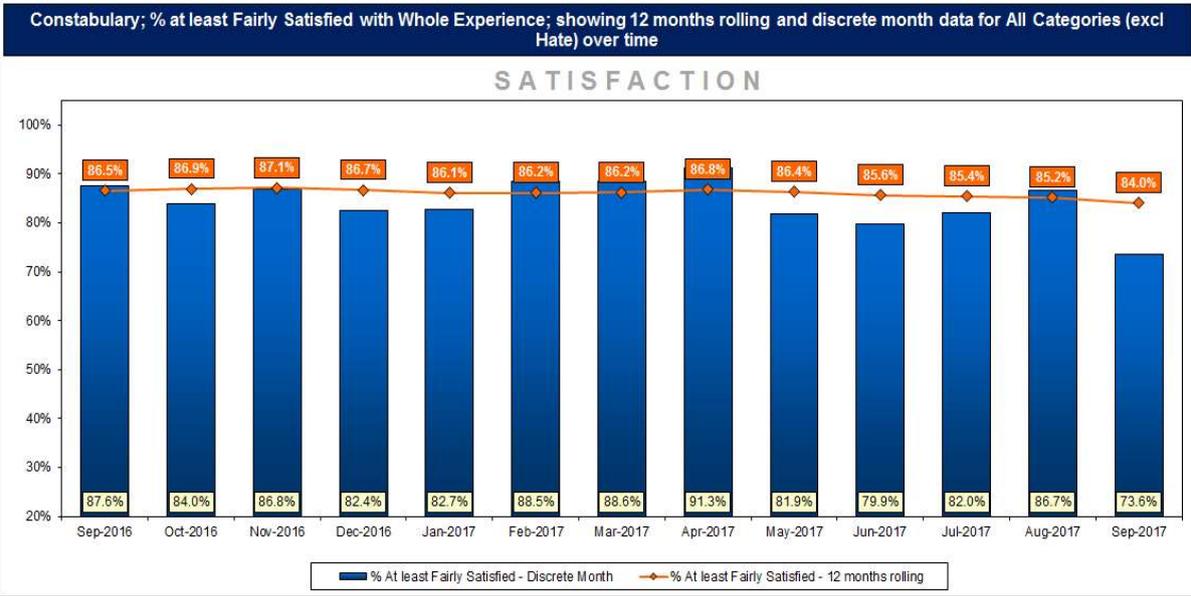
TRANSFORMATION	Current month tested at 80% confidence level						Rolling 12 month result tested at 95% confidence level					
	Sep-17	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
Sickness - Police Officer	0.8	0.8	0.6	0.6	Comparable	Comparable	4.4	4.6	9.4	9.4	-	Below national average
Sickness - Police Staff	0.7	0.8	0.8	0.7	Lower	Comparable	4.2	4.8	9.7	10.1	-	Above national average

Dashboard as at 27th October 2017

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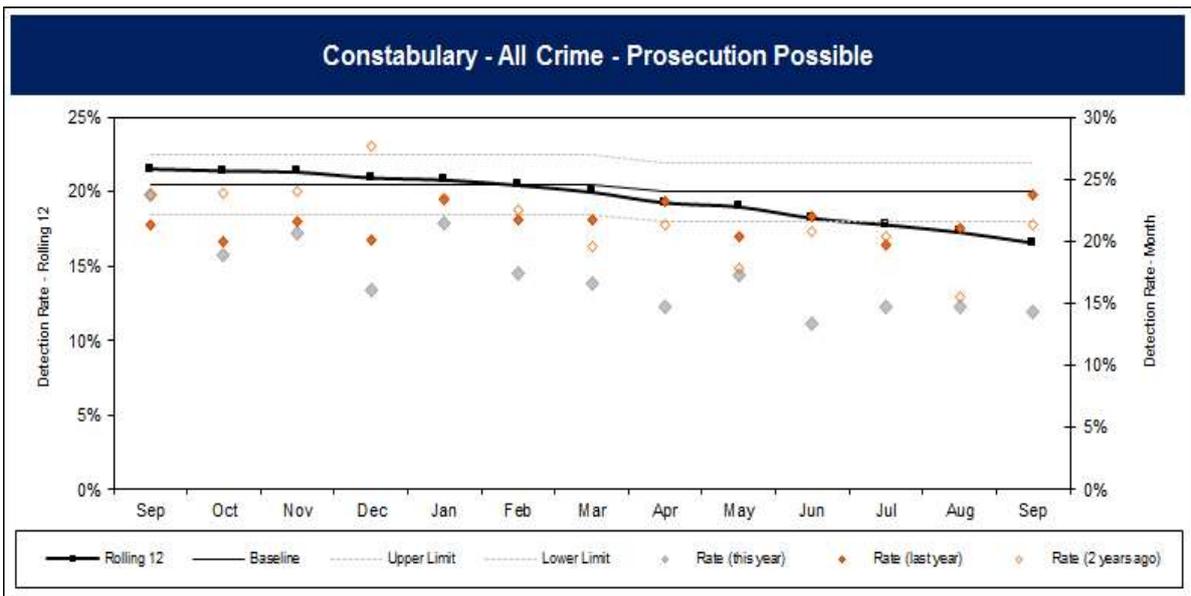
VICTIMS

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
73.6%	87.6%	82.4%	89.2%	Lower	Lower	82.6%	86.9%	84.0%	86.2%	Lower	-



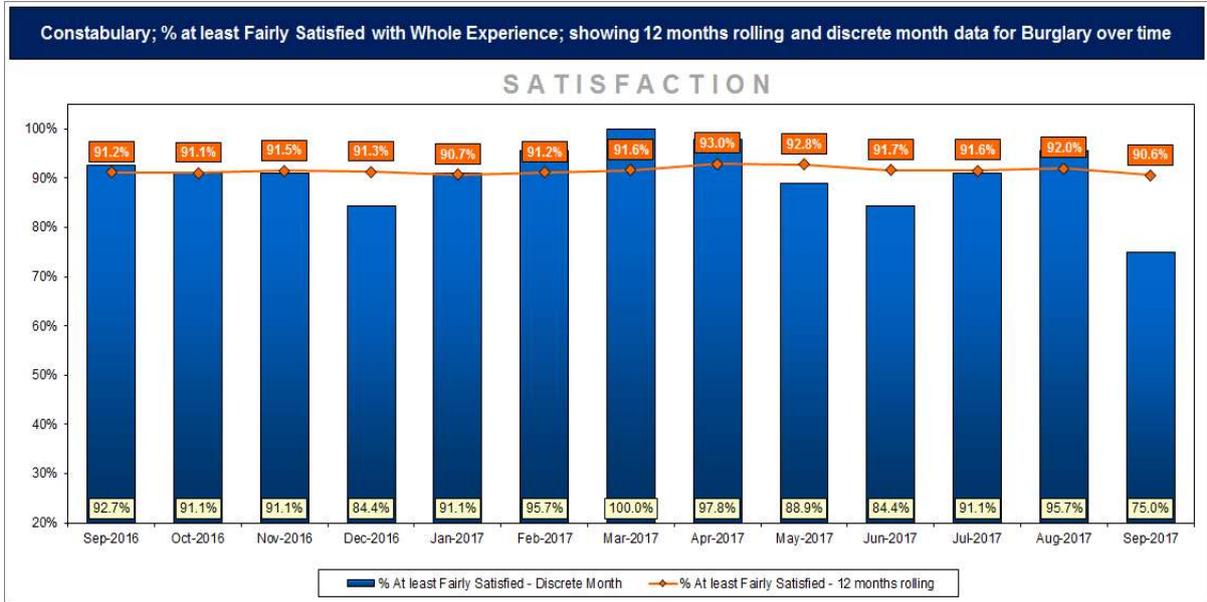
Victim Satisfaction Survey data to September 2017

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
14.4%	23.7%	21.3%	23.7%	Lower	Lower	14.9%	21.6%	16.6%	20.0%	Lower	Comparable



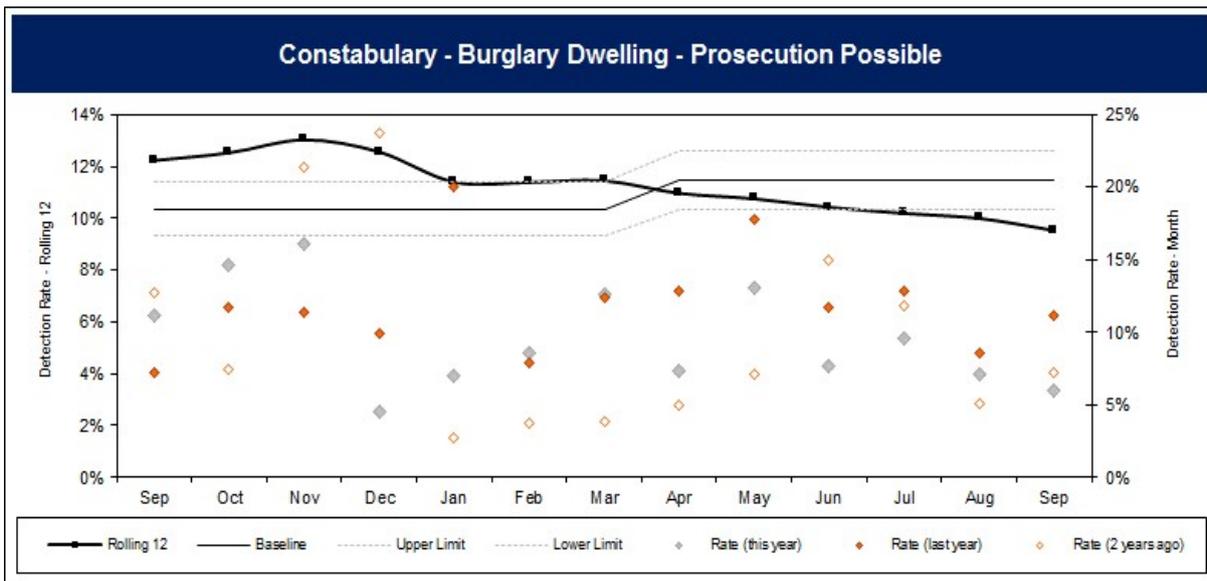
OFFICIAL

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
75.0%	92.7%	88.6%	100.0%	Lower	Lower	88.9%	90.9%	90.6%	91.6%	Comparable	-



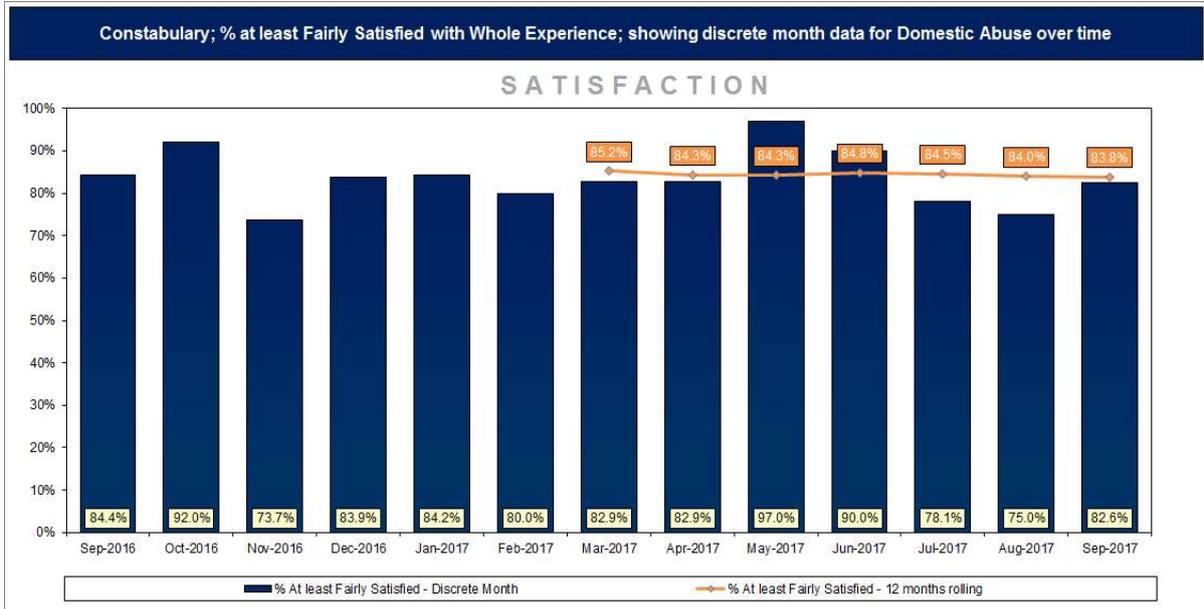
Victim Satisfaction Survey data to September 2017

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
6.0%	11.1%	7.2%	12.7%	Lower	Lower	8.4%	12.2%	9.5%	11.4%	Lower	-



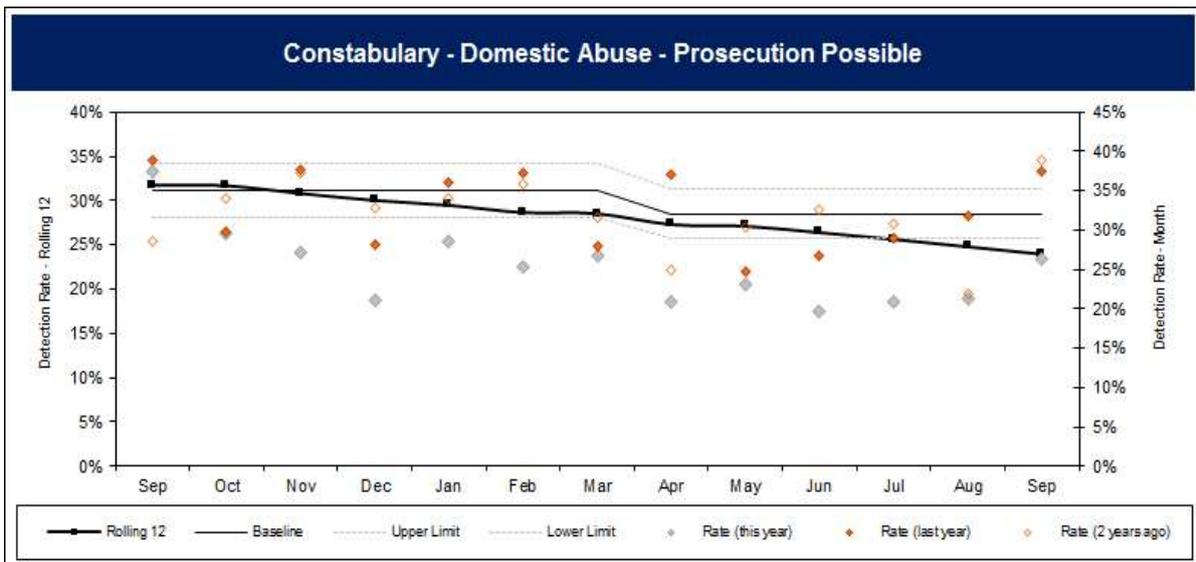
OFFICIAL

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
47.8%	84.4%	n/a	n/a	Lower	n/a	80.1%	87.0%	81.5%	85.2%	Lower	-



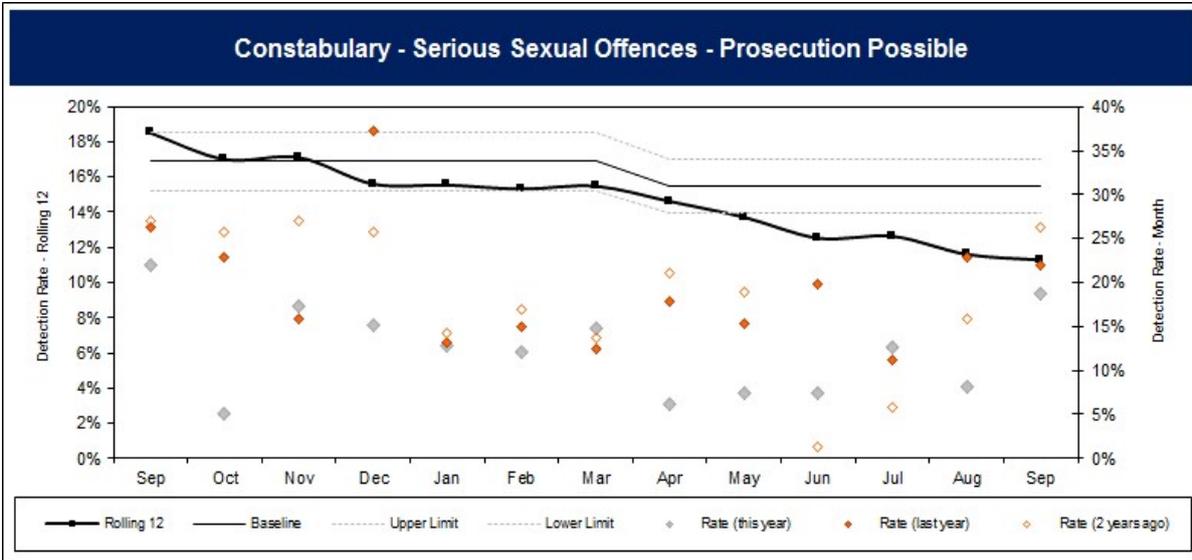
Victim Satisfaction Survey data to September 2017

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
26.3%	37.4%	39.0%	28.6%	Comparable	Lower	21.8%	31.0%	24.0%	28.5%	Lower	-

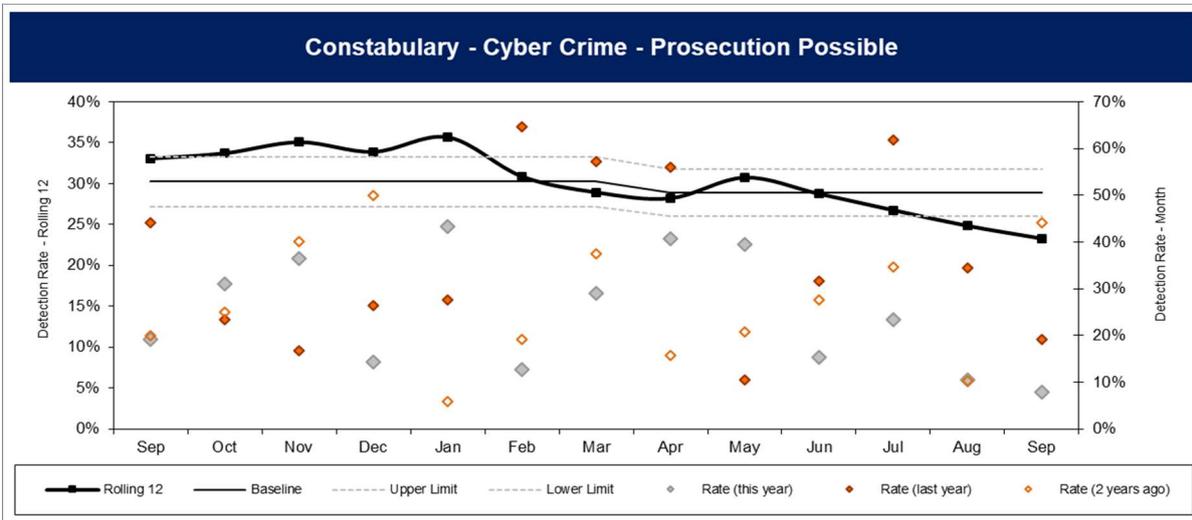


OFFICIAL

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
18.8%	21.9%	26.3%	27.1%	Higher	Comparable	9.8%	18.2%	11.3%	15.5%	Lower	Comparable

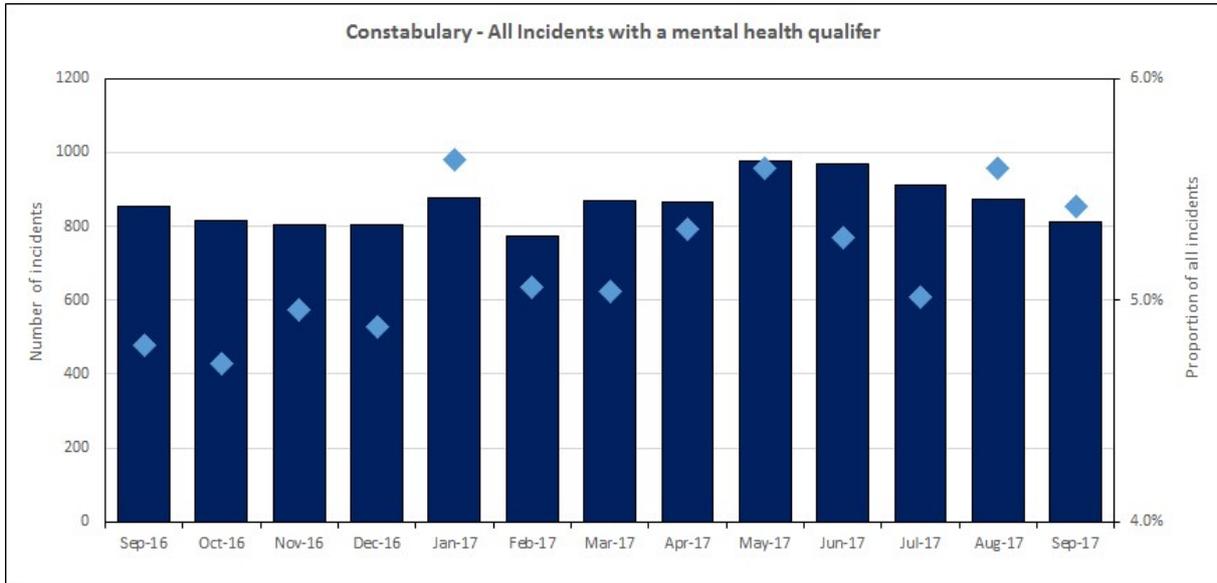


Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
4.1%	13.3%	34.0%	16.7%	Lower	Lower	17.6%	25.9%	18.2%	21.9%	Lower	-



OFFICIAL

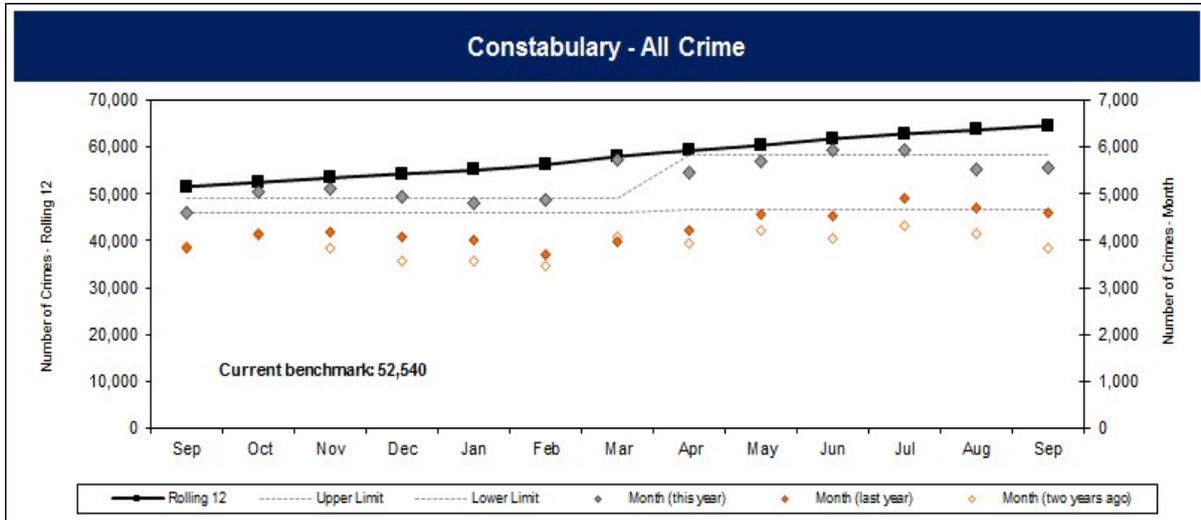
Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
811	855	608	506	Comparable	Comparable	5,406	5,401	10,349	10,344	Comparable	-



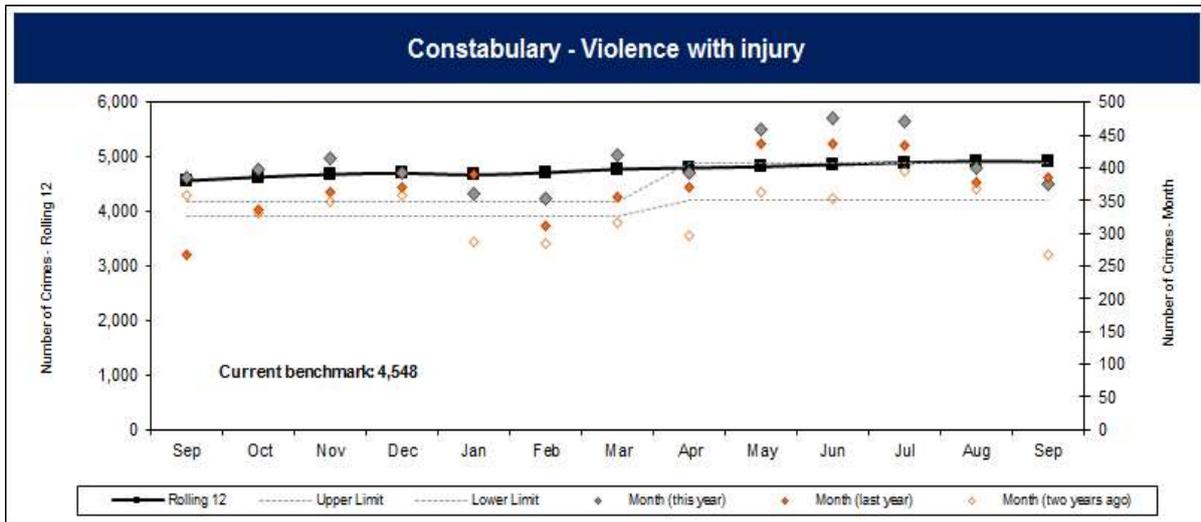
OFFICIAL

OFFENDERS

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
5,551	4,605	3,852	3,866	Higher	Higher	34,112	27,534	64,638	58,060	Higher	Higher

