

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Theme	P & Cp - Priority Actions	Delivey status Key - Red, action/decision req to get back on track		Yellow - various factors have delayed achievement within the frame. Direction of Travel key - ↔ no change, ↑ improved, ↓ deteriorated since last report	Green, On Target	White -not started
Victims	V1 Ensure that victims from the three priority groups (serious crime, persistently targeted and vulnerable or intimidated) are identified and provided with an appropriate response based on their level of risk at the initial point of contact.	NP	Constabulary	V1.1 The Code of Practice for Victims of Crime sets out the responsibilities of all agencies to keep victims updated through the course of any investigation. The Police and Crime Commissioner (PCC), through the Victim Strategy, will take on a local role of ensuring agencies comply with their duties. The existing Multi-Agency arrangements and appropriate need and risk assessments continue to safeguard victims and their families. The Victim and Witness Hub receive an average of 1k referrals a month for support services. A clear triage system ensures people receive support based on need not crime type. A range of specialist services are available. The County Council is working with several organisations to introduce organisational DA policies along with workplace champions who are being supported through regular professional development including a day-long conference in May 2019 . Work is also in place to enable good information flows from new Athena data system.	rag status ↔	Organisational development to introduce domestic abuse workplace policies; developing community capacity and awareness of the issues; development of response to domestic abuse within housing.
Victims	V2 Reduce the impact of anti-social behaviour by ensuring victims receive a proportionate response that is tailored to their needs.	NP	Constabulary	V2. The Police and Crime Plan Dashboard shows current trends in relation to Anti-social behaviour (ASB). Incidents recorded by the police remain stable and there continues to be a low percentage of respondents concerned about high levels of ASB in their area. The percentage of respondents who feel safe in their community remains high. Work across the agencies, specifically housing, has focused on using restorative practices to resolve ASB issues. Victims can access support from the Victim and Witness Hub - either via self-referral where no crime has been recorded or through a needs assessment where the incident has been elevated to a crime (following criminal damage for example). Young victims of crime affected by ASB are being supported through the Victim and Witness Hub.	↔	Greater consistency of approach taken by housing agencies and district councils. Early intervention within communities would prevent later demand on policing.
Victims	V3 Ensure victims of crime receive a consistently high quality investigation.	NP / CS	Constabulary	V3. Cambridgeshire Constabulary has an ongoing programme to improve the quality of investigations through delivery of the refreshed Operation Sherlock action plan. See also O 1.1	↔	

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Victims	V4 Review processes so people in mental health crisis receive the right care at the right time and from the right service.	NP	Crisis Concordat Mental Health Delivery Group	V4.	The Cambridgeshire and Peterborough Mental Health Crisis Care Concordat Declaration still provides a framework to deliver this action. The Integrated mental health team (IMHT) Nurses, funded by the PCC, continue to improve and professionalise the policing response. The use of custody for people detained under Sect 136 is now banned for children and will only be used for adults in extreme circumstances this is being monitored through the Custody Governance. The Liaison and Diversion Service is supporting offenders with suspected MH issues before they reach crisis point. The Constabulary is exploring new ways of dealing with frequent callers with diagnosed MH issues.	↔	The Countywide Community Safety Strategic Board has oversight of the work of the MH Delivery Group and is looking at cross cutting themes. The group itself are exploring the opportunities to improve the blue light response to people in crisis.
Victims	V5 Continue to develop services to enable victims and witnesses to be seamlessly supported through the criminal justice process wherever they live in the county for example victims of burglary and other serious crime will always be visited by a police officer.	NP	OPCC / Constabulary / County Council (DA)	V5.	The Domestic Abuse Best Practice Framework drives improvements in the support provided for victims; Cambridgeshire is currently compliant. This ongoing compliance will depend on continued partnership support and joint management of risks. The Constabulary is working to upskill front line officers in dealing with DA and SV both in an investigation and victim liaison role. The National Victim Strategy is looking to review the guidance for front line officers in supporting victims which is being monitored through the Cambridgeshire Criminal Justice Board (CCJB) Delivery Group.	↔	Work in the criminal justice board is ongoing to ensure victims are supported through the system and reduce the number of cracked and ineffective trials through Victim and Witness issues.
Victims	V6 Ensure support services for victims and witnesses are commissioned in a cost efficient way, have clear referral pathways and handovers between agencies as individuals' needs change.	NP	DA & SV Delivery Group	V6.	The Commissioning Cycle drives the delivery of this action through Needs Assessments and regular Victim Provider Forums (to identify gaps in provision). A range of thematic and general partnership forums also have a stake in this priority through their delivery plans. Re- commissioning of the Sexual Assault Referral Centre (SARC) and Countywide Sexual Violence (SV) service will take place in 2019. The OPCC has been working with the Home Office VAWG team to explore the devolution of funding to greater meet local needs. Cambridgeshire was successful in becoming one of five areas to have funding devolved. The County Council have secured £1.6m of funding to support survivors of domestic abuse and their families. This short term (16 month) funding will allow the enhancement of many existing services. A multi-agency group has been created to look at funding post April 2020 for domestic abuse support services which is not statutory for local authorities. Pathways and arrangements to support multiple victims in the event of a major crime incident are being developed.	↑	Working with central govt to devolve funding; locally identifying future potential risks to front line services. A programe of victim engagement will shape future service provision.

