

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No.
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Report of Cambridgeshire Police and Crime Commissioner

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MONITORING THE DELIVERY OF THE POLICE AND CRIME COMMISSIONER'S POLICE AND CRIME PLAN – TRANSFORMATION THEME

1. PURPOSE

- 1.1 The purpose of this report is to update the Cambridgeshire Police and Crime Panel (the "Panel") on the delivery of the Transformation theme within the Police and Crime Commissioner's (the "Commissioner") Police and Crime Plan (the "Plan").

2. RECOMMENDATION

- 2.1 The Panel is recommended to note the report.

3. TERMS OF REFERENCE

- 3.1 Item 6 – to review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner's functions.

Item 8 - To support the effective exercise of the functions of the Police and Crime Commissioner.

4. BACKGROUND

- 4.1 Under the Police Reform and Social Responsibility Act 2011, the Commissioner is required to produce a Plan. 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.

- 4.2 There are strong mechanisms in place to scrutinise the overall performance of Cambridgeshire Constabulary (the "Constabulary"), including the priorities and outcomes set out in the Plan. The Commissioner and Chief Constable have revised these arrangements as detailed below.

5. TRANSFORMATION CONTEXT

- 5.1 Transformation of public services in the county, regionally and nationally is key to delivering improved outcomes and ensuring value for money for the public purse. The Transformation theme of the Plan has four principle objectives with detailed actions in order to deliver these objectives:

- Drive efficiency and effectiveness in policing through local, regional and national collaboration;
- Work with partners to realise the benefits for community safety which can be derived from improved governance and integrated delivery;

- Continue to drive transformation within Cambridgeshire Constabulary;
 - Identify the best way for fire and policing to work together in the future.
- 5.2 The Commissioner's Medium Term Financial Strategy 2019/20 to 2022/23 (MTFS) is the principal strategy through which the Plan is being delivered. The MTFS sets a balanced budget for 2019/20 and a budgeted and balanced plan for the medium term financial period.
- 5.3 Another fundamental approach to delivering the Plan, in particular the Transformation theme, is strong partnership governance. Neither the Commissioner nor the Constabulary can deliver the Plan in isolation.
- 5.4 The Commissioner has the legal power to scrutinise, support and challenge the overall performance of the Constabulary and hold the Chief Constable to account for the performance of the Constabulary, which includes the delivery of the relevant objectives within the Commissioner's Plan. More widely across policing partnerships this is delivered through various governance mechanisms at a tri-force, regional and national level, with some of these meetings being chaired by the Commissioner.
- 5.5 In line with the Plan, the Commissioner is also working with partners to address issues which have a direct impact on the demands on policing, turning opportunities into actions, and driving through efficiencies and effectiveness, all of which are key to delivering objectives within the Transformation theme.
- 5.6 The Panel received a comprehensive report concerning Transformation and the supporting governance arrangements in March 2018. Therefore references to governance arrangements in this report are made where there has been a change since that time.
- 6. Drive efficiency and effectiveness in policing through local, regional and national collaboration**
- 6.1 Policing has a long history of collaboration, and it is important to understand the meaning of the term in the policing context. It is best considered as a continuum, with merely sharing good practice or the provision/receipt of Mutual Aid, (the provision of policing assistance from one force to another usually in response to or in anticipation of a major incident or event) at the informal extreme, to the formal extreme whereby structural changes are undertaken, leading to a single force providing the service/function on behalf of all others. The National Police Air Service (NPAS) is an example of the latter which is a national collaborated function. There are a multitude of variations between these ends of the continuum. For the purposes of this report, the term "structural collaboration" is used to describe the formal arrangements in place between the Constabulary and the other police forces mentioned.
- 6.2 There are a range of potential benefits from structural collaboration:
- Resilience – larger specialist teams have greater resilience.
 - The aggregation of demand across a number of forces smooths peaks and troughs of demand.
 - Returns on Investment improve as specialist assets can be "sweated" – this applies as much to equipment as it does to staff training. This also means that purchasing newer, more efficient, assets can be justified in terms of value for money, rather than the continued use of obsolete/inefficient assets.
 - Public Safety – some higher risk police tactics require significant training, but crucially also require operational deployments for the staff to be competent and safe in the use of the tactic, smaller forces lack the scale of demand for these specialist tactics to enable that to always happen.
 - Savings/Efficiency – reduced pro rata management on costs from single

command/management teams; reduced estates costs; economies of scale; increased purchasing power etc.