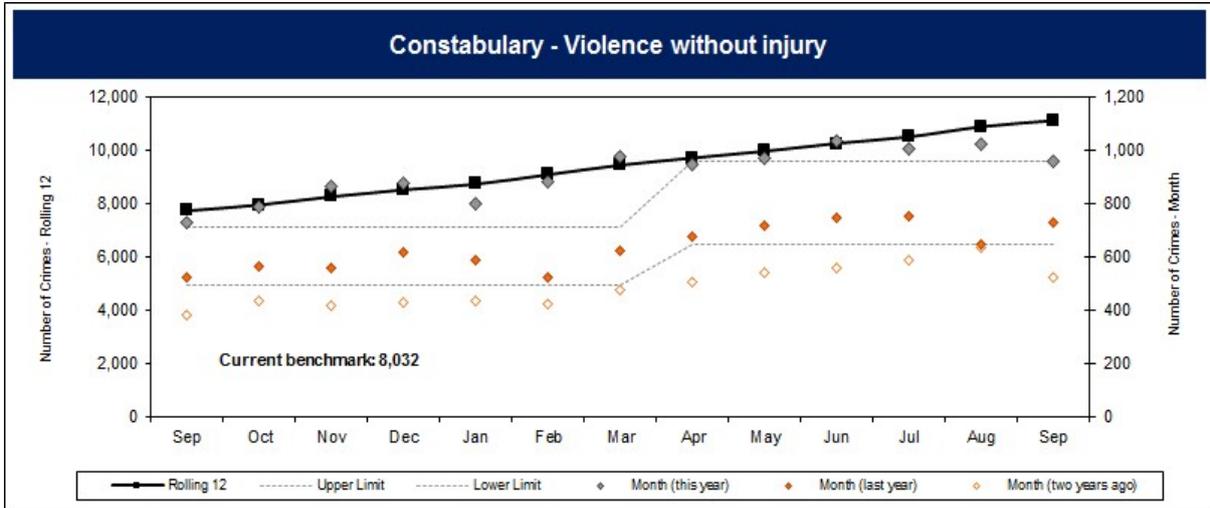


Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
375	385	267	357	Comparable	Comparable	2,574	2,440	4,910	4,776	Higher	Lower

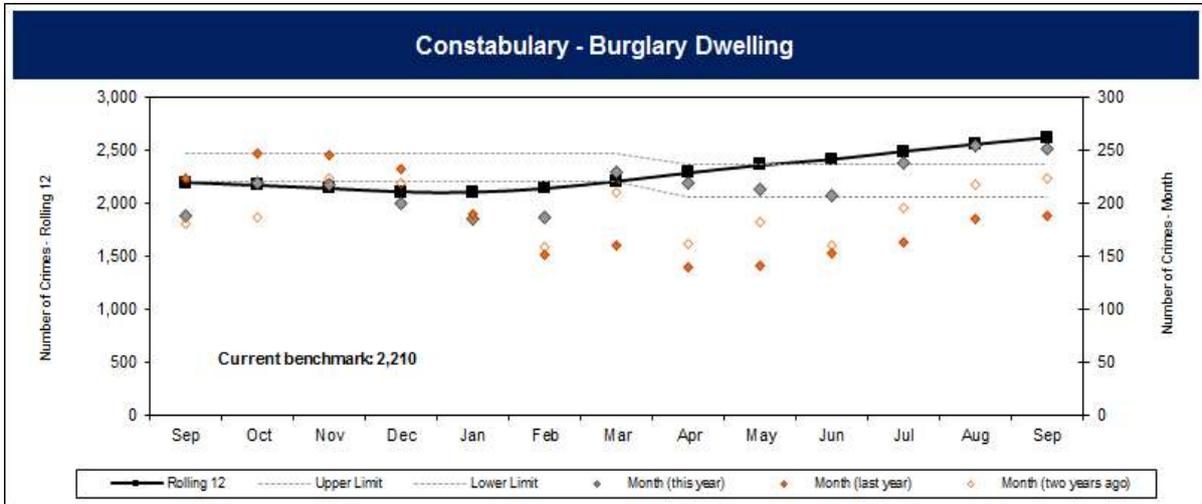


OFFICIAL

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
960	728	525	385	Higher	Higher	5,943	4,267	11,129	9,453	Higher	Comparable

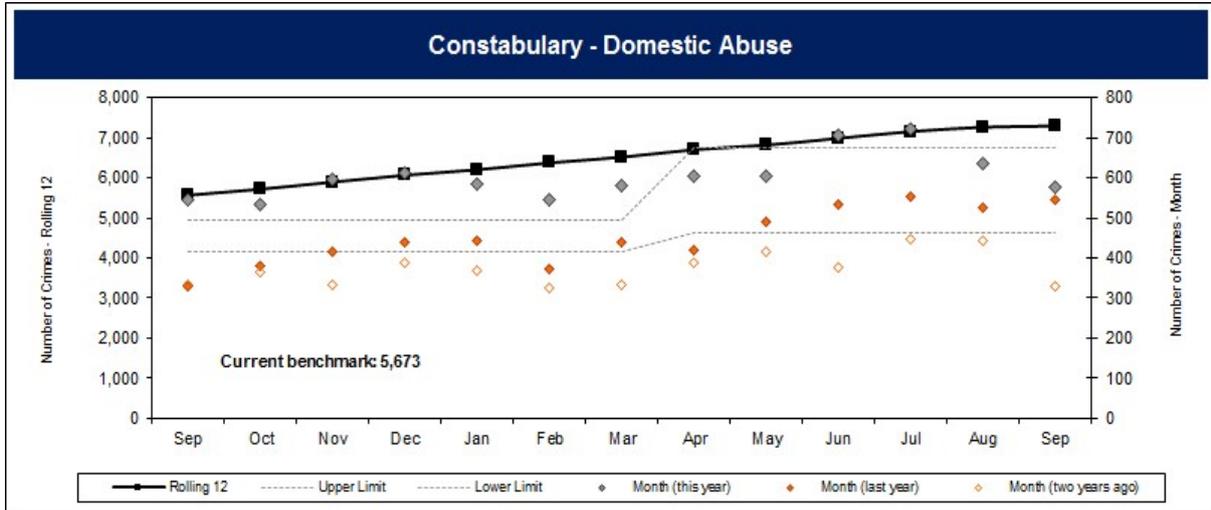


Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
251	189	223	181	Higher	Higher	1,385	972	2,623	2,210	Higher	-



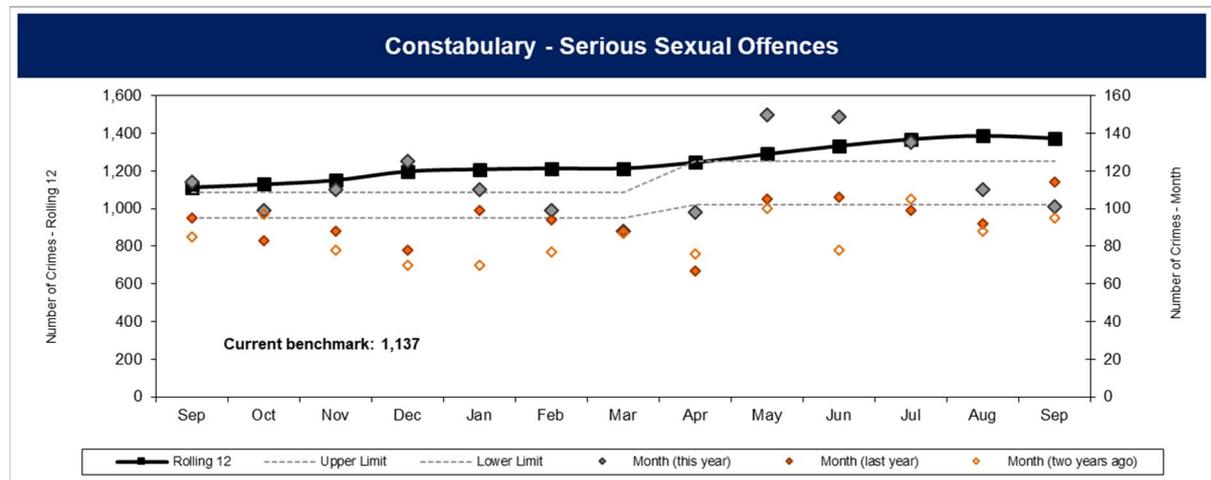
OFFICIAL

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
575	546	331	332	Comparable	Higher	3,847	3,071	7,294	6,518	Higher	-



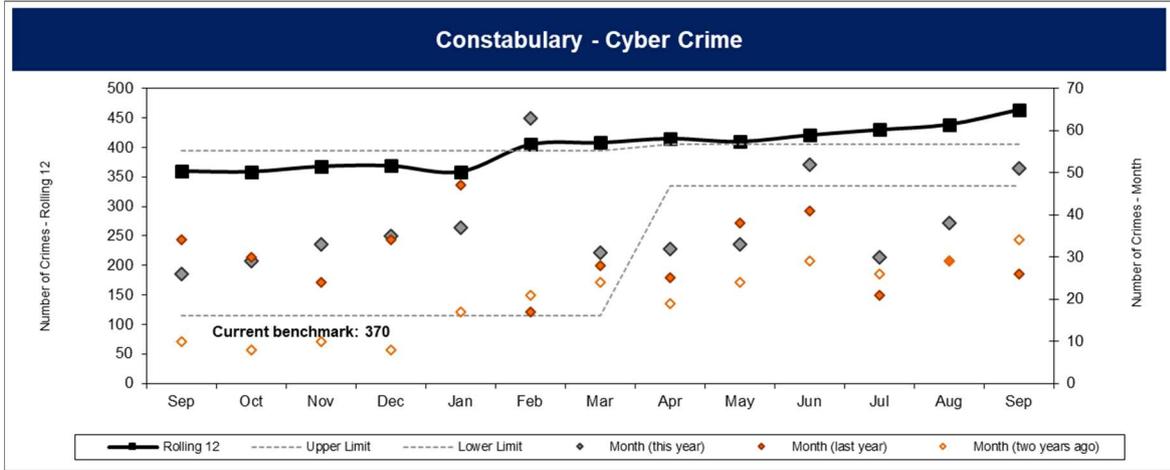
As the Constabulary proactively encourages victims of Domestic Abuse to confidently seek our help, an increase in this offence type may not necessarily be a negative indicator.

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
101	114	95	85	Comparable	Comparable	743	583	1,374	1,214	Higher	Comparable

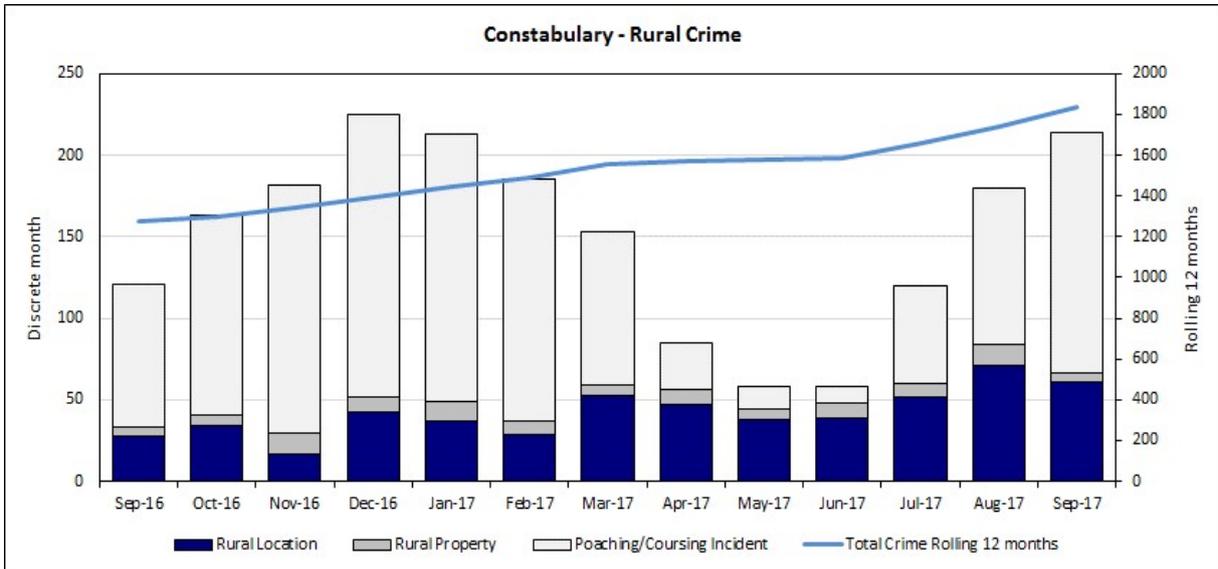


OFFICIAL

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
74	45	47	18	Higher	Higher	335	263	671	599	Higher	-



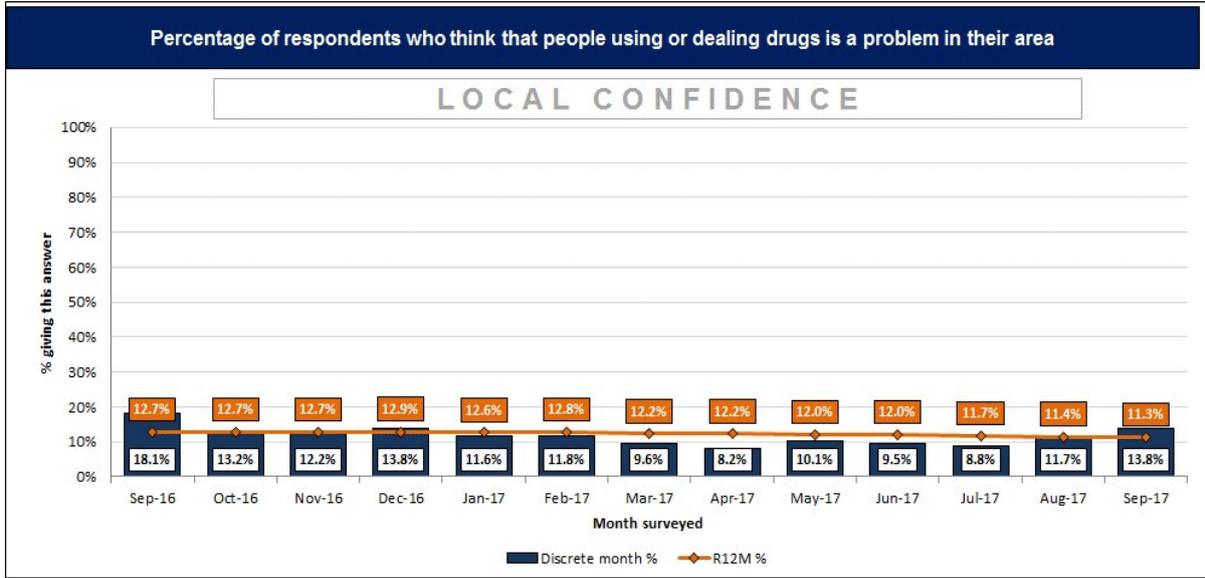
Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
214	121	72	58	Higher	Higher	715	431	1,836	1,552	Higher	-



Rural crime is defined as any offence of burglary, robbery, theft or criminal damage which occurred at an agricultural location or farm house, or involved agricultural/farming equipment/property, and all incidents of poaching or coursing.

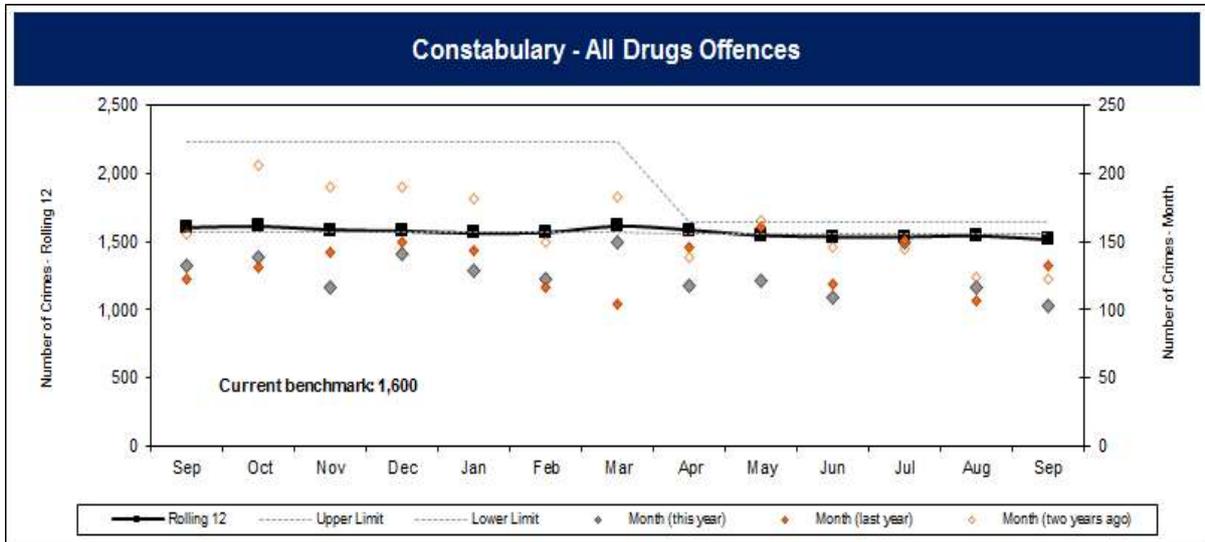
OFFICIAL

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
13.8%	18.1%	9.1%	9.0%	Comparable	Higher	10.5%	12.5%	11.3%	12.2%	Comparable	Comparable



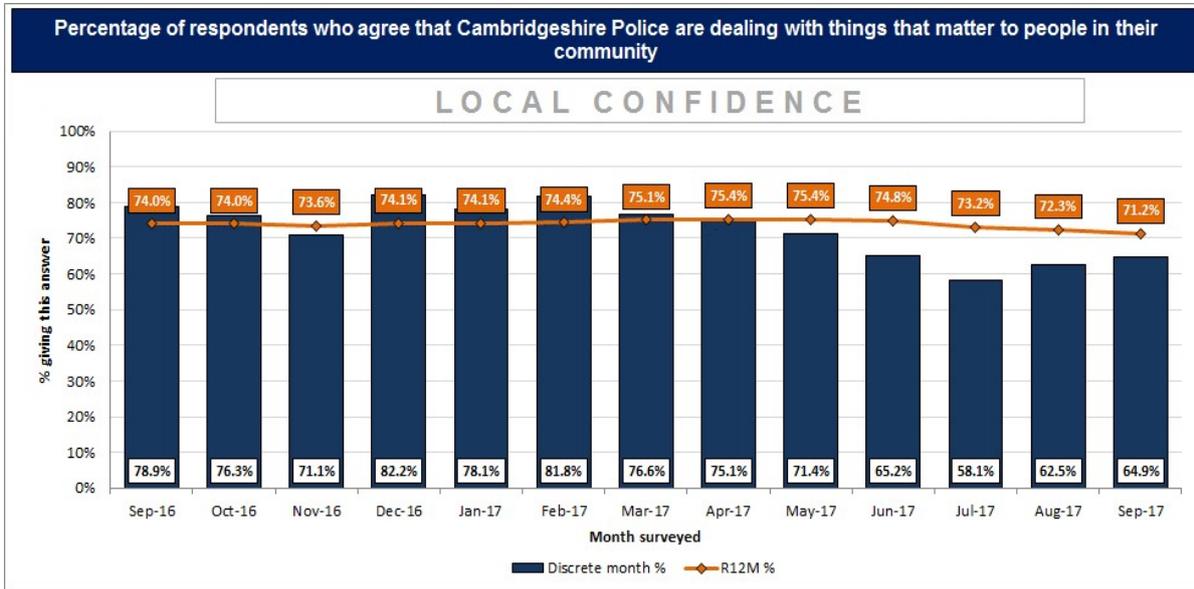
Policing in Cambridgeshire Survey data to September 2017

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
103	132	122	156	Lower	Lower	716	816	1,514	1,614	Lower	Comparable



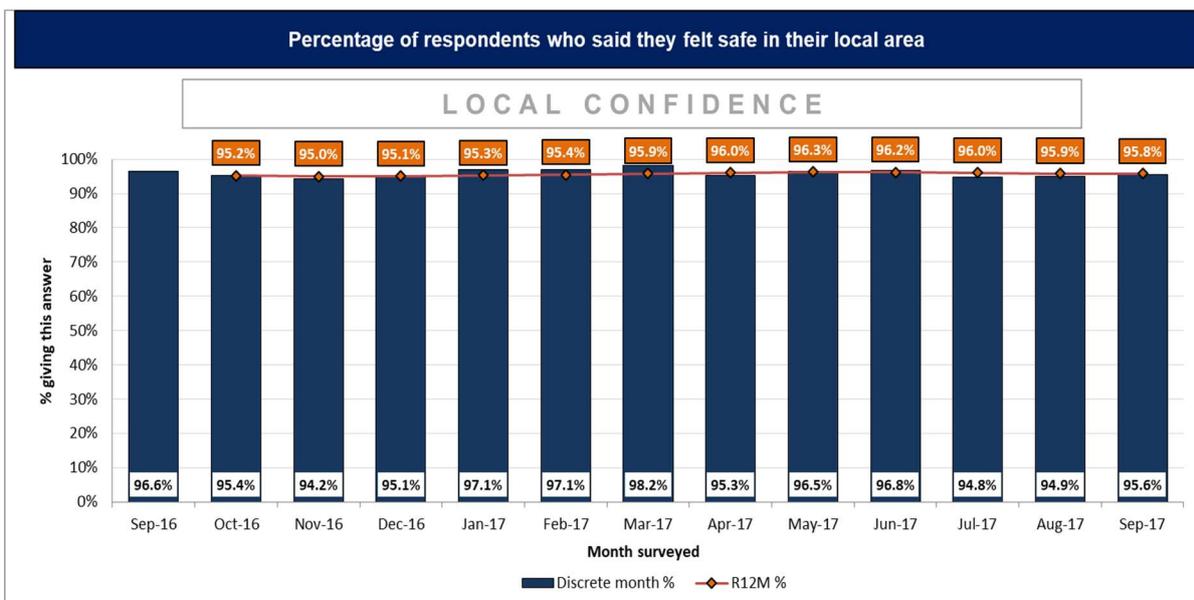
OFFICIAL COMMUNITY

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD -1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
64.9%	78.9%	67.3%	73.3%	Lower	Lower	65.8%	72.0%	71.2%	75.1%	Lower	Lower



Policing in Cambridgeshire Survey data to September 2017

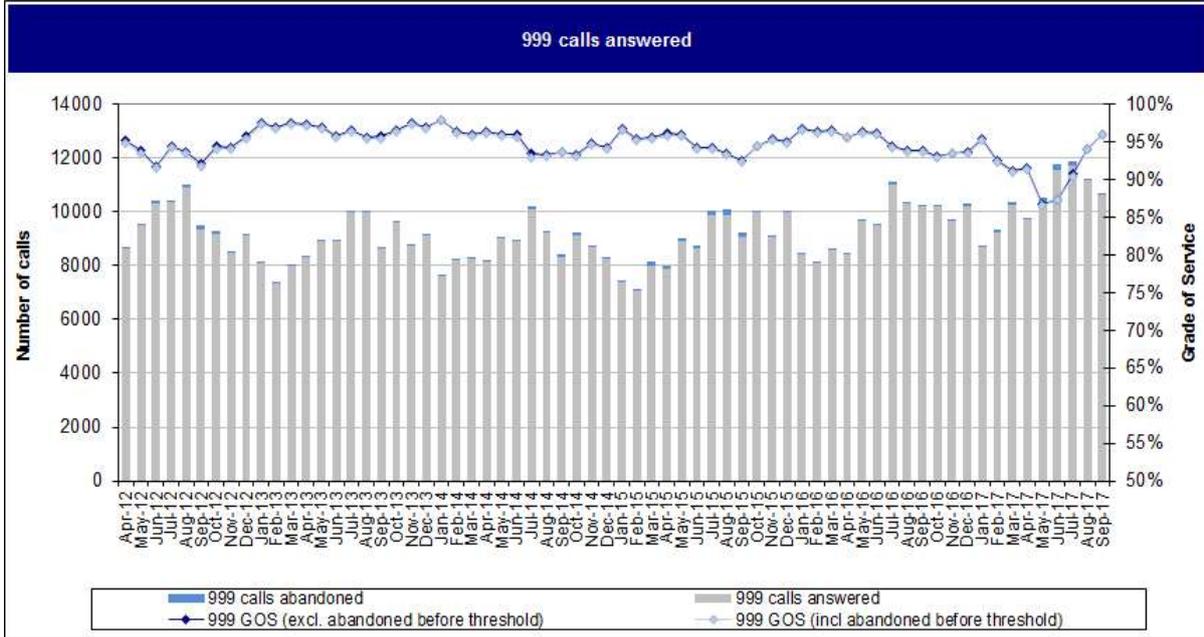
Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD -1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
95.3%	96.6%	n/a	n/a	Comparable	n/a	95.5%	95.6%	95.8%	95.9%	Comparable	-



