

Business Coordination Board

<u>Date</u>	<u>Time</u>	<u>Venue</u>
9 th October 2019	10:30	HQ, Conference Room 2

AGENDA

1.	Welcome and apologies Matthew Warren
2.	<i>Declarations of interest</i>
3.	To approve minutes of the Business Coordination Board meeting held on the 18th September 2019
4.	BCB Action Log. Report from Chief Constable and Chief Executive
5.	Police & Crime Plan - Victims Theme 5.0 OPCC work to deliver broader partnership support broader partnership support 5.1 Cambridgeshire Constabulary work to deliver actions Report from Chief Constable and Chief Executive
6.	Financing of Southern Police Station (Verbal Update) Report from Chief Constable
7.	Strategic Risk Register Report from Chief Constable and Chief Executive
8.	Cambridgeshire Constabulary - EU Exit Preparedness Report from Chief Constable

BUSINESS CO-ORDINATION BOARD ACTION LOG (GOVERNANCE BOARD) - JANUARY 2019 ONWARDS

ACTION NO.	MEETING DATE RAISED	MEETING AGENDA ITEM	ACTION	OWNER	TARGET DATE	UPDATE	UPDATE DATE
1.0	24/01/2019	6.0	Further discussion and post-implementation reports on the strategic direction and benefits realisation on Administration of Justice and Custody provision to be submitted to future Board meeting, date of which to be determined following submission to other internal governance boards.		28/02/2019	Discussions are on-going between the Bedfordshire, Cambridgeshire, and Hertfordshire Chief Constables in respect of these collaborated areas, and reports to be brought back to a future meeting.	Date Req
2.0	24/01/2019	9.0	Constabulary to reconvene working group on civil parking enforcement and report back to Commissioner on partners' position.		28/02/2019	Discussions are on-going between the Bedfordshire, Cambridgeshire, and Hertfordshire Chief Constables in respect of these collaborated areas, and reports to be brought back to a future meeting.	Date Req
1.0	28/02/2019	5.3	Future BCB reports to highlight significant operational policing and judicial outcomes	Constabulary	16/05/2019	Request noted for further reports.	19/04/2019
6.0	16/05/2019	8.1	Chief Constable to report back to the July 2019 Board on the reasons for the increase in sickness levels.	Constabulary	14/11/2019	Update: There is an increase over the winter months in sickness. Self-certification slight increase. There is a reduction of short term sickness, but an increase in long term sickness, this is due mainly to psychological illness. Action: Chief Constable to report back to the Board in November 2019	14th Nov 19
8.0	31/07/2019	5.4	Board to be kept updated by regular reports as required throughout the project on the progress in relation to the three recommendations in the 'Cambridgeshire Southern Police Station' report dated 31 st July 2019, with detailed costs being reported to the 18th September Board meeting.	Constabulary	18/09/2019 and on-going	An update on the Southern Police Station twill be taken to BCB in October 2019	9th Oct 19
9.0	31/07/2019	5.6	Board to be kept updated by regular reports as required throughout the project on the Equality Impact Assessment for the Southern Police Station	Constabulary	18/09/2019	BCB Updated at September meeting - • The first draft of the Equality Impact Assessment had been re-drafted and would be published	
10.0	31/07/2019	9.1	Further discussion at future Board meeting on the Constabulary's crime recording compliance rates	Constabulary	12/12/2019		12th Dec 19
11.0	31/07/2019	9.2	Further discussion at a future Board meeting on the Constabulary's work to understand the decline in public confidence and satisfaction with service delivery	Constabulary	12/12/2019	Note- Communities theme next reported to BCB in Dec 19	12th Dec 19
12.0	18/09/2019	5.5	Police and Crime Plan Priority Update-Transformation, Action: Constabulary to provide a report on the average day of police officer activity and use of mobile technology for December 2019 Board meeting.	Constabulary	12/12/2019		12th Dec 19
13.0	18/09/2019	7.7	Revenue and Capital Budget Monitoring Month 4 2019/20 Action: Constabulary to provide a report on the Enterprise Resources Planning (ERP) system for November 2019 Board meeting.	Constabulary	14/11/2019		14th Nov 19



To: Business Coordination Board

From: Chief Executive

Date: 09 October 2019

POLICE & CRIME PLAN - VICTIMS THEME - OPCC WORK TO DELIVER BROADER PARTNERSHIP SUPPORT

1. Purpose

1.1 The purpose of this report is to:

- update the Business Coordination Board (“the Board”) on Office of the Police and Crime Commissioner (OPCC) activity to deliver the ‘broader partnership support’ priorities set out in the Victims section of the Police and Crime Plan (“the Plan”).
- to formally set out the Police and Crime Commissioner’s (“the Commissioner”) delegation of the responsibility to stand up victim support services in the event of a major crime incident to Cambridgeshire Constabulary (“the Constabulary”).

2. Recommendations

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

2.2 The responsibility for standing up (activate) ‘victim support’ services in the event of a major crime incident is delegated to the Constabulary by the Commissioner.

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 The Constabulary have a key role in delivering the Plan and on April 4, 2019 brought a set of refreshed comprehensive Constabulary priorities to this Board. These allow the OPCC to concentrate on their wider commissioning and joint commissioning role.
- 3.4 The progress around these Constabulary priorities is reported in a separate paper – see Agenda item 5.1. An internal audit into the implementation of Police and Crime Plan priorities to improve victim satisfaction is scheduled for February 2020. This will be aligned to existing ongoing work to monitor compliance with the **Code of Practice for Victims of Crime**, which is part of the Ministry of Justice reporting requirements, as well as internal organisational development.

4. Commissioning referral and universal support services

- 4.1 The victims element of the Plan seeks to put victims and witnesses at the heart of the criminal justice system and ensure they have access to clear pathways of support. The responsibility for commissioning emotional and practical support transferred to Police and Crime Commissioners from the Ministry of Justice (“the MoJ”) in 2014. A list of all services funded in 2019/20 by the Commissioner is attached at Appendix 1.
- 4.4 All Cambridgeshire victim support services funded by the Commissioner are required to provide six monthly outcome monitoring data. Unfortunately the timing of this report has not aligned with the availability of the data therefore it is not included in this report. However, positively the Constabulary was able to address the technical challenges highlighted in the May report they have now submitted its outcome data to the Ministry of Justice for 18/19. Informal mid-quarter monitoring for 19/20 has revealed a strong upward trend in the percentage of victims being referred into support services and outcomes being secured.
- 4.5 The MoJ is currently consulting on a number of significant proposed changes to the outcome monitoring returns OPCCs are required to complete. This will once again have an impact on the data required from the Constabulary and partners. However the OPCC will work closely with the Constabulary to reduce the impact upon the Corporate Performance team and ensure the data collected not only meets the needs of the MoJ but also allows for ongoing organisational development.

5 Commissioning specialist victim support services – domestic abuse

- 5.1 Work is still ongoing to scope the future of domestic abuse support services with the two successful bids to national government (Children Affected by Domestic Abuse & Domestic Abuse Housing Alliance) coming to an end. The OPCC is supporting the local authority to develop an offer which manages the risks within the significantly reduced funding envelope. However, it is possible that this model could still reveal cost pressures of an estimated £40k.
- 5.2 Gaps still remain within early intervention and prevention and therapeutic long term recovery; for example trauma-focused counselling for young victims and witnesses of domestic abuse and sexual violence. This was funded with Home Office ‘Violence Against Women and Girls’ (“VAWG”) money and delivered by Embrace and Rape Crisis.

The gaps in therapeutic services have been acknowledged by the Clinical Commissioning Group and were laid out in a paper to BCB in late September which addressed the need to consider the importance of preventative services.

6. Commissioning specialist support services – sexual violence

6.1 The re-commissioning of Cambridgeshire’s 24/7 Sexual Assault Referral Centre (SARC) and the Countywide Sexual Violence Support Service, mentioned in detail in the May BCB report, is now well underway. The tender is currently live with all bids being evaluated in late October. This has been a significant resource commitment for the OPCC but has showcased excellent partnership working between OPCC staff, NHS England and the Constabulary.

7. Supporting people in the event of a major crime incident

7.1 The responsibility for providing support to victims of crime in the event of a major crime incident, such as terrorism, has been given to PCCs through the Victim Services grant agreement with the MoJ.

7.2 In the event of a major crime incident the Constabulary’s senior officers would assume Gold Command to formulate the strategy for dealing with the incident. Therefore as the Constabulary is the main provider of both the ‘initial referral and assessment’ and ‘emotional support provision’ through an in-house model (Victim and Witness Hub) it seems pragmatic that the responsibility to ‘stand up’ victim support services is delegated to the Constabulary by the Commissioner.

7.3 The OPCC commissioned additional support to work with the Constabulary to develop an operational project plan to drive the provision of these services. This includes agreements from partner agencies to provide additional proportionate resources to staff the Victim and Witness Hub. Specialist training in dealing with trauma has been commissioned and delivered to victim support staff. Work is also underway with the local mental health trust to scope potential pathways into longer term mental health support for those who require it following such a major crime incident.

8. Recommendations

8.1 The Board is recommended to note the contents of the report.

8.2 The responsibility for standing up ‘victim support’ services in the event of a major crime incident is delegated to the Constabulary by the Commissioner.

BIBLIOGRAPHY

<p>Source Document(s)</p>	<p>Police and Crime Plan</p> <p>http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/</p> <p>Attached:</p> <p><u>19-09-18-BCB-Strategic Direction for the OPCC Investment in Prevention</u></p> <p><u>19-05-16-BCB-Agenda-Item-9.0-Police-Crime-Plan-Victims-Theme-OPCC-work-to-deliver-broader-partnership-support.pdf</u></p>
<p>Contact Officer(s)</p>	<p>Nicky Phillipson, Head of Strategic Partnerships and Commissioning</p>

DRAFT Victim Services Awards 2019/20

	Service Provision	Provider	Funding £
Victims	Safeguarding the vulnerable		
	Victim and Witness Hub Proactively contacts all victims of crime by letter or phone (depending on need) – offers telephone-based emotional support, onward referral and supportive signposting or face to face support from in-house Community Volunteers. Receives all self-referrals for support.	Cambridgeshire Constabulary	452,750
	Specialist Victim Care Co-ordinator – Migrant Victims of Exploitation	Cambridgeshire Constabulary	30,017
	Specialist Victim Care Co-ordinator – Young Victims of Crime	Family Action	32,360
	Practical support for young victims of crime	Embrace – Child Victims of Crime	2,000
	Multi Agency Restorative Justice Hub Receives all enquiries and referrals from victims and other agencies about RJ. Co-ordinates RJ interventions.	Cambridgeshire Constabulary	40,000
	Victim Pathfinders - mental health nurses Provide expertise, support and a referral capability for victims with suspected mental health issues identifying and co-ordinating pathways into treatment.	Cambridgeshire & Peterborough Foundation Trust	78,000
	Home security for elderly victims of burglary Target hardening work to reduce repeat victimisation	Shrievalty Trust	50,000