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Victims	v7 Develop a countywide partnership response to reduce the harm, risks and costs of domestic abuse, child abuse and exploitation (including child sexual exploitation), serious sexual offences, trafficking and modern day slavery and 'Violence Against Women and Girls' which keeps victims safe from future victimisation.	NP	Domestic Abuse and Sexual Violence Delivery Group	v7. The action plan for the Domestic Abuse and Sexual Violence Delivery Group continues to address these issues. This is monitored regularly and continues to be a living document informed by the Constabulary's DA Delivery Plan. The Board has been monitoring the risks of outreach DA funding coming to an end; mitigation plans are in place. The Safeguarding Boards are leading on Child Sexual Exploitation (CSE) and feature work to tackle this in their delivery plans aligned with the Constabulary's own plan. The development of the Met Hub (Missing, Exploited and Trafficked) for children continues to work with staff in local Children Homes to identify those at risk and put effective safeguards in place. Work ongoing to raise awareness of the signs of CSE with local hotel staff. The Specialist Victim and Witness Co-ordinators have been highlighted as best practice on a new Anti Slavery website. A partnership with the Suzy Lamplugh Trust has delivered training to front line victim support staff and specialist officers including members of the demand hub and a new specialist post to support victims. See also O3 - work around Adverse Childhood Experiences. A refreshed countywide agreement is improving understanding and partnership working across Cambridgeshire and Peterborough. Additional training is being rolled out to officers who are likely to be first on the scene at reports of these crimes. A comprehensive training plan is being rolled out to improve the response to Stalking and Harassment cases. The support and onward cope and recover journey for survivors of domestic abuse is being bolstered over 2019/20 with £1.6m of successful bids by the CCC to central govt. This focus on provision of housing.	Yellow background with an upward-pointing arrow.	Opportunities to work upstream - using new statutory Sexual, Relationship and Education requirement to look at countywide demand reduction. The countywide response to Stalking and Harassment is being focused on by the group. This should professionalise the response to victims.
Victims	v8 Offer victims of crime the opportunity to ask to meet their offender in a restorative justice conference at a time that is right for them.	NP	Constabulary	v8. Cambridgeshire Constabulary is commissioned to provide an Restorative Justice (RJ) offer as part of bespoke recovery plans for victims. This is all in place. Cambridgeshire has been picked for additional support from a national charity Why Me? to improve the RJ offer to hate crime victims. Cambridgeshire is working with tri-force partners to develop skills and expertise to deal with serious and complex cases. Work continues to ensure the multi-agency aspect of the model is successful and to keep staff in other agencies engaged.	Green background with a double-headed horizontal arrow.	Cambs has been picked by national charity Why Me? To support the development of RJ within Hate Crime reports.
Victims	v9 Ensure that when Criminal Justice System processes are reviewed the impact on victims and witnesses is considered.	NP	CCJB Delivery Group	v9. The CCJB drives this work through its main board and sub-group structure. This enables problem solving with key partners. Cambridge Magistrates Court, which had been threatened with closure, will remain open in the short term thanks to interventions from the PCC and partners. Work is being looked at regionally to ensure Cambridgeshire has a voice on a national stage. A new local secretariat support model is replacing the tri-force arrangements in March. This will enable a clear focus on the experience of local victims and witnesses. The delivery group, chaired by the ACC, is overseeing the Domestic Abuse Best Practice Framework along with several significant changes to ways of working within this field. The Constabulary has an improvement plan in place to improve file quality which is being monitored through the main CCJB Board.	Red background with an upward-pointing arrow.	Regional work being progressed with HM Courts to work in partnership across a wider area.