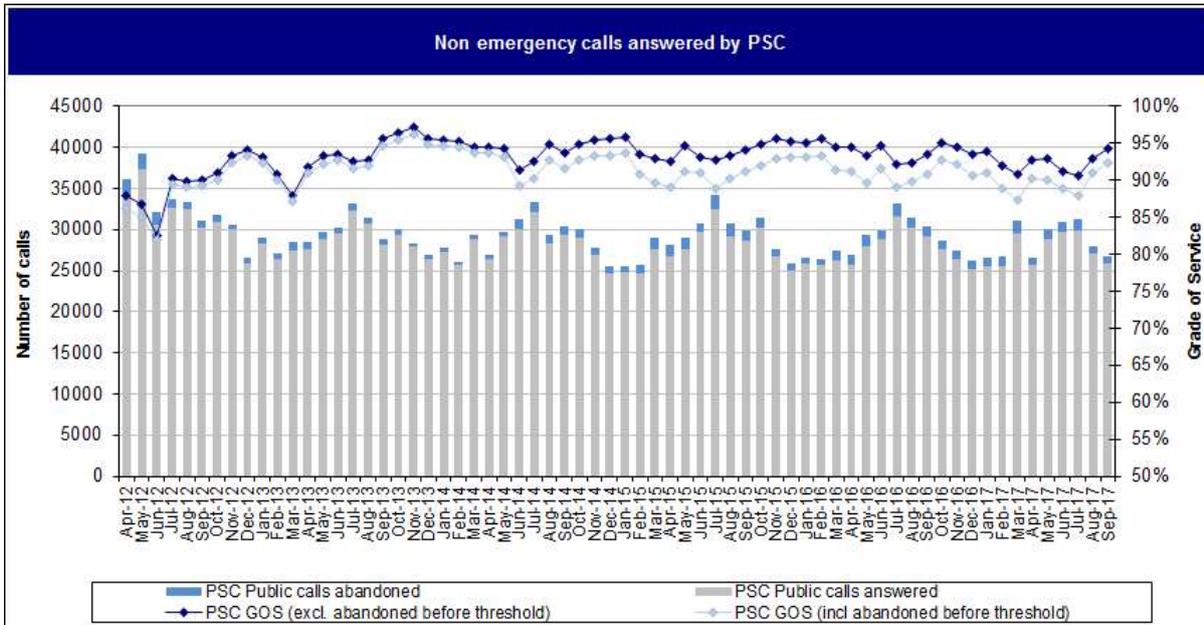
Policing in Cambridgeshire Survey data to September 2017

OFFICIAL

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
96.1%	93.8%	92.5%	93.8%	Comparable	Comparable	91.1%	95.0%	92.1%	94.1%	Comparable	-



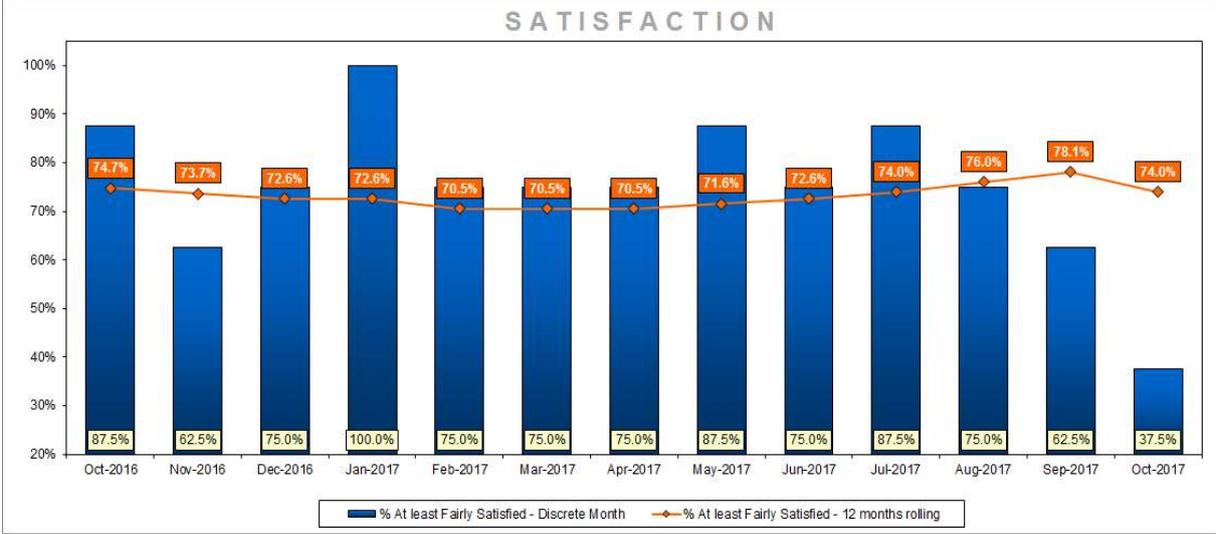
Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
94.4%	93.5%	94.0%	93.7%	Comparable	Comparable	92.4%	93.4%	92.8%	93.3%	Comparable	-



OFFICIAL

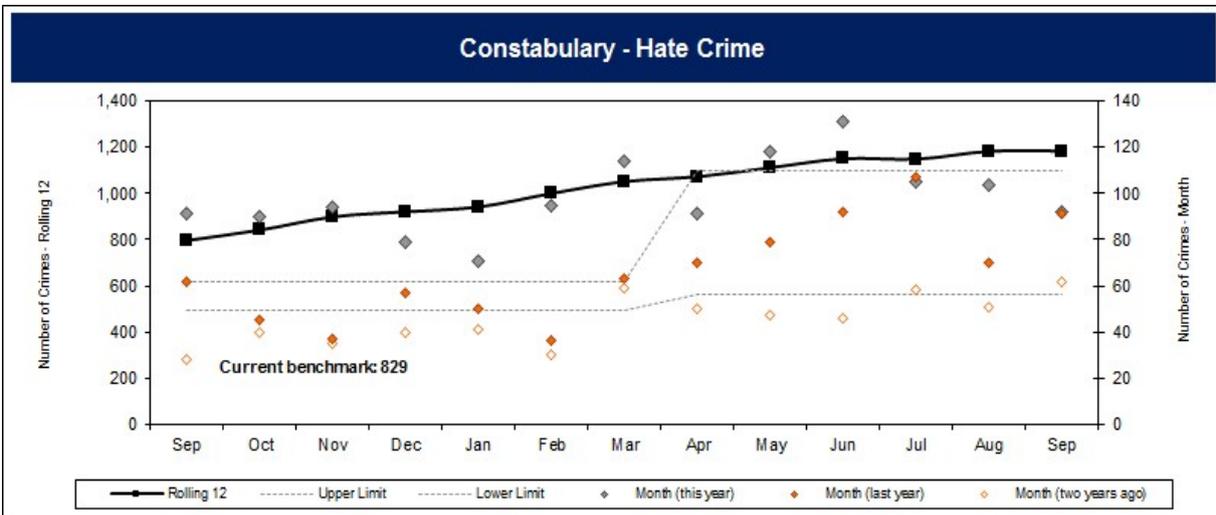
Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
62.5%	37.5%	87.5%	75.0%	Comparable	Comparable	77.1%	61.7%	78.1%	70.5%	Comparable	-

Constabulary; % at least Fairly Satisfied with Whole Experience; showing 12 months rolling and discrete month data for Hate Incident over time



Victim Satisfaction Survey data to September 2017

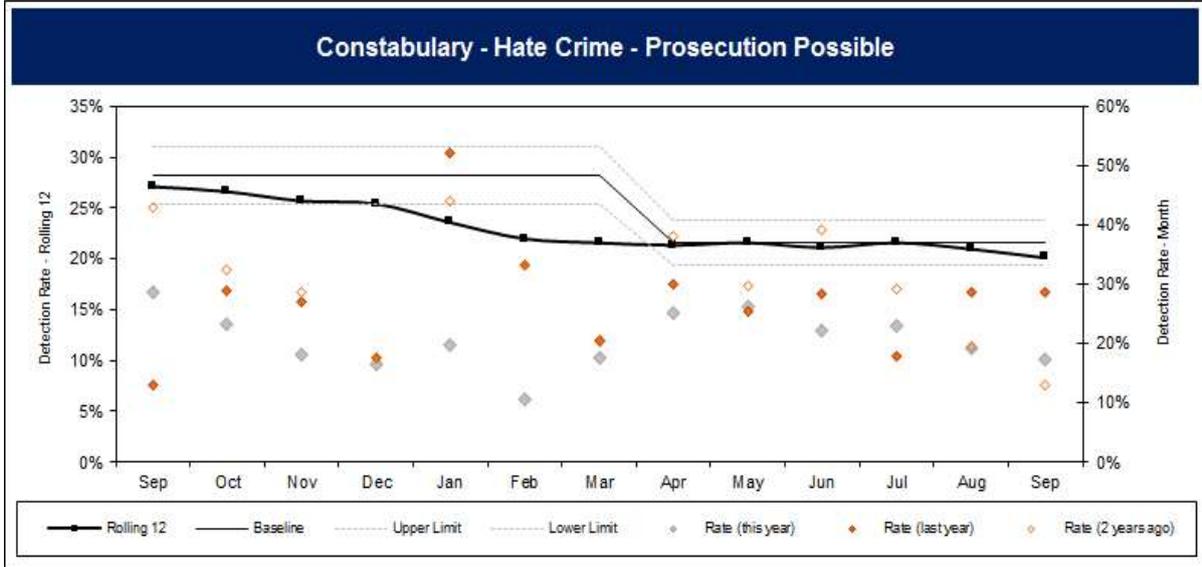
Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
92	91	62	28	Comparable	Higher	641	509	1,184	1,052	Higher	-



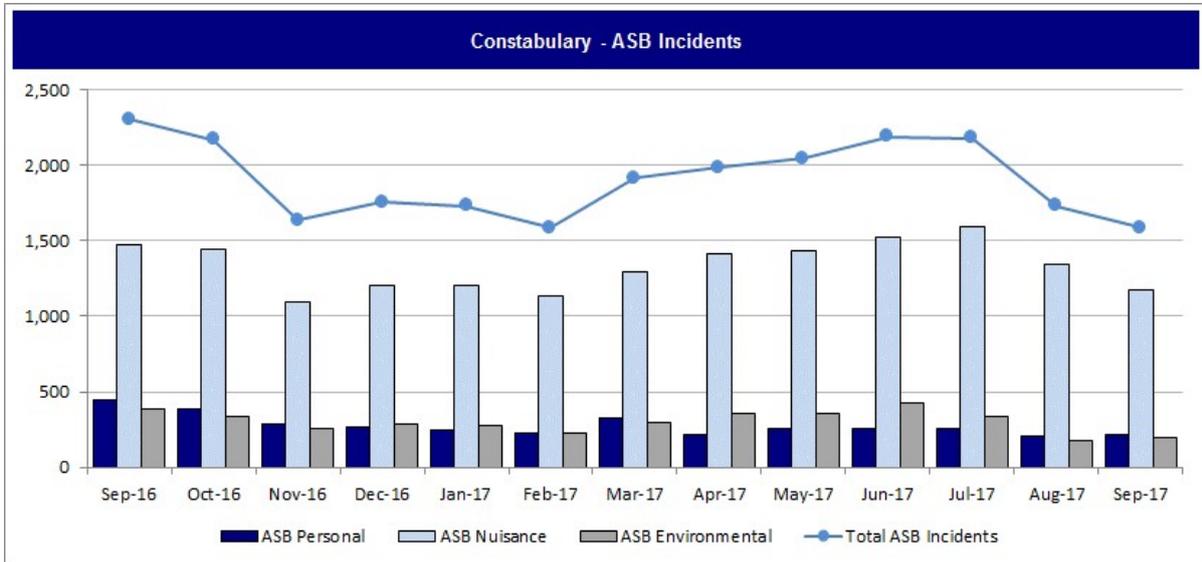
As the Constabulary proactively encourages victims of Hate Crime to confidently seek our help, an increase in this offence type may not necessarily be a negative indicator.

OFFICIAL

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
17.4%	28.6%	12.9%	42.9%	Lower	Lower	22.3%	25.9%	20.1%	21.6%	Comparable	-



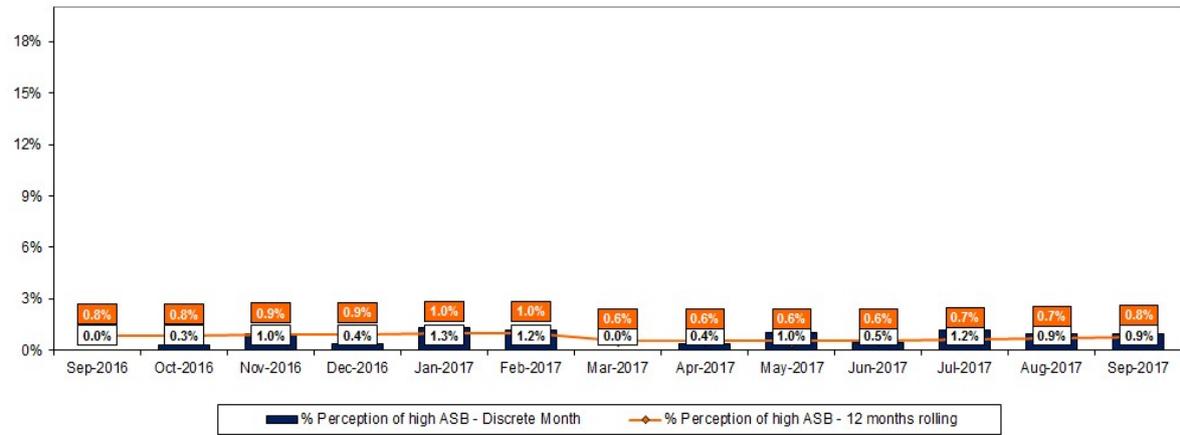
Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
1,589	2,305	1,809	2,315	Lower	Comparable	11,724	13,784	22,522	24,582	Comparable	-



OFFICIAL

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
0.9%	0.0%	1.6%	0.6%	Comparable	Comparable	0.9%	0.4%	0.8%	0.6%	Comparable	Comparable

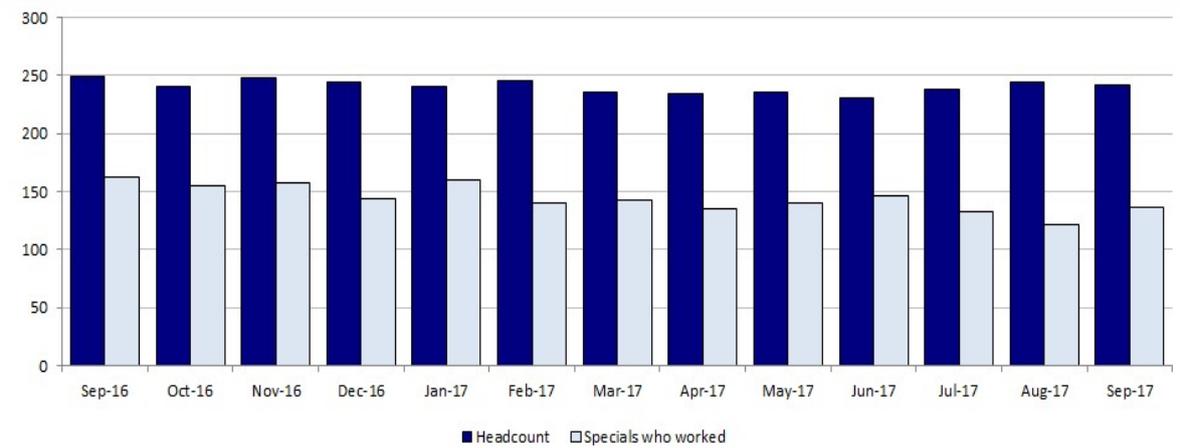
Constabulary; % of respondents who perceive that there is a high level of ASB in their area; showing 12 months rolling and discrete month data over time



Policing in Cambridgeshire Survey data to September 2017

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
242	249	261	267	-	-	-	-	242	235	-	-

Special Constabulary - Constabulary

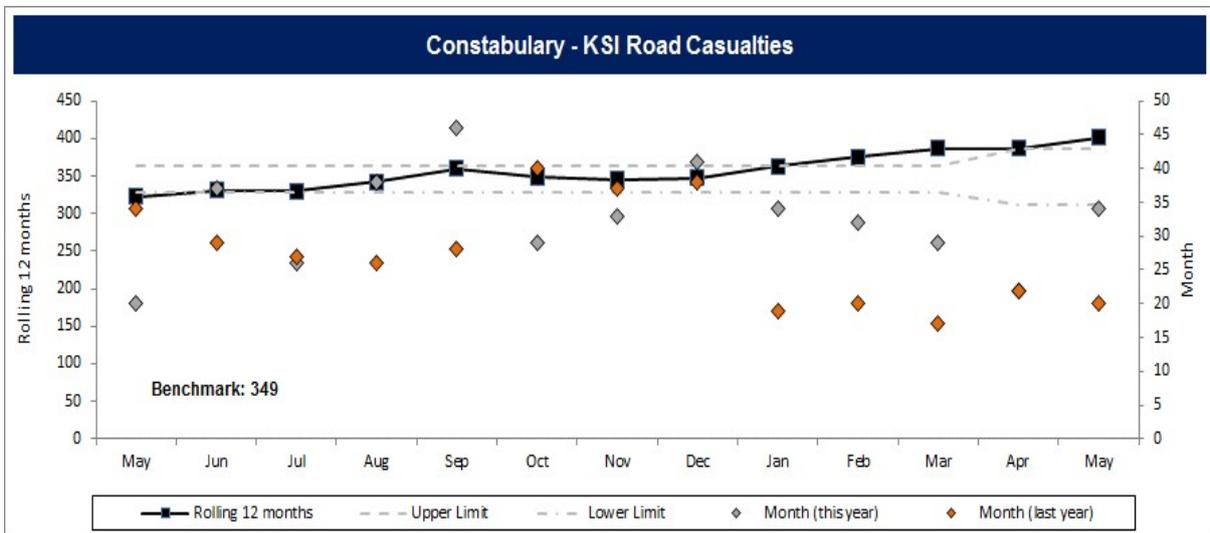


OFFICIAL

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
4,794	4,671	4,981	5,826	Comparable	Comparable	25,405	29,537	52,198	56,330	Lower	-



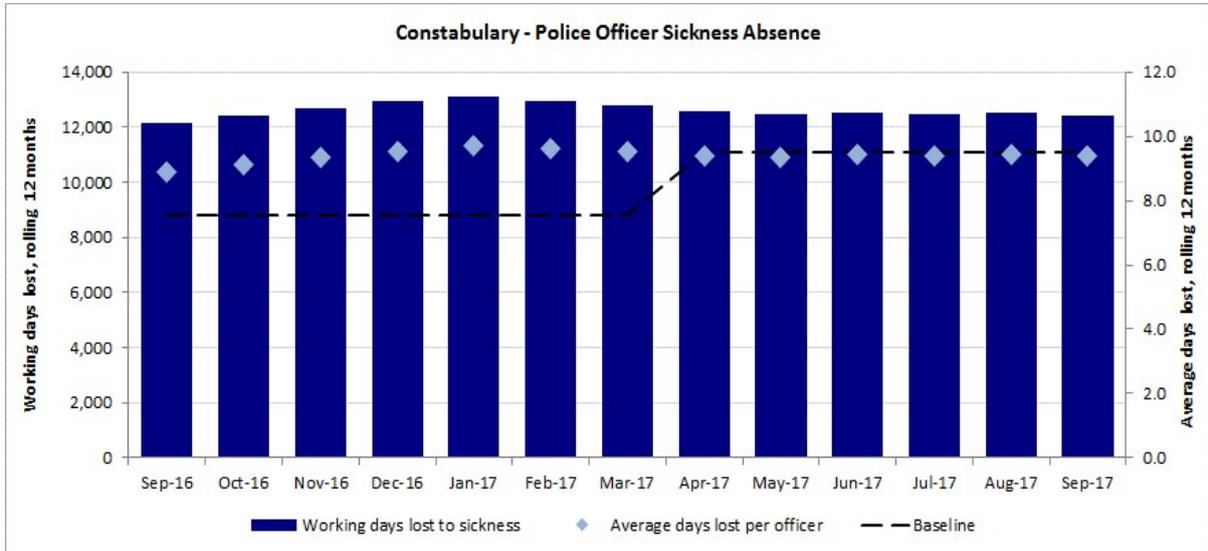
Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
34	20	34	29	Comparable	Comparable	56	42	401	387	Higher	Comparable



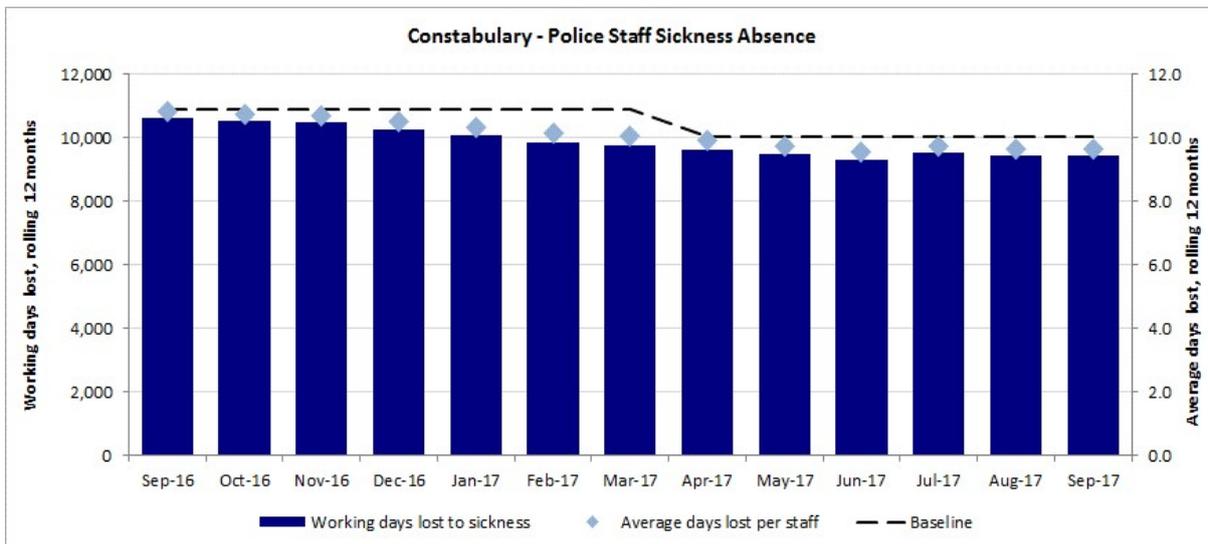
OFFICIAL

TRANSFORMATION

Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
0.8	0.8	0.6	0.6	Comparable	Comparable	4.4	4.6	9.4	9.4	-	Below national average

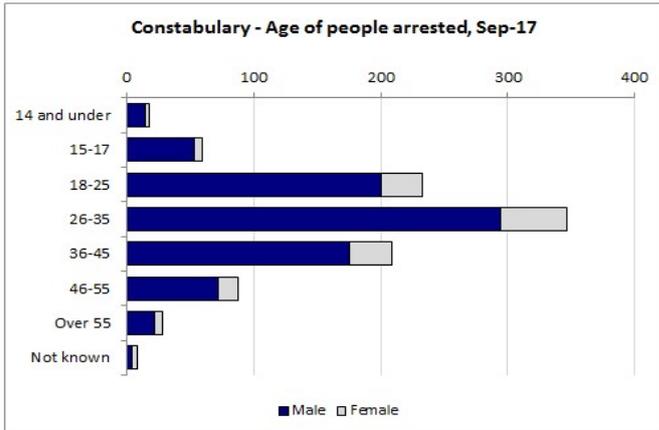


Current Month	Sep-16	Sep-15	Sep-14	Current v 1yr avg	Current v 3yr avg	FYTD	FYTD - 1 yr	Rolling 12 months	Baseline	Perf v Benchmark	MSF
0.7	0.8	0.8	0.7	Lower	Comparable	4.2	4.8	9.7	10.1	-	Above national average

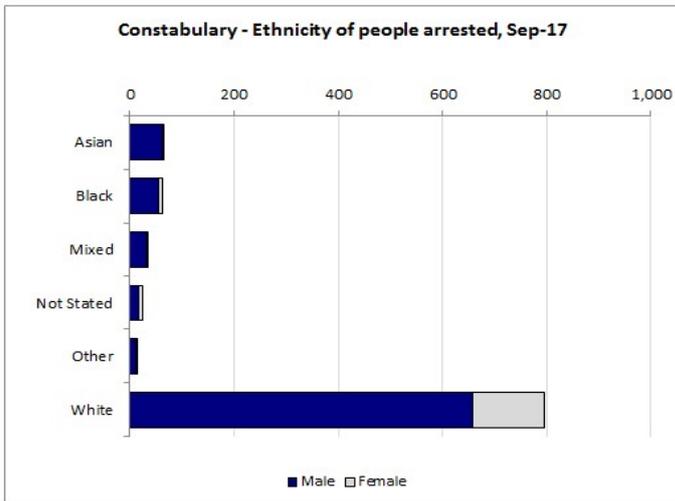


OFFICIAL

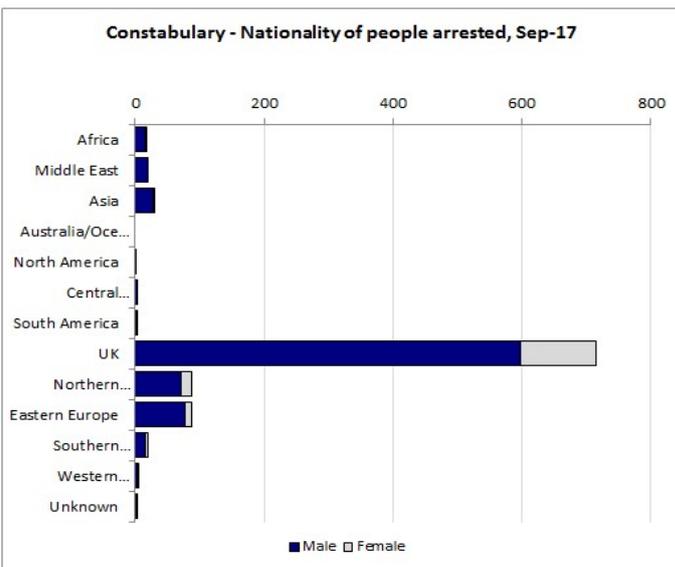
ARRESTS



SUMMARY - AGE		
	Sep-17	Rolling 12 *
14 and under	1.8%	1.1%
15-17	6.1%	5.6%
18-25	23.5%	25.5%
26-35	35.0%	31.8%
36-45	21.1%	20.5%
46-55	8.9%	10.5%
Over 55	2.8%	3.9%
Not known	0.8%	1.1%
TOTAL ARRESTS	991	12,723
<i>Juveniles</i>	<i>7.9%</i>	<i>6.8%</i>



SUMMARY - ETHNICITY		
	Sep-17	Rolling 12 *
Asian	6.5%	6.3%
Black	6.3%	5.5%
Mixed	3.4%	3.1%
Not Stated	2.3%	3.7%
Other	1.2%	1.4%
White	80.3%	80.1%
TOTAL ARRESTS	991	12,723