DRAFT Victim Services Awards 2019/20

<p>Specialist Support Services – Countywide Sexual Violence Service Funding contribution for end-to-end support service to include: telephone helpline, triage and assessment, emotional support, group work and counselling provision to include pre-trial therapy for acute SARC clients. This also include ISVA, CHISVA and a SARC duty ISVA provision.</p>	<p>Cambridge & Peterborough Rape Crisis Partnership</p>	<p>230,500</p>
<p>Capacity and capability building for support victims of major incidents</p>	<p>Peace Foundation</p>	<p>7,000</p>
<p>Specialist Independent Domestic Violence Advisor – Stalking and Harassment</p>	<p>Cambridgeshire County Council</p>	<p>23,700</p>
<p>Early Intervention Domestic Abuse Worker</p>	<p>Peterborough Women’s Aid</p>	<p>18,960</p>
<p>Commissioning support</p> <ul style="list-style-type: none"> • Single web portal • Review of services • Victim Engagement 	<p>Chameleon Studios</p>	<p>5,000</p>
<p>Total allocated</p>		<p>987,787</p>
<p>Funding streams</p>		
<p>Ministry of Justice Victim Services Grant</p>		<p>978,525</p>
<p>Victim Commissioning carry forward</p>		<p>9,262</p>
<p>Co-funding (Sexual Violence Support Service)</p>		
<p>Peterborough City Council</p>		<p>60,000</p>
<p>Cambridgeshire County Council</p>		<p>70,000</p>
<p>NHS England</p>		<p>125,000</p>



To: Business Coordination Board

From: Chief Constable

Date: 09 October 2019

Police and Crime Plan Priority Update: Victims

1.0 Purpose

1.1 The purpose of this paper is to provide an update to the Business Coordination Board ("the Board") on the actions taken against the Victims pillar of the Police and Crime Plan (PCP)

2.0 Recommendations

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

3.0 Background

3.1 The most recent Operational Performance Meeting was held on 17th July 2019 and reviewed performance up to the end of June 2019. This report reflects the updates provided to that meeting.

3.2 Alongside an overall review of performance, the report will also update on the priorities which sit under the Victims pillar of the PCC's Police and Crime Plan. This month's priority areas were Domestic Abuse, Serious Sexual Offences and Child Abuse / Child Exploitation.

4.0 Performance Meeting Updates

4.1 Strategic measures

4.1.1 The management information underlying the Victims pillar is victim satisfaction rates and response performance.

4.1.2 Levels of victim satisfaction have stabilised in recent months, with 79.4% of the 1,187 victims surveyed in the 12 months ending June 2019 at least fairly satisfied with overall service delivery. This is unchanged from the end of the last financial year, but lower than the 81.6% recorded in the 12 months ending June 2018.

4.1.3 Follow-up continues to see the lowest levels of satisfaction, with victims often reporting little or no contact after the initial report. However, the long term downward trend has now been reversed, with satisfaction rates above 70% in each of the last four months. It is anticipated that the new supervision policy, along with the enhanced use of victim updates within Athena, will help drive further improvements.

4.1.4 Burglary victims continue to attract higher levels of satisfaction, but until recently the long term trend had been downwards. The direction of travel has now been reversed, with 84.5% of the 567 victims surveyed in the 12 last months at least fairly satisfied with overall service delivery. This compares to 83.9% at the end of the last financial year.

4.1.5 Positive comments from victims of Domestic Abuse remain testament to the level of professionalism in the service and support being offered, but again, follow up remains the most challenging aspect of service delivery.

4.1.6 The median time to respond to immediate graded incidents remains stable at 17 minutes. For prompt graded calls, it has increased in recent months, rising to 115 minutes in June 2019. However, we continue to see variation by district and by call type.

4.1.7 The median time to respond to prompt graded dwelling burglaries fell to 200 minutes last month, improving for the second month in a row. However, response times remain higher in North than in South.

4.1.8 Although a new dispatch procedure for Domestic Abuse incidents was introduced recently, median response times continue to fluctuate. However, we are now seeing a significantly higher number of Domestic incidents graded immediate. This reflects an improvement in the way the force assesses and understands risk at the first point of contact, and means that overall response times to domestic incidents have improved. At the same time, the constabulary has greater reassurance that prompt graded incidents are subject to better supervision and ongoing risk assessment.

4.1.9 The proportion of incidents where non-availability of resources is cited as the reason for delayed attendance remains a concern, particularly for those incident types where we would expect to see the highest levels of vulnerability. Meetings between Local Policing and the Demand Hub have been scheduled to explore the underlying reasons for delays in dispatch, as well as the possible over-grading of incidents. Two further actions came out of this month's OPM meeting; to review the organisational expectations in relation to response, radio monitoring and deployment activity, across teams; and to review the provision of Response driver training for frontline officers.

4.2 National Context

- 4.2.1 The ONS has just released crime figures for the 12 months ending March 2019¹. Crime levels as measured by the CSEW remained stable year on year, but variation was seen in individual crime types. In comparison, police data showed a 7.7% year on year increase in crime in England and Wales; smaller than the annual increase reported in the same period last year (12.9%) but higher than the 7.2% annual increase reported last quarter. Improvements in police recording practices in recent years have been influential.
- 4.2.2 National headlines included an 8% increase in offences involving knives/sharp instruments; a 21% increase in possession of article with blade or point offences, with crime levels rising to a 10 year high; an 11% increase in Robbery; and a 16% increase in Public Order Offences. Vehicle offences increased by 2%, driven by an increase in Theft of Motor Vehicle. However, the number of burglaries fell by 3% year on year, matching the decrease reported last quarter.
- 4.2.3 Cambridgeshire was one of only five forces to report a year on year fall in recorded crime over the reporting period; however, the decline was smaller than the annual increase reported in the 12 months ending December 2018. The crime rate per 1,000 population has risen since last quarter, but remains below both the regional and national averages. Future releases will see the force reporting rising levels of crime.

4.3 Performance Headlines and Department Updates

- 4.3.1 The recent upwards trend in the rolling 12 month indicator for all recorded crime continues, with crime levels in June higher than the same month in each of the previous two years. Month on month increases were seen across a range of victim based crime types, including both Violence with Injury and Violence without Injury offences. The number of Non Victim Based crimes also continues to trend upwards, with increases in the number of Drugs and Public Order offences both influential.
- 4.3.2 CDI compliance improved month on month, and while progress has been slow, the speed of change is likely to result in more sustainable improvements going forward as awareness among staff improves. With effect from 20th June, it is now mandatory for call takers to list on the incident log the details of any crimes disclosed during the initial call. This is based on the Cumbria Police model and sets the expectations of attending officers. Work is also being undertaken to promote the availability of CDIR staff to offer guidance to officers at incidents or raising crimes.
- 4.3.3 Athena outages and periods of reduced functionality have continued to present a real and genuine challenge to business as normal, with the impact being felt across the organisation. This, combined with TuServ connectivity issues last month, resulted in backlogs of crimes in the IMU work trays, driving up not only the volume of crimes awaiting QA and linking but also the number awaiting closure. This in turn artificially inflated the number of 'live' investigations.
- 4.3.4 In response, the organisation has implemented a technical solution whereby the Athena workflow is reconfigured to allow supervisors to file crimes based on a restricted group of outcome types; a step which other non-BCH Athena forces have already taken. There are risks to this approach with regards to data quality and integrity but steps have been taken to mitigate against these as far as possible. This will include gatekeeping training and audits. It is hoped that

¹ ONS Statistical Bulletin, 'Crime in England and Wales: year ending March 2019', released 18th July 2019
<https://www.ons.gov.uk/peoplepopulationandcommunity/crimeandjustice/bulletins/crimeinenglandandwales/yearendingmarch2019>

ongoing work to better understand workflows within the IMU will help drive efficiencies in the longer term.

- 4.3.5 There has been deterioration in the all crime prosecution possible outcome rate which now stands at 10.3%.
- 4.3.6 To coincide with the ONS data release, the Home Office published the latest 'Crime Outcomes in England and Wales' bulletin², covering the 12 months ending March 2019. Since the introduction of the full crime outcomes framework³ in April 2014, the proportion of crimes resulting in a charge/summons has been on a downward trend, accounting for 7.8% of all crimes raised in the last financial year. This compares to 6.3% in Cambridgeshire.
- 4.3.7 Use of out of court disposals (OOCs) has also fallen nationally. It is recognised locally that the constabulary must make greater efforts to embed the use of OOCs. Work remains ongoing into how use of OOCs can be improved, with dedicated resources one of the options taken to the Change Board this month.

5.0 Priority Updates

5.1 Domestic Abuse

- 5.1.1 Significantly higher numbers of Domestic Abuse crimes have been recorded in the last three months, with June seeing the highest number of offences recorded in any single month in both North and South areas. This is putting downward pressure on the prosecution possible outcome rate which has fallen to 12.1%; significantly lower than the year end benchmark.
- 5.1.2 Work is ongoing to ensure the Constabulary delivers an effective investigative and safeguarding response from the initial call onwards. In North area, the local Domestic Abuse lead is conducting a 24 month review to better understand changes in recorded crime and the prosecution possible outcome rate, with consideration being given to the impact of business changes. In South area, there has been an increase in the number of early arrests for high risk investigations, and better ongoing management of suspects.
- 5.1.3 New and innovative ways to approach Domestic Abuse are being explored. On 8th July, the Constabulary went live with changes to separate the referral response for Intimate Partner Violence (IPV) and Family Related Violence (FRV). Going forward, greater consideration will be given to the use of OOCs, particularly for FRV where there is often a greater reluctance to prosecute. The CARA project, which is due to go live in the autumn, will offer opportunities to target low level IPV.
- 5.1.4 Other proposals currently being trialled include passing the sign off of High Risk DA investigations from a DI to a DS; and streamlining the allocations policy to ensure a consistent approach across the force.

5.2 Serious Sexual Offences

- 5.2.1 The number of serious sexual offences recorded in June increased month on month, with the recent trend upwards. Year on year, offence levels rose by 17.1%, representing a significant uplift in workload.

²

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/817769/crime-outcomes-hosb1219.pdf

³ Under this framework, every notifiable crime recorded by the police will be assigned an outcome, including those still under investigation

- 5.2.2 Demand in the Rape Investigation Team is high, resources are therefore prioritising high risk investigations. A recent review of the RIT by the Continuous Improvement Team proposed the adoption of a STO model which delineates investigations from safeguarding where the likelihood of a criminal justice outcome is negligible. This is believed to be key to improving service delivery going forward.
- 5.2.3 The prosecution possible outcome rate for all serious sexual offences remains unchanged at 3.9%; for rape it is lower at 2.8%. A lot of work has been ongoing in recent months to improve performance. Internally there are clearer expectations around investigation standards and the need to focus on reasonable lines of enquiry in order to deliver a professional and proportionate investigation. Supervision standards have also been reinforced.
- 5.2.4 Externally, the Constabulary continues to work with CPS and partners to develop better joint understanding, with staff reporting a clear improvement in the relationship, expectations and proportionate action plans coming back to them. A new bi-monthly NFA partnership meeting is being set up to discuss police and CPS NFA decisions, and a CPS case tracker for all serious sexual offence cases submitted to CPS, which tracks escalations and outcomes, is now in use.
- 5.2.5 Police cases where no further action was taken are also being dip sampled after the Criminal Justice Review into rape offence outcomes identified an increase nationally in the use of outcome 16 where there are evidential difficulties and the victim is not supportive of police action. While Cambridgeshire does not appear as an outlier, use of outcome 14 where evidential difficulties are victim based and where no suspect is identified is higher than the national average, so there may be opportunities for learning.