- 6.3 The Constabulary does not have the scale to operate some of these specialist functions in isolation and in reality could not provide the full range of police functions without some form of collaboration.
- 6.4 Within the police forces of Bedfordshire, Cambridgeshire and Hertfordshire (BCH) there are a number of longstanding (prior to 2014/15) structurally collaborated units within what has collectively been termed Joint Protective Services (JPS):
- Armed Policing Unit
 - Civil Contingencies Unit
 - Cameras, Tickets and Collisions
 - Dogs Unit
 - Major Crime Unit
 - Operational Planning and Support Unit
 - Roads Policing Unit
 - Scientific Services Unit.
- 6.5 From 2014, further functions have been collaborated within BCH. Under the portfolios of “Organisational Support” and “Operational Support”. Organisational Support consists of, Human Resources and Learning & Development, ICT and Information Management and includes the existing collaborated Professional Standards Department (PSD), all of which the Constabulary provides the day to day leadership. Organisational Support consists of Criminal Justice, Custody, Firearms and Explosives Licensing, and for which Hertfordshire provides the day to day leadership.
- 6.6 In addition to the specific BCH functions detailed above, the Eastern Region Specialist Operations Unit (ERSOU) was also established involving, at the time, BCH, Norfolk, Suffolk and some aspects included Essex and more recently Kent. ERSOU is the unit tasked with tackling the threat of organised crime across the Eastern Region and to provide specialist covert policing capability to law enforcement.
- 6.7 The Seven Force Strategic Collaboration Team (7F) (working across BCH, Essex, Kent, Norfolk, and Suffolk) continues to make positive progress. Proposals covering a number of areas are being developed in line with the overarching aims of the Seven Force Programme, these being to deliver enhanced public service, efficiency, effectiveness, value for money and savings. The 7F Programme provides a link into national reform programmes and the opportunity to assist the seven Chief Constables and their respective national policing responsibilities.
- 6.8 The 7F procurement programme enables the broadest police procurement collaboration in England and Wales. Significant work has been undertaken to analyse the contracts that exist across the seven forces, to establish those that will deliver benefits through single specifications and aggregation of spend across the forces. The procurement pipeline of contracts demonstrates when and in what areas benefits can be achieved. The alignment of contracts will lead to greater interoperability as well as increasing our efficiency and effectiveness across the forces. The Commissioner and Chief Constable approved the signing of the S22A Agreement¹ for the 7 Force Procurement function at the Commissioner’s Business Co-ordination Board (the “Board”) on the 24 January 2019.

¹ Section 22A of the Police Act 1996 (as amended) enables Chief Constables and Police and Crime Commissioners and other parties to make an agreement about the discharge of functions by officers and staff where it is in the interests of the efficiency and effectiveness of their own and other police forces.

- 6.9 In addition the 7 Forces are to share a firearms training compliance function. The main benefit of this will be the development of common training and accreditation standards, standardised equipment and use standardised tactics for Authorised Firearms Officers within the 7 forces. This will mean that armed officers will be more interoperable and be in a better position to deploy seamlessly anywhere within the 7 forces where the threat and risk assessment justifies it. To date BCH, Norfolk and Suffolk have a single compliance function and Essex and Kent will join in 2019.
- 6.10 The 7 Force ICT strategy has been signed off supporting convergence work commencing at regional level to ensure that the region are ready to implement the significant number of up and coming national IT programmes.
- 6.11 In January 2018 the 7 Forces agreed to commission further activity to consider, and where appropriate align, local activities linked with the findings of the National Specialist Capability Review.² In relation to the delivery models there was agreement that joint working, in some circumstances, would be more appropriate to allow police forces to retain a local capability, however regionalisation was discussed for some functional areas. Chief Police Officer leads were appointed to develop activities in regards to the following eight work areas including; Armed Policing, specialist Intelligence & Collision Investigation (Roads Policing), Surveillance & Technical Surveillance Unit, Open Source (III), Cyber, Major Investigations, Intelligence, and Forensics. Good progress has been made, highlights of which are:
- Increased links between National Programme and 7Force Leads with recognition of positive Eastern Region engagement.
 - Secured £1.6 million of Police Transformation Funding for both additional staffing and equipment across the 7 Forces for 18/19 and 19/20 to develop a Regionally Coordinated Locally Delivered Cyber Dependent Crime' Model
 - 7F Leading National Trial to deliver Virtual Holmes and maximise benefits from regional resilience (HOLMES is the system used to collate information regarding major investigations, a virtual capability will enable forces to load share at times of peak demand)
 - Completion of a Strategic Outline Business Case for Forensics, development of Outline Business Case exploring options associated with a fully collaboration 7F Forensic Function
- 6.12 Nationally NPAS is the most significant collaboration, however, there are a range of other smaller functions primarily used to coordinate operational policing and intelligence gathering.
- 6.13 Within the last year the Commissioner has kept collaboration under review and will continue to do so. Within BCH the Local Criminal Justice Board LCJB support team was collaborated, however, during 2018 it became apparent that the needs of Cambridgeshire would be better met by a dedicated team, primarily due to Cambridgeshire being in a different Crown Prosecution Service regional area. As a result, the Commissioner has brought the function back in house to Cambridgeshire. There are significant national digital programmes being implemented over the next three years. As BCH now have a single ICT function, a coordinated approach to these national programmes is critical and the BCH Chief Constables are implementing a new Digital Strategy.
- 6.14 The Commissioner has articulated in the Medium Term Financial Strategy (MTFS) how the Commissioner and Chief Constable will be seeking to realise additional benefits of collaboration and investment in technology, e.g. the new ABLE system which will link the finance and HR system, national digital programmes and workforce productivity.