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Offenders	O1 Ensure that police investigations deal effectively with offenders while ensuring the best outcomes for victims (Note: HMICFRS Peel 2017 - Constabulary requires improvement in its approach to keeping people safe and reducing crime. It is making good progress in its understanding of demand for its services, but recognises that it needs to do more, particularly to predict future demand.)	CS	Constabulary	O1.1 Cambridgeshire Constabulary has an ongoing programme to improve the quality of investigations through delivery of the Operation Sherlock action plan. The new business model including the demand hub, is intended to enable the optimum use of resources including quality investigations. The Force Management Statement process will increase focus on the drivers of demand. The long term downward trend for dwelling burglary continues, with fewer offences recorded each month since March 2018 than in the same period last year. Cambridgeshire's commitment to resourcing cross-border investigations is thought to have been influential in disrupting offenders. Constabulary performance management mechanisms continue to monitor progress on Operation Sherlock, with some improvements being seen recently. However, demand pressures and the need to adapt to new processes and working practices has impacted on the Constabulary's ability to resolve crimes with a deterioration in 'prosecution possible outcomes', reflecting national trends. However, recent months have seen signs of being on an upward trajectory. The Constabulary has an improvement plan in place to improve file quality which is being monitored through the main CCJB Board. Comments continue to evidence the level of professionalism in the service and support offered to victims but there are ongoing challenges around managing expectations and follow-up contact. http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/11/18-12-13-BCB-Agenda-Item-6.0-Quarterly-Performance-Report.pdf http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/11/18-12-13-BCB-Agenda-Item-6.1-PCC-Performance-Update-September-2018.pdf. Update on 'offenders' section of the Police and Crime Plan to BCB in July 2018 http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/18-07-19-BCB-Agenda-Item-7.0-Delivery-of-the-Offenders-section-of-Police-and-Crime-Plan.pdf	↔	Opportunity to improve victim satisfaction with follow up, improve investigative outcomes, improve timeliness and reduce the number of future victims.
	Use a partnership approach to tackle crimes which are of greatest concern to the public such as violent, drink and drug related crime, burglary and rural crime.	CK	CSPs	O2.1 Community Safety Partnerships (CSPs) set priorities to work in partnership to tackle local issues of crime and disorder. Links with Reducing Reoffending Group and Offender Sub Group, also Substance Misuse Delivery Group. Priority issues which are considered to benefit from a countywide approach are identified through the Countywide Community Safety Agreement and coordinated with the work of the CSPs. The Home Office Serious Violence Strategy has identified the need for a more concerted effort with respect to prevention. The Countywide Community Safety Strategic Board recently considered additional actions required locally and to support place-based CSPs to effectively reduce crime and disorder, taking a more preventative approach. http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/CCSSB-11-10-2018-PUBLIC-MEETING-PAPER-PACK.pdf The Rural Crime Action Team continues to tackle all forms of rural crime. The fight against hare coursers saw a number of successful prosecutions over the year.	↔	Opportunity to improve local confidence that the Constabulary and local authorities are dealing with the things that matter to people in their community. Constabulary working with partners on rural crime. Consideration of best ways of working with CSPs. Need to ensure crime prevention work is sufficient to reduce crime.

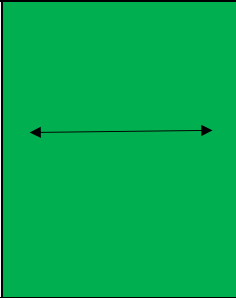
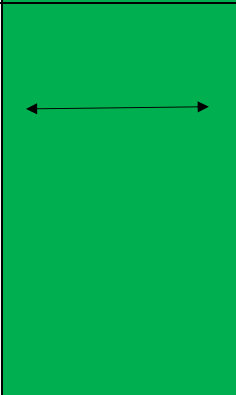
WORK IN PROGRESS

Theme	P & CP - Priority Actions		OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
performan			CK	Constabulary	O2.2 Cambridgeshire Constabulary maintains local engagement and priority setting mechanisms. It is maximising collaborative opportunities to deliver integrated partnership community safety responses. It is developing a strategy for enhanced problem solving in neighbourhood policing. The percentage of respondents who feel safe in their community remains high, however there have been deterioration in public confidence in the way policing and local authorities are dealing with things that matter to people in the community. Work of Rural Crime Action Team is valued by the rural community.	← →	
			CS	Constabulary	O2.3 The Constabulary continues to monitor crime trends to determine what mitigating action is required. Although in the context of significant falls in crime levels more generally in the last twenty years, nationally and locally there are signs of some genuine increases in some crime types. Force days of action, neighbourhood and proactive policing operations continue to provide a focus for community engagement and crime prevention messaging.	← →	
Offenders	O2						