5.3 Child Abuse and Child Exploitation

- 5.3.1 The number of Child Sexual Abuse crimes recorded in the 12 months ending June 2019 increased by 23.6%, but the recent long term trend remains stable; this is true for both North and South areas.
- 5.3.2 The number of missing children reports in June 2019 was high but stable month on month, with the recent longer term trend flat. However, the number of missing individuals rose to a three year high. The recent placements into care of some troubled and dangerous nominals have impacted on resourcing, and led to high-risk multi agency planning meetings to reduce risk and demand. A Care Conference will be held at Police HQ in October to continue to enhance partnership work and understanding.
- 5.3.3 A joint strategic Child Exploitation tasking and finish group, chaired by the head of PVP, has recently been set up in order to ensure all the partnership work currently being undertaken around Child Criminal Exploitation remains joined up and coordinated. This group is charged with developing a strong and consistent partnership offering across the county to prevent children from being exploited, and to identify and safeguard those who are already being exploited (see priority update 4.2.1).
- 5.3.4 Neighbourhood teams continue to work to identify young people at risk of exploitation. A Section 34 dispersal was recently implemented in the Eastgate/Eastfield area of Peterborough following the arrest of a 13 year old male for PWITS and complaints from local residents about drug dealing. The aim was to identify children who were being exploited by local drugs lines, and provide officers with the opportunity to take preventative measures with children aged under 16 and either take them home or to a place of safety.
- 5.3.5 In South area last month, the Community Action Team successfully secured Cambridgeshire's first Gang injunction against three youths who had been involved in Serious Street Based Violence, possession of weapons, drug dealing and possession, county lines activity and modern

slavery. A Serious Street Based Violence day of action has also recently been delivered to secondary schools.

6.0 Victims Updates

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

6.1.1 'Ensure that victims from the three priority groups (as defined in the Victims Code) are identified and provided with an appropriate response based on their level of risk at the initial point of contact'

THRIVE training forms part of the initial training programme for all call takers in the Demand Hub, with their CPD in relation to law and policy changes driven by the Professional Development Co-ordinator. Most recently this has included training on Stalking and Harassment, and all staff are in the process of completing the most recent NCALT training around vulnerability.

6.1.2 'Ensure victims of crime receive a timely and high quality investigation and are kept informed in line with the Victims Code'

Victim Care Contract (VCC) compliance continues to be monitored at the Operational Performance Meeting. A recent dip sample identified inconsistencies in the way victim updates were being recorded on Athena; impacting on performance monitoring. At June's OPM meeting it was agreed that going forward all victim updates will be recorded on the victim page in Athena as intended. This will allow the Ministry of Justice to monitor compliance with the Victim's Code, and provide the Constabulary with more accurate management information to help identify and drive forward improvements. At this time, VCC compliance continues to fluctuate, with some areas more successful at managing victim contact than others.

6.1.3 'Develop a performance matrix which incorporates a qualitative measurement as well as quantitative'

The current performance framework focusses on a small number of headline measures, supported by Key Performance Questions (KPQs). Daily and monthly management information is available to support this, but remains an iterative process with the ability to flex where necessary.

6.1.4 'Ensure we maximise the use of civil powers, for example SHPOs and DVPOs'

The use of DVPOs remains low compared to the national picture. However, the force commitment remains clear, as evidenced by the significant investment in training and support. This includes the requirement to document considerations around the use of DVPNs/DVPOs on the Sergeants' post custody and closure investigation reviews.

Embedded and effective processes are in place around 'Right to Ask' and 'Right to Know'. This supports safeguarding of other potential victims of abuse.

Civil orders, including the use of Gang injunctions, are used as part of the problem solving approach to safeguarding victims of child exploitation.

6.1.5 'Ensure investigation strategies record safeguarding measures that have been implemented to protect the victim and they have been assessed as appropriate (for example presumption of bail for DA)'

The new standards for effective supervision went live on 1st May 2019, but have yet to be fully implemented in practice. This is currently being addressed, with guidance and a template for collating feedback being sent out to all senior officers at the rank of Chief Inspector and above. This remains key to improving investigative throughout.

Through the DA Scrutiny Group a randomly selected sample of DA investigations undergo an end to end audit which includes reviewing safeguarding actions. Where learning is identified it is actioned with appropriate training.

The presumption of bail for Domestic Abuse crimes has been embedded and we have started to see an increase in the use of bail instead of RUI. This offers additional safeguards to vulnerable victims.

Where we identify high risk victims of rape who have complex needs, a partnership SARAC is held to ensure the victim receives the right support.

6.1.6 *'Develop a clear understanding of those most at risk from the highest harm, from vulnerable children to those unlikely to report crime (hate/DA) in order to effectively reduce re-victimisation'*

The decision to distinguish between Intimate Partner Violence (IPV) and Family Related Violence (FRV) was agreed last month at the Force Operations Board. This recognises that the policing response to IPV and FRV will differ, and aims to increase efficiency, reduce duplication and set out clearer referral pathways. The requirement to complete either a DASH (DA), 101 (Vulnerable Child) or 102 (Vulnerable Adult) referral form will depend on the type of incident attended.

Each of these forms has been amended to include the Domestic Abuse Supervisor Closure 1-6 checklist (introduced to satisfy the FCR requirements for incident closure following the recent change in procedure) and the Safeguarding Checklist. If an officer attends an IPV incident and a child is present, they only need complete a separate 101 form if there are concerns relating to Child Abuse. If the victim is an Adult at Risk, the Adult at Risk section of the DASH form should be completed rather than a separate 102 form. A Controlling or Coercive Behaviour section has been added to both the 101 and 102 forms.

The Force Operations Board has also recently agreed the protocol for offering emotional and practical support to victims of Domestic Abuse (based on risk level) and victims of crime dealt with by specialist teams (RIT, CAISU or AAISU). This should result in closer links and improved information sharing between the Victim and Witness Hub and specialist support services (MARAC/IDVA/DA Outreach/ISVA/Social Services), and improve victim safety.

6.1.7 *'Ensure the 'lived experience of the child' has been captured and safeguarding is effective to prevent future victimisation'*

Operation Encompass which seeks to ensure pastoral care is in place around the child who experiences Domestic Abuse within their household, has been fully embedded.

Work continues to develop our approach to prevent and safeguard child victims of exploitation. This includes a contextual safeguarding approach recognising the importance of the influencing factors outside the family home.

To ensure officers understand the importance of exploring the 'lived experience of the child and vulnerable adult' it is included as a specific question on the police referral forms completed by officers.

'For Babies Sake' is a programme for expectant parents, whether together as a couple or not, who want to bring an end to domestic abuse and create the best possible start in life for their baby; helping both parents to make the lasting changes they want for themselves and their family. It is due to be launched imminently and will be governed through the Domestic Abuse & Sexual Violence Partnership.

Children who go missing and are identified by any agency as showing signs of being exploited or at risk of exploitation will be assigned a designated police MET Hub officer to support the longer term safeguarding with partners.

6.2 Victims and witnesses of crime can access appropriate and proportionate needs-led emotional and practical support at all stages of the criminal justice process

6.2.1 'Fully engage with the countywide partnership response aimed at reducing the number of victims of high harm and risk crime types'

The Constabulary continues to work with partners to engage with and support victims. Child Criminal Exploitation, for example, is a developing area for all partners. Multiple positive initiatives and approaches are being developed across the County, presenting some real opportunities to keep people safe and to build an evidence base. However, it also presents risks that if not joined up and coordinated there may be duplication of effort and in some cases contradictory approaches.

This risk is being mitigated through the establishment of a joint strategic Child Exploitation tasking and finish group, chaired by the head of PVP. This group is charged with developing a strong and consistent partnership offering across the county to prevent children from being exploited, and to identify and safeguard those who are already being exploited.

6.2.2 'Ensure effective and efficient use of the referral process into Victim and Witness Hub/Sexual Assault Referral Centre'

The in-house Victim and Witness Hub offers needs-led emotional and practical support to help victims cope and recover from the impact of their crime. These needs should be identified at the point of recording the crime, with guidance given to all police officers and staff to help them identify victims who might benefit from additional support, and how to refer them to the Hub.

Links are in place to receive referrals of victims who live in Cambridgeshire from BTP and Action Fraud. Victims of crime can also directly access free confidential support from the Hub even when they do not wish to report their crime to the police.

The level of service provided is based on a detailed needs assessment and a bespoke recovery plan, and can range from phone based support to face to face support by a trained Hub Community Volunteer, referral to specialist support in the Hub, referral or signposting to other specialist services or community based support. Victims who are not referred when their crime is recorded are still contacted by the Hub by letter or email (unless it is not safe for the victim or inappropriate to do so) to outline their entitlements under the Victim Code of Practice and the free service available to them from the Hub.

The number of victims referred to the Hub fell during 2018/19 following the implementation of Athena. Training, awareness raising, guidance and effective communication has started to address this, with the referral rate increasing from 10.2% in Q4 2018/19 to 17.6% in Q1 2019/20. This work continues, as does the improvement.

A review of the referral pathways into the SARC has recently been undertaken as an action from the Local Partnership Board. This included a professional review of all child serious sexual investigations from a specific time period. This review identified that in all cases where a referral to the SARC was appropriate, a referral had been made.

6.2.3 'Ensure suitable forensic and welfare medical facilities are available (SARC) for adult and child victims of sexual abuse'

The commissioning of the SARC and support services for survivors of sexual violence has commenced. This process is being driven jointly by Police and OPCC leads ensuring a joined up approach to secure the best service provision across both areas.

To support this process there has been targeted service user engagement which yielded a significant response. Market engagement events have taken place for both the SARC and support services commissioning.

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

6.3.1 *'Ensure that when new Criminal Justice processes are implemented the impact on victims and witnesses is considered and negative impacts mitigated against'*

All process changes are risk assessed, communicated to all staff and assimilated into business as normal at the earliest opportunity.

6.3.2 *'Develop an effective way to measure compliance with the Victims Code'*

This is work in progress, but is dependent on victim updates being consistently recorded on Athena as intended, using the inbuilt functionality, rather than as updates on the enquiry log as has been frequently found to be the case. This will enable a much more reliable and robust methodology to be used to monitor compliance with the Victims Code.