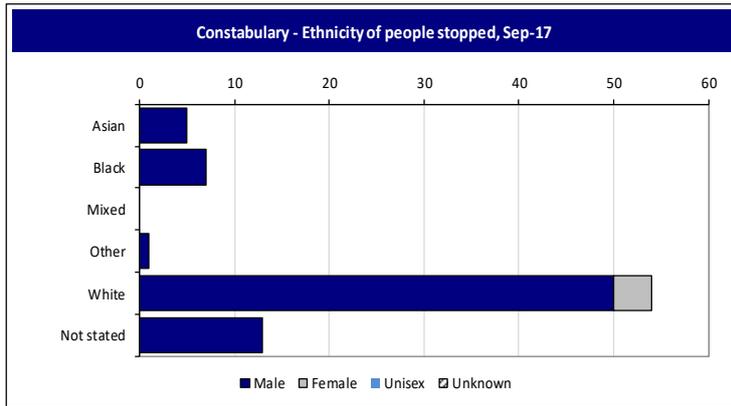


SUMMARY - NATIONALITY		
	Sep-17	Rolling 12 *
Africa	1.8%	1.7%
Middle East	2.0%	1.3%
Asia	2.9%	2.0%
Australia/Oceania	0.0%	0.0%
North America	0.1%	0.3%
Central America	0.3%	0.2%
South America	0.3%	0.1%
<i>Total America</i>	<i>0.7%</i>	<i>0.6%</i>
UK	72.1%	75.3%
Northern Europe	8.8%	9.3%
Eastern Europe	8.9%	7.2%
Southern Europe	1.9%	2.0%
Western Europe	0.5%	0.4%
<i>Europe (excl UK)</i>	<i>20.1%</i>	<i>18.9%</i>
<i>Europe (incl UK)</i>	<i>92.2%</i>	<i>94.2%</i>
Unknown	0.3%	0.2%

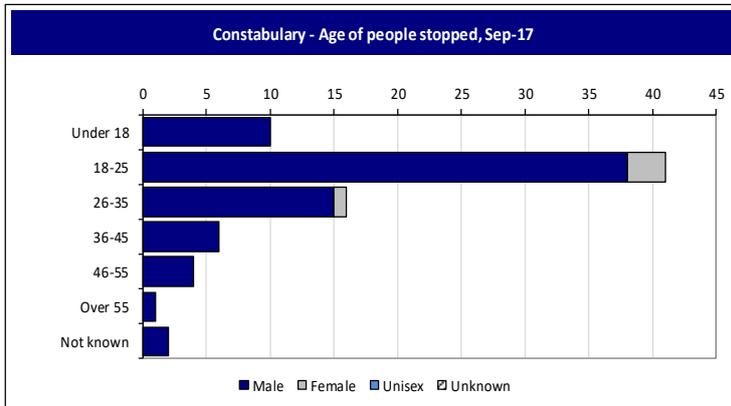
* Current rolling 12 months to September 2017
Data from NSPIS Custody

OFFICIAL

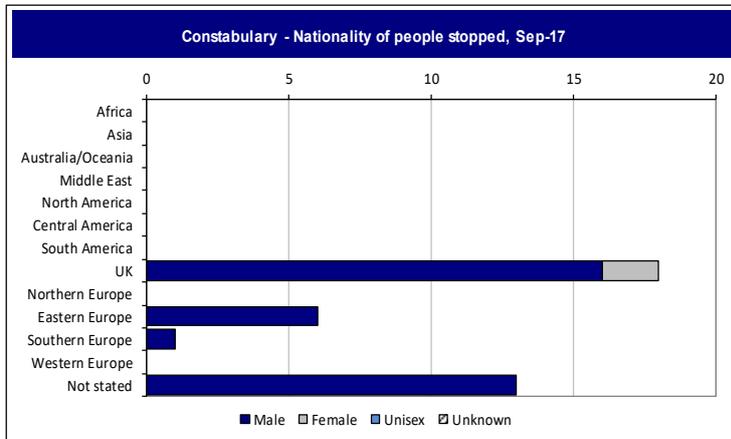
STOP SEARCHES



SUMMARY - ETHNICITY		
	Sep-17	Rolling 12
Asian	6.3%	5.9%
Black	8.8%	6.1%
Mixed	0.0%	2.3%
Other	1.3%	1.0%
White	67.5%	67.9%
Not stated	16.3%	16.7%
TOTAL	80	964



SUMMARY - AGE		
	Sep-17	Rolling 12
Under 18	12.5%	20.0%
18-25	51.3%	42.2%
26-35	20.0%	20.9%
36-45	7.5%	10.1%
46-55	5.0%	3.7%
Over 55	1.3%	0.8%
Not known	2.5%	2.3%
TOTAL	80	964



SUMMARY - NATIONALITY		
	Sep-17	Rolling 12
Africa	0.0%	0.3%
Asia	0.0%	1.7%
Australia/Oceania	0.0%	0.2%
Middle East	0.0%	0.2%
North America	0.0%	0.0%
Central America	0.0%	0.0%
South America	0.0%	0.0%
Total America	0.0%	0.0%
UK	47.4%	56.2%
Northern Europe	0.0%	5.0%
Eastern Europe	15.8%	7.0%
Southern Europe	2.6%	2.3%
Western Europe	0.0%	0.3%
Europe (excl UK)	18.4%	14.7%
Europe (incl UK)	65.8%	70.8%
Not stated	34.2%	26.8%

* Current rolling 12 months to September 2017
Data from Stop Search database

OFFICIAL

INFORMATION SHEET

POLICE AND CRIME PLAN INDICATORS

	Indicator Name	Data used	Peer comparison data (iQuanta)
Victims	Satisfaction with Service Delivery - Police	Victim Satisfaction survey data (conducted via telephone interviews). Data to September 2017	n/a
	All Crime Outcome Rate	Police recorded crime. Data to September 2017	Data to August 2017
	Satisfaction with Service Delivery - Burglary	Victim Satisfaction survey data (conducted via telephone interviews). Data to September 2017	n/a
	Burglary Dwelling Outcome Rate	Police recorded crime. Data to September 2017	n/a
	Satisfaction with Service Delivery - Domestic Abuse	Victim Satisfaction survey data (conducted via telephone interviews). Data to September 2017	n/a
	Domestic Abuse Outcome Rate	Police recorded crime. Data to September 2017	n/a
	Serious Sexual Offences Outcome Rate	Police recorded crime. Data to September 2017	Data to August 2017
	Cyber Crime Outcome Rate	Police recorded crime. Data to September 2017	n/a
	Incidents with mental health qualifier	Police recorded incidents. Data to September 2017	n/a
Offenders	All Recorded Crime	Police recorded crime. Data to September 2017	Data to August 2017
	Violence with Injury	Police recorded crime. Data to September 2017	Data to August 2017
	Violence without Injury	Police recorded crime. Data to September 2017	Data to August 2017
	Burglary Dwelling	Police recorded crime. Data to September 2017	n/a
	Domestic Abuse	Police recorded crime. Data to September 2017	n/a
	Serious Sexual Offences	Police recorded crime. Data to September 2017	Data to August 2017
	Cyber crime	Police recorded crime. Data to September 2017	n/a
	Rural crime	Police recorded crime. Data to September 2017	n/a
	Perception of Drug Misuse	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to September 2017	Data to June 2017
	Drugs Offences	Police recorded crime. Data to September 2017	Data to August 2017
	Immediate grade incidents - time to respond (mins)	Police recorded incidents. Data to September 2017	n/a
	Conditional Cautions - adults	Police recorded crime. Data to September 2017	n/a
	Conditional Cautions - youths	Police recorded crime. Data to September 2017	n/a
Community Resolutions	Police recorded crime. Data to September 2017	n/a	
Community	Dealing with Local Concerns	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to September 2017	Data to June 2017
	How safe do our communities feel?	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to September 2017	n/a
	999 calls answered within 10 seconds	Call handling data. Data to September 2017	n/a
	Non-emergency calls answered within 30 seconds	Call handling data. Data to September 2017	n/a
	Satisfaction with Service Delivery - Hate Crime	Victim Satisfaction survey data (conducted via telephone interviews). Data to September 2017	n/a
	Hate Crime	Police recorded crime. Data to September 2017	n/a
	Hate Crime Outcome Rate	Police recorded crime. Data to September 2017	n/a
	Police recorded ASB	Police recorded incidents. Data to September 2017	n/a
	Perception of high ASB	Policing in Cambridgeshire survey data (conducted via telephone interviews). Data to September 2017	Data to June 2017
	Special Constabulary Establishment	Strength data from ORIGIN. Data to September 2017	n/a
	Special Constabulary - Hours worked	Hours worked from Dutysheet. Data to September 2017	n/a
	Police Support Volunteers - Establishment	Strength data from ORIGIN. Data to September 2017	n/a
KSI Road Casualties	Cambridgeshire County Council data to May 2017	Data to September 2016	
Transformation	Police officers sickness absence rate	Sickness data from ORIGIN. Data to September 2017	Data to March 2017
	Police staff sickness absence rate	Sickness data from ORIGIN. Data to September 2017	Data to March 2017

OTHER PERFORMANCE INDICATORS

	Indicator Name	Data used	Peer comparison data (iQuanta)
Arrests	Age, ethnicity and nationality of detainees	Data from NSPIS Custody. Data to September 2017	n/a
Stop Search	Age, ethnicity and nationality of people stop searched	Data from Stop Search database. Data to September 2017	n/a



To: Business Coordination Board

From: Acting Chief Finance Officer, Office of the Police and Crime Commissioner

Date: 09 November 2017

MEDIUM TERM FINANCIAL STRATEGY 2019/20 TO 2021/22

1. Introduction

- 1.1 This report provides the Board with the draft Medium Term Financial Strategy (MTFS) for the period 2018/19 to 2021/22. It discusses the risks and issues currently impacting the MTFS and provides draft figures for the MTFS period, highlighting the pressures and savings options currently being considered.
- 1.2 Currently the funding settlement for Police for 2018/19 and beyond is unknown, with the first indications of this expected in the Chancellor of the Exchequers Budget Statement on 22 November 2017. Until more information is known this report discusses potential funding scenarios in order to give the Board an idea of the funding parameters the Commissioner will be operating in over the coming few years.
- 1.3 The development of the MTFS is a collaborative exercise between the finance teams of the OPCC and the Constabulary but also including the wider management teams, to discuss the impact of the Police and Crime Plan on the MTFS and the impact of known and unknown demand pressures.

2. Recommendation

2.1 The Board is asked to note and comment on the draft MTFS in particular:

- Funding
- Saving plans
- Pressures

3. Medium Term Financial Strategy

- 3.1 The draft MTFS for the period 2018/19 to 2021/22. The MTFS is the key financial planning document of the Commissioner and sets out the overall strategy in which the budget will operate over the coming four years. The MTFS represents the financial plan required to deliver the objectives and outcomes of the Commissioner as set out in the Police and Crime Plan. The Medium Term Financial Plan (MTFP), the numbers, will flow from this document and eventually forms the budget for 2018/19 and the precept for the Commissioner which will be set on 31 January 2018. The MTFS is a work in progress and will further develop over the coming three months as greater certainty regarding funding, savings and pressures come to light.
- 3.2 The Police and Crime Plan has four pillars to its delivery, Offenders, Victims, Community and Transformation with a number of objectives under these pillars. The fundamentals of the Police and Crime Plan is underpinned by the delivery of a transformation programme that will enable the Commissioner and the Constabulary to better manage the demands on the service whilst improving the quality of service for victims and the wider community.
- 3.3 The Police and Crime Plan is delivered through the Force Delivery Plan, which sets out the Constabulary's aims and objectives over the same period and detailed action plans under each of the four pillars.
- 3.4 The new budget and MTFS for the period 2018/19 to 2021/22 will ensure the continual delivery of these objectives and the Commissioners and Chief Constables transformation programme.

4. MTFS 2018/19 to 2021/22

- 4.1 The draft MTFS 2018/19 to 2021/22 can be seen in **Appendix 1**. This document sets out the factors that have influenced the strategy, and will cover:
- The Police and Crime Plan
 - Police Funding
 - Workforce
 - Demand
 - Collaboration
 - Inflation and Savings
 - Commissioning and Grants Strategy
 - Risks
 - Capital Strategy
 - Robustness of Estimates and Reserves
- 4.2 This is the first draft of the MTFS and some areas will not be concluded until there is more certainty around the budget setting process, for example workforce planning or require the process to be concluded first, the S151 Officers statement on the robustness of the estimates and reserves position.

- 4.3 In each of the sections listed in 4.1 the MTFS sets out the impact these have on the development of the MTFS and how they impact the budget build process or the risks that may be associated with these. For example, inflation, the MTFS will set out the current parameters for inflation but will also set out the risks associated with this should inflation increase above what is allowed for.
- 4.4 The MTFS then allows for the development of the Medium Term Financial Plan (MTFP) which is the financial aspect of the strategy.

5. Draft MTFP 2017/18 to 2020/21

- 5.1 **Table 1** below shows the Net Budget Requirement (NBR) for 2017/18 and the estimated figures (to date) for the financial years 2018/19 through to 2021/22.

Table 1 – Budget 2017/18 and Estimated Budget 2018/19 to 2021/22

Heading	Budget 2017/18	Estimated Budget 2018/19	Estimated Budget 2019/20	Estimated Budget 2020/21	Estimated Budget 2021/22
	£'000	£'000	£'000	£'000	£'000
Constabulary	126,336	132,130	135,430	139,682	144,078
OPCC	1,114	1,135	1,163	1,208	1,256
Grants	2,322	2,322	2,322	2,322	2,322
Capital Financing	1,187	1,237	1,517	1,962	1,956
TOTAL	130,960	136,824	140,431	145,174	149,612
% Change		4.5%	2.6%	3.4%	3.1%

- 5.2 The assumptions that are built into the figures in Table 1 are being reviewed, refined and challenged but are based on the following assumptions:

- Pay inflation – 2% through all four future years
- Cost of increments – 0.5%
- Pensions inflation – 2% in 2020/21 and 2021/22 (first 2 years is built into pressures)
- General inflation – 3%
- Fuel inflation – 4%
- Pressures – 2018/19 - £996.7k, 2019/20 - £778.1k, 2020/21 - £778.1k, 2021/22 - £758.1k

- 5.3 The major change in the above assumptions from last year is the increase of pay inflation from 1% to 2%. The 2017 pay award for officers was 1% basic plus a 1%

one-off 'bonus' payment, which was unfunded by the Home Office, therefore, coming from the general reserve. The same package has also been agreed by the unions for police staff and is subject to final approval.

6. Funding

- 6.1 The Commissioners budget is funded from two main sources, Government Grant (60%) and Council Tax (39%).

Government Grant

- 6.2 The current MTF5 is built on the assumption of further cuts in the Police Grant received from the Home Office, in line with the overall budget strategy of the Government, before the June 2017 General Election. The working assumption for Cambridgeshire was that this settlement would result on a 1.28% cut year on year, reducing the grant received, as shown in **Table 2** below. The impact on the funding gap, if such a cut materialises is also shown.

Table 2: Police Grant scenario 1 – 1.28% year on year reduction

Heading	Budget 2017/18	Estimated Budget 2018/19	Estimated Budget 2019/20	Estimated Budget 2020/21	Estimated Budget 2021/22
	£'000	£'000	£'000	£'000	£'000
Police Grant	78,411	77,408	76,417	75,439	74,473
Funding Gap		5,076	7,579	11,066	14,086
%		3.71%	5.4%	7.62%	9.41%

- 6.3 Since the General Election in June, the Government have indicated there may be a relaxation of the current fiscal agenda, with the chancellor potentially 'loosening the purse strings'. Evidence of this is the relaxation of the 1% public sector pay constraint in some sectors (including police) but it is yet to be seen if any changes in grant allocations will follow this. Probably the best Cambridgeshire can hope for is a cash freeze position over the MTF5 period and the impact of this scenario is shown in **Table 3** below.

Table 3: Police Grant scenario 2 – Police grant cash freeze

Heading	Budget 2017/18	Estimated Budget 2018/19	Estimated Budget 2019/20	Estimated Budget 2020/21	Estimated Budget 2021/22
	£'000	£'000	£'000	£'000	£'000
Police Grant	78,411	78,411	78,411	78,411	78,411
Funding Gap		4,072	5,584	8,093	10,148
% NBR		2.98%	3.98%	5.57%	6.78%

- 6.4 It is currently estimated that the budget gap, over the life of the MTFS will be between £10.148m and £14.086m depending on the funding settlement from Government.

Council Tax

- 6.5 Under current legislation Police and Crime Commissioners can increase the Council Tax precept up to a maximum of 2% annually without having to get approval from a local referendum. The draft MTFS is built on the assumption of the maximum pre-referendum increase to Council Tax and will see a band D equivalent property increase council tax from £186.75 to £202.07 in 2021/22.
- 6.6 The MTFS is also assuming an increase across the whole period in the Council Tax base, reflecting both the current growth in population and housing across Cambridgeshire plus the Combined Authority Mayor's ambition to further increase house building. This is reflected in an overall growth over the period off 22,000 properties, however, it is important to note that the billing authorities will be undertaking their own growth estimates and this will feed into the Commissioner's funding assumptions.

7. Savings

- 7.1 As discussed in section 6.4 it is currently assumed that there will be a funding gap of between £10m and £14m over the period, with an estimated gap in 2018/19 of between £4m and £5m in 2018/19.
- 7.2 It is important that the Commissioner has plans in place to meet this budget gap over the course of the MTFS, however, it is recognised that over a four year period these plans will not be definitive and there may be gaps in the latter years. For the first year of the MTFS, though, it is a legislative requirement that the budget is balanced, though this can come from reserves.

- 7.3 The saving plans of the current MTFs and new proposals are currently being worked through but **Table 4** shows the current saving plans across different parts of the business along with the current RAG status.

Table 4: Current Savings Plans RAG status and Values

Heading	Estimated Budget 2018/19	Estimated Budget 2019/20	Estimated Budget 2020/21	Estimated Budget 2021/22	TOTAL
	£'000	£'000	£'000	£'000	£'000
Local Policing					
Red	40	800	800	800	2,440
Amber	600	200	0	400	1,200
Green	1,100	1,500	500	0	3,100
Estates Strategy					
Red	0	0	0	600	600
Amber	544	559	0	0	1,103
Green	0	0	0	00	0
Collaboration					
Red	325	1,055	21	0	1,401
Amber	380	0	0	0	380
Green	0	0	0	0	0
TOTAL					
Red	365	1,855	62	1,400	3,682
Amber	1,524	759	759	400	3,442
Green	1,100	1,500	500	0	3,100
Overall Total Savings	2,989	4,114	1,321	1,800	10,224
Budget (Gap)/ surplus after savings (grant freeze scenario)	(1,083)	1,519	(2,658)	76	

- 7.4 **Table 4** shows that there are plans in place to meet the funding gap, if the police funding is at a cash freeze position, but with a £4m gap if a funding is cut. However, of the £10.224m saving proposals, £3.682m currently has a red status and only £3.1m is green.

- 7.5 If the plans summarised above all delivered a contribution from reserves will be required in years 1 and 3, but by year 4 the budget will have been balanced without further calls on reserves.

8. Reserves

- 8.1 The General Reserve stood at £7.197m (5.5% of the NBR 2017/18). In 2017/18 there will be a call of approximately £0.75m on the general reserve of the police pay award above the 1% budgeted for, bringing the balance down to £6,447m (4.71% of 2018/19 estimated NBR).
- 8.2 The Budget Assistance Reserve, which is intended to be used to even out fluctuations within the MTFs period will have the following movements, based on the projected outturn position for 2017/18 and the budget gap figures in table 4 above.

Table 5: Projected Budget Assistance Reserve

Heading	Budget 2017/18	Estimated Budget 2018/19	Estimated Budget 2019/20	Estimated Budget 2020/21	Estimated Budget 2021/22
	£'000	£'000	£'000	£'000	£'000
Opening Balance	8,414	6,565	5,482	7,001	4,343
Transfer (Out)/ In	(1,849)	(1,083)	1,519	(2,658)	76
Closing Balance	6,565	5,482	7,001	4,343	4,419

9. Capital

- 9.1 The proposed capital programme for the MTFs period is currently being review and bids submitted by departments wishing capital funding. A detailed capital programme will be brought to the January BCB for approval as part of the final approval of the 2018/19 Budget, MTFs 2018/19 to 2021/22 and the precept recommendation for the Police and Crime Panel.
- 9.2 Currently the funding available for the capital programme is highly restricted with funding primarily being government grants, with a small amount of capital receipts available. Borrowing is always available, within the prudential borrowing guidelines, but, with the current estimated funding gap in revenue, this is being restricted.
- 9.3 The exception to this is the Southern Policing Hub project, which currently has an estimated cost of £18m in the capital programme. Reserves have been set aside to part-fund this major project but borrowing will need to be undertaken to fully fund it. The revenue implications of these are contained within the MTFs, though these are currently being reviewed and further detailed updates will be given in future reports.

10. Next Steps

- 10.1 The detailed work on the MTFS and 2018/19 budget are continuing to take place. The OPCC will continue to provide a challenge and support approach to the Constabulary primarily through the Finance Sub Group. In addition the Chief Constable is holding a number of Star Chamber meetings for his management team, to which the Commissioner is invited.
- 10.2 The Governments budget speech is on November 22, when further indications of the Governments approach, post-election, to the public service funding will be gained. The draft funding settlement from the Home Office is expected in early to mid-December.
- 10.3 Further updates will be brought to BCB in December and the final budget and precept recommendation report will come to the January 2018 BCB meeting.

11. Recommendation

- 11.1 The Board is asked to note and comment on the draft MTFS in particular:
 - Funding
 - Saving plans
 - Pressures

APPENDIX 1 – DRAFT MEDIUM TERM FINANCIAL STRATEGY 2018/19 to 2019/20



Police and Crime Commissioner
CAMBRIDGESHIRE AND PETERBOROUGH

CAMBRIDGESHIRE POLICE AND CRIME COMMISSIONER

MEDIUM TERM FINANCIAL STRATEGY 2018/19 TO 2021/22

2 Overview and Purpose of Strategy

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

3 Police and Crime Plan

- 2.1 The Police and Crime Plan contains the Commissioner's objectives under four strategic themes.

Police and Crime Plan – Community Safety and Criminal Justice



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

Victims

2.3 The **Victims** Strategic Theme is a significant part of the Commissioner's "and Crime" remit and in the main is for the constabulary and partners to deliver with the Commissioner having a statutory duty to ensure an 'effective and efficient criminal justice system' championing the needs of victims within the system.

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

- The Victim and Witness Hub providing an end to end service for all victims and witnesses of crime.
- Mental Health Nurses as Victim Pathfinders to sit alongside the Victim and Witness Hub to deal with people in mental health crisis and enable them to receive the right care at the right time.

2.5 A significant area of risk for the duration of this MTF period is the Criminal Justice System (CJ). We have seen CJ services reducing their resources and

this is impacting both on the Victim and Witness Hub and other partners supporting people for longer, as well as short notice duty changes for court appearances impacting on policing.

Offenders

- 2.6 The **Offenders** Strategic Theme's overarching objective is that offenders are brought to justice and are less likely to re-offend. Key to this is the tackling and investigating crime which is a core policing role. It also requires an integrated approach from statutory and voluntary agencies to prevent crime.
- 2.7 Community Safety Partnerships are key partners in this and crime and disorder reduction grants will be awarded to them for projects that support this strategic theme.
- 2.8 The Cambridge and Peterborough Combined Authority is now in existence and working across the county and this may present opportunities in areas where the Commissioner can influence but not directly impact such as housing and education.
- 2.9 A key initiative in the national agenda of Criminal Justice is the implementation of virtual courts. This lessens the requirement for a person to sit at Court until called, but will enable them to give their evidence from a location elsewhere via a live link. There is a cost for the implementation of the facilities to enable this to happen but it is an invest to save initiative as it reduces the burden on staff attending court and assist in improving operational efficiencies.
- 2.10 The Police and Crime Plan has a priority action to contribute to national policing needs as set out in the Strategic Policing Requirement. This includes areas such as Counter-Terrorism and serious and organised crime. Cambridgeshire are part of the Eastern Regional Specialist Operations Unit whose work includes these areas. The Commissioner has to ensure the Chief Constable has the resources and working regionally provides resilience in this area.

Communities

- 2.11 The **Communities** Strategic Theme recognises all public service organisations are facing challenges as budgets reduce and there are often the same people with multiple and complex needs that all agencies come into contact with.
- 2.12 The constabulary has been undertaking a Local Policing Review (LPR) and this forms a significant element of the savings programme within the budget. It is intended this the review will create a sustainable policing model for Cambridgeshire and Peterborough for the next three to five years. It will support delivery of the Police and Crime Plan and enable the constabulary to respond effectively to increases in demand.
- 2.13 One of the first steps of this is to create a Demand Hub. This will bring together call handling, crime management and dispatch into one location. The

Hub aims to ensure effective, consistent and robust decision making at the first point of contact, reducing overall demand and eliminating inefficiencies. However, the co-location and recruitment of this team will increase both revenue and capital costs in the initial implementation, thus representing an upfront cost before any savings are made by the LPR.

- 2.14 A key risk, both operationally and financially is the recruitment and retention of police officers, ensuring we retain officers, effectively recruit and ensure a diverse workforce that is representative of the community it serves. The College of Policing is introducing a graduate scheme and an apprentice scheme, which should facilitate and help manage this risk but the full details are not fully known/understood nor are any potential cost implications at this stage.

Transformation

- 2.15 In the face of complex economic and social pressures, we must think and act differently and continue to transform the way we work through collaboration and new technology. In order to achieve this the **Transformation** Strategic Theme brings these strands together.
- 2.16 The Medium Term Financial Strategy is the document that brings the initiatives under the transformation theme together and demonstrates how they will be delivered.
- 2.17 We have a well-established Collaboration with Bedfordshire and Hertfordshire and any identified areas of risk and potential further savings are included in this plan. Additionally joint collaboration is now established on a 7Force Basis and one of the first areas of business to review is procurement.
- 2.18 A Local Business Case regarding the future governance of the Fire service was submitted to the Home Secretary in October 2018 containing a proposal for the creation of a new Police, Fire and Crime Commissioner for Cambridgeshire, with the Commissioner assuming responsibility for the Fire Service. The outcome of this is expected in spring 2018 and if approved will allow for the speeding up of the joint estates working and realise savings within the life of this strategy, as well as revenue savings generated through improved and more streamlined governance arrangements across the two services.