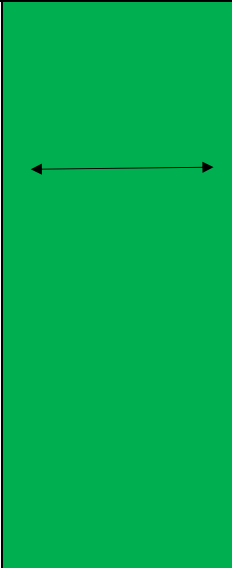
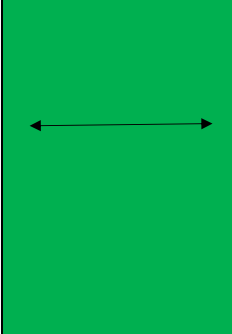
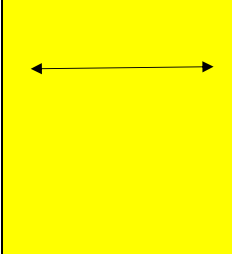
WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Offenders	O3 Improve partnership working to ensure resilience of services and effective and efficient action to address long-term causes of offending such as health issues, housing, drug and alcohol misuse, education, employment and training.	CS	Cambridgeshire Countywide Community Safety Strategic Board	O3. Cambridgeshire Countywide Community Safety Board provides governance to areas of work which are recognised to need countywide oversight. The Offender Sub-group of the Cambridgeshire Criminal Justice Board supports the statutory agencies in the delivery of the multi-agency approach to tackling offending. Links to Substance Misuse Delivery Group, Mental Health Delivery Group Priority issues identified by needs assessment on offending prevention and management being addressed through appropriate partnership governance mechanisms. Housing has been an early priority focussed on the need to develop plans to improve pathways. Offender Sub-group to monitor improvements to CJS pathways. Updates on housing to Countywide Board in throughout 2018. http://www.cambridgeshire-pcc.gov.uk/work/cambridgeshire-peterborough-countywide-community-safety-strategic-board/ Drugs and Alcohol services have a new service provider from October 2018. Dialogue with partners to align services to needs identified. Links between DWP and criminal justice agencies being strengthened. Coordinated joint regional event (OPCCs, PHE and EELGA) on Adverse Childhood Experiences in March 2018, work underway in Cambridgeshire and Peterborough around how this is included within early intervention and prevention approaches. Against a complex background momentum on this agenda is being maintained. Task and Finish Group has developed a multi-agency housing protocol, is monitoring implementation and supporting problem solving. Further work needed through Housing Board and Trailblazer project to continue to improve pathways. Offender group has refreshed terms of reference to focus on pathways and a delivery plan is under development. Update on 'offenders' section of the Police and Crime Plan to BCB in July 2018 http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/18-07-19-BCB-Agenda-Item-7.0-Delivery-of-the-Offenders-section-of-Police-and-Crime-Plan.pdf	↑	Refreshed countywide working arrangements provide an opportunity to develop more comprehensive pathways and protocols for long-term causes of offending, and for shared strategic vision and strategic oversight of these issues. Need to ensure appropriate links with key strategic boards across this wider agenda. Links to T1 -better coordination of strategic assessment and recommendations more focused on shared priorities. Combined Authority housing strategy could address some housing supply issues.
Offenders	O4 Ensure that the Criminal Justice System sees reducing re-offending as a key part of its work.	CS	Cambridgeshire Criminal Justice Board	O4. The Offender Sub-Group of the Cambridgeshire Criminal Justice Board supports the statutory agencies in the delivery of the multi-agency approach to tackling offending and reducing reoffending. Priority issues identified by needs assessment on offending prevention and management being addressed through appropriate partnership governance mechanisms.	↔	Dashboard of appropriate partnership indicators which can be monitored by the offender subgroup using a problem-solving approach needed.

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Offenders	05	CS/NP	Youth Offending Services	05.1	The Youth Offending Services in Cambridgeshire and Peterborough support young people at risk of entering or entering the youth justice system. Recipients of PCC Crime and Disorder Reduction Grant. Joint Youth Justice Board across Cambridgeshire and Peterborough now well established. Update to Cambridgeshire Countywide Community Safety Strategic Board in January 2018. Co-ordination of the local response to the Home Office Serious Violence Strategy considered at Countywide Community Safety Strategic Board in October 2018 http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/CCSSB-11-10-2018-PUBLIC-MEETING-PAPER-PACK.pdf . The emerging community safety matrix provides as a comprehensive framework to co-ordinate prevention.		Conditional cautions - Need to continue to link into national work to ensure continuing and broadening reach of conditional cautions. Need to understand from evaluation lessons for wider partnership working based on individual needs.
					05.2	Home Office Innovation Funding in 2016-18 was used to develop conditional cautions as part of a pathway to intervene to tackle early offending behaviour. Now rolled out across Cambridgeshire and 'business as usual' for Constabulary. Constabulary selected as pilot for for extension for standard risk DA cases meeting strict eligibility criteria. Needs Assessment on offending prevention and management finalised. Joint PCC/PHE/LGA event on responding to adverse childhood experiences took place in March 2018. Still potential for further take up . Update to Criminal Justice Board in October 2018 and Business Coordination Board in November 2018. http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/09/18-11-01-BCB-Agenda-Item-9.0-paper-re-tackling-re-offending-through-deferred-prosecution.pdf	
Offenders	06	NP	Constabulary	06.	Cambridgeshire Constabulary's multi-agency virtual RJ Hub continues to champion restorative approach within other agencies while continuing to carry out its core role. The Offender Hub offers restorative approaches as an 'out of court' disposal for low level offending.		