6.3.3 *'Ensure there is a comprehensive victim strategy in place which acknowledges the impact of key timings in a 'victim's journey' from initial report to finalisation through the Criminal Justice system*

The Victim and Witness Hub incorporates the PCC funded victim service and the constabulary's Witness Care Unit, which merged in 2016 to form the current service. This enables victims to be offered seamless coordinated support at all stages of the criminal justice process, in accordance with their needs. Coordinators can provide a single point of contact to the victim from the time the crime is reported, to conclusion of the case at court and beyond. This can include emotional and practical support at each stage of the journey, support to attend court and give evidence, including Special Measures, and identifying their availability, communicating hearing data and times and updating the victim on hearing outcomes.

To further develop our understanding of a DA victim's journey and their confidence in our response, and to support improvements in our service, we now attend DA victims' forums, enabling us to speak directly with victims.

6.3.4 *'Where a criminal threshold is not reached police support partners with civil proceedings'*

There is a proposal being developed for pilot which will see Civil Orders and injunctions being obtained for perpetrators of CSE where a criminal justice outcome and other preventative mechanisms have not been successful. This will see conditions included with a requirement to engage in a suspect education programme.

Cambridgeshire Constabulary continues to work towards embedding the CARA project for low risk perpetrators of Intimate Partner Domestic Abuse. This is due to launch in the autumn. This is coupled with ongoing work to develop the effective use of out of court disposals such as Conditional Cautions for Family Related Violence, for example where a 17 year old child assaults a parent. It has been recognised that the Criminal Justice outcome is rarely supported as families are seeking help. In using OOCs we seek to provide effective perpetrator interventions. The proposed positive outcomes of this approach are threefold:

- Positive outcomes for victims of FRV who are seeking help to prevent them being re-victimised by dealing with the root cause of the perpetrator's behaviour

- Positive outcome for the perpetrator through support to understand and therefore change their behaviours
- Positive outcome for the Constabulary through reducing demand and improving positive outcomes

We are developing a more effective partnership approach to the use of NRM for those involved in County Lines and Criminal Exploitation activity. This will see a multi-agency partnership meeting being held to discuss and agree any referrals. This will allow agencies to share information and therefore arrive at a more informed position around whether this course of action is the most appropriate.

7.0 Highlighted Good Practice

- 7.1.1 There is a considerable amount of good work undertaken by all departments with victims across the force. For example, in PVP, the views and lessons learnt from DA victims focus groups have already been summarised and conveyed through training to investigators by DI Middleton. In all high risk DA, detectives are dedicated to ensuring positive outcomes, a recent charge and remand in Southern district for one of the worst cases of coercive and controlling behaviour seen by the detectives is evidence of their determination to protect victims from harm. Whilst it is imperative that we acknowledge the good work of the officers and all teams, this month's report will focus on the positive and often unseen work of our Community Safety Officers. (CSO's)
- 7.1.2 There are seven CSO's working across the force, with centralised management through the Partnership and Operations Team. The CSO's continually endeavour to prevent the public becoming victims of crime, as well as supporting them when they have been.
- 7.1.3 They undertake work as part of days of action, as evidenced recently through Op Oculus II, where, with NHP colleagues they engaged with approximately 800 members of the public, providing targeted crime prevention advice/products around vehicle and cycle crime. This generated some considerable media interest which assisted further in relaying the preventative message to the wider public.
- 7.1.4 The officers also work closely with local Neighbourhood Policing teams and have a key role in supporting longer term problem solving plans, whilst also providing daily support in traditional crime priority areas such as burglary prevention.
- 7.1.5 As crime has evolved, so has the CSO role and they also now work to protect people being victims of crime types such as online frauds/cyber-crime/county lines/exploitation and serious street based violence.
- 7.1.6 They have recently undertaken work in schools and communities regarding knife crime education and awareness. They will continue with their efforts in the new academic year with particular focus around the OP Sceptre National Week of Action.
- 7.1.7 Crucially, CSO's attend the weekly District Tasking Meetings and help assist and shape the district priorities. Recently the CSO's in Peterborough identified an emerging pattern of frauds targeting elderly persons who were being taken to cash points to pay over inflated prices for often unrequired and unwanted building work. The CSO's provided specialist advice and support to the victims and sent messages out to partner agencies and the wider community to prevent others becoming future victims. Their work also ensured that a detective was assigned to review and progress investigative opportunities.

- 7.1.8 Another recent example of the enhanced victim support offered by the CSO's is through the Op Signature process (force response to supporting vulnerable victims of fraud/scams). The East Cambs CSO was notified of an elderly gentleman, vulnerable and living alone, who had been defrauded by rogue traders. They had removed all his roof tiles and refused to rectify this until such time the victim paid them a considerable sum of money. The bank alerted Police to this through their banking protocol, and thus they were able to prevent the transaction taking place and any monies being exchanged. However, unfortunately the vulnerable male was left with his home insecure and exposed to the elements. The CSO was able to seek urgent help from local businesses and partner contacts and ensure urgent repairs were completed, before further assisting in communication with the insurance company and putting in place a support network for the victim to offer ongoing re-assurance.
- 7.1.9 Whilst a formal 'go live' date is pending for Op Signature, the force is undertaking a 'test period' with the CSO's reviewing weekly reporting data from Action Fraud to help identify and support those victims most vulnerable to fraud.
- 7.1.10 The CSO's are also reviewing national fraud/threat alerts to ensure preventative communications across communities are timely. The CSO's work closely with partner agencies in this area, trading standards, local councils and CAPASP (Cambridgeshire and Peterborough Against Scams Partnership) to share information and ensure all work is focussed towards the same objective of making Cambridgeshire Safer and reducing the number of victims. With fraud offences increasing nationally, it is imperative this increasing demand is tackled with a strong partnership preventative approach.

8.0 Recommendation

- 8.1 The Board is invited to note the contents of the report



To: Business Co-ordination Board
From: Chief Executive, OPCC
Date: 09 October 2019

Strategic Risk Management

1. Purpose

1.1 The purpose of this paper is to provide an update on Strategic Risk Management to the Business Co-ordination Board (“the Board”).

2 Recommendation

2.1 The Committee is asked to note the contents of the report.

3. Update

3.1 The strategic risk register held between Cambridgeshire Constabulary (“the Constabulary”) and the Police and Crime Commissioner (“the Commissioner”) is attached at Appendix 1. Risk management is embedded into both the work of the Constabulary and that of the Office of the Police and Crime Commissioner (“the OPCC”) on an ongoing and continuous basis.

3.2 The OPCC reviews the risks on a quarterly basis and provides updates to the Joint Audit Committee (JAC) on a six monthly basis.

3.3 This format includes a brief summary of each risk on the front page, page 2 shows the risks are on a matrix, with any new risks raised highlighted in red text.

3.4 Changes to the content of the register are shown in red text to stand out.

3.5 No new risks have been added since the Board last reviewed the Strategic Risk Register.

3.6 The risk register notes future actions for the Constabulary’s Strategic Threat Risk Assessment and preparation for the uplift in officers following the Government’s announcement of an additional 20,000 officers nationally.

3.7 The Strategic Risk Register is due for consideration at the next Joint Audit Committee on 21 November 2019.

4. Recommendations

4.1 The Committee is asked to note the contents of the report.

BIBLIOGRAPHY

Source Documents	Strategic Risk Register Risk Management Strategy
Contact Officers	Dorothy Gregson, Chief Executive, Office of the Police and Crime Commission

CAMBRIDGESHIRE OPCC and CONSTABULARY STRATEGIC RISK REGISTER, August 2019

Strategic Risks Summary - New Risk

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

**Strategic Risk
Current ratings**

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

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

Reference	SR1.1	Objective	Public Engagement	Status:	Update 13/08/2019							
There is a risk that the Commissioner fails to achieve the benefits of the local link between the police and communities. The Chief Constable fails to explain to the public the actions of Cambridgeshire Constabulary.												
Causes	Effects			Inherent			Exec Lead	Senior Lead				
				L	I	R						
<ul style="list-style-type: none"> Capability and capacity to identify, co-ordinate and implement appropriate mechanisms. A lack of openness and transparency. Failure to clearly explain the benefits of changes following the Local Policing Review Collaboration could expose Cambridgeshire to reputational risk if one of the partners is portrayed negatively in the media. Changes are put in place by partners to balance their budget and impact on communities is unknown and unintended. Lack of effective neighbourhood policing strategy 	<ul style="list-style-type: none"> The desires and ambitions of the public in Cambridgeshire, in terms of policing and crime reduction, are not identified and turned into action. The public are not able to assess the performance of the Commissioner and the Chief Constable. The ability of the Commissioner to be accountable to voters is compromised. Public confidence and trust in how crime is being cut and policing delivered in Cambridgeshire is undermined. Currently unknown or unintended consequences on policing of Cambridgeshire materialise and increase demands on policing. 			4	4	21	OPCC	Chief Executive				
Controls in place	Controls assurance			Current			Future Actions			Future		
				L	I	R				L	I	R
<ul style="list-style-type: none"> Post implementation review of the Local Policing Review. Joint work between the OPCC and the Constabulary and Collaboration Team. Reporting of compliance with transparency by the Constabulary and Commissioner Publication Schemes/Information Order compliance and other information on the Constabulary and Commissioner Websites. Constabulary management of police complaints, Commissioner's responsibility for monitoring complaints system and handling 	<ul style="list-style-type: none"> Business Co-ordination Board Head of Collaboration meeting with Commissioner chairs BCH Strategic Alliance Summit Police and Crime Panel. CoPACC¹ annual award. Professional Standards Department (PSD) Governance Board. BCH Equality, Diversity and Inclusion Board and Cambs Tactical Board. Internal Audit of Equality & Diversity. Public Service Board to identify and discuss risks amongst partner agencies. 		3	4	18	<ul style="list-style-type: none"> Work with partners to develop Think Communities Community Resilience Approach and link this to emerging Neighbourhood Policing Strategy (2019/20) Public Service Board to consider combined risks across public sector as they shrink together. Work with PSD, Constabulary and preferred service provider to prepare for complaints reform responsibilities coming into force in Q4 2019-20. Understand and prepare for additional officers from Government's 20,000 officers 	1	2	3			

¹ Comparing Police and Crime Commissioners

<p>v. complaints against Chief Constable. Equality & Diversity objectives in place</p> <p>vi. Horizon scanning of partners budgetary plans. Partnership work as articulated in the Community Safety matrix.</p>								
--	--	--	--	--	--	--	--	--