4 Police Funding

- 4.1 There are two principle sources of funding available to the Police and Crime Commissioner for the delivery of his duties, Government Formula Grant and Council Tax.

Government Formula Grant -

- 4.2 In 2017/18 60% of the funding for the Cambridgeshire Police and Crime Commissioner was from the Police Grant, paid by the Home Office. In recent

years this grant has been reduced, as part of the Government's overall austerity programme.

4.3 The current MTFs has assumed that this reduction in grant will continue, with an anticipated 1.28% reduction in grant year in the period 2018/19 to 2020/21. This equated to a reduction of £3m over this period.

4.4 The current pressures on policing across the country as well as specifically in Cambridgeshire (see demand section) has resulted in lobbying of Government to relax the current funding constraints and to increase the funding available to PCC's.

4.5 The Chancellor of the Exchequer's budget statement is on November 22nd 2017 and this will give the first indication of the direction of travel the new Government is taken, with regard to the overall austerity agenda and specifically to the police service.

Council Tax

4.6 The Council Tax is driven by two elements, the Band D equivalent rate and the Council Tax base. The current band D rate in Cambridgeshire is £186.75 (2017/18). The current rules restrict the Commissioner to increasing the Council Tax to a maximum of 2% unless they want to undertake a referendum. A 2% increase in 2018/19 will raise council tax to £190.47 per band D property and £1.027m in total income.

4.7 The second element of council tax is the council tax base, which is the total number of band D equivalent properties in the area. This is calculated by the District Council's and is driven by house building in the area. Due to the anticipated growth across the county, the council tax base will increase by an estimated 1.8% in 2018/19, 1.9% in 2019/20 and 2% in 2020/21 and 2.1% in 2021/22. As a result the estimated Council Tax income will increase by £1.043m in 2018/19.

5 Demand

5.1 The pressures on policing have been widely discussed in the national media.

5.2 Some of these pressures are caused by short term demand, such as seasonal fluctuations in calls for service. Others are more long term demands such as population growth.

Short Term Demands

5.3 Demand on policing in Cambridgeshire has increased which has caused significant strain on frontline resources. Calls for service have increased which is in line with national trends.

5.4 The Constabulary has undertaken a review of the Local Policing model and to ensure it is fit for purpose for the future. The new model will support delivery

of the police and crime plan and allow the Constabulary to respond effectively to increases in demand.

5.5 In order to effectively manage demand, a Demand Hub will be created which will ensure effective, consistent and robust decision making at the first point of contact, reducing overall demand and eliminating inefficiencies.

5.6 In conjunction the Hub, the constabulary have launched a new website which is anticipated will reduce demand as users will be able to submit information, look for advice and guidance and also apply online for some things.

Long Term Demands

5.7 Cambridgeshire continues to be one of the fastest growing counties in terms of population and this is set to continue. However Cambridgeshire Constabulary is one of the lowest funded police forces in the country, per head of population, resulting in a constant threat of under resourced policing services.

5.8 The recently elected Mayor of Cambridgeshire and Peterborough Combined Authority ambitions include accelerating house building rates and increasing the size of the local economy which in turn could increase demands on policing.

5.9 Research shows that over the next 20 years a 23% increase in population is forecast. Of this the 18-24 age group is expected to increase by 4.8% and this age group currently accounts for 50% of demand. Current funding and expenditure estimates do not take into account this potential future growth in demand but it represents a significant risk to the future financial stability of the Cambridgeshire Constabulary.

5.10 An ageing population could also increase demand as the elderly tend to be more vulnerable which could increase demand.

5.11 Public sector partners are also facing increasing demands on their services alongside reductions in budgets. In some areas of work we are seeing partners shrinking and policing seeing an increase in demand as it becomes the service of last resort.

5.12 Increasingly national initiatives are being cascaded at a force level to implement and fund. Examples include the Airwave replacement, the College of Policing professionalisation programme and the complaints reform. At the same time no additional funds are forthcoming to implement these but the police settlement grant gets 'top sliced' to fund national initiatives.

5.13 Demand on policing is changing. There are different crime types emerging. Child Sexual Exploitation and Cybercrime to name just two have seen major increases in reporting. Yet this type of crime is 'hidden' and visible policing will not deter these types of crimes.

6 Productivity

6.1 It is essential for any organisation to ensure it is as productive as it can be, in order to ensure that the resources it uses to provide a service are being used as efficiently as possible. This counts for all resources, whether they be staff, buildings or equipment.

6.2 Throughout the period of the MTFP the Commissioner and Chief Constable are looking to improve the operational productivity of the Constabulary through:

- Human Resources – through the local policing review whereby the Chief Constable looks to deploy officers in the most effective manner.
- ICT – The constabulary has a continual programme of investing in technology to improve the efficiency and effectiveness of its officers. This will continue but it is critical that these investments are targeted and have a clear benefits realisation programme that can be measured and delivered.
- Fixed Assets – the Commissioner has a clear programme for asset rationalisation to ensure the efficient use of buildings, working with partners and disposing of redundant buildings.

6.3 Whilst productivity efficiencies do not always bring about cashable savings, they are essential to ensuring an efficient and effective organisation and are a key tool in managing the pressures of increasing demand.

7 Inflation

7.1 Current inflation rates are contained within the MTFP (Appendix A) but there is currently a period of growing inflation, CPI is 3% in September 2017, which brings about pressure and risks to the budget.

7.2 For the past few years the Government has set a public sector pay cap, including police, of 1%, which to date the future year plans have been based on. 2017/18 has seen the Government divert from this approach and currently it is anticipated that future year pay awards will be at least 2%.

8 Savings

8.1 The MTFP contains a savings plan in order to bridge the current funding gap over the four year period. The savings plan comes under 3 primary headings:

- Local Policing – this covers savings for those budgets directly under the sole control of the Chief Constable. Savings here include the local policing review, the primary savings target, plus supplies and services and transport saving as a result of better procurement outcomes, aided by the 7Force procurement.
- Estates Strategy – The Commissioner has a clear estates strategy that is looking to dispose of properties no longer required, collaborate with

partners, particularly Fire, for joint occupation of buildings and using the estate for income generation through regeneration.

- Collaboration – as discussed in the transformation section of the Police and Crime Plan, collaboration both across the BCH partnership and 7Forces is key to finding efficiencies across the organisation.

9 Partnership Working

9.1 The Commissioner has a Commissioning and Grants Strategy which sets out the approach taken to provide funding for local interventions, innovation, projects and victim support services to deliver the shared outcomes of the Police and Crime Plan, see [Appendix XX](#) for strategy.

9.2 The Commissioner may award a Crime and Disorder Reduction Grant to any person; for securing, or contributing to securing, crime and disorder reduction. The proposed grants for 2018/19 are at [Appendix XX](#). These are awarded to community safety partnerships and other local bodies in support of achieving the Police and Crime Plan objectives.

9.3 The Ministry of Justice transferred responsibility for commissioning support services for victims of crime to Police and Crime Commissioners. These services are provided using a mixture of grants and commissioning and the 2018/19 recipients are at [Appendix XX](#).

9.4 The Commissioner also awards grants to support casualty reduction and support in the county and 2018/19 grant recipients are at [Appendix XX](#).

9.5 The Commissioner commenced a Youth and Community Fund during 2017/18 and this will continue to support youth and community groups to deliver activities to divert young people away from offending and reduce the vulnerability of young people. Details of the fund can be found on the Police and Crime Commissioner's website.

10 Risks

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

- Funding – both cuts in direct grants and lack of growth in Council Tax.
- Demand – both short and long term and the changing nature of crime
- Cuts elsewhere in the public sector, bringing about demand shift onto the police.
- Legislative changes bringing more responsibilities without the necessary funding



To: Business Co-Ordination Board

From: Chief Finance Officer, OPCC and Chief Finance Officer, Constabulary

Date: 9 November 2017

REVENUE AND CAPITAL BUDGET MONITORING OUTTURN MONTH 6 2017/18

1. Purpose

1.1 This report provides the Business Co-ordination Board (“BCB”) with the Constabulary’s and the Office of the Police and Crime Commissioner’s (“OPCC”) revenue and capital outturn at month 6 of 2017/18 and the projected full-year 2017/18 forecast outturn.

2. Recommendation

2.1 It is recommend that BCB:

- Note the month 6 revenue outturn and the projected full-year 2017/18 forecast outturn.
- Approve the use of reserves for the overspend:
 - £1.811m – Budget Assistance Reserve
 - £0.263m – General Reserve
 - £0.271m – Transformation Reserve
- Note the month 6 capital position and approve the additions to the programme, to be funded from the PCC’s reserves, as set out in paragraph 6.3.

3. Month 6 and 2017/18 Forecast - Summary

3.1 The month 6 outturn and projection to year-end for 2017/18 for the Constabulary and the OPCC, and the projected use of the budget assistance reserve are summarised in **Table 1** below.

Table 1

Revenue 2017/18	Month 6 Year-To-Date (£'000)	Year-End Forecast (£'000)
Constabulary	160 overspend	2,345 overspend (2,120 month 3)
OPCC	48 overspend (£50 month 3)	18 overspend (18 underspend month 3)
Use of reserves - General Reserve	N/A	263
- Budget Assistance Reserve		1,811
- Transformation Reserve		271

3.2 Further detail on the Constabulary and OPCC revenue outturn and the capital outturn is presented in sections 4, 5 and 6 below, respectively.

4. Month 6 Outturn and 2017/18 Forecast - Constabulary

4.1 The 2017/18 budget and 2018/19 to 2020/21 Medium Term Financial Plan was predicated on the implementation of the Local Policing Review. Whilst the early stages of the implementation of this may occur in late 2017/18, the majority of the savings this review will deliver will be over the financial years 2018/19 and 2019/20. The outcome of this phased delivery of the local policing review is a budget shortfall in 2017/18 which was planned to be met from a vacancy factor being applied to the budget.

4.2 It is anticipated that the Local Policing Review will meet the budget gap in future years, however, it is forecast that a gap will remain in the current financial year of £1,811k (£1,825k month 3). This funding gap will be met by using the budget assistance reserve.

4.3 In addition, in September 2017 the Government announced the police officer pay award for 2017/18, payable from September 2017. The award was a 1% increase plus a 1% non-consolidated 'bonus' payment. The budget only contains an allowance for 1% and therefore the additional estimated cost of £263k for the bonus element will increase the overspend from £1,811k to £2,074k. At the moment the pay award for police staff is yet to be agreed but if the award is on similar lines to the police officers it will result in further overspends. The additional cost of the police officers pay award will be met from the **General Reserve** which will reduce the balance from £7.197m to £6.934m.

4.5 A breakdown of this position is shown in **Table 2** below with a detailed subjective report at **Appendix 1**, together with notes giving a commentary on significant budget heads.

4.6 Overall, employee related expenses (pay, overtime, pensions and other employee costs) are overspending by £759k.

4.7 Other significant projected variances include:

- Supplies and Services - £1,044k overspend, caused by a projected overspend of £296k on insurance as a result of a change in Government set discount rates used to calculate long-term claims and an overall increase in the projected outturn for other supplies and services, which is separately being investigated.
- An overall overspend on collaboration units of £448k but included within this is a projected overspend in relation to Athena implementation of £271k, which will be funded from reserves at year-end.

Table 2 (all figures £'000)

Chief Constable's Revenue Budget end of September 2017/18									
M5 Variance		Notes	Original OFYB £'000	Revised OFYB £'000	YTDB £'000	Actual £'000	Variance £'000	M6 Projection £'000	M6 Proj var £'000
	Local Policing Expenditure								
-427	Police Officer Pay & Allowances		44,366	44,319	22,071	21,525	-546	43,078	-1,241
0	Police Officer 1% non-consolidated award							253	253
236	Police Officer Overtime		808	808	369	680	311	1,311	503
-144	PCSO Pay & Overtime		4,965	4,969	2,473	2,278	-194	4,411	-558
-343	Police Staff Pay		13,039	13,282	6,615	6,156	-458	12,739	-543
42	Police Staff Overtime		143	143	59	110	51	241	98
5	Other Employee Expenses		5	5	3	9	6	22	17
11	Premises Costs		117	117	54	66	11	111	-6
-14	Transport		342	342	181	125	-56	245	-96
119	Supplies & Services		1,684	2,525	826	970	143	2,617	92
-514	Total Local Policing Expenditure		65,469	66,509	32,649	31,917	-732	65,028	-1,481
	Organisational Support Expenditure								
-289	Police Officer Pay & Allowances		2,251	2,251	1,121	810	-311	1,992	-259
0	Police Officer 1% non-consolidated award							10	10
-126	Police Officer Overtime		1,054	1,054	659	494	-165	891	-163
1,212	Police Staff Pay		1,109	1,292	514	1,958	1,445	3,992	2,700
10	Police Staff Overtime		8	8	3	16	12	35	27
35	Other Employee Expenses		101	121	21	72	51	214	93
104	Premises Costs		3,676	3,699	2,152	2,211	59	3,860	161
158	Transport		518	518	498	647	149	828	310
248	Supplies & Services		4,145	4,514	2,135	2,469	334	5,460	947
1,354	Total Organisational Support Expenditure		12,863	13,458	7,103	8,678	1,575	17,283	3,825
-130	Net Cost of Police Pensions		11,515	11,505	5,860	5,721	-139	11,328	-177
709	Gross Revenue Expenditure		89,846	91,472	45,612	46,316	704	93,639	2,167
-106	Income		-1,321	-1,471	-673	-784	-111	-1,721	-250
-212	BCH Collaboration		33,792	33,025	16,942	16,936	-6	32,940	-85
0	ERP set up costs		0	0	-111	-111	0	0	0
80	Other Collaborations and Partnerships		3,973	4,317	1,461	1,514	53	4,850	533
0	Seconded Officers		0	0	128	128	0	0	0
0	Carry Forwards		0	-1,092	0	0	0	-1,112	-20
0	Transfer to reserves							-263	-263
0	Athena Implementation costs - to reserves							-271	-271
471	Policing Budget Delegated to Chief Constable	2.1	126,290	126,251	63,359	63,998	639	128,063	1,812
110	*Police Officer Overtime less Rechargeable Elements		1,862	1,862	1,028	1,174	146		
	<i>Note: Figures may not cast due to rounding</i>								

5. Month 6 Outturn and 2017/18 Forecast - OPCC

5.1 The 2017/18 budget for the OPCC was set at £1,114k which was approved by the Police and Crime Commissioner (the "Commissioner") prior to the commencement of the financial year.

5.2 The month 6 year-to-date outturn is an overspend of £48k with the forecast year-end position being a £18k overspend. The main reasons for the variances are:

- Staffing - £40k underspend, due to staffing changes and vacancies
- External Audit fees - £19k overspend due to additional one-off fees relating to additional audit requirements for the new finance system.
- Consultant fees - £68k overspend due to one-off consultants costs for Fire Governance LBC.

5.3 Whilst the current projection is an overall overspend of £18k it is anticipated that further savings will be found in the second six months to bring this overspend down to nil and therefore there is no call on reserves anticipated.

5.4 2017/18 grant spending was budgeted at £1,276k for community safety grants and £986k for victim support grants and the forecast grant spend in 2017/18 remains in line with budget.

6. Month 6 Outturn and 2017/18 Forecast – Capital

6.1 The 2017/18 capital programme comprise the original Capital Programme approved by the Police and Crime Commissioner (PCC) on 16th March 2017, with amendments for schemes brought forward from 2016/17 as approved by the PCC on 9th June 2017, and other changes subsequently approved by the Force Executive Board and/or the PCC.

6.2 A summary of spend against the 2017/18 Capital Programme for the six months ending 30th September 2017, and the financing of this, is shown at Appendix 2.

6.3 The capital programme shown in appendix 2 contains three amendments to the updated capital programme as at month 3.

- £33k to be released to the 2017/18 Capital Programme, from the provisional budget subject to business case, to fund consultancy work in advance of the Full Business Case for Parkside Custody Replacement. The OPCC Chief Finance Officer has agreed this will be funded from either OPCC revenue (if the year end position allows) or the capital reserve.
- Addition of £640k to the 2017/18 Capital Programme for conversion work to create a centralised Demand Hub at HQ. As well as the conversion work required to create a Demand Hub at HQ, it is necessary to undertake work on other buildings to accommodate those teams being moved to make way for the Demand Hub. The OPCC Chief Finance Office has approved this scheme to be funded from the capital reserve.
- An addition to the 2017/18 Capital Programme of £95k, funded by RCCO within the Chief Constable's delegated limit. To accommodate the Demand Hub at HQ the ICT Department must relocate to another building, the essential buildings work for which is covered by the addition at para 4.3 above. Further work to enhance the working environment has been identified by ICT, including upgraded lighting, with an addition to the 2017/18 Capital Programme of £50k, funded by a matching reduction in the ICT Consolidated Workstreams allocation.
- An addition to the 2017/18 Capital Programme of £30k for the single PSD Monitoring System as part of the seven force collaboration, looking at areas to extend our BCH collaboration work to provide further savings. This will be funded by RCCO within the Chief Constable's delegated limit.

6.4 The capital reserve was £3.2m as at 1 April 2017 and will reduce to £2.025m at the year-end based on current commitments.

6.5 Capital Receipts from the sale of redundant buildings have been received in 2017/18 of £705k, in relation to the sale of Ramsey and Whittlesey. These receipts will be earmarked to help fund the new Southern Policing Hub.

7. Recommendation

7.1 It is recommend that BCB:

- Note the month 6 revenue outturn and the projected full-year 2017/18 forecast outturn.
- Approve the use of reserves for the overspend:
 - £1.811m – Budget Assistance Reserve
 - £0.263m – General Reserve
 - £0.271m – Transformation Reserve
- Note the month 6 capital position and approve the additions to the programme, to be funded from the PCC's reserves, as set out in paragraph 6.3.

Appendix 1

Chief Constable's Revenue Budget end of September 2017/18							FORECAST	
Variance £'000		Note	Revised OFYB £'000	YTDB £'000	Actual £'000	Variance £'000	M6 Projection £'000	M6 Proj var £'000
	Employee Costs							
	Category							
-716	Police Officer Pay & Allowances	2	46,313	23,064	22,207	-857	44,813	-1,500
	Police Officer 1% non-consolidated award	3					263	263
1	Police pay - Apprenticeship levy	4	257	128	129	1	257	0
110	Police Officer Overtime	5	1,862	1,028	1,174	146	2,202	340
-606	Sub-total Police Officers		48,432	24,219	23,509	-710	47,535	-898
-144	PCSO Pay & Overtime	6	4,969	2,473	2,278	-194	4,411	-558
878	Support Staff Pay	7	14,451	7,067	8,044	978	16,550	2,099
2	Police Staff - Apprenticeship levy	8	123	61	64	3	123	0
53	Support Staff Overtime		151	62	125	63	276	125
-12	Agency Staff		0	0	6	6	58	58
921	Sub-total Police Staff		14,725	7,190	8,240	1,050	17,007	2,282
42	Training		20	20	66	46	94	74
-1	Other Employee Allowances		106	4	15	11	142	36
40	Other Employee Costs		126	24	81	57	236	110
212	Total Employee Costs		68,252	33,906	34,108	202	69,188	936
	Police Pension Costs							
-140	Pensions - Notional Employer Contributions- Expenditure		9,195	4,549	4,403	-146	8,998	-197
9	Injury Pensions		2,210	1,311	1,318	7	2,230	20
0	Ill-Health Retirement Capital Charge - Expenditure		100	0	0	0	100	0
-130	Total Police Pension Costs	9	11,505	5,860	5,721	-139	11,328	-177

Variance £'000		Note	Revised OFYB £'000	YTDB £'000	Actual £'000	Variance £'000	M6 Projection £'000	M6 Proj var £'000
	Premises Costs							
-23	Building Repairs, Alterations & Maintenance		972	542	495	-47	875	-97
30	Utility Costs		925	361	392	31	998	73
108	Rent & Rates		1,298	1,059	1,135	76	1,462	164
0	Other Premises Costs		59	38	38	1	69	10
0	Cleaning		563	206	209	3	563	0
115	Total Premises Costs	10	3,816	2,206	2,269	63	3,966	149
	Transport Costs							
96	Vehicle Running Costs		1,324	462	543	81	1,519	195
12	Hired Transport		12	11	28	17	41	29
37	Travel Expenses		391	206	201	-4	381	-10
0	Vehicle Recharges		-867	0	0	0	-867	0
145	Total Transport Costs	11	860	679	772	93	1,073	214
	Supplies & Services							
1	Computing Costs		629	142	191	49	728	99
41	Communications Costs		121	52	81	29	172	51
35	Consultancy, Legal & Audit Costs		941	318	368	51	1,045	105
-8	Forensic Science Service Costs		554	276	269	-7	530	-24
143	Insurance and Risk Management		1,102	431	581	151	1,398	296
17	Subscriptions & Contributions		248	124	146	23	321	72
57	Equipment & Materials		709	100	164	64	887	177
104	Clothing, Uniforms & Laundry		300	100	219	119	552	252
25	Other Supplies & Services		187	128	168	40	307	119
-2	Printing, Stationery & General Office Expenses		197	89	85	-4	172	-25
-31	Interpreters		380	160	130	-30	321	-59
0	Informants, Identity Parades		110	46	51	5	110	0
-2	Catering		66	13	9	-4	40	-26
0	Police National Computer Charges		711	662	662	0	711	0
1	Conference & Seminar Costs		13	13	18	6	29	16
-10	Staff Subsistence Expenses		100	50	41	-8	84	-16
1	Doctors - Medicals and Prisoners		770	268	265	-2	775	5
-3	Mutual Aid		-100	-8	-3	5	-98	2
368	Total Supplies & Services	12	7,039	2,961	3,446	485	8,083	1,044
709	GROSS REVENUE EXPENDITURE		91,472	45,612	46,316	704	93,639	2,167
	Income							
-47	Sales, Fees & Charges		-47	-23	-83	-60	-165	-118
0	Other Grants & Contributions		-680	-143	-151	-8	-704	-24
0	Rental Income		-210	-155	-155	0	-210	0
0	Interest on Balances		-114	-37	-37	0	-114	0
0	Charges for Police Services		-205	-193	-207	-15	-275	-70
-8	Other Income		-215	-123	-122	0	-220	-5
-51	Costs Recovered		0	0	-28	-28	-32	-32
-106	Total Income	13	-1,471	-673	-784	-111	-1,721	-250
603	NET REVENUE EXPENDITURE		90,001	44,939	45,531	593	91,919	1,917

Variance £'000		Note	Revised OFYB £'000	YTDB £'000	Actual £'000	Variance £'000	M6 Projection £'000	M6 Proj var £'000
	Collaboration and Partnerships							
0	Collaboration Set up costs	14	0	-83	-83	0	0	0
0	ERP set up costs	14	0	-111	-111	0	0	0
103	Collaboration - Athena	15	163	0	123	123	434	271
0	Collaboration - Athena AMO		148	41	41	0	118	-30
-43	Change team	15	714	402	405	3	702	-12
0	Collaboration - General	16	282	55	55	0	282	0
	Joint Protective Services							
51	Collaboration - Armed Policing Unit		2,267	1,082	1,132	50	2,390	123
0	Collaboration - CT & DE		159	98	98	0	159	0
0	Collaboration - CT & DE Grants		504	349	357	8	521	17
-170	Collaboration - CTC		0	94	-43	-137	-409	-409
9	Collaboration - Dogs		749	346	354	8	766	17
-51	Collaboration - Major Crime Unit		3,085	1,405	1,296	-109	2,862	-223
1	Collaboration - Operational Planning		336	228	229	0	338	2
-77	Collaboration - RPU		4,517	2,034	1,918	-116	4,325	-192
-23	Collaboration - Scientific Services Unit/Visual Evidence		2,480	1,018	979	-38	2,395	-86
84	Collaboration - Protective Services Command		206	202	280	78	389	183
-4	Collaboration - Force Resilience		116	76	73	-3	109	-6
	Surplus generated by CTC - to reserves	17					409	409
	Organisational Support							
-27	Collaboration - HR and L&D		4,555	2,248	2,264	16	4,592	37
0	Collaboration - IMD		813	521	536	15	846	33
-127	Collaboration - ICT		6,644	4,533	4,543	10	6,665	21
0	Collaboration - Procurement		294	267	227	-40	216	-77
10	Collaboration - Professional Standards Unit		1,072	313	342	29	1,131	60
	Operational Support							
-14	Collaboration - Firearms Licensing		199	77	59	-18	168	-31
-49	Collaboration - CJ phase 1&2		716	254	214	-40	633	-83
1	Collaboration - CJ/Custody SMT		235	117	121	4	251	16
111	Collaboration - Custody local		2,521	1,246	1,408	161	2,815	294
2	Collaboration - Public Contact		364	71	60	-11	343	-21
0	Collaboration - LCJB		34	-10	-10	0	41	7
	Other Collaboration & Partnerships							
0	Collaboration - Air Support		489	215	215	0	489	0
-17	Collaboration - ERSOU		2,313	685	661	-24	2,277	-36
89	Collaboration - Kings Lynn PIC		964	300	387	87	1,147	183
3	Collaboration - Regional Collaboration		75	21	21	0	75	0
6	SARC		329	199	189	-10	311	-18
-132	Total Collaborated and Partnerships	18	37,342	18,293	18,340	47	37,790	448
	Holding Accounts and Hosted Services							
0	Seconded Officers Net Recharge		0	128	128	0	0	0
0	Carry Forwards		-1,092	0	0	0	-1,112	-20
0	Athena Implementation costs - to reserves						-271	-271
	Transfer to reserves						-263	-263
471	NET BUDGET REQUIREMENT		126,251	63,359	63,998	639	128,063	1,811
110	*Police Officer Overtime less Rechargeable Elements		1,862	1,028	1,174	146		
	<i>Note: Figures may not cast due to rounding</i>							

Notes

1. Outturn Net Budget Requirement (NBR)

1.1 Outturn NBR to the end of September is forecast at £1.8m overspent for the financial year. This is subject to review and change during the year as two large projects finalise their operating models; that being the Local Policing Review and Athena Implementation.