² Maximising the collective effort of the UK's national security capabilities to support the implementation of the Strategic Defence and Security Review <https://www.gov.uk/government/publications/national-security-capability-review-nscr>

- 6.15 Aligning the MTFs with the Force Management Statement (FMS)³ will enable a better understanding of demand and therefore the required capacity to meet that demand. This will enable the Commissioner and Chief Constable to determine the right local policing and collaborative “mix” and where further benefits from collaboration can be driven out in the future.
- 6.16 Benefits of HR collaboration have been delayed due to the need to delay the implementation of the new Enterprise Resource Planning (ERP) system, as a result of the delayed Athena⁴ implementation. A number of modules of ERP have been implemented. The Commissioner is committed to ensuring that the investment in the ERP will drive the cost of the HR function down.
- 6.17 New balanced score cards are in place for all collaborated areas to enable better scrutiny by Commissioners and Chief Constables.

7. Transformation within Cambridgeshire Constabulary

- 7.1 The Constabulary’s new policing model has been live since 30 April 2018 and has been designed to ensure it is victim-focused and demand led, providing significant support to the frontline. The new model means having the right people, in the right place, at the right time and will mean:
- An extra 50 officers on the local frontline, on top of the 55 additional officers from the 2018/19 precept, increasing the Constabulary’s ability to protect the public and tackle crime.
 - Improvements in the quality and consistency of investigations, with an increase in accredited investigators working in larger teams ensuring there is more capacity to deal with those crimes that have the highest risk.
 - Increased understanding of communities with a centralised intelligence function working closely with local areas. New Community Action Teams available to tackle emerging issues.
 - Additional resilience, with shift patterns and team sizes based on those times and areas with most need.
 - Delivering a sustainable policing approach.
 - A new Demand Hub that has enabled the Constabulary to deal more effectively with those calls that do not require police assistance or can be dealt with over the phone or through the website. This enables officers to prioritise emergency calls and those crimes where there is the highest threat.
- 7.2 The number of senior policing and supervisor posts have been reduced to make the required savings. The PCSO vacancies in existence at the time were realised (23.5 posts) with the remaining headcount to be reduced by natural turnover to 80 FTE posts. The savings forecast from these changes is £3.1m.
- 7.3 Following attendance at internal reference groups, seminars, public engagement events, partnerships meetings and visits to police stations, the Chief Constable has made some refinements in the deployment/allocation model to better align resources and supervision. The model will continue to be kept under review.
- 7.4 As the Panel has been previously informed (January 2019 meeting), under new arrangements for the Commissioner’s Board meetings, the Commissioner’s Finance Sub Group (FSG) and the

³ A FMS is a self-assessment that the Chief Constable prepares and gives to Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services each year on their police forces future demand, how this is matched to resources, efficiency and viability.