Reference	SR2.1	Objective	Setting Direction	Status:	Update 13/08/2019							
<p>There is a risk that the Commissioner, despite consultation with the Chief Constable and due regard to the Strategic Policing Requirement and other statutory functions, and priorities of community-safety and criminal justice partners, fails to ensure the Police and Crime Plan sets objectives which provide a clear focus to reduce crime and disorder and meet the expectations of the people of Cambridgeshire and these objectives are not delivered.</p>												
Causes		Effects			Inherent		Exec Lead	Senior Lead				
					L	I	R					
<ul style="list-style-type: none"> Lack of clear direction from the Commissioner or poor planning, public engagement, engagement with the Constabulary, partnership working, lack of understanding of evidence of need and cost effectiveness. Lack of preparation for the third term of PCC transition. Lack of public awareness of the Plan Changes are put in place by partners to balance their budget. 		<ul style="list-style-type: none"> A clear direction is not set allowing the long-term effectiveness and efficiency of policing, the Criminal Justice System and community safety in Cambridgeshire is not improved. Public confidence and trust in how crime is being cut and policing delivered in Cambridgeshire is undermined. Lack of effective financial planning Impact on ability to set and deliver appropriate Police and Crime Plan objectives. 			2	4	14	PCC	Head of Strategic Partnerships and Commissioning			
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> Arrangements for keeping the Plan and resources needed to deliver the Police and Crime Plan under review. Priorities for action by the Constabulary and the broader partnership support required during 2019-20. Linkage with financial and other key strategies via BCB Wide consultation and joint engagement strategy Police and Crime Plan New objective setting process for Chief Constable to lead, contribute and influence the delivery of the objectives of the Police and Crime Plan. 		<ul style="list-style-type: none"> Engagement with stakeholders including the Chief Constable. Cambridgeshire Countywide Strategic Community Safety Board ensures strategic engagement with community safety PCC Chairs Criminal Justice Board engaging with CJS partners. On-going Police and Crime Panel scrutiny of precept, Police and Crime Plan changes, and deep dive reports on Plan themes. Engagement with HMICFRS inspection regime. Internal audit of delivery plan. Review and sign off by the BCB of variations to the Police and Crime Plan. 			2	2	5	<ul style="list-style-type: none"> New objective setting process for Chief Constable to lead, contribute and influence the achievement of the delivery of the objectives of the Police and Crime Plan. Ongoing dialogue with partners through existing established governance mechanisms to understand the future budget risks. 		2	2	5

Reference	SR2.2	Objective	Setting Direction	Status:	Update 13/08/2019							
There is a risk that the Chief Constable fails to meet the operational expectation of the Home Office with respect to the Strategic Policing Requirement.												
Causes		Effects			Inherent		Exec Lead	Senior Lead				
					L	I	R					
<ul style="list-style-type: none"> Lack of understanding of statutory duties, resources and poor horizon scanning, planning and collaboration nationally, regionally and through Strategic alliance. National increase in firearms capability to meet terrorism threat. 		<ul style="list-style-type: none"> Operational delivery only addresses local service delivery. National or international policing issues may not be properly prioritised, compromising the collective abilities of police forces to protect the public from serious harm and maintain national security. 			2	4	14	Constabulary	Chief Constable			
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> i. The needs of the Strategic Policing Requirement are integrated into the Strategic Assessment. ii. Implementation of recommendations from HMICFRS inspections. iii. Broaden collaboration with existing partners to enhance resilience of protective services. iv. Assessment and preparation of the Force Management Statement 		<ul style="list-style-type: none"> i. Collaborative governance arrangements ensure proper prioritisation of regional and national policing issues. iii. HMICFRS inspection regime. National Police Chiefs Council (NPCC) has set national uplift in firearms capability. iv. Regional engagement with Specialist Capabilities Delivery Board. v. Planning and business processes 			2	2	5	<ul style="list-style-type: none"> Constabulary's Strategic Threat Risk Assessment incorporates assessment against Strategic Policing Requirement. 				

Reference	SR2.3	Objective	Setting Direction	Status:	Update 13/08/2019							
The risk that the Commissioner and Chief Constable are unable to influence national, regional, or Strategic Alliance policies.												
Causes		Effects			Inherent		Exec Lead	Senior Lead				
					L	I	R					
<ul style="list-style-type: none"> Insufficient horizon scanning, engagement with and influence of national, regional and strategic alliance issues and policies due to poor prioritisation or inadequate resources. Inability to influence the Police Transformation Fund Inability to influence Brexit developments which then could have implications for Cambridgeshire if current policing tools are not available. 		<ul style="list-style-type: none"> National, regional or strategic alliance policies are not informed by the experience within Cambridgeshire and do not meet its requirements, or help address impact. Cambs has to divert local resources to national projects that are of little value to Cambridgeshire. Unknown or unintended consequences on policing of Cambridgeshire. 			3	4	18	PCC	Commissioner and Chief Constable			
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> i. The PCC links effectively with the APCC, is Chair of the National Commercial Board and a member of the Local Government Association. Effective linkage with National Groups such as the Chief Executive is Deputy Chair of Association of Police & Crime Chief Executives (APACE); Member of Policing Transformation Board. Constabulary Director of Finance & Resources is National Finance Lead on the HMIC Reference Group and a member of HMIC working groups on finance and efficiency. ii. Proactive engagement with the BCH and Seven Force governance arrangement. iii. BCB ensures proper strategic planning, consideration of the national budgetary landscape, ensuring Medium Term Financial 		<ul style="list-style-type: none"> i. PCC chairs 7F oversight group PCC chairs BCH Strategic Alliance. Eastern Region CJB Chairs meeting now established. ii. Police and Crime Panel hold PCC to account. iii. Joint Audit Committee provides independent assurance on the adequacy of the risk management framework and the associated control environment, independent scrutiny of the Commissioner's and Chief Constable's financial and non-financial performance to the extent that it affects exposure to risk and weakens the control environment, and to oversee the financial reporting process. 			2	2	5	<ul style="list-style-type: none"> Constabulary's Strategic Threat Risk Assessment incorporates assessment against Strategic Policing Requirement. 				

<p>Plan is in line with the Police and Crime Plan and drives efficiency and oversees financial monitoring arrangements are effective.</p> <p>iv. IA/EA updates provide alerts to emerging issues and initiatives which are reviewed by CFOs.</p> <p>v. Force and Commissioner link into national contingency planning relating to Brexit. Local contingency planning mechanisms in place.</p>								
---	--	--	--	--	--	--	--	--

Reference	SR3.1	Objective	Resourcing and Enabling Delivery			Status:	Update 13/08/2019					
There is a risk that the Commissioner and Chief Constable fail to manage the finances effectively.												
Causes		Effects				Inherent			Exec Lead	Senior Lead		
						L	I	R				
<ul style="list-style-type: none"> • Arrangements not in place for strategic financial planning, receiving funding, financial management, accounting and auditing, monitoring, value for money, setting precept, allocating funding and issuing grants and planning for major police operations. • Failure to realise the benefits of collaboration. • Increasing complexity of collaboration (both tri-force and regional) and devolution plans leads to poor strategic, financial planning, budgetary and contractual control mechanisms. • Financial unsustainability of partnership body poses risk to PCC/CC due to increased pressure on services. • Continued uncertain economic and funding environment • Potential cost pressure of Emergency Service Network. • Failure to realise the opportunities of the Policing and Crime Act. • Failure to identify the impact of partners' budgetary changes. • Government changes to Pension calculations • Failure to effectively manage the transition period for the Constabulary's Director of Finance & Resources 		<ul style="list-style-type: none"> • Statutory duties are not met and the accounts are qualified. • Impact on service quality and performance. • Reputational damage and the Commissioner is not able to implement their objectives for reducing crime and the long-term effectiveness and efficiency of policing, the Criminal Justice System and community safety in Cambridgeshire as set out in their Police and Crime Plan. • Ability to fund Government initiatives i.e. Digital Programmes • Unknown and unintentional consequences placed on policing. • Pressures on budgets for future years. 				3	4	18	OPCC	Chief Finance Officers		
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> i. Scheme of Governance, Financial regulations and contract standing orders clearly set out duties of the two corporations sole. ii. Regular joint working between the Commissioner, Commissioner's CFO and 		<ul style="list-style-type: none"> i. PCC has oversight of Chief Constable's budgetary framework and this is included in the Police and Crime Plan allowing public scrutiny. ii. External Audit statements published and VFM conclusion and provided to JAC. iii. HMICFRS Efficiency Reports. 			3	4	18	<ul style="list-style-type: none"> • Strategic use of grants to support reductions in demand • Ongoing review of financial health of other partners with escalation if necessary, to understand the impact of the actions to balance their budgets on policing. (December 2018) • Continue to monitor progress of multiple 		1	2	3

<p>iii. Chief Constable's CFO. Iterative financial planning process throughout year.</p> <p>iv. Revenue outturn reports, budget monitoring reports/dashboard cover all aspects of OPCC budget.</p> <p>v. Capital programme monitoring.</p> <p>vi. Prudential Indicators, Treasury Management and Minimum Revenue Provision.</p> <p>vii. Financial Reserves.</p> <p>viii. Monthly reviews of Revenue and Capital estimates, Fees and Charges review.</p> <p>ix. External Audit VFM statement/strategy.</p> <p>x. Regular meetings of OPCC CFO and Constabulary CFO and Chief Executive with opposite numbers from other county public sector bodies for horizon scanning and identification of emerging risks.</p> <p>xi. Continued horizon-scanning for new and emerging cost pressures.</p> <p>xii. Analysis of allocation of savings and costs in collaborated functions.</p>	<p>iv. IA/EA of all financial systems ensure accounting and finances are effectively managed.</p> <p>v. BCB ensures adequate service quality and performance and that finances are managed effectively.</p> <p>vi. Police and Crime Panel review Police and Crime Plan including MTFP, budget and precept and plans for closer working between police and fire.</p> <p>viii. Compliant with Home Office requirements to publish Reserves strategy.</p> <p>vii. Force Management Statement is used to better forecast future demand, with alignment to budgetary and planning processes.</p>				<p>National and BCH ICT projects and risks and issues arising from it.</p> <ul style="list-style-type: none"> • Introduction of regular away days between Constabulary and OPCC. • Finance Sub Group (FSG) to cease and the business aspects to be dealt with at BCB from April 2019. • Spend analysis of BCH collaborated functions being undertaken in conjunction with Chief Executives review. 			
---	---	--	--	--	--	--	--	--