2 **Police Officer pay and allowances** is currently forecast as being £1.5m underspent. Strength is expected to be below establishment for the majority

of the year. This figure excludes the 1% bonus payable to officers from September 2017.

- 3 **Police officer 1% non-consolidated award** the additional 1% non pensionable, officer award will be paid from reserves in 2017/18
- 4 **Police Pay Apprenticeship Levy** is expected to be roughly in line with budget
- 5 **Police Officer Overtime** forecast is expected to be £340k overspent, primarily on Local Policing and Investigations, as a result of the current establishment being below strength
- 6 **PCSO pay and overtime** is forecast at £558k underspent. This is the result of a shortfall in strength against establishment. Recruitment is on hold until the outcome of the Local Policing Review is known.
- 7 **Support Staff pay** is forecast at £2,099k overspent, this excludes all staff posts in the collaborated units. The reason for the overspend is that the budget has a £2.9m vacancy factor set against it. This will be informed by the two projects referred to in 1.1 above.
- 8 **Police Staff – Apprenticeship Levy** is expected to be in line with budget
- 9 **Police Pensions** are currently expected to underspend as a result of strength, per 2 above.
- 10 **Premises** costs is expected to be £149k overspent, primarily as a result of revaluation of rates on buildings.
- 10 **Transport Costs** currently forecast to overspend as a result of the move of fleet over to Chiltern Transport Consortium. This should see a corresponding underspend on capital but the finer detail of how Chiltern Transport Consortium goes through the books is still being worked on.
- 12 **Supplies & Services** overall forecast overspend of £1.0m. A large proportion of this is insurance (claims handling and Insurance fund) and Clothing. A detailed piece of work is being undertaken to address this.
- 13 **Income –** overall forecast underspend of £250k. This is due to increased immigration detainee income and greater than expected charges for police services.
- 14 **Collaboration/ERP set up costs** – expected to be a net nil spend at this stage. Accruals/income in advance are still being worked through the system. We should have a clearer understanding of spend in month 7.
- 15 **Collaboration Change Team and Athena** spend are currently estimated to overspend as a result of the Athena additional costs, which will be covered by reserves. We are still working through the implications of this, both Capital

and Revenue, and will have a greater understanding in the second half of the year.

- 16 **Collaboration – General** this includes the Capital JPS budget and the 3 force Finance/RMU recharge.
- 17 **Surplus generated by CTC – to reserves** is shown separately as the forecast underspend on CTC is used exclusively to fund road safety schemes.
- 18 **Collaboration and Partnerships** these are the final collaborated budgets, which have been updated since the PCC approved the budget

APPENDIX 2

Summary of Capital Expenditure and Financing at 30th September 2017

	B/Fwd from previous years	Original 2017/18 Capital Programme	Previously Authorised Programme Amendments	Proposed Programme Amendments	Revised 2017/18 Capital Budget	Actual & Committed YTD	%
All figures £'000							
Capital Payments:-							
Land & Buildings	635	510	440	768	2,353	1,233	52.4%
IT & Communications	209	1,571	(240)	-	1,540	568	36.9%
Fleet	378	1,889	-	-	2,267	541	23.9%
Collaboration	427	692	291	30	1,440	1,473	102.2%
Schemes approved subject to further business case	-	3,594	-	(33)	3,561	-	0.0%
TOTAL	1,649	8,256	491	765	11,161	3,815	34.2%
Capital Financing:-							
Capital Grants	-	506	25	-	531	253	47.6%
ESMCP Grant (RCCO)	-	263	-	-	263	-	0.0%
Budget Assistance Reserve	45	3,836	440	735	5,056	*	-
Carry Forward Reserve	1,604	-	-	-	1,604	*	-
Capital Receipts	-	-	-	-	-	723	-
Vehicle Receipts (RCCO)	-	150	-	-	150	29	19.0%
RCCO - approved in-year by Chief Constable	-	-	26	30	56	*	-
Borrowing	-	3,500	-	-	3,500	*	-
TOTAL	1,649	8,256	491	765	11,161	1,005	9.0%

Note: figures may not cast due to roundings

* year end adjustments



Creating a safer
Cambridgeshire

To: Business Coordination Board

From: Chief Finance Officer to the Chief Constable

Date: 09 November 2017

Charging for Police Services

1. Purpose

- 1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on the new charging rates in accordance with the NPCC Guidance Charging for Police Services, whilst retaining the departure from the guidance for our community events.
- 1.2 If the decision is made to uplift pay by more than 1%, then a further review of the rates would be necessary.

2.0 Recommendation

- 2.1 The Board is recommended to endorse to uplift charges by 1% in line with the NPCC guidance.

3. Background

- 3.1 During 2007 a large piece of work was undertaken to consider what Cambridgeshire Constabulary charged for the supply of Policing Services that were required for Commercial and Community Events. The Constabulary and Police Authority considered adopting the then “NPCC Guidance on Charging for Police Services” as the model.
- 3.2 At the time Cambridgeshire had a lot of complaints from Community events holders that we were charging inconsistently, that the charges were too high and that some events paid nothing while others paid “over the odds”.
- 3.3 Also, the Constabulary was in dispute with a particular community event which eventually led to the police withdrawing the support for the event and the subsequent cancellation of the event. This in turn led to some very bad publicity for the police,

threat of judicial review and a lengthy court process for the recovery of costs which the police duly lost.

- 3.4 There were a lot of lessons learned that came out of this process, not least of which was that if the police do not have a signed agreement to charge before the event takes place then, even if the resources are deployed, the charges cannot be recouped through the court should the event organiser refuse to pay.
- 3.5 On the strength of all of the above, Cambridgeshire Constabulary, approved by the Police Authority, used the NPCC document as a basis for the charging and adopted the use of “Full Economic costs for commercial events”, but came up with its own charging regime for the community events. This deviation from the guidance charges “Full Economic Cost to Community Events abated by 70%”.
- 3.6 The 70% was worked out taking into account all those events that were classed as community events for which police were deployed to, the past and present charges applied and consideration of what would be a fair rate that organisers would sign up to. Some Community events that had traditionally paid nothing had a stepped approach to their full charge over 3 years.
- 3.7 In August 2016, this was reviewed and the decision was made to continue with community events using the 70% abatement rule.

4. Recommendation

- 4.1 The Board is recommended to endorse to uplift charges by 1% in line with the NPCC guidance.

BIBLIOGRAPHY

Source Document(s)	National Police Chiefs’ Council “ <i>Guidelines on Charging for Police Services</i> ” Cambridgeshire Constabulary “ <i>Charging for Police Services</i> ” document (revised August 2017). Supplied as an appendix.
Contact Officer(s)	Niki Howard, Chief Finance Officer to the Chief Constable



CHARGING FOR POLICE SERVICES

Updated August 2017

Review Date August 2019

Author N. Howard, Director of Finance and Resources

1.0 Introduction and Background

- 1.1 There is need for the police service to be able to identify the basis of recovering costs or charging for its services. There is also a need to ensure that this is both transparent and consistent.
- 1.2 NPCC FCC has issued guidance on charging for police services which is aimed at giving clarity to the service and at the same time providing a basis for a more consistent outcome. While the main elements and issues contained within that document are identified below, this paper should be read in conjunction with the NPCC FCC guidelines when setting charges.
- 1.3 This document should be read in conjunction with the Bedfordshire Cambridgeshire Hertfordshire Constabulary Fees and Charges Handbook.

2.0 NPCC Guidance Charging for Policing Services

2.1 Cost Recovery

- 2.1.1 The powers for seeking to recover costs for policing services are given in various sections of the Police Act 1996 (as amended).
- 2.1.2 Special policing services are normally provided to an event, either singular (pop concert) or a series of events (policing football), and the NPCC FCC guidelines have established the principle of achieving a full economic cost recovery of relevant costs. However, in line with the concept of risk assessment for policing events within the community, the Chief Constable is able to abate charges for events in certain circumstances. A decision matrix approach has been developed by NPCC FCC to help determine different circumstances and at the same time give some discretion. Small-scale events below a threshold level can be policed without charge.
- 2.1.3 The charges should be transparent and consistent, and a general principle of the recovery of policing costs at no detriment to the local community has also been established. This increases the charge for policing to cover rest day overtime working in order to preserve duty time for core policing in the community.
- 2.1.4 The police service is now required to provide policing services to other agencies of Government (e.g. Prisons, Border Force etc), which may cut across local priorities. This recognises a different requirement for cost recovery and advice is provided in these circumstances.
- 2.1.5 Events can also be sponsored or organised by local authorities and non-commercial organisations. These often take place either on Local Authority land or on the highway. Here, full economic cost may not be the most appropriate recovery basis and abatement can be used to address this issue.
- 2.1.6 Un-established events arranged via a private promoter, require 100% of the total cost to be paid in advance. This may be revised to 50% once a suitable credit history has been established with the constabulary. Any amendments

made to the cost at the time of the event will be charged/refunded within 30 days of the event taking place.

2.2 Charging Methodology – Key Principals

2.2.1 The review of charging methodology has been based on number of key principles that underpin the approach. These are:

- i) Charging for services should be based on a proper calculation of the cost of services provided. Charging reflects a proper cost recovery mechanism.
- ii) A charging methodology should be clear and transparent to both providers and receivers of the service;
- iii) The basis of cost calculations should be consistent - so that significant variations in charges are explained by local circumstance, rather than methodology differences;
- iv) Calculations of base costs and overhead recovery should be compliant with accepted accounting best practice;
- v) There should be a clear understanding of how the methodology should be used by practitioners;
- vi) There should be a generally agreed basis for determining whether a charge should be applied. This should cover the range of services for which charges should be set and the occasions where charges are due to be raised and include guidance on where discretion can be applied.

2.3 Cambridgeshire Cost Model

2.3.1 The model uses Full Economic Cost for the charge out rates of police officers and staff based on calculations from **NPCC FCC National Policing Guidelines on Charging for Police Services**

2.3.2 The model is based around averages for rank, as this provides more stability across years and between Forces. Public Holiday Rate has also been calculated.

2.3.3 Events will also be charged the actual cost Cambridgeshire Constabulary has incurred for additional items such as hire of a generator.

2.3.4 Planning and communication charges are no longer separately applied as they are now incorporated within the officer / staff charge rates within full economic cost.

2.3.5 Appendix 1 sets out the definitions for the types of events we may be asked to police and sets out the criteria used to determine appropriate charges. Appendix 2 shows the charging sheet used by Cambridgeshire Constabulary.

2.4 Income Generation

2.4.1 These activities fall into two categories: -

- i) Market Competitive goods/services where Police and Crime Commissioners set charges in relation to market forces by charging a market rate e.g. training, vehicle maintenance, etc.
- ii) Market Non-Competitive activity is essentially a by-product of core police activity. Here, there should be consistency on the rate that will be set nationally e.g. accident reports etc.

2.4.2 Within the key principles set out above, there has to be a proper recognition of the cost of production of either the goods or service and should therefore be charged at full economic cost.

2.4.3 Income generation is acceptable within the police service under Section 15 of the Police Reform and Social Responsibility Act 2011 which extends to Police and Crime Commissioners (PCC) the powers of the Local Authorities (Goods and Services) Act 1970 to supply goods and services to other bodies or persons. This may include services provided in competition with other providers, e.g. training or vehicle maintenance, where charges will reflect market rates.

2.5 Fees and Charges Booklet

The Fees and Charges Handbook is produced as a separate document and covers the charges for statutory and non-statutory items. The book is updated yearly in line with NPCC FCC guidelines on charging for statutory items.

3.0 Adoption of the Guidelines

3.1 The application of the guidelines is to be applied in full.

3.2 The idea of police charging for services is now accepted in the public domain, but those who use the facility still do not appreciate the true cost of police support for events.

3.3 Illustrative examples of different types of events and how scores may be applied are summarised in NPCC FCC Guidelines on charging for Police Services.

4.0 Football Events

4.1 It is critical to successful cost recovery and to ensure a transparent and consistent approach across the Constabulary that dialogue takes place between Cambridgeshire Police and The Clubs and Associations who request Special Police Services. Special Police Services need to be specifically

requested by an event organiser. This dialogue must establish a contractual relationship where the following is defined.

The rate at which Special Police Services are charged, set annually by the PCC defined in the NPCC FCC on charging for Police Services.

- The minimum and maximum number of hours that this will be charged for any event.
- Additional charging elements, such as administration, vehicles, food.
- The level of charge should an event be cancelled and where the police service has already incurred costs.
- The “Footprint” of the event must be established as this is the geographical area where Officers will be deployed under contract.
- For sporting events this Footprint and the level of resources may vary depending on the category of the game. A separate contract must be established for each scenario.

4.2 The Force has adopted the NPCC Football Charging policy and the following has been established as Constabulary policy for Football Charging:

- Minimum number of hours deemed Full deployment (6 Hours)
- Minimum number of Hours deemed Partial deployment (3 Hours)
- An agreement of what counts as a partial deployment.
- Introduction of a common contractual document, based on the Football Forum template
- Introduction of a common Statement of Intent document (otherwise known as a Memorandum of Understanding)

The judgement on Leeds United vs. West Yorkshire Police regarding charging for Special Police Services (SPS) outside the land which is owned leased or directly controlled by the Club. The judgement confirmed that charging for SPS outside the footprint owned, leased or directly controlled by the Club, is not supported. This should make no difference to our football agreements as we have agreements that charge for footprint area SPS only

4.3 Public Holiday Rate

A special case must be made by small clubs where full charging would be detrimental to the club continuing to operate. The Chief Constable has the final decision on all matters of charging.

5.0 VIP Visits

5.1 The Cambridgeshire area is large and diverse, being home to a number of high profile venues including Cambridge University, Huntingdon Life Sciences, East of England Showground, Duxford Airfield and Burghley House. These and other venues in the area attract a high number of VIP visitors. VIP visits are rarely chargeable as the arrangements usually come under Government protection required, as in the case of visiting dignitaries or Royalty. Exceptions may arise where the event is chargeable and the normal rules of charging would apply.

6.0 Custody

- 6.1 The Border Force is charged with custody time and any other fees incurred by the Police for persons taken into custody for an offence e.g. shoplifting and then subsequently found to be wanted by Border Forces.
- 6.2. Costs incurred on operations pre-planned by the Border Force should be recovered in full from the time the suspect enters custody.

Home Office Border Force (previously HOIE, UKBA)

- 6.3 The NPCC Finance Coordination has concluded a Memorandum of Understanding with the Home Office Border Force, which provides a standard formula for each force to charge for detention of their immigration detainees. The proposed formula will follow a similar line to Special Police Services, where each force completes the formula with local data, to deliver an accurate force cost for service provision. Cambridgeshire Constabulary has adopted this calculation formula to recover costs.

7.0 Financially Untenable Events

- 7.1 The Chief Constable has the final decision on charging for all events.
- 7.2 The NPCC FCC guidance calls for recovery of at least a proportion of policing costs where events are commercial in nature. However, some events in this category produce only a marginal profit which may be small in relation to the policing costs.
- 7.3 It is proposed that each event be charged against its generic event type, as defined in the guidance however there will be a blurring of boundaries in certain instances. Any appeal by the organiser to reclassify their event, possibly obtaining a more favourable rate, will need to be considered by the Chief Constable.
- 7.4 The NPCC FCC guidelines recognise the concept of risk assessment for policing events within the community and Cambridgeshire Constabulary follow a three level charging format; Statutory Event (No Charge), Local Authority / Charitable event (Direct Cost) or Commercial (Full Economic Cost Recovery) as defined in the NPCC FCC Guidelines. (Small scale events can be policed without charge below a threshold.)
- 7.5 Those events which are small enough to be policed without the addition of extra staff should not be charged, unless they are likely to dominate the time of the resources deployed for that area on the day.

1. Commercial Events

These are events where there is a financial gain or profit to the organiser/company/ organisation without specific community benefit – usually but not exclusively through members of the public having to pay an entrance fee to gain access to the event.

Examples of events include; professional sporting events, music concerts, events on private property and events principally commercial in nature i.e. Air Shows. Events are charged at **Full Economic Cost Recovery** rates.

2. Non Commercial Events

Charges are only made where additional resources are required to police any event.

Community, Not for Profit and Charitable Events

Community: These events not for personal or corporate gain but are for community or local interest purposes or to raise funds for local community institutions. Examples include; Local Authority events, carnivals community fairs and celebrations. Direct Cost fee.

Not for Profit Events: Events where although a minimal fee for participation is charged, it is generated only to cover organisational costs and not to raise a profit. Those organising events do so on a voluntary basis for the benefit of participants and spectators. Examples include amateur running and cycling races. Direct Cost Fee.

Not For Profit Charitable Events: Events where, although there is a financial gain, the surplus is for charitable distribution. These may be local charities, charity events and charitable shows wholly or substantially charitable in nature. Direct Cost Fee.

All non-commercial events are charged at **Direct Cost** rates abated at the appropriate level as stated above.

3. Statutory Events

Events where there is no financial gain to the organiser and which reflect constitutional rights, or a cause of royal, national or defined public interest. Examples include; jubilee events and Remembrance Day parades. Policing of statutory events is part of core activity and no charges should be made.

CAMBRIDGESHIRE CONSTABULARY



Creating a safer
Cambridgeshire

APPLICATION FOR EMPLOYMENT OF POLICE

NOTICE TO APPLICANTS FOR POLICE SPECIAL SERVICES

Applications for Employment – Complete part A and C only

Persons who desire to procure the services of the Constabulary at private functions or upon private premises to protect property or preserve order, or on other Special Duties for which Police are not supplied except on payment, may apply for the services of such officers as they consider necessary, but the Chief Constable reserves the right to refuse the application or to supply only the number of Police he/she may decide. It will not normally be agreed to allow police officers to fill a role which could adequately be performed by security organisations, traffic management companies or the Highways Agency. Any applications for road closures must be made to the Local Authority responsible for traffic management for the area.

The application should be made on **Part A** of this form.

Payment Rates

Application is made at hourly rates. The full hourly rate will be charged for part of an hour, and there is a minimum charge of four hours.¹

Police officer time may be charged at full economic cost/public holiday rate dependent upon the level of police officers required within the County on the day(s) in question.

Dependant on the nature of the event an abatement charge may be levied, details of Cambridgeshire Constabulary's policy "Charging for Police Services" and a full list of rates charged can be found on our internet site. www.cambs.police.uk

The rates and additional charges are subject to change and the rates charged will be those current at the time the services are performed.²

Any increase in charges will be notified.

The time spent by an officer on the special duty will be reckoned from the time he/she leaves his/her Station, or such other starting point as the Chief Constable may decide, to the time he returns thereto.

In the event of cancellation at short notice by the client, a charge will be made based on the time incurred by the officers detailed for the duty, plus any travelling expenses.

Cambridgeshire Constabulary reserve the right to collect payment 21 days prior the event taking place.

All charges will be subject to an addition in respect of V.A.T. where applicable.

¹ Excluding charging relating to football matches where partial deployment is 3 hours.

² Additional charges may arise where for example; further resources are required to ensure public safety.

Part C to be completed by Client on receipt of the costings, to confirm agreement.

APPLICATION FOR EMPLOYMENT OF POLICE

Additional Charges

Additional charges will be made for expenditure incurred over and above that of police officer time, including

- (i) Additional travelling expenses
- (ii) Refreshment or subsistence to which officers become entitled as a consequence of the duty (these are only charged if the period of special employment exceeds four hours).
- (iii) Any other expenses incurred.

NOTE: The client will be expected to provide reasonable accommodation for Police performing special duty and if this entails expense (e.g. for supplying a marquee) the responsibility for the cost will rest with the client.

To be received by the Operations Manager of the Division in which function is being held at least Twenty-eight (28) days before services of police are required.

PART A - Details of Application

Name of Applicant		Address		
Function		Telephone number		
Date		Location of Function		
Application Requested		Time		
		From	To	
Uniform	Chief Inspector(s)	Number		
	Inspector(s)			
	Sergeant(s)			
	Constable(s)			
	PCSO(s)			
	Special(s)			
Investigative Staff				

Signed Date.....
 On Behalf of the Client

APPLICATION FOR EMPLOYMENT OF POLICE

FOR POLICE USE ONLY

**AGREED APPLICATION
(following consultation)**

PART B - Personnel Charges (Please refer to the current Fees & Charges Handbook for current rates)

Rank	Full Economic Rate	Public Holiday Rate	Number Required	Charge £
Chief Inspector				
Inspector				
Sergeant				
Constable				
Special				
PCSO				
Management				
Police Staff SO1-S02				
Police Staff 1-6				

Charge for Additional Costs	Charge £

Other charges not listed elsewhere £

VAT at 20.0%. (*Only applies if safety certificate does not specify police presence*)
 £

Total Minimum Charge..... £ _____

Signed

Date.....

On Behalf of Cambridgeshire Constabulary

Name, Rank /Collar Number.....

To be returned to the Client for agreement **PART C – Agreement**

Signed

Date.....

Name and Designation

On Behalf of the Client

CAMBRIDGESHIRE CONSTABULARY

APPLICATION FOR EMPLOYMENT OF POLICE

NOTICE TO APPLICANTS FOR SERVICES OF POLICE AT PRIVATE EVENTS (Special Duty), etc.



Creating a safer
Cambridgeshire

Applications for Employment - Complete part A and C only

Persons who desire to procure the services of the Constabulary at private functions or upon private premises to

PART A - DETAILS OF APPLICATION

Name of Applicant	<input style="width: 90%;" type="text"/>	Address	<input style="width: 95%; height: 80px;" type="text"/>		
Function	<input style="width: 90%;" type="text"/>	Post Code			
Location of Function	<input style="width: 90%;" type="text"/>	Telephone number			<input style="width: 95%;" type="text"/>
		Date			<input style="width: 95%;" type="text"/>

Officers Requested	Number	Time	
Uniform		From	To
Inspector(s)	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>
Sergeant(s)	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>
Constable(s)	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>
PCSO(s)	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>
Special Constable(s)	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>
(civ)	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>	<input style="width: 80%;" type="text"/>

Note

To be received by the Operations Manager of the Division in which function is being held at least Twenty-eight (28) days before services of police are requested.

Signed Date

On Behalf of the Client

APPLICATION FOR EMPLOYMENT OF POLICE

APPROVED APPLICATION - FOR POLICE USE ONLY

Part B - Special Police Service Charges

STAGE ONE - EVENT DETAILS

Name of Event	0
Event Date (s)	01 September 2013
Event Organiser	0
Event Location	0

STAGE TWO - DETERMINING THE LEVEL OF CHARGE

		Score
Commercial		0%
Community		0%
Not for Profit		0%
Abatement Level		0%

STAGE THREE - DEPLOYMENT AND COSTING

Resources Required	Number		Hours	Rate	Total
Chief Superintendents		@		102.06	£ -
Superintendents		@		85.60	£ -
Chief Inspectors		@		72.07	£ -
Inspectors		@		67.95	£ -
Sergeants		@		66.95	£ -
Sergeants		@			£ -
Constables		@			£ -
Constables		@			£ -
Constables		@			£ -
Constables		@			£ -
PCSOs		@			£ -
PCSOs		@			£ -
PCSOs		@			£ -
PCSOs		@			£ -
Specials		@		27.72	£ -
Police Staff Management		@		59.52	£ -
Police Staff Scale 1-6		@			£ -
Police Staff SO1 -SO2		@			£ -
Crime Scene Investigators		@			£ -
Total					£ -
Additional costs:					
Event Cost					£ -
Minus Level of abatement					0% £ -
Total Net Cost					£0.00
VAT @ 20% *only applicable if safety certificate does not specify police presence)					£0.00
Invoice Total					£0.00

Signed On Behalf of Cambridgeshire Constabulary

Name, Rank and Collar Number

APPLICATION FOR EMPLOYMENT OF POLICE

PART C - AGREEMENT

Payment Rates

Application is made at hourly rates. The full hourly rate will be charged for part of an hour, and there is a minimum charge of four hours. (Excluding charging relating to football matches where partial deployment is 3 hours.)

Police officer time may be charged at full economic cost/public holiday rate dependent upon the level of police officers required within the County on the day(s) in question.

The rates and additional charges are subject to change and the rates charged will be those current at the time the services are performed. Any increase in charges will be notified.

The time spent by an officer on the special duty will be reckoned from the time he/she leaves his/her Station, or such other starting point as the Chief Constable may decide, to the time he returns thereto.

In the event of cancellation at short notice by the client, a charge will be made based on the time incurred by the officers detailed for the duty, plus any travelling expenses.

All charges will be subject to an addition in respect of V.A.T. when applicable.

Part C to be completed by Client on receipt of the costings, to confirm agreement.

Dependant on the nature of the event an abatement charge may be levied, details of Cambridgeshire Constabulary's policy "Charging for Police Services" and a full list of rates charged can be found on our internet

Additional Charges

Additional charges will be made for expenditure incurred over and above that of police officer time, including

- (i) Additional travelling expenses
- (ii) Refreshment or subsistence to which officers become entitled as a consequence of the duty (these
- (iii) Any other expenses incurred.
- (iv) The client will be expected to provide reasonable accommodation for Police performing special duty

Event Name	0	Date	1//9/2013
Event Location	0	Organiser	0

***Total Minimum Charge** **0.00**

*The Total Minimum Charge is the amount that will be invoiced subject to any matters arising on the day(s) of the

Signed	Date
On Behalf of the Client	
Name & Designation	



TO: Business Co-ordination Board

FROM: Chief Constable

DATE: 09 November 2017

External scrutiny – HMICFRS requirements

1.0 Purpose of paper

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on evolving proposals to make improvements to force business planning processes to ensure that the force can effectively complete its first force management statement for HMICFRS by May 2018.