⁴ Athena is an integrated operational policing system which will enable officers and staff to easily view crimes, non-crimes and other information such as referrals and local resolutions in real-time across all participating forces

Performance Working Group (PWG) will cease, with the strategic business aspects of both the FSG and the PWG being considered at future Board meetings. This rationalisation will enable a more holistic strategic consideration of operational planning/delivery and the financial management that supports it. The Board will both monitor on-going finances and the business development actions from the MTFS.

7.5 The MTFS is the primary strategy for delivering the Transformation agenda. The new BCB arrangements will strengthen the alignment of the Police and Crime Plan, the MTFS and the FMS. The revised MTFS will enable:

- Closer linking of the MTFS and FMS increasing the ability of the Commissioner and Chief Constable to base resourcing decisions on an understanding of demand.
- Ongoing review of the benefits delivered to Cambridgeshire of existing and future collaboration.
- Ensuring emerging risks associated with changes in partners' financial planning are understood, mitigated and appropriately linked to the Commissioner's Grant Strategy.
- Creation of a productivity strategy which considers workforce, digitalisation and fixed assets.
- Monitoring of the Constabulary's saving plan covering local policing, estates and collaboration.

7.6 The second FMS is being prepared by the Constabulary with the latest demand forecasting. The Constabulary are modelling force demand and efficient ways of managing this demand. The Commissioner's office, the Office of the Police and Crime Commissioner (OPCC) provide system context in the broader partnership environment. The Constabulary have introduced a planning process that better links into its strategic assessment and FMS process which has a focus on demand challenges in the three to four year time frame.

7.7 The Commissioner has a clear strategic direction with regard to estates. Once the Commissioner has provided the estates requirements to the Chief Constable to enable him to meet his operational policing needs, the Commissioner wants to turn the remaining assets into revenue generating assets. The principal asset that will enable this strategy is Parkside in Cambridge but the release of this asset is reliant on the building of a new Southern Policing Station. Significant progress on this project is expected during 2019/20.

7.8 The development of a productivity strategy combined with robust benefits realisation will ensure that the frontline is further supported in improving service.

8. National influence

8.1 The Commissioner sits on a number of national forums, such as the National Commercial Board and the Local Government Association's Fire Management Committee. This enables the Commissioner to both influence the national policy agenda and also to have a 'golden thread' to cascade national objectives and best practice through to regional and force level work.

8.2 The National Commercial Board sets the strategic direction and approach towards police commercial and procurement activity

- The Programme has reported that the Ministerial target of £350m of savings by 2020 has been achieved.
- The Outline Business Case on a future commercial operating model for policing is finalised and proposes the setting up of a Police Commercial Organisation (PCO).

- The Outline Business Case for Shared Services in policing is also complete and makes the case for driving convergence of enabling services across police forces in England and Wales through setting up and funding a national Centre of Excellence.
- Work is ongoing to improve commercial capability, develop a commercial profession (through the PCO) and explore opportunities for income generation.

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

9.1 Community Safety

- 9.2 The main delivery vehicle to promote Community Safety in Cambridgeshire and Peterborough are the six Community Safety Partnerships (CSPs) all operating within District/Unitary Council boundaries. The Cambridgeshire and Peterborough Countywide Community Safety Strategic Board (CCSSB) Terms of Reference and membership was reviewed and re-launched in March 2017, with members signing a new Countywide Community Safety Agreement (the "Agreement"). This was updated again in July 2018 and will be done so annually.
- 9.3 The Agreement recognised that community safety issues do not always respect district boundaries, and that co-ordination of effort can lead to economies of scale, joined up working, and more effective outcomes. Statutory responsibility for delivery will remain with the Responsible Authorities⁵ and CSPs. Peterborough City Council voluntarily entered the Agreement in order facilitate effective working across Cambridgeshire and Peterborough on identified priorities.
- 9.4 The CCSSB supports the Responsible Authorities that make up CSPs to co-ordinate their duty to reduce crime and disorder in their communities through improved governance and aligned and integrated delivery of activities.
- 9.5 In December 2018 a CCSSB development session was held which endorsed an approach of increased system leadership and supported an integrated approach to delivering preventative work in schools.
- 9.6 The CCSSB is chaired by the Commissioner, and includes representatives from each of the CSPs as well as Responsible Authorities and other key partners. The CCSSB continues to focus on nine thematic high priority issues which are set out in the Countywide Community Safety Agreement. This includes for example domestic abuse, modern slavery, youth offending and road safety.
- 9.7 The CCSSB does not have a power to direct other organisations rather to challenge and support them to ensure the Responsible Authorities' effectiveness in reducing crime and disorder in their communities. CSPs are scrutinised by their local authority's relevant committee, which provides key elected member involvement in the process. The Panel supports and scrutinises the Commissioner; its remit does not extend to scrutinising CSPs.
- 9.8 Increasingly public services are being designed, developed and delivered as part of a wider system where the organisational ownership of any given opportunity or issue is less important