Reference	SR3.2	Objective	Resourcing and Enabling Delivery	Status:	Update 13/08/2019			
There is a risk that the Commissioner (and Chief Constable if this relates to the functions of the constabulary) fails to enter into or achieve the benefits of collaboration agreements where it is in the interest of the efficiency or effectiveness of their own or another Police Force.								
Causes	Effects	Inherent			Exec Lead	Senior Lead		
		L	I	R				
<ul style="list-style-type: none"> Ineffective governance and working arrangements with other Police and Crime Commissioners and Forces. Failure to deliver the requirements in the Police and Crime Plan to keep under consideration whether entering into a collaboration agreement with one or more other relevant emergency services in England could be in the interests of the efficiency or effectiveness of that service and those other services. A shortfall in capacity or capability. Financial unsustainability of another police force poses risk to other collaboration partners. Toothing problems in embedding of Athena. Challenges with functionality of Athena Failure to deliver or achieve the benefits of Information Technology. Changes are put in place by collaborated police forces to balance their budget and impact on Cambridgeshire is unknown and unintended. 	<ul style="list-style-type: none"> Potential savings cannot be achieved or costs materialise due to a failure in a partner organisation. Resilience of police services cannot be maintained. The effectiveness of both specialist and local policing in Cambridgeshire and elsewhere is compromised. Strategic requirements are unable to be met due to service disruption in delivery of Athena. Resilience of blue light services External inspections raise concerns Currently unknown or unintended consequences on policing of Cambridgeshire materialise and increase demands on policing. 	3	4	18	OPCC Chief Executive	Commissioner & Chief Constable		
Controls in place	Controls assurance	Current			Future Actions	Future		
		L	I	R		L	I	R
<ul style="list-style-type: none"> i. Implementation of arrangements and S22s at BCH and Eastern Region ii. Eastern Region Governance process continuing to develop additional controls assurance at that level. iii. Regional budgets and Regional Finance Scrutiny Group updates. iv. Single scheme of delegation for BCH v. Operational Support, Organisational 	<ul style="list-style-type: none"> i. BCH Strategic Alliance Summit ii. Eastern Region Alliance Summit. iii. Medium term finance plan meetings between CFOs and change team to evaluate and model savings programmes. iv. Collaboration – Internal Audits. v. Strategic Athena Management Board provides regular reports and has attendance from key senior managers. 	3	4	18	<ul style="list-style-type: none"> Continue to explore the merits of creating a ‘user pays’ methodology for transactional collaborated services. (19/20) Mitigate the risks associated with a complex IT change programme. (19/20) Through 7 Force programme work ongoing to align the Police 2025 vision to work locally. Benefits realisation to be undertaken for current and proposed collaborations to understand the contribution to service delivery for Cambridgeshire and the cost of that delivery to ensure efficiencies and 			

vi. Support and JPS Governance Boards formally review on a monthly basis including finances. Direct PCCs involvement in lead force/OPCC governance arrangements now supported by Head of Finance vii. Fire, Police, Ambulance Interoperability Board					productivity. • Transition for decoupling Custody and CJ from Beds & Herts reports monthly to Force Change Board (1 April 2020)			
--	--	--	--	--	--	--	--	--

Reference	SR3.3	Objective	Resourcing and Enabling Delivery	Status:	Update 13/08/2019			
There is a risk that the Commissioner and Chief Constable fail to work effectively in partnership with local leaders in community safety and criminal justice, including devolution to support delivery of the Police and Crime Plan.								
Causes	Effects	Inherent			Exec Lead	Senior Lead		
		L	I	R				
<ul style="list-style-type: none"> Complex partnership landscape and/or ineffective partnership arrangements against demands of public sector financial landscape. Lack of shared strategic vision, Lack of a shared understanding of the desires and ambitions of the public in Cambridgeshire in terms of policing and crime reduction. National Serious Violence Strategy has identified that there are changing trends in serious crime with homicide, knife crime and gun crime increasing accompanied by a shift in younger victims and perpetrators. On-going changes in the criminal justice landscape, probation and prisons, increase complexity. 	<ul style="list-style-type: none"> It is not possible to engage in or initiate work to improve the ways that services work together in future. The Commissioner's ability to develop their role in reducing crime and increasing the long-term effectiveness and efficiency of policing, the Criminal Justice System and community safety in Cambridgeshire is compromised. 	4	4	21	OPCC Chief Executive	Commissioner & Chief Constable		
Controls in place	Controls assurance	Current			Future Actions	Future		
		L	I	R		L	I	R
<ul style="list-style-type: none"> i. Refreshed ToR-and subgroup structure linked to PCC Chairmanship. Countywide Community Safety Board subgroups. ii. CJB has, an offender group and delivery group. OPCC are linking with the Local Authorities workstreams of Housing, Skills and Transport. Partnership signatory to the Countywide includes Peterborough Community Safety Agreement iii. Clear processes in place to monitor progress of Police and Crime Plan. iv. The PCC links effectively with ongoing changes in the Criminal 	<ul style="list-style-type: none"> i. Countywide Community Safety Board chaired by PCC. PCC observer member of the Combined Authority. ii. Countywide Cambridgeshire Criminal Justice Board chaired by PCC Safeguarding Boards attended by Constabulary and Chief Executive Police and Crime Panel review of Police and Crime Plan and Annual Report ensures feedback from partners on the work of the Commissioner. Eastern Region Commissioners meeting provides a mechanism to influence ongoing changes in the Criminal Justice landscape. Internal Audit Partnership Working – Community Safety 	2	3	9	<ul style="list-style-type: none"> Qualitative monitoring of progress in delivering Police and Crime Plan objectives Explore the impact of blue light collaboration on local community safety work Careful allocation of Crime and Disorder Reduction Grants by PCCs to tackle demand and manage risk. (19/20) Continued development of the Countywide Community Safety arrangements. Development of Countywide Strategic Assessments to ensure good shared understanding of risks in Cambs (Dec 2018) 2019/20 Police and Crime Plan objective setting identifies areas where to influence partner's delivery towards the achievement of the delivery of the objectives of the Police and 	2	3	9

Justice landscape with the APCC, Chief Executive is Deputy Chair of the Association of Police & Crime Chief Executives (APACE).					Crime Plan is required. <ul style="list-style-type: none"> • Input to Eastern Region Commissioners meeting on Criminal Justice landscape developments. 			
---	--	--	--	--	---	--	--	--

Suggestion from Constabulary – Add Inspectorate activity, e.g. Joint inspection of Crimes against Older People, and policing and mental health as Controls Assurance.

Reference	SR3.4	Objective	Resourcing and Enabling Delivery	Status:	Update 13/08/2019							
There is a risk that the Commissioner fails to ensure effective arrangements for the Deputy Commissioner, Chief Executive and the Commissioner's Chief Finance Officer to be appointed, supported and challenged while in post and to remove them from office when necessary. The Commissioner fails to provide the Chief Executive with the resources necessary to carry out their duties.												
Causes		Effects			Inherent		Exec Lead	Senior Lead				
					L	I	R					
<ul style="list-style-type: none"> Poor planning, relationships and ineffective processes. A shortfall in capacity or capability. Unplanned retirement, resignation or illness Organisational Change 		<ul style="list-style-type: none"> The statutory duty to appoint (and if necessary dismiss) is not met. The Commissioner's ability to fulfil their roles and responsibilities and deliver their vision, strategy and identified priorities is compromised. Reputational impact. A shortfall in capacity or capability impacts on ability to deliver good governance 			2	4	14	OPCC	Commissioner			
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> i. Appointment/recruitment processes. ii. PDR process. iii. Regular Commissioner/Deputy Commissioner/Chief Constable and Deputy Chief Constable/Chief Executive (monitoring officer) meetings. iv. Succession planning 		<ul style="list-style-type: none"> i. Police and Crime Panel scrutiny of the appointment of the Deputy Commissioner, Chief Executive and Chief Finance Officer/ s151 Officer i. Public scrutiny by the Police and Crime Panel. 			2	4	14	<ul style="list-style-type: none"> Monitoring arrangements until Fire Authority legal action is resolved. 		2	3	9

Reference	SR3.5	Objective	Resourcing and Enabling Delivery	Status:	Update 13/08/2019							
There is a risk that the Commissioner fails to ensure effective arrangements for the Chief Constable to be appointed, supported and challenged while in post and to remove them from office if necessary.												
Causes		Effects			Inherent		Exec Lead	Senior Lead				
					L	I	R					
<ul style="list-style-type: none"> Poor planning, relationships and ineffective processes. A shortfall in capacity or capability. Poor relationship between Chief Constable and Commissioner leads to failure to work effectively 		<ul style="list-style-type: none"> The statutory duty to appoint (and if necessary dismiss) is not met. The Commissioner's ability to fulfil their roles and responsibilities and deliver their vision, strategy and identified priorities is compromised. Leadership of the Constabulary is compromised. Reputational impact. A shortfall in capacity or capability. 			2	4	14	OPCC	Commissioner			
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> i. Commissioner/Chief Constable meetings ii. Commissioner/Chief Constable induction meetings iii. Capacity and experience to run successful appointment/recruitment processes iv. Performance Monitoring Framework in place 		<ul style="list-style-type: none"> iii. Police and Crime Panel scrutiny of the appointment of the Chief Constable iii. Public scrutiny by the Police and Crime Panel. iv. Business Co-ordination Board. 			1	2	3	<ul style="list-style-type: none"> Objective setting for 19/20 underway 		1	2	3

Reference	SR4.1	Objective	Being Accountable	Status:	Update 13/08/2019							
There is a risk that the Commissioner and Chief Constable fail to apply and demonstrate good governance, in accordance with best practice, including the Nolan principles and fail to deliver statutory duties.												
Causes		Effects			Inherent		Exec Lead	Senior Lead				
					L	I	R					
<ul style="list-style-type: none"> Effective processes are not in place to promote good decision making. Clear Governance principles not established. 		<ul style="list-style-type: none"> Adverse comments from the Police and Crime Panel. Inability to ensure the Chief Constable answers for their decisions and actions. The ability of the Commissioner to discharge his functions is compromised. 			2	4	14	OPCC	Chief Executive			
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> i. Signing of the Oath by the Commissioner and Police conduct regulations and standards ii. Scheme of Governance and Decision making policy. iii. Appointment of a Monitoring Officer with capacity to undertake their role. iv. Effective risk management strategy and risk register proactively managed. v. External Audit Plan vi. Annual Governance Statement. vii. Consolidated (financial and non-financial) External Audit/Inspection/Internal Audit Plan. viii. Cambs Constabulary have an Equalities and Inclusion Board with members from Cambs Independent Advisory Network (CIAN). Developing an Ethics Committee to report to this board. vii. BCH Representative Workforce Board created. 		<ul style="list-style-type: none"> i. Joint Audit Committee takes an overview of regulatory framework and integrity issues and ensures good governance in line with the Nolan principles. ii. Annual Integrity Controls Assurance report to BCB and JAC regarding PCC's and Constabulary's controls processes, evidence of their effectiveness, and complaints handling IA progress report reviews good governance practices are being adhered to and implemented and appropriate decision making processes are in use. vi. Head of IA Annual Report considers whether good governance practices are being adhered to and implemented and appropriate decision making processes are in use. v. PSD Governance Board holds PSD function to account. vi. Police and Crime Panel hold PCC to account. 			2	2	5	<ul style="list-style-type: none"> Continue to develop and review governance processes and documentation (ongoing) Continued support and scrutiny by Police and Crime Panel (ongoing) Internal Audit link to governance with paper to BCB for visibility Future delivery of PCC business through revised governance structure of BCB. 				