2.0 Recommendation

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

3.0 Introduction

3.1 In order to be truly efficient, effective, and accountable, a police force requires strong business planning processes, joining organisational and operational objectives to financial, workforce, and partnership planning in the medium and long term. This is becoming increasingly important as demand increases and police and partner finances continue to reduce. In order to achieve business improvement, and to ‘shrink together’ with partners, it is also important that business planning decisions are well understood by all and are used to inform governance within the organisation. While Cambridgeshire Constabulary completes financial planning effectively and undertakes workforce planning activity at a BCH level, there is still work to do to develop a fully integrated business planning process that truly drives decision making across the organisation.

3.2 There is an increasing political imperative to amend our approach as a result of the introduction of force management statements by HMICFRS. These are designed to improve and streamline force business planning processes and the information forces produce for:

- Their own management purposes, to ensure the highest practicable levels of efficiency and effectiveness.
- Their accountability to local policing bodies, the Home Office, HMICFRS and, most importantly, the public.

4. Force management statements

4.1 Every Chief Constable will be required to produce an annual force management statement (with necessary redactions on security grounds) from May 2018, containing:

- The financial resources which the force expects to have in each of the succeeding three to five years.
- The demand (latent and patent, crime and non-crime) which the force expects to face in each of those years.
- The assets (predominantly people) which the force has to meet that demand, specifically:
 - The **capacity** of the workforce and other assets (how much work can they do).
 - Their **capability** (their skills and the extent to which those skills are likely to meet current and future demand).
 - The serviceability and wellbeing (**condition**) of the workforce and other assets (what does it take in money, time and effort to look after these assets).
 - Workforce **performance** (how well do they perform and how will this change over time).
 - **Security of supply** (resilience to surges in demand).
- The Chief Constable's plans for improving the efficiency and effectiveness of the force.
- Last year's performance against performance projections.

4.2 Force management statements will assist Chief Constables and PCCs in making valid and valuable comparisons over time, both of their own force, and with others.

4.3 Force management statements are complementary to Police and Crime Plans, force strategic assessments, and annual governance statements. The force management statement will enable PCCs to assure themselves of areas where forces are not efficient and effective. The statement will allow an assessment of in which respects and to what extent the objectives of the police and crime plan and the strategic policing requirement are likely to be met, how quickly, and at what cost. **Annex A** shows how all business planning products link together.

5. Overview of principles of force business planning

5.1 While a variety of planning activity currently takes place in force, it does not cover the full breadth of information required to deliver a force management statement. This new requirement from HMICFRS therefore presents an opportunity for the force to re-invigorate its business planning processes to enable creation of a suite of high quality planning products that drive business activity and enable everyone in the organisation to understand how they contribute to delivery of the force vision and mission and the Police

and Crime Plan. This in turn will support production of the Medium-Term Financial Strategy and Workforce Plan.

- 5.2 A new process is currently being designed by Corporate Development, and will predominantly be delivered through the Governance and Inspection Team.
- 5.3 The principles underpinning the new planning process are:
- 1) Mirroring where possible the approach to collaboration business planning defined following the Concerto Review.
 - 2) An increased focus on departmental level business planning, to ensure strategic leads actively contribute to the process and drive improvement in their own areas of business.
 - 3) Central production of documents through Corporate Development, where possible, to reduce the burden of planning on operational functions.
 - 4) Sourcing data once and re-using it across a variety of products.
 - 5) Production of rolling plans, which are annually refreshed, minimising the burden on the organisation.
 - 6) Publication of the plans, as far as is possible, so that they can be used as a tool for partner engagement and communication and encouraging transparency about what we do for the public.
 - 7) The use of visual presentations to engage a wider audience.

6.0 Governance

- 6.1 Work is also ongoing in Corporate Development to develop proposals for more streamlined and effective corporate governance. This will be supported by the business planning process.
- 6.2 It is envisaged that operational leads will be held to account for delivery against departmental business plans through an ACC chaired process, that other functions will be held to account through a parallel DCC/CFO chaired process, and that collaborated functions will be held to account through the DCC chaired delivery boards. Force Executive Board would then become responsible for overall progress against the force business plan and BCB for issues identified in the force management statement.
- 6.3 Full governance proposals will be developed for the force to consider following completion of the Local Policing Review business cases.

7.0 Business planning stage 1: Force strategic assessment

- 7.1 The 2017 force strategic assessment has already been prepared by the Central Intelligence Bureau and the Strategic Tasking and Coordination Group was held on 9 October 2017.
- 7.2 Consideration is currently being given to the timing of the next refresh to fit with the new business planning process.

7.3 Recommendations about the new Control Strategy priorities and Intelligence Requirement will be made to Force Executive Board in November 2017.

8.0 Business planning stage 2: Departmental business planning

8.1 Work is currently underway to produce templates and exemplar products to assist departmental heads to work with Corporate Development in the production of their first business plans.

8.2 Corporate Communications are assisting with the commissioning of design work, which can be managed within existing budgets.

8.3 The process for producing departmental business plans will be presented to heads of department in November 2017, once business cases for the Local Policing Review have been agreed. Plans will be produced for both operational and back office departments.

8.4 Each departmental business plan will be around 12 pages in length, and consist of a hyperlinked pdf. Sections will answer the following questions:

- Who are we? [owner]
- Why are we here? [purpose/vision]
- What do we do? [demand/objectives/priorities]
- What does success look like? [performance indicators]
- Why do we do it? [current risk/future risk]
- What do we need? [finance/resources/governance/strategy/policy]
- How do we get better? [continuous improvement plans].

8.5 Where departmental business plans do not already exist in collaborated units, these will be developed in parallel by the BCH Portfolio Office and Heads of Department.

8.6 Plans will have clear links to the force vision and mission, and be cogniscent of the Police and Crime Plan aims and objectives over the next 3-4 years, and the medium term financial strategy.

8.7 Once the first plans have been produced, it is expected that they will be refreshed annually.

8.8 Corporate Development staff will be receiving training in data visualisation techniques from The Guardian, and now have access to Tableau software for data visualisation as a result of the purchase of the Process Evolution suite of tools. This will enable a step change in the design of our business planning products.

9.0 Business planning stage 3: Force business plan and force management statement

9.1 Following the production of the departmental business plans, an event will be held where strategic leads, the OPCC, and frontline representatives come together to look across the business and identify key organisational risks for the future, national threats and

opportunities, the collaboration agenda, and financial and workforce challenges. This will help inform development and agreement of the force business plan and force management statement, which will be led by the Head of Corporate Development. The chief officer lead will be the DCC.

- 9.2 The force business plan will follow a similar format to departmental business plans, but will be designed as a completely public facing document. The format of the force management statement will be determined by HMICFRS.
- 9.3 The force business plan and force management statement will also be informed by business plans for Organisational Support, Operational Support, and Joint Protective Services, to be produced by the BCH Portfolio Office, and by information from ERSOU and the 7 force collaboration programme.

10.0 Limitations of the 2017/18 process

- 10.1 In order to effectively integrate the force management statement with this year's financial planning cycle, it was necessary for HMICFRS to provide guidance to forces by 1 July 2017. This aspiration was not met, with the guidance arriving in October and still subject to change following consultation until February 2018. It is therefore not possible to build a planning cycle for 1 April 2018 that dovetails all financial, business, and workforce planning processes.
- 10.2 There is limited opportunity for this year's business planning process to influence medium term financial decision making at this point. However, this is mitigated to some extent by current work on the Local Policing Review, which enables the force to link demand to resources more effectively than in previous years. HMICFRS acknowledge the challenges that forces will face in the first year of this new process.
- 10.3 It is intended to have the first force management statement ready for publication on 1 April 2018. Immediately following this, a new planning cycle will commence, enabling full join up of processes for the 2018/19 plan. Full consultation will be completed with the parties involved in planning over the next few months, to enable a full project plan to be put in place for the second force management statement in 2018/19.
- 10.4 There is a risk that, should HMICFRS impose a limitation on forces that the force management statement consider data for the full financial year 2017/18, that Athena implementation will constrain our ability to fully populate the first force management statement. This issue will be managed once the final guidance from HMICFRS is issued in 2018.
- 10.5 The implementation of Athena also has an implication should new performance frameworks be required to track new organisational objectives arising through the business planning process. Due to the pre-work required by the Performance Team to implement Athena, and the likely challenges with access to data and data quality in the first three months post Athena go live, there will be no major changes made to CORA between now and September 2017.

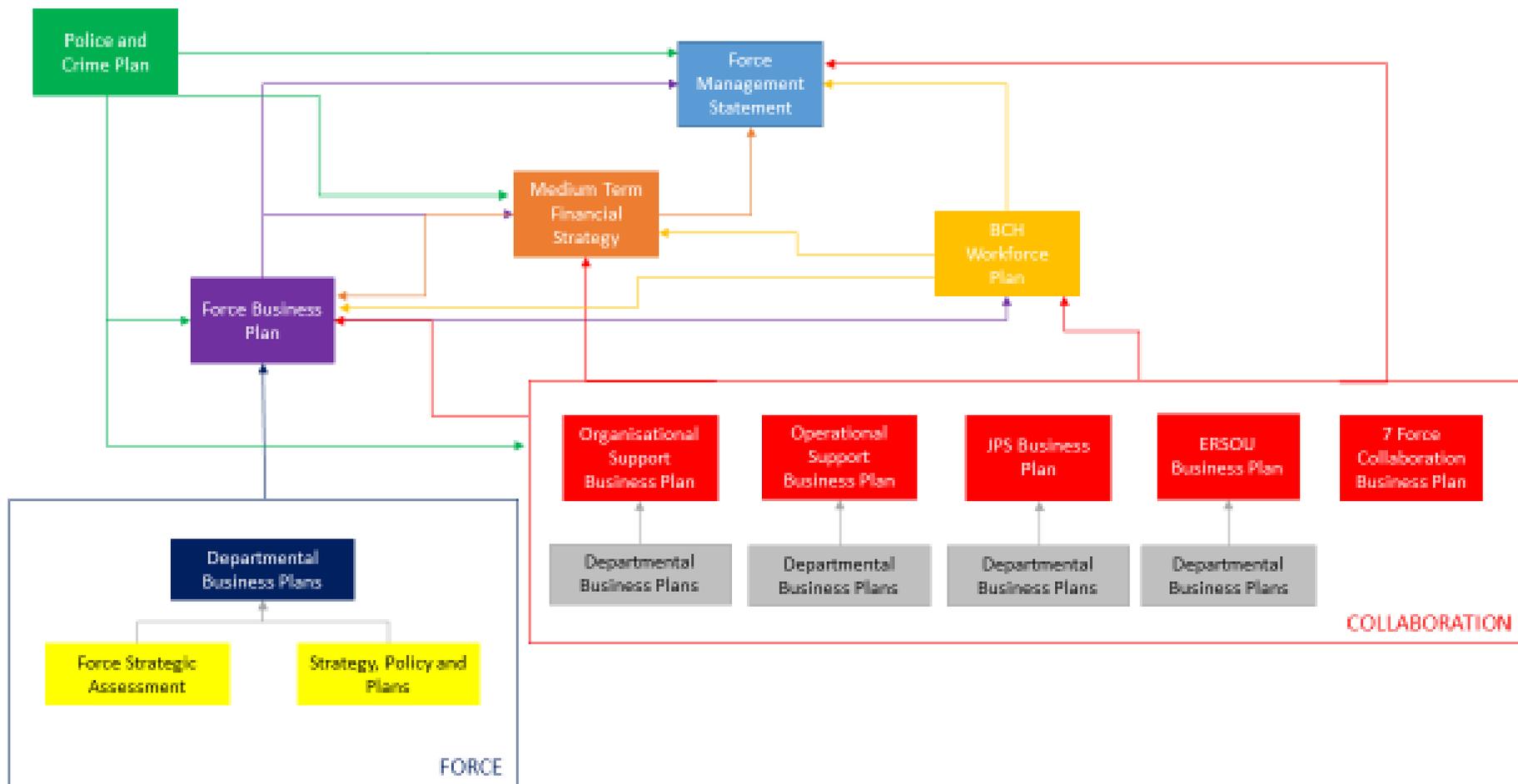
11. Recommendation

11.1 The Board is recommended to note the content of this report.

BIBLIOGRAPHY

Source Document(s)	
Contact Officer(s)	Dr Natalie Benton, Head of Corporate Development, Cambridgeshire Constabulary

Annex A: Links between business planning products.





To: Business Coordination Board

From: Chief Executive

Date: 09 November 2017

DELIVERY OF COMMUNITIES SECTION OF POLICE AND CRIME PLAN

1. Purpose

1.1 The purpose of this report is to update the Business Co-ordination Board (“the Board”) on activity underway to deliver the priorities set out in the Communities section of the Police and Crime Plan (“the Plan”).

2. Recommendation

2.1 The Board is recommended to note the content of the report.

3. Background

3.1 Under the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner (“the Commissioner”) is required to produce a Police and Plan.

3.2 The Commissioner’s Plan became effective from the 1st April 2017 and is structured around four key strategic themes: Victims, Offenders, Communities, and Transformation. Each theme has its own aim and has a framework through a series of shared outcomes to enable all agencies with a part to play in community safety and criminal justice, to strategically direct the future delivery of services through these common goals. Each theme is supported by key objectives and priorities for action.

3.3 There are strong mechanisms in place to scrutinise the overall performance of the Constabulary, including the priorities and outcomes set out in the Plan. Performance data is included within the Quarterly Performance report data pack and reported to the Board at three monthly intervals. Effective partnership working is also key to the delivery of the Plan.

3.4 Communities context and overview

- 4.1 The Communities element of the Plan seeks to deliver a system wide approach to community safety through collaborative working, joining-up service provision to listen and respond to day to day community safety issues.
- 4.2 The public want a local policing service they can trust and have confidence. Cambridgeshire Constabulary is committed to providing this through a local policing service that is able to respond effectively to future demand and where capable officers and staff are recruited and supported to maximise their potential.
- 4.3 Financial constraints across the public sector means that all government organisations are having to prioritise and to find the most efficient and effective ways to deliver their services. The work of the different agencies, such as healthcare providers, local authorities and the emergency services are linked. The work of one impacts on the work of the others with different agencies often dealing with the same people who have multiple issues.
- 4.4 This approach extends to the public, tapping into the knowledge, good-will and enthusiasm of our citizens to support the police and others in protecting communities.

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

- 5.1 The Office of the Police and Crime Commissioner and Constabulary continue to work in partnership with others at a range of levels to jointly engage with communities. A system wide approach is needed to tackle the many and complex issues that exist. The Commissioner is taking a leading role in bringing together organisations to align work-streams and collaborate. This is being achieved amidst a rapidly changing political landscape following the appointment of the Mayor of Cambridgeshire and the creation of a Combined Authority.
- 5.2 The Commissioner chairs the Countywide Community Safety Strategic Board. This Board comprises top tier authorities, district councils, Cambridgeshire Constabulary, Cambridgeshire Fire and Rescue Service, the Clinical Commissioning Group, the Community Rehabilitation Company, National Probation Service, Community Safety Partnership (CSP) representatives and the Chairs of Safeguarding Boards, Health and Wellbeing Boards, Criminal Justice Board and the Youth Offending Board. This board identify issues which CSPs, individual Responsible Authorities and the Plan consider to be both of high importance and would benefit from a countywide approach. The board has produced a countywide Community Safety agreement. The Agreement aims to develop a more joined-up approach to community safety service delivery, enable more effective and co-ordinated strategic planning across partner agencies and to ensure sustainable and lasting improvements in delivering outcomes. Priority issues have been identified through relevant strategic assessments. Data and other crucial information is shared between agencies within legal restrictions permitted. An example of how this system leadership is working in practice is around the housing agenda. One of the biggest problems faced by offenders leaving prison is the

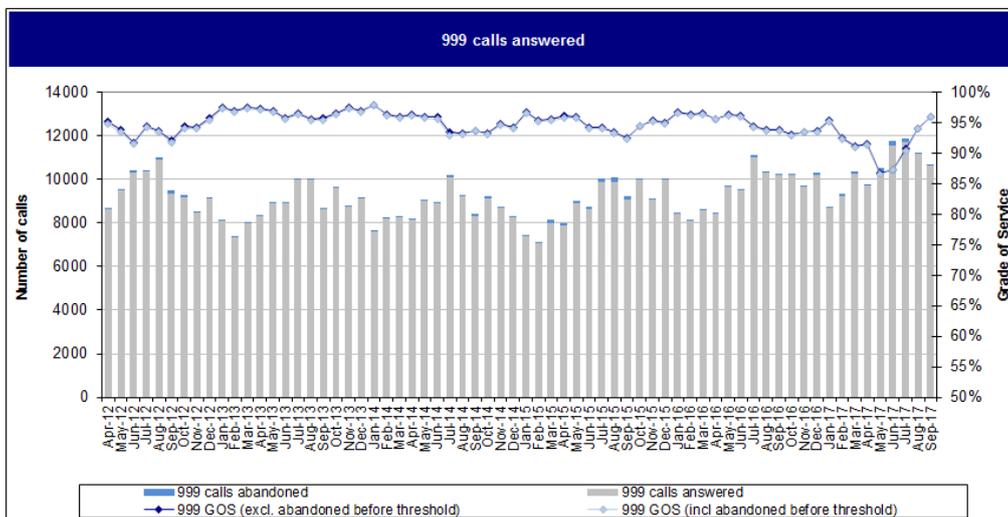
availability of housing. The Partnership recognises this as a priority and that it cannot be solved by one agency in isolation. The group is developing a coordinated approach to improving the partnership approach to housing offenders. The Group are also reviewing the partnership structures across the county to achieve the best balance between a national, regional and local approach to community safety issues.

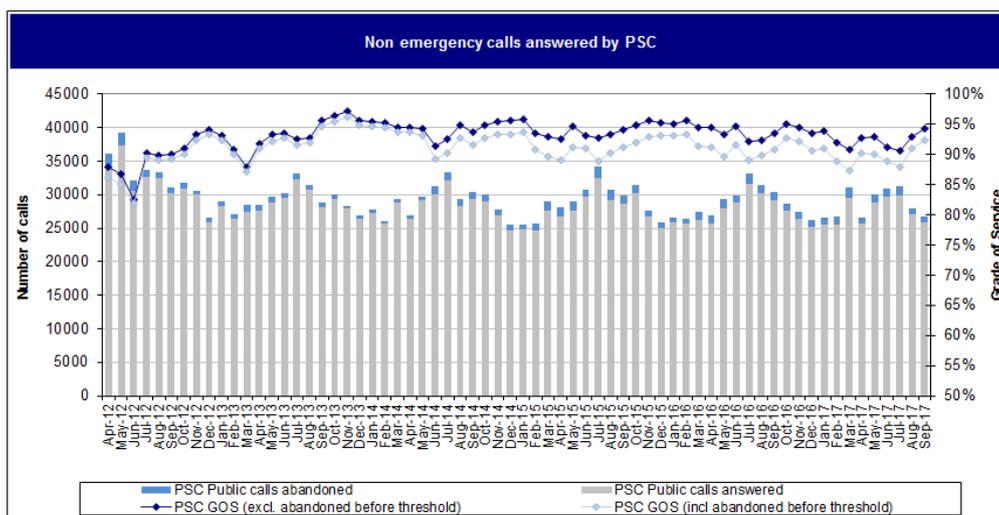
- 5.3 Another example is the Cambridgeshire and Peterborough Senior Officer Communities Group which meets quarterly and are identifying areas of shared activity to take forward. The purpose of the Group is to bring together key partners from across Peterborough and Cambridgeshire at a strategic level to deliver against a shared ambition of building stronger, self-sustaining communities. The Group looks for collaboration opportunities to jointly commission & deliver where it makes sense to do so. The network is also a forum for each Partner to share their plans and proposals for community resilience and look for synergies between the work of partner organisations.
- 5.4 The Public Protection Communications Group work together to ensure joined up communications by all agencies, focussing on issues such as victims of exploitation and abuse. By coordinating communications the members reduce the risk of confusing mixed messages being sent out to the public at large and victims of crime in particular.

6 Public contact

- 6.1 Telephone contact remains a primary route for the public to contact the police. In the last 12 months (to end September 2017) there were:
 - 123,498 calls answered by 999 (an average of 10,291 per month)
 - 92.1% of these were answered with 10 seconds
 - 327,132 calls answered by 101 (an average of 27,271 per month)
 - 92.8% were answered within 30 seconds

Managing the volume of calls remains a challenge. The summer of 2017 saw a sharp increase in calls for assistance. Many calls were not police related but still needed to be managed.





- 6.2 Part of the Local Policing Review (see section 7.0) is to create a Demand Hub in order to more effectively manage demand. The Demand Hub will bring together call handling, crime management and dispatch into a single location. The Hub will aim to ensure effective, consistent and robust decision making at the first point of contact, reducing overall demand and eliminating inefficiencies. While the detail of what is included in the Hub will be subject to consultation it has been agreed that force HQ will be the preferred location to deliver this service.
- 6.3 In October 2017 the Constabulary launched a much improved website to meet the growing trend for people to want to communicate with the police online. The website is designed to be more interactive and enable the public to report low level crime or provide information via easily navigated pages. These new reporting channels should also reduce demand on the 101 service. A new webchat facility is offered and is proving popular. The website is designed to work on mobile devices which is how more and more people want to send and receive information.
Link to website: <https://www.cambs.police.uk/Home.aspx>
- 6.4 Use of social media in community engagement has continued to grow with approximately 75,000 Twitter followers on the Constabulary’s main account and 49,000 friends on the main Facebook account. The main use these channels is to share information and advice. There have been a number of occasions when public feedback has helped identify wanted persons and missing persons.
- 6.5 Community engagement is crucial to maintaining public trust and confidence. Both the OPCC and the Constabulary do a considerable amount of engagement with all communities across the county. Community engagement was covered in the paper to the Police and Crime Panel on 06 September 2017. Link:
<http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MId=3925&Ver=4>

6.6 Community mapping and engagement takes place across the county. An example is the mapping carried out across Cambridge City using MOSAIC segmentation system combined with police knowledge to map the different community groups. In total 45 different community groups were identified. These 45 groups were researched in order to identify key individuals, key dates, community concerns and key locations. Local officers are able to build relationships with the local communities and gain a better understanding of their concerns. The result is that when problems arise there is already a good relationship between the police and the community.

7 Local policing

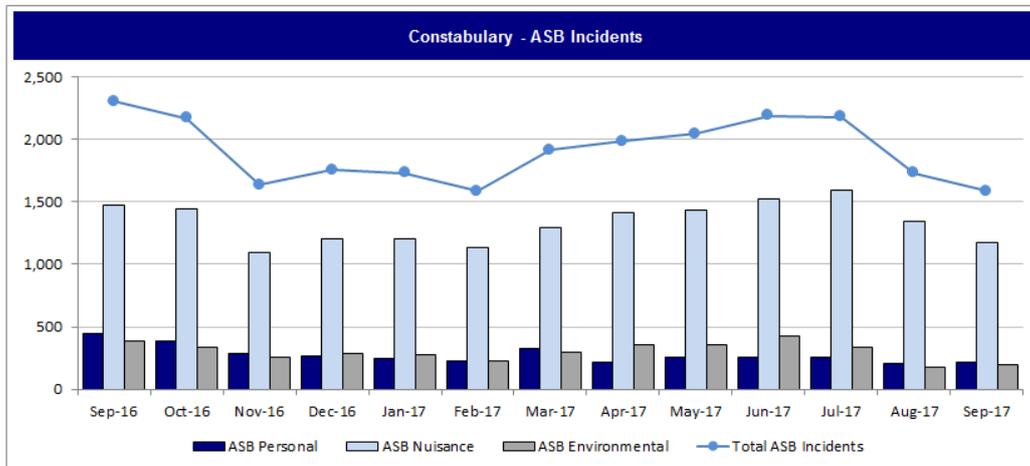
7.1 The Constabulary remains committed to providing a local policing service that the public can trust and have confidence in. However, the Constabulary is facing unprecedented levels of demand and the current policing model is not sustainable and is putting a strain on officers on the frontline. With this in mind the Chief Constable ordered a Local Policing Review (LPR). The Local Policing Review is the Constabulary's response to growing demand, the shift in crime types, the significant reduction in budgets and the continued financial pressures.

7.2 A new policing model has been proposed that will support delivery of the Plan and ensure that the force can continue to offer the best policing service to local communities and respond effectively to changing demand. Instead of having six geographical areas with six command structures, in the new model the county will be split into two geographical areas. To more effectively manage demand, a Demand Hub will be created to bring together call handling, crime management and dispatch into a single location. Its aim is to reduce demand by streamlining processes and making the first point of contact effective and consistent. Staff consultation is underway in this area. Neighbourhood policing will continue to be delivered at a local level and will remain aligned to the current CSP areas. A more detailed review is now underway to determine the most effective model to deliver a consistent approach to neighbourhood policing across Cambridgeshire.

7.3 The impact of these changes will be a more efficient and effective local policing service which is better able to respond current and future front line pressures because the right resources, with the right skills, are in the right place at the right time. Moving from 6 districts to 2 will result in a leaner management structure allowing additional resources to be invested into frontline policing, to meet increasing demand across response, neighbourhood policing and investigations. It will also result in a more consistent approach across the county in terms of communication, investigations, victim care and performance. It will also reduce pressure on staff thereby improving health and wellbeing.

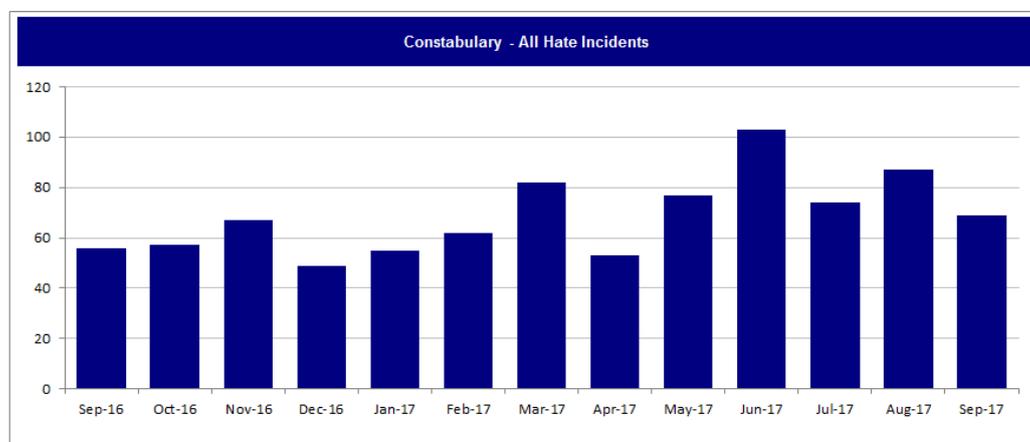
7.4 General Anti-Social Behaviour (ASB) remains an area of concern for many local communities, particularly in the summer months. The Constabulary work with local partners, particularly through Community Safety Partnerships to address common ASB issues. A number of Public Space Protection Orders (PSPOs) have been agreed over the

year to address issues such as drinking alcohol in public spaces and what is commonly known as “boy racers”. These orders enable police and partners to take immediate action, if necessary, to move transgressors on.