⁵ The Crime and Disorder Act 1998 ("1998 Act") and subsequent amendments through other legislation places a statutory responsibility on local authorities, the police, and key partners (the "Responsible Authorities") to reduce crime and disorder in their communities.

than ensuring the opportunity is taken or issue is resolved by all organisations working together.

- 9.9 Alongside this thematic systems-based approach, the importance of existing and the potential of new, area-based working is also widely acknowledged – the issues in Fenland for example are often very different to those in, say, South Cambridgeshire.
- 9.10 The recently published Home Office Serious Violence Strategy has identified the need for a more concerted effort with respect to prevention. The July 2018 update of the Countywide Community Safety Agreement saw the addition of key prevention work streams.
- Healthy and safer schools
 - Early Help
 - Access to employment for vulnerable groups
 - Think Community – community resilience strategy
 - Homelessness reduction
- 9.11 Each CSP continue to actively consider how best they can respond to the updated Countywide Community Safety Agreement. For example, CSPs have been asked to consider leading a prevention work stream for the county, acting as a link for other CSPs, therefore reducing duplication and building communication networks.
- 9.12 The Police and Crime Commissioner's Crime and Disorder Reduction grants play an important part in ensuring effective outcomes, and supporting this system leadership. As such:
- The Police and Crime Commissioner remains committed to making funding available to CSPs in 2019/20.
 - The overall purpose of the funding is to support CSPs in their operation as system leaders, and their central role in transforming the system to better manage current and future demand.
 - Funding will be awarded for up to two years, rather than opening up bidding rounds throughout the year.
 - Funding will be linked to agreed delivery activities. CSPs receiving grants will be accountable for delivering and reporting on their agreed delivery activities within an agreed timeframe.
 - Agreed delivery activities will be aligned to supporting and developing the prevention work streams identified in the Partnership Matrix, and link to the ongoing development of the new Think Communities Demand Management Hub.
 - The delivery activities will reflect outputs and outcomes that need to be delivered at a system level, not what individuals supporting the system will deliver.
- 9.13 Work is ongoing to ascertain what strategic assessments are undertaken across partnerships and partner organisations. A more cohesive countywide approach will enable greater industrialisation and best value and is currently being explored.
- 9.14 The CCSSB is driving strategic commissioning best practice through the delivery groups who are identifying joint commissioning opportunities. For example a pooled budget arrangement has secured a countywide sexual violence service to ensure victims don't experience a postcode lottery of services. This joint commissioning approach has enabled the OPCC to leverage

significant additional national and local funds to deliver improved outcomes for survivors.

- 9.15 Drugs and alcohol services in Cambridgeshire have been re-commissioned using a model of shared outcomes in particular for offenders who make up a large cohort of their service users. A bespoke service in Peterborough has just been independently evaluated and work is ongoing to industrialise the approach taken and extend its reach.
- 9.16 The revised Countywide Community Safety agreement is informing the awards of crime and disorder reduction grants to by the Police and Crime Commissioner to achieve maximum impact. A joint commissioning opportunity with Public Health has enabled community safety issues to be included in the new Healthy Schools Support Service Contract commissioned by Public Health. The Cambridgeshire and Peterborough approach to improving community safety has been highlighted as good practice by the Association of Police and Crime Commissioners.