Reference	SR4.2	Objective	Being Accountable	Status:	Update 13/08/2019							
There is a risk that the Chief Constable fails to deploy appropriately those staff under his direction and control to deliver the policing objectives in the Police and Crime Plan. The Commissioner fails to establish appropriate mechanisms to hold the Chief Constable to account.												
Causes		Effects			Inherent		Exec Lead	Senior Lead				
					L	I	R					
<ul style="list-style-type: none"> Poor planning, performance management, monitoring processes and/or ineffective working arrangements. Lack of engagement between OPCC and CC and understanding of operational independence. Failure to implement Emergency Service Network means Chief Constable is unable to deploy resources. Failure to adequately plan for changes in police officer training 		<ul style="list-style-type: none"> Constabulary delivery, performance and improvement are not scrutinised visibly on behalf of the public against delivery of the Police and Crime Plan and other Chief Constable duties. The long-term effectiveness of policing is compromised and public confidence that the Police can deliver their aspirations is undermined. 			3	4	18	Chief Executive	Commissioner & Chief Constable			
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> i. Chief Executive charged with maintaining sufficient capacity within OPCC. ii. Increased understanding of nature of current and likely future demand has informed local policing review to ensure a sustainable policing model. iii. Force Corporate Development Department undertake regular performance monitoring and analysis. Force Monthly Performance meeting chaired by Assistant Chief Constable. iv. Regular monitoring by OPCC and reporting from Force inform Business Co-ordination Board. v. Police and Crime Plan Performance Framework. vi. Strategic Tasking and Co-ordination process reviews Threat, Risk and Harm and demand patterns which 		<ul style="list-style-type: none"> i. Business Co-ordination Board to scrutinise performance reports to ensure performance against Police and Crime Plan and quality of service provision. ii. HMICFRS Inspection reports reviewed by Commissioner when received and response published. iii. Force Executive Board and Force Performance Board chaired by Chief Constable iv. Business Co-ordination Board v. Audit reports reviewed by JAC. vi. Commissioner's Annual Report reviewed by Police and Crime Panel. vii. Effective engagement with the IOPC for referral of complaints. viii. Force Management Statement is used to better forecast future demand, with alignment to budgetary and planning processes. 			2	3	9	<ul style="list-style-type: none"> Consultation with partners and stakeholders ongoing embedding new performance framework. Review of OPCC structure completed and Head of Business Development has been appointed to develop and strengthen Programme Management approaches. Post implementation review of LPR (April 2019) Objective setting for 19/20 underway Plans to implement PEQF underway Understand and prepare for additional officers from Government's 20,000 officers 		1	3	6

vii. inform policing element of Police and Crime Plan. Complaints made against Chief Constable dealt with in line with statutory requirements.								
---	--	--	--	--	--	--	--	--

Reference	SR4.3	Objective	Being Accountable	Status:	Update 13/08/2019							
There is a risk that the Commissioner fails to meet the requirements of the Police and Crime Panel as it assesses the performance of the Commissioner and scrutinises the Commissioner's strategic actions and decisions.												
Causes		Effects			Inherent		Exec Lead	Senior Lead				
					L	I	R					
<ul style="list-style-type: none"> Lack of understanding of respective roles and responsibilities or insufficient planning and resources. Police and Crime Panel fails to articulate their needs. Lack of organisational support for Police and Crime Plan through secretariat. Changes in Chairmanship leads to changes in approaches and expectations. 		<ul style="list-style-type: none"> The Panel is not able to fulfil its duties in relation to the precept, annual report, Police and Crime Plan, and appointments. The Commissioner's performance is not appropriately scrutinised, undermining public confidence. Ad-hoc demands from the Panel impact on the ability of the OPCC to respond effectively. 			2	4	14	OPCC	Head of Policy for Police and Fire			
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> i. Commissioner's and Panel induction processes. ii. Proactive management of future OPCC agenda planning informed by the Panel's work programme which sets out scrutiny plan for the year. iii. Engagement between OPCC and Police and Crime Panel secretariat. iv. Panel terms of reference and rules of procedure set out ways of working. Policing Protocol defines relationship. 		<ul style="list-style-type: none"> i. The Police and Crime Panel meets in public which ensures that progress in this area is visible to the media and the local community. ii-iv Panel controls established & working. ii-iv Annual report scrutinised. Deep-dive reports on Police and Crime Plan themes scrutinised. ii-iv Commissioner's internal governance arrangements are in place. 			2	3	9	<ul style="list-style-type: none"> Continue to develop and review governance processes and documentation (ongoing) Continued support and scrutiny by the Police and Crime Panel. Work with Panel to enhance the challenge and support provided by the Panel. Ongoing programme of Panel briefing sessions. Continue to work with Panel, Panel secretariat and monitoring officer to ensure understanding of respective roles and responsibilities and to ensure effective ongoing programme of work to provide appropriate support and scrutiny of PCC Regular updates to Police and Crime Panel on Fire governance which would impact on Panel's remit. 		1	3	6

Reference	SR4.4	Objective	Being Accountable			Status:	Update 13/08/2019						
<p>There is a risk that the Chief Constable fails to safeguard the welfare (including health & safety as well as equality & diversity) of all officers and staff within their direction and control, and ensure that members of the public, offenders and employees of other service contractors are not exposed to risks as far as reasonably practicable (including safeguarding children, the promotion of child welfare and safer detention and handling).</p>													
Causes		Effects				Inherent			Exec Lead	Senior Lead			
<ul style="list-style-type: none"> Lack of awareness, training investment, poor planning or ineffective processes. Inadequate training of responsible staff. Custody provision for Cambridge is required to meet future custody requirements. Capacity within BCH HR function is under pressure. 		<ul style="list-style-type: none"> The relevant legal duties are not met. Death of an individual or multiple fatalities. Public confidence is undermined. Significant investment in Parkside has ensured it meets current standards for custody provision. 				L	I	R	Chief Executive	Chief Constable			
						3	4	18					
Controls in place		Controls assurance			Current			Future Actions			Future		
					L	I	R				L	I	R
<ul style="list-style-type: none"> Reports on Health & Safety, equality and diversity, safeguarding children, the promotion of child welfare and detention and handling are scrutinised by Equality, Diversity and Inclusion Board on a risk based frequency. Review of Human Rights Issues – Custody, Taser, Covert Surveillance. Equality duty – review/monitored. Workforce surveys and reports. Health & Safety Constabulary improvement report. Reports to Estates Sub Group Health & Safety statement signed by Chief Constable and PCC. Joint H&S Policy in operation. Officers have received Management Action from ACC for driving defective force vehicles Countywide Community Safety 		<ul style="list-style-type: none"> The Strategic BCH Equality, Diversity and Inclusion Board ensures the need for relevant action is identified and action plans are progressed. BCH Engagement & Wellbeing Board created Internal Audit ensures independent validation of risk controls. Internal Audit of Equality and Diversity. iv-v Police and Crime Commissioner holds the Chief Constable to account in these key areas with reports to BCB in the public domain Southern Cambridgeshire Police Station Board (CSPS) to manage the project to deliver the Constabulary's operational requirements for custody to replace current facilities at Parkside with a new facility known as the Southern Police Station to meet Home Office requirements. For land and subsequent construction of a Southern 			2	4	14	<ul style="list-style-type: none"> Development of BCH Annual People Plan and People Strategy. (ongoing) Review of Target Operating Model (TOM) for BCH Collaborated HR function delivery. (18/19) Embedding the partnership structures linking to both safeguarding board and countywide community safety board. BCH Wellbeing Board – delivery plan linked to Oscar Kilo (best practice) and gap analysis of best practice feeds into local governance for delivery and development of Health & wellbeing delivery plan Increasing numbers of wellbeing champions Continuous improvement to skills through CPD days Custody de-collaboration investigative centre will build on core custody function – safer handling of detainees at heart of duty of care. 			1	4	10

<p>x. Agreement. Cambs Constabulary H&S meeting chaired by ACC.</p> <p>xi. Cambs Force Wellbeing Board chaired by a Chief Superintendent.</p> <p>xii. BCH People Plan addresses wellbeing as a specific point.</p>	<p>Police Station as the replacement for the custody facilities currently at Parkside.</p> <p>x. BCH H&S Board chaired by a DCC.</p> <p>xi. BCH Wellbeing Board chaired by a DCC.</p> <p>xii. BCH People Board</p>							
--	---	--	--	--	--	--	--	--

Reference	SR4.5	Objective	Being Accountable	Status:	Update 13/08/2019							
<p>There is a risk that the Commissioner fails to establish effective mechanisms for holding the Chief Constable to account for the exercise of their duties to safeguard the welfare (including health & safety as well as equality & diversity) of all officers and staff within their direction and control, and ensure that members of the public, offenders and employees of other service contractors are not exposed to risks as far as reasonably practicable (including safeguarding children, the promotion of child welfare and safer detention and handling). The Commissioner fails to fulfil their own duties in this area (including data protection and equality and diversity).</p>												
Causes			Effects			Inherent			Exec Lead	Senior Lead		
						L	I	R				
<ul style="list-style-type: none"> Lack of awareness, investment, poor planning or ineffective processes and performance monitoring. Failure to provide oversight over the Constabulary's responsibility to ensure access to healthcare for detainees. 			<ul style="list-style-type: none"> The relevant legal duties are not met. Death of an individual or multiple fatalities. Public confidence is undermined. 			3	4	18	OPCC	Commissioner		
Controls in place		Controls assurance			Current			Future Actions		Future		
					L	I	R			L	I	R
<ul style="list-style-type: none"> Police and Crime Plan performance framework documented approach to performance monitoring. Ensuring reports on H&S, equality & diversity, safeguarding children, the promotion of child welfare and detention and handling are considered through commissioning processes. Monitoring of the ICV Scheme ICV Scheme Management update Monitoring of dog welfare H&S statement of intent signed by Chief Constable and PCC. Joint H&S policy in operation. Sufficient investment to allow activity of training and supervision. Follow up to ensure actions are in place in response to ICV concerns regarding individual detainees. Regular records of children in 		<ul style="list-style-type: none"> JAC review of performance framework. Ability of Police and Crime Panel to scrutinise areas of concern. Ethics, Equality & Inclusion Group with independent input. Effective use of internal audit Quarterly updates to ICVA, quarterly ICV panel meetings. OPCC oversight of children in custody. Actions from Internal Audit are reviewed at BCB. Strategic BCH Equality, Diversity and Inclusion Board and Cambs tactical board. Enhanced information sharing of children in custody with Youth Offending Service. Peterborough Childrens Services Inspection in July 2018 rated as 'good and have improved significantly'. 			2	3	9	<ul style="list-style-type: none"> Internal Safeguarding mechanisms to ensure staff are effectively trained in safeguarding and are following procedures for Internal Audit in 2020/21. Appropriate attendance at Cambridgeshire Safeguarding Board. 		1	3	6

This page is intentionally blank.