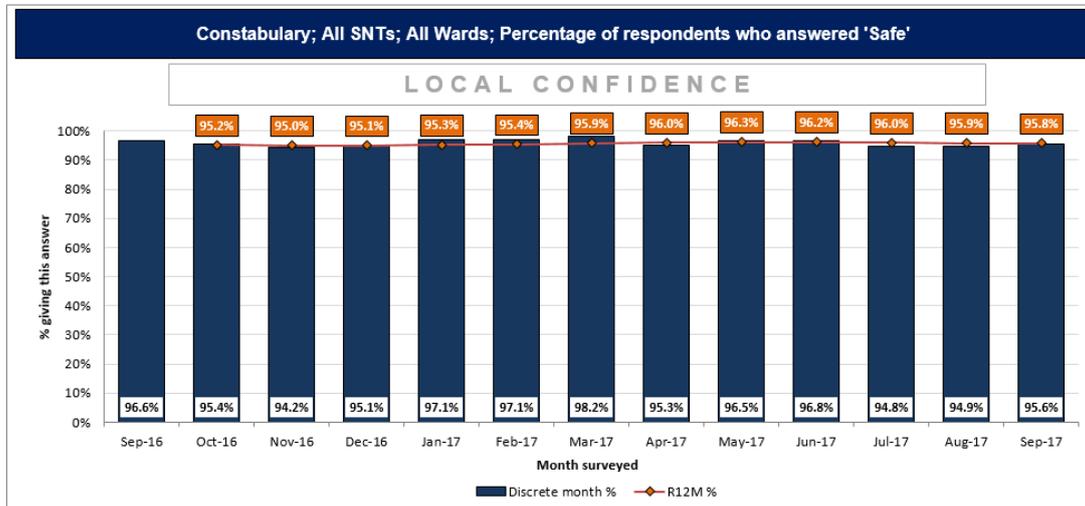


7.5 There has been an increase in instances of hate crime in recent years, against the backdrop of national events such as the Brexit vote in 2016 and a number of terror attacks. Cambridgeshire Constabulary is an active member of the South East Regional Hate Crime Group and also has its own Hate Crime Strategic Group to ensure national guidance and good practice is implemented as part of its Hate Crime Strategy. The highest month for recorded instances was 131 in June 2017. It is widely recognised nationally that hate crime is significantly underreported. The Constabulary has been working to increase confidence to improve reporting, but it is not possible to attribute this increase directly to these efforts, or determine whether there has been an actual increase in the number of crimes occurring. A Hate Crime report was presented to the Commissioner’s Business Coordination Board in August 2017. See Agenda Item 8.0, 8.1, 8.2.

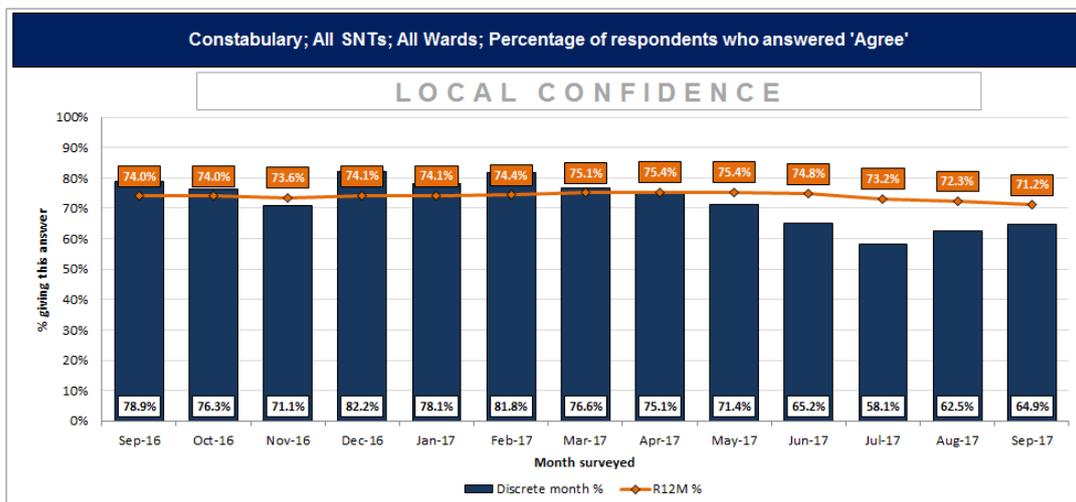
<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-august-7th-2017/>



- 7.6 The overall aim is to maintain public confidence and for people to feel that the police are dealing with the issues that concern them. The latest confidence survey shows that 95.8% of people feel safe in their communities (rolling twelve month average).



71.2% of people feel the police are dealing with issues of concern to them (rolling 12 month average). This measure has seen a decrease in recent months and is seeing a decrease over time and is a reflection of the pressure the front line is facing in meeting people’s expectations at a time of increasing demand.



8.0 Delegation of police powers

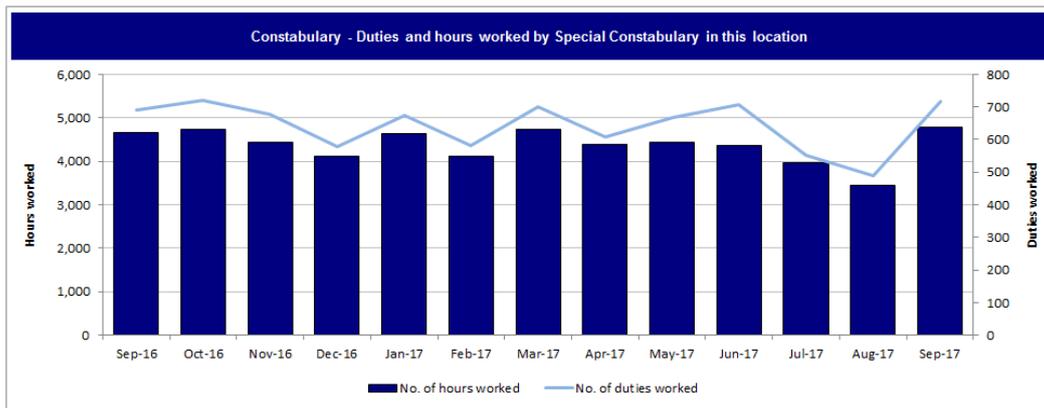
- 8.1 The Police Reform Act 2002 enables Chief Constables to ‘accredit’ non police employees with limited ‘police powers’. This is done where, after consultation, the

Chief Constable is satisfied this will support community safety. Community Safety Accreditation Schemes (CSAS) in Cambridgeshire have been set up with two traffic management companies, Addenbrookes Hospital and South Cambridgeshire District Council.

- 8.2 The latest scheme has seen the establishment of the Prevention and Enforcement Service in Peterborough. In this service, staff from Peterborough City Council, police, fire and prison services work together under a single management structure. This includes Police Constables, Police Community Support Officers, council prevention and enforcement officers, CCTV operators and fire service Community Safety Officers. The council Prevention and Enforcement Officers have now been granted delegated Community Safety Accreditation Scheme powers which give them the ability to take action against a wider range of community issues including littering, begging and cycling on pavements.
- 8.3 The Commissioner and Chief Constable are discussing other areas where the Chief Constable may consider delegation certain powers to support enforcement.

9.0 Increase public involvement to improve community understanding and resilience

- 9.1 The involvement of the county's citizens is vital and the Constabulary continue to work with a wide range of volunteers. The Citizens in Policing Strategy sets out the Constabulary's approach to increasing citizen participation in supporting the constabulary. It will link in with the local policing review.
<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-may/>
- 9.1 The special Constabulary has an establishment of 242 with around 52,000 hours worked in a twelve month period. Although the number of Specials has decreased from last year, the hours worked are still comparable. Application processes and progression have been simplified to make it easier for people to apply and progress. Retention of Specials remains an issue as several use the Special Constabulary as a stepping stone to becoming regular officers (accounting for around 25% of leavers in Cambridgeshire). National turnover of Specials is 25.9%. Projected turnover in Cambridgeshire is 20.9%. Opportunities around Employer Supported Policing (ESP), where companies allow staff time off work to volunteer, are being explored. The Commissioner will seek the support of businesses and business support organisations to raise awareness and activity.



9.2 There are around 100 Police Support Volunteers (PSVs) who are involved in 43 different supporting roles with formalised role profiles continuing to be developed in consultation with Unison. Roles include specialist analysts, Restorative Justice Facilitators, Victim Care Coordinators and Mobile CCTV Officers. PSV bring additional resilience and specialist skills to the Constabulary.

9.3 The Volunteer Police Cadets scheme continues to inspire young people across the county. There are currently 126 cadets with an additional new group launched in St Neots. They continue to help with community safety with activities such as event management and crime prevention initiatives. This year saw the first cadet progress to becoming a Special Constable.

9.4 The Commissioner has funded a Watch Coordinator post that's sits within the Constabulary. This post is mainly focussed on supporting and developing Neighbourhood Watch and Speedwatch although it also considers other watch schemes (e.g. Horsecwatch). Neighbourhood Watch has 8,000 members while Speedwatch now has 2,000 members. Countryside Watch has 2,500 members.

9.5 The Commissioner has direct responsibility for coordinating and overseeing the Independent Custody Visitor (ICV) scheme. ICVs are members of the local community who make unannounced visits to custody suites to check on the treatment of detainees. Last year (April 2016 to March 2017) ICVs spent more than 124 hours in custody suites, visiting 489 detainees. The Independent Custody Association (ICVA) shadowed a recent Her Majesty's Inspectorate of Constabulary inspection and were highly complementary of the Cambridgeshire scheme. The Commissioner attends the quarterly panel meetings and also has a six monthly review with the Constabulary to maintain his personal oversight of the scheme.

10.0 A workforce representative of the Communities we serve

10.1 The Huma Resources function is a collaborated function with Bedfordshire Police and Hertfordshire Constabulary. A Development and Progression Working Group has recently been established to look at ways of offering development and progression opportunities to all under-represented groups across the three forces including

promotions and lateral development, barriers that groups might face and how these barriers can be removed.

- 10.2 The most recent statistics for Black and Minority Ethnic (BME) police officer posts stand at 2.6% of total workforce showing a small but steady increase since 2014. This is against a county average BME population of 9.7%. In 2016, 13% of Police Officer Applicants were BME.
- 10.3 The Constabulary instigated a Positive Action recruitment process to raise the number of BME applicants and reduce the barriers to their selection. This included targeted recruitment events, a buddy scheme to assist with the recruitment process, delivery of an eight week Access Course presenting the different police functions and an easing of the spelling and grammar requirements of the application form.

This increased targeted activity resulted 284 BME applications. This represents a higher percentage of applicants from BME communities (18.6%) compared to previous recruitment rounds (10-12%). However, the number of applicants that either withdraw or failed to meet the standards required remains high with 5 applicants (3%) being successfully recruited.

Going forward the Constabulary will continue with this positive action programme and also re-contact those that narrowly failed to see if they can be supported to overcome the areas they failed in.

See report to Business Coordination Board on BME recruitment at <http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-may/>

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

- 11.1 The HR function is a collaborated department with Bedfordshire Police and Hertfordshire Constabulary. The People Strategy addresses recruitment, retention and progression policies to provide a workforce that is representative of the communities we serve. It also includes work streams to maintain professional standards to maintain the integrity of the Constabulary (see Business Co-ordination Board paper Aug 2017, Agenda Item 10).

<http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-august-7th-2017/>

- 11.2 Integrity – ‘doing the right thing in the right way’ - cuts across all areas of policing in respect of the decisions that are made and how people are treated. No one element or approach to driving integrity can stand-alone. Pro-activity around integrity such as the Code of Ethics, behaviours, conduct, decision making, governance processes and controls assurances, are taken together to ensure the public can be assured that the

Commissioner, his office, and the Constabulary, acting fairly, honestly, respectively and ethically.

- 11.3 The Commissioner continues to monitoring complaints through PSD Governance Board quarterly meetings. The Board is pro-active in monitoring progress against Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Legitimacy recommendations and areas for improvement and Independent Police Complaints Commission requirements through taking forward necessary action, monitoring delivery plans, developing policies, scrutinising, and horizon-scanning. An internal audit is being undertaken to give assurance on follow-up with HMICFRS inspection and Professional Standards Department governance.

12.0 Conclusion

- 12.1 The overarching outcome of the work outlined in this report is for communities to have confidence in how the police respond to their needs. This is against a backdrop of increasing demand and reducing resources, a reality faced across public services. The Constabulary are taking steps to ensure that they are able to meet future demand within the forecast resources available through reviewing local policing provision, aligning community participation activity and supporting the recruitment, retention and progression of its people.
- 12.2 Creating stronger, safer communities cannot be achieved by one organisation alone. It requires a system wide approach to solve long standing, deeply entrenched problems in a rapidly changing world. This, in turn, requires strong leadership and the Commissioner is in the right place, at the right time, to provide that leadership and work with other county leaders to keep Cambridgeshire safe.

13.0 Recommendation

- 13.1 The Board is recommended to note the content of the report.

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Source Documents	Police and Crime Plan http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2016/09/Police-and-Crime-Plan-March-2017-FINAL.pdf Police and Crime Commissioner’s Community Engagement http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CIId=543&MIId=3925&Ver=4
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	<p>Hate Crime Review Paper http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-august-7th-2017/</p> <p>Citizens in Policing Strategy http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-may/</p> <p>BME Recruitment http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-may/</p> <p>BCH HR People Strategy http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2017-2/bcb-august-7th-2017/</p>
Contact Officer	Charles Kitchin – Director of Public Engagement and Communications



To: Business Coordination Board

From: Chief Constable

Date: 09 November 2017

The Constabulary's Response to Harassment and Stalking

1. Purpose

1.1 The purpose of this paper is to update the Business Coordination Board ("the Board") on the Constabulary's response to harassment and stalking, following a national joint thematic inspection by Her Majesty's Inspectorate of Constabulary (HMIC) and Her Majesty's Crown Prosecution Service Inspectorate (HMCPIS). The paper aims to provide reassurance on the force approach to stalking and harassment, and the governance arrangements in place.

2. Recommendation

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

3. Background

3.1 The thematic inspection "Living in fear - the police and CPS response to harassment and stalking" was published on 5 July 2017. This inspection was nationally focused, and looked at key themes including understanding and recognising stalking, crime recording, context and escalation, risk assessment, risk management, Police Information Notices, Stalking Protection Orders, victim care, investigations and prosecutions, and guidance requirements.

3.2 The report made recommendations to the Home Office, chief constables, CPS area leads, the College of Policing, the Crown Prosecution Service and the National Police Chiefs' Council.

3.3 Due to a delay in the publication of the College of Policing's Authorised Professional Practice, forces have instead been required to put interim measures in place that comply with the HMIC recommendations for chief constables.

4. Harassment and stalking in Cambridgeshire

- 4.1 There were 2,342 stalking and harassment offences recorded in Cambridgeshire in the 12 months ending September 2017.
- 4.2 The most recent ONS publication included stalking and harassment offences for the first time, as a category within Violence against the Person. In these national figures (12 months to end of June 2017), the force saw a 73.2% increase in stalking and harassment (1,190 offences in the 12 months to June 2016 vs. 2,061 in the 12 months to June 2017). This is a rate of 9.6 crimes per 1,000 population, which is above the national, regional and MSG average, and the 8th highest rate nationally (behind West Yorkshire, Greater Manchester, Kent, Hampshire, Humberside, Northants and Cleveland).
- 4.3 Cambridgeshire has seen a substantial improvement in crime recording over the last 12 months, and has had a particular focus on ensuring that harassment is properly recorded. This is likely to have affected the national rate in Cambridgeshire compared to other forces with lower crime recording standards.

5. HMIC recommendations

- 5.1 HMIC made the following recommendations for chief constables:

Chief constables should stop the use of Police Information Notices and their equivalents immediately, to ensure that all victims of harassment and stalking are protected and crimes are investigated properly.

Chief constables should make sure stalking investigations are improved by ensuring that:

- Officers are aware of the powers of entry and search for stalking, and use them appropriately; and
- Adequate records of these searches are compiled for audit and compliance purposes.

Chief constables should work with criminal justice partners to identify what programmes are available to manage offenders convicted of harassment and stalking offences in their respective force areas. In the absence of such programmes, they should review whether interventions could and should be established.

Chief constables and CPS area leads should monitor and ensure compliance with the national stalking protocol.

6. Constabulary response

- 6.1 The force response to harassment and stalking is included in the force manual of standards for domestic abuse.
- 6.2 There is a specific section in domestic abuse risk assessment forms (DASH forms) on stalking. If the risk assessment was medium or high, a Multi-Agency Safeguarding Hub (MASH) referral would be made, resulting in safeguarding activity by police and partners.

- 6.3 The force does not routinely use Police Information Notices (and has not done so since September 2016). Should this be deemed appropriate, authority from a superintendent would be required.
- 6.4 The force strategic lead for harassment and stalking is D/Supt Martin Brunning. The force tactical lead is DI Iain Moor.
- 6.5 Following the publication of the HMIC report, a gap analysis has been commissioned, which will include the production of a problem profile on harassment and stalking.
- 6.6 An action plan will be prepared with clear links to the national vulnerability action plan. This will include:
 - a) Crime recording and investigation journey
 - b) Victim engagement and support
 - c) Perpetrator management
 - d) External partnerships
 - e) Education/training
 - f) Finance.
- 6.7 The action plan will be monitored through the Public Protection Performance meeting in force, and by the Violence against Women and Girls (VAWG) Delivery Group.

7. Recommendation

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

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Source Documents	http://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/living-in-fear-the-police-and-cps-response-to-harassment-and-stalking.pdf
Contact Officer	D/Supt Martin Brunning, Head of Public Protection, Cambridgeshire Constabulary



Creating a safer
Cambridgeshire

To: Business Coordination Board

From: Chief Constable

Date: 09 November 2017

Orton Police Station

1. Purpose

1.1 To seek approval of the Business Coordination Board (“the Board”) to seek approval to implement the Landlords option to accept a surrender of the lease.

2. Recommendation

2.1 It is recommended that approval is granted by the Board to complete the surrender of the lease in the event that the Landlord implements the option to surrender.

3. Background

3.1 Orton Police station is subject to a long lease which terminates on 9th June 2080 (63 years remaining). The lease is at a peppercorn rent but subject to a service charge.

3.2 The unit is vacant and surplus to operational requirements.

3.3 The original planning use was restricted to a Police Station and this has been amended to permit retail use. On securing this planning consent the Estates Sub Group, on 4th July 2017, authorised the variation of the restrictive user and subletting clauses within the original lease to facilitate re-occupation of the unit by a third party. This is recorded within a Deed of Variation.

3.4 The subletting clause has been amended to allow subletting of the whole unit subject to various conditions. One such condition is the landlord’s option to terminate the

lease and subsequently enter into a direct lease with the interested party. This would mean that the Police would have no ongoing legal interest or obligation to pay outgoings for this unit.

3.5 The Deed of Variation stipulates the legal procedure that the Police are required to follow in the event of finding a third party interested in occupying the unit.

3.6 In the event that the Landlord opts to surrender the lease, the procedure from notifying the landlord of having third party interest to completing the surrender of the lease is only 6 weeks.

4. Summary

4.1 As the unit is currently on the market, the surrender clause could be triggered at any time.

5. Recommendation

5.1 It is recommended that approval is granted by the Board to complete the surrender of the lease in the event that the Landlord implements the option to surrender.

BIBLIOGRAPHY

Source Document	Cambridgeshire Constabulary Estate Management – Property Files
Contact Officers	Elly McKee Estates Management Surveyor, Cambridgeshire Constabulary 01480 422423



To: Business Coordination Board

From: Chief Constable

Date: 09 November 2017

Operation Sherlock Update

1.0 Purpose

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on the development of Operation Sherlock within Cambridgeshire Constabulary.

2.0 Recommendation

2.1 The Board is recommended to note the update.

3.0 Background

3.1 In April 2016, the force introduced Project Sherlock Phase 1, which re-defined expectations of good investigations. It encouraged best practice and uniformity in investigations forcewide, ensuring a victim focused approach and re-enforcing the professionalisation of the investigation process, focussing on supervision.

3.2 In December 2016, Project Sherlock requested a review by the force’s Continuous Improvement Team (CIT) to identify progress, and future project improvements. Building upon this, a peer review was undertaken within the force of investigations standards and the outcomes of crime audits were assessed for learning and best practice.

3.3 These activities, along with the changing national and local context in terms of increasingly complex demand, led to a full review of Project Sherlock. This review

looked to enhance the approach to deliver a long term sustainable solution to improving investigation quality that worked in the current policing context.

4.0 Revised Operation Sherlock

4.1 Operation Sherlock was launched look across the whole investigative journey, supporting a whole systems approach across the 6 phases of investigation:

- Recording
- Triage
- Supervision
- Victims
- Suspects
- Administration of Justice.

4.2 Operation Sherlock places risk based, professional decision making at its core with frameworks of operation to support accountable, consistent, well rationale decision making. This will enable our officers to be focused on the most vulnerable victims, the highest risk, serious crime and those cases where there is a realistic prospect of resolution.

4.3 Operation Sherlock will be a living operation which will support continuous improvement, developing and delivering against local and national lessons learned and good practice based on 'what works'.

4.4 There are strong governance arrangements to ensure Operation Sherlock is embedded within the organisation, improving standards of investigation through Force Performance Management meetings, crime tactical meetings and local audits. This supports the ethos of local ownership, led through strong central support and accountability.

5.0 Recommendation

5.1 The Board is recommended to note the update.

BIBLIOGRAPHY

Source Document(s)	
Contact Officer(s)	D/Supt Laura Kosciwicz, Head of Investigation Standards Department



To: Business Coordination Board

From: Chief Executive

Date: 09 November 2017

DEPUTY POLICE AND CRIME COMMISSIONER: PROPOSED APPOINTMENT

1. Purpose

1.1 The purpose of this report is to inform the Business Coordination Board (the “Board”) of the Police and Crime Commissioner’s (the “Commissioner”) proposed appointment of a Deputy Police and Crime Commissioner (“Deputy Commissioner”).

2. Recommendation

2.1 The Board is recommended to note the report.

3. Background

3.1 Under section 18 of the Police Reform and Social Responsibility Act 2011 (the “Act”), the Commissioner may appoint a person as the Deputy Commissioner.

3.2 Schedule 1 to the Act provides for the scrutiny of the proposed appointment by the Police and Crime Panel (the “Panel”). The Panel is able to make recommendations to the Commissioner as to whether or not the candidate (the Deputy Commissioner) should be appointed but has no power of veto over the Commissioner’s proposed appointment.

3.3 The post of Deputy Commissioner is considered a member of the Commissioner’s staff, but is the only post that is not politically restricted. As a result, the Deputy Commissioner can carry out political activity on behalf of the Commissioner.

4. Appointment process

- 4.1 Under the Act, the Commissioner must formally notify the Panel of the proposed appointment of the Deputy Commissioner. Within three weeks of receiving the Commissioner's formal notification, the Panel must review the proposed appointment, and hold a Confirmation Hearing. The Commissioner's submission to the Panel must include:
- the name of the person whom the commissioner is proposing to appoint;
 - the criteria used by the Commissioner to assess the suitability of the candidate for the appointment;
 - why the candidate satisfies those criteria; and
 - the terms and conditions on which the candidate is to be appointed
- 4.2 The proposed Deputy Commissioner has to attend the Confirmation Hearing for the purpose of answering questions relating to the appointment. Following the Hearing, the Panel has to make a report and recommendation to the Commissioner, which the Commissioner then responds to before the Commissioner makes his formal decision regarding the appointment.
- 4.3 The Commissioner intends to formally notify the Panel under the Act of the proposed appointment at the beginning of December 2017, with the Confirmation Hearing scheduled for later in December.
- 4.4 In accordance with Home Office Guidance (and as specified in the statutory Vetting Code of Practice), the posts of Commissioner and Deputy Commissioner are political position, are not subject to Police or National Security Vetting.

5. Proposed Appointment

- 5.1 The Commissioner is minded to propose Cllr Ray Bisby as his Deputy Commissioner. Cllr Bisby has over 19 years' experience as a Police Officer in the Royal Ulster Constabulary, and is currently a Councillor for Stanground South ward in Peterborough and Chair of Peterborough City Council's Corporate Parenting. Ray also undertakes a range of voluntary work.
- 5.2 The proposed Deputy Commissioner's Terms and Conditions are that he would be required to work flexibly, equating to 2.5 days per week. The role will attract a payment of £28,000 per annum. This payment has been calculated on the basis of 80 per cent of the Commissioner's salary, prorated at 50 per cent. The Deputy Commissioner will be required to travel around Cambridgeshire and beyond as required by the role.
- 5.3 The Deputy Commissioner's role will be to support the Commissioner in his role to hold Cambridgeshire Constabulary to account, drive forward the community safety agenda in the county, bring agencies together and listen to the public and local communities.

6. Recommendation

- 6.1 The Board is recommended to note the report.

BIBLIOGRAPHY

Source Document	Police Reform and Social Responsibility Act 2011 http://www.legislation.gov.uk/ukpga/2011/13/contents Vetting Code of Practice, College of Policing, October 2017 http://library.college.police.uk/docs/appref/C553I0117-Vetting-Code-of-Practice-online-04.10.17.pdf
Contact Officer	Dorothy Gregson, Chief Executive, Office of the Police and Crime Commissioner