10. Work with the Fire Authority to explore opportunities for fire and police to work together

- 10.1 The National Emergency Service Collaboration Working Group has showcased the benefits of different organisations coming together to improve the efficiency and effectiveness of the services they deliver to their communities. The Constabulary, Cambridgeshire Fire and Rescue Service and East of England Ambulance Service have fully supported this ethos and worked hard in recent years to build on their already strong relationships to improve services and save money.
- 10.2 In Cambridgeshire, a Police and Fire Interoperability Group was established to provide direction and momentum to joint working initiatives, covering such areas as arson, training operations and organisational support. In December 2017, a Memorandum of Understanding was signed between Police, Fire and Ambulance to formalise collaborative working arrangements and to demonstrate a strategic commitment to the principles of interoperability.
- 10.3 The Panel has received regular updates on the background to and progress on the proposed transfer of fire governance to the Police and Crime Commissioner. In October 2017 the Commissioner submitted a Business Case to the Home Secretary proposing that he becomes the Police, Fire and Crime Commissioner for Cambridgeshire and takes over the governance of the Fire and Rescue Service. The Business Case set out anticipated savings that could be driven from this recommendation along with the acceleration of the combined estates collaboration between the two services.
- 10.4 Following an independent assessment process, in March 2018 the (then) Home Secretary announced that she considered that the Cambridgeshire proposal demonstrated that a transfer of governance would be in the interests of economy, efficiency and effectiveness and does not have an adverse effect upon public safety. However, the Home Secretary's decision is now subject to legal challenge by Cambridgeshire and Peterborough Fire Authority. Collaboration at an operational level and on some estate projects is continuing whilst the separate judicial process regarding governance is on-going. The OPCC continuing to monitor the impact of the delay in implementation.
- 10.5 The on-going interim arrangement to share the same Chief Finance Officer across the Fire Authority and the OPCC was confirmed in September 2018.

11. CONCLUSION

- 11.1 This report sets out the significant breadth and depth of the work being undertaken at a local, regional and national level to transform how we work to enable the Commissioner's aspirations in his Plan to be delivered. What is very clear is that transformation cannot be achieved in isolation or by one organisation. As with the other themes within the Plan, it requires a system-wide approach to build on the foundations of what has already been achieved to continue to enable and empower confidence and commitment by all to look at options to turn opportunities into

action to deliver improved outcomes through innovation and collaboration.

12. BACKGROUND DOCUMENTS

Police and Crime Commissioner's 'Police and Crime Plan 2017-20 – Community Safety and Criminal Justice'

<http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/>

'Medium Term Financial Strategy 2019/20 to 2022/23', Agenda Item 4.0, Business Co-ordination Board, 24th January 2019

<http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/12/19-01-24-BCB-Agenda-Item-4.2-Medium-Term-Financial-Strategy-2019-20-to-2022-23-.pdf>

Police Act 1996

<http://www.legislation.gov.uk/ukpga/1996/16/contents>

Policing and Crime Act 2017

<http://www.legislation.gov.uk/ukpga/2017/3/contents/enacted>

'Memorandum of Understanding for Organisational and Operational Shared Services'

http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2013/12/Beds_Cambs_Herts-MoU-Org-and-Op-Support.pdf

'Annual update on the Countywide Community Safety Agreement', Agenda Item 5.0, Cambridgeshire and Peterborough Countywide Community Safety Strategic Board 19th July 2018

<http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/CCSSB-19-07-2018-Meeting-Paper-Pack.pdf>

'Strategic Police and Fire Interoperability MoU Update', Agenda Item 8.0, Business Co-ordination Board, 16th January 2018

<http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/01/18-01-16-BCB-Agenda-Item-8.0-Police-Fire-Interoperability.pdf>

'Fire and Rescue Governance – Update', Agenda item 6, Police and Crime Panel, 14th November 2018

<https://democracy.peterborough.gov.uk/documents/s37312/06.%20Fire%20and%20Rescue%20Governance%20-%20Update.pdf>

'Monitoring The Delivery Of The Police And Crime Commissioner's Police And Crime Plan - Transformation Theme ', Agenda Item 6, Cambridgeshire Police and Crime Panel, 14th March 2018

<https://democracy.peterborough.gov.uk/documents/s33916/6.%2018%2003%2014%20-%20PCP%20-%20Monitoring%20the%20Delivery%20of%20the%20Police%20and%20Crime%20Commissioners%20Police%20and%20Crime.pdf>

'Summary BCH Collaboration Report', Agenda item 11.0, Business Co-ordination Board, 19th July 2018

[http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/18-07-19-BCB-Agenda-Item-11.0 summary-BCH-collaboration-report-.pdf](http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/18-07-19-BCB-Agenda-Item-11.0-summary-BCH-collaboration-report-.pdf)

“7 Force Procurement”, Agenda item 7.0, 24th January 2019

<http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/12/19-01-24-BCB-Agenda-Item-7.0-Force-Procurement.pdf>

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