Appendix A:

Strategic Risk overall ratings

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

Risk ratings key:

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

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

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

- All risks above the risk tolerance (that is critical, high and medium-high) are reported to the relevant Executive Board.
- Controls, assurances and actions aim to bring risks within the risk tolerance.
- External issues may raise inherent risk likelihood or impact.
- Some risks may be accepted above the risk tolerance level where it is considered unrealistic or unaffordable to bring the risks within tolerance.

- **Critical** and **High** risks are key issues requiring immediate and on-going management attention to embed and maintain controls, assurances and actions that will reduce likelihood and/or impact.
- **Medium-high** risks are significant issues requiring attention to reduce likelihood and/or impact.
- **Medium** risks are less significant but need to be monitored to capture any increase in the inherent risk position.
- **Low** risks require no special action.

PESTELO

Political - local/gov policy

1. Insignificant – Little impact on stakeholder groups
2. Minor - Minor impact on stakeholder groups
3. Moderate - Loss of support from local stakeholders
4. Significant - Capability of organisation questioned
5. Catastrophic - Viability of organisation under threat

Social - Public Confidence

1. Insignificant - Little impact on stakeholder groups
2. Minor - Minor impact on stakeholder groups
3. Moderate - Loss of support from local stakeholders
4. Significant - Capability of organisation questioned

Economic - Internal budget pressures

1. Insignificant – Overspend of up to 2% of agreed/notional budget or shortfall of up to 3% of approved target saving
2. Minor – Overspend of 2% to 5% of agreed/notional budget or shortfall of 3-5%
3. Moderate – Overspend of 5-10% of agreed / notional budget or shortfall of 5-10%
4. Significant – Overspend of 10-15% of agreed / notional budget or shortfall of 10-15%
5. Catastrophic – Overspend of more than 15% or shortfall of more than 15%

Technological - Consequences of failure, pay/scale of change

1. Insignificant – Insignificant shortfalls in mandatory reqs and/or other requirements
2. Minor - Minor shortfalls in mandatory reqs and/or other requirements
3. Moderate – Moderate shortfalls in one or more key reqs
4. Significant - Significant shortfalls in mandatory reqs and/or other reqs having direct impact on service delivery

5. Catastrophic - Variability of organisation under threat

Environmental - Consequences on environment

1. Insignificant - Little disruption
2. Minor - Some disruption
3. Moderate - Considerable disruption to environment
4. Significant - Serious impact on environment, signalling mid-term damage
5. Catastrophic - Critical impact on environment, signalling long-term damage

Organisation - Issues that may affect our organisation and staff

1. Insignificant – Insignificant adjustment required
2. Minor – Minor adjustments required
3. Moderate – Moderate adjustments required
4. Significant – Significant adjustments required
5. Catastrophic – Extensive long term to permanent adjustments required

5. Catastrophic - Complete system failure which has a direct impact on service delivery

Legislative - National or European Law

1. Insignificant - No effect - Compliance with legislation
2. Minor - Little affect - Exposure to Local Sanctions e.g. Breach of Local Bye Laws
3. Moderate - Considerable Effect - Exposure to fines/penalties e.g. failure to meet contractual obligations
4. Significant - Serious effect - exposure to prosecution, resulting in serious damage to reputation
5. Catastrophic - Critical - exposure to prosecution, which prevents organisation from continuing to discharge its duties



Creating a safer
Cambridgeshire

To: Business Co-ordination Board

From: Chief Constable

Date: 09 October 2019

Cambridgeshire Constabulary EU Exit Preparedness

1.0 Purpose

1.1 The purpose of this paper is to provide an update to the Business Coordination Board (“the Board”) regarding Cambridgeshire Constabulary preparedness for the UK’s planned exit from the European Union.

2.0 Recommendations

2.1 It is recommended that Business Co-ordination Board members note the contents of this paper and the progress being made to ensure preparedness for the future UK Exit from the European Union.

3.0 Background / Introduction

3.1 The UK is currently due to exit the European Union (EU) following a public referendum which was conducted on 23 June 2016 and Article 50 of the Lisbon Treaty being invoked on 29 March 2017.

- 3.2 At time of publication EU Exit date has been set as 31 October 2019. No formal departure deal has been established with the EU, although government level talks are ongoing. The absence of an exit deal with the EU is reasonably believed likely to cause disruption to the UK infrastructure, summarised under key headings of; Travel, Freight and Borders, Disruption of Services, Information and Data Sharing and Demonstrations and Disorder.
- 3.3 A significant amount of planning and preparation has been undertaken by the UK Government to prepare for EU Exit under the auspice of 'Operation Yellowhammer'. This includes details of 'Reasonable Worst Case Scenario' (RWCS) planning assumptions in the event of a 'no deal' exit, highlighted below.
- Travel disruption / delays to Strategic Road Networks.
 - Disruption of key Ports.
 - Fuel distribution issues.
 - Energy demands.
 - Supplies of medicine.
 - Supplies of veterinary medicine.
 - Food supply and distribution
 - Disruption to Water supplies.
 - Low Income Groups disproportionately affected by price rises.
 - Financial and Business services.
 - Adult social care provision.
 - Data Protection Adequacy agreements.
 - Law enforcement data sharing and intelligence systems.
 - EU Exit related demonstrations and disorder.
- 3.4 As part of Operation Yellowhammer preparations, every Local Resilience Forum within the UK has been engaged from the outset. Cambridgeshire Constabulary are a key partner within the Cambridgeshire and Peterborough Local Resilience Forum (CPLRF).
- 3.5 Whilst the county of Cambridgeshire's preparedness for EU Exit has been co-ordinated by the CPLRF, there remains a necessity for every partner agency to undertake local Business Continuity Planning measures.

4.0 Risk Assessment

- 4.1 Each of the RWCS 'No Deal' Planning Assumptions have been risk assessed based on a probability v impact matrix and given a Low, Medium or High grading. There are no current anticipated 'High' risk areas. In the event that the UK leaves 'with a deal' then risk areas are likely to dramatically reduce or be completely negated.
- 4.2 The Ministry of Housing, Communities and Local Government, Resilience and Emergencies Division (MHCLG RED) monitor national LRF impact levels against key areas.
- 4.3 An overarching Brexit risk (394) has been raised on the Force Risk Register which is 'Amber'. At time of writing CP LRF are experiencing 'No Impact' in key areas, although business continuity planning continues.

5.0 Governance

- 5.1 There is an established CPLRF command structure in place managing EU Exit 'Operation Snow Bunting'¹ preparedness.
- 5.2 A Strategic and Tactical Co-ordinating Group (SCG / TCG) meeting structure has been established to co-ordinate CP LRF preparedness, response and recovery activity. The groups have met regularly up to this point. As we approach the critical 'EU Exit' period further daily meetings have been planned, including the weekend period. There is comprehensive attendance by CPLRF partners
- 5.3 CPLRF work towards an agreed Gold strategy. Strategic guiding objectives are to;
- Protect and preserve life
 - Identify potential incidents that might occur and mitigate and minimise their impact, maintain critical infrastructure and essential services
 - Create conditions for recovery; promote restoration and improvement activity in the aftermath of any incident to return to the new normality
- 5.4 National engagement by CPLRF is achieved via appropriate representation at the regular central government meeting structure, including:
- MHCLG (RED) Chairs Teleconferences
 - MHCLG (RED) Secretariat Teleconferences
 - LRF Communication Calls
- 5.5 Cambridgeshire Constabulary (Intelligence and Specialist Crime Department) submit weekly reports to the National Police Co-ordination Centre and Eastern Region Information Coordination Cell in respect of mobilisation, civil contingencies, business continuity, events and communications, with further reporting to the Parliamentary Liaison and Investigations Team (PLAIT) regarding local issues pertaining to Cambridgeshire MP's.

6.0 Resilience Planning

- 6.1 CPLRF has developed a number of emergency and recovery plans in order to mitigate the effects of key risks outlined within the existing Community Risk Register. These emergency plans are held within the secure Resilience Direct website and accessible by CPLRF partners. (Page Title; CPLRF Plan Store)
- 6.2 Plans are subject to a continuous programme of improvement, testing and exercising which is monitored at CPLRF Strategic Board level.
- 6.3 It is acknowledged that CPLRF may have to manage seasonal risks (Flu Pandemic, Weather related incidents etc) in conjunction with any EU exit planning assumption risks. Pre-determined plans exist for foreseeable seasonal risks.
- 6.4 Whilst it is impossible to predict all planning assumption consequences of EU Exit, the nature and extent of emergency planning already undertaken by CPLRF has facilitated application of pre-existing emergency response plans in response to potential individual risks and

¹ Operation 'Snow Bunting' is the LRF contingency planning response to Operation 'Yellow Hammer'.

resilience events associated with EU Exit planning assumptions, which have been referenced below.

CPLRF Plan Title	Planning Assumption Risk Area
Agency Business Continuity Plans	All Risk Areas
Major Route Disruption Plan (Gridlock)	Strategic Road Network Disruption
Cambridge International Airport Plan	Disruption to Ports
CPLRF Fuel Shortage Plan and National Emergency Plan - Fuel	Fuel Supply disruption
Communication Systems Plan	All Risk Areas
CPLocal Health Resilience Partnership Plans	Supply of Medicines Seasonal Risks
Supporting People in a Civil Emergency Protocol	Road Network Disruption Seasonal / Civil Emergency Risks
Vulnerable People Protocol	Price Increases Social Care
Mass Alternative Water Supply Plan	Water Supply
Command and Control Plan	All Risk Areas
Warn and Inform Comms Plan	All Risk Areas
Military Support	All Risk Areas
Tidal Flood Plan	Seasonal Risk
Community Recovery Plan	All Risk Areas
Severe Weather Plan	Seasonal Risk

6.5 An overarching EU Exit resilience plan has been produced which captures key planning at 'official' level and therefore can be generally publicised if required.

7.0 Cambridgeshire Constabulary 'EU Exit' Business Continuity Planning

7.1 Whilst the majority of EU Exit planning has been conducted in partnership with CPLRF, Cambridgeshire Constabulary has undertaken additional business continuity planning work around key planning assumptions.

7.2 A programme of testing and exercising has been undertaken, both unilaterally and in partnership with CPLRF partners, the latest being undertaken on 24 September, covering a range of risk areas (mutual aid, business continuity, road network disruption, fuel shortages, social care provision). This programme will continue as required.

7.3 Central Government have provided additional funding to CPLRF which will further fund the EU Exit Planning Co-ordinator post, an additional administration function and exercising regime until October 2020.

8.0 Conclusion and Recommendations

8.1 The nature and extent of any UK Exit from the EU, especially without a formalised deal, is of such a complex nature, that there are likely to be outcomes which cannot or have not been reasonably foreseen.

8.2 Of those risk areas which have been anticipated in a 'Reasonable Worse Case Scenario' Cambridgeshire Constabulary and the wider CPLRF have and will continue to implement appropriate measures to best mitigate against those highlighted risks.

- 8.3 It is recommended that Business Co-ordination Board members note the contents of this paper and the progress being made to ensure preparedness for the future UK Exit from the European Union.