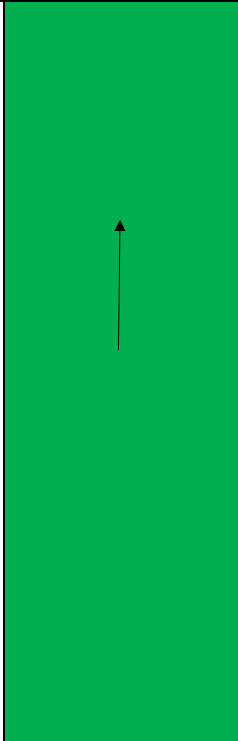
WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Offenders	07 Protect local communities from those people who present a risk of serious harm to them through effective and efficient offender management and partnership working. (Note: HMICFRS 2017 PEEL - Constabulary needs to improve the way it reduces re-offending. It noted the Constabulary uses the integrated offender management (IOM) model, which enables it to work with partner organisations such as the probation service to tackle the behaviour of prolific offenders.)	CS	Constabulary	07.	Multi-agency working arrangements, including Cambridgeshire Constabulary, ensure effective partnership working. These arrangements include the Multi-Agency Safeguarding Hub, Multi Agency Public Protection Arrangements, Multi Agency Risk Assessment Conferences and Integrated Offender Management Arrangements. Cambridgeshire participated in MoJ GPS tagging pilot which has now concluded and will inform national rollout of electronic monitoring programme. Multi-agency partnership arrangements well embedded. Governance well-embedded through MAPPA Board which links into CJB and IOM through Reducing Reoffending Group. Links to O3 pathways. Changes in local authorities have provided an opportunity to ensure links are well embedded. Work to improve take up of resettlement support services for National Probation Service clients should improve offer for this cohort.		Offender Adult early help offer could be developed as part of future development of Multi-Agency Safeguarding Hub. Need to understand impact of Local Policing Review consider opportunities for IOM-style approach in light of Local Policing Review. Need to ensure continued partnership engagement through criminal justice board in preparation for roll-out of MoJ electronic monitoring programme.
Offenders	08 Hold the responsible authorities to account for meeting their duties to protect their local communities from crime and to help people feel safer.	CS	Cambridgeshire Countywide Community Safety Strategic Board	08.	The Cambridgeshire Countywide Community Safety Board will help the responsible authorities coordinate their duty to reduce crime and disorder in their communities. This will include helping them coordinate monitoring outcomes of relevant countywide strategic plans and providing support and challenge. New governance mechanisms now well embedded. Countywide Board continues to consider key priority issues which require a countywide approach, and how these can be best coordinated with the work of CSPs.		Issues identified through offending management and prevention needs assessment provide an opportunity to explore how we can best work together constructively to discharge statutory duties for reducing crime and disorder.
Offenders	09 Work with the voluntary sector and other partners to enable the rehabilitation of offenders.	CS	Cambridgeshire Criminal Justice Board - Offender Subgroup	09.	Multi-agency working arrangements in place which can be built on. Links established through offender hub work and development of housing protocol. Voluntary sector bids for Ministry of Justice funding to support female offenders have been supported in 2018 through the offender partnership, and can be built on in the offender group delivery plan.		To be developed in line with needs assessment. Links to O3 pathways where voluntary sector is engaged. New approach to Through the Gate services provides an opportunity to further develop links.

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Offenders	O10 Review current performance management systems to ensure re-offending data is captured and monitored effectively so that progress can be reviewed	CS/JH	Constabulary/ Cambridgeshire Countywide Community Safety Strategic Board/ Cambridgeshire Criminal Justice Board	O10	The performance information monitored by the Constabulary and the Commissioner includes new data sets and will evolve over time to reflect operational developments. Broader indicators rather than purely policing data have been incorporated. The performance framework will be developed further with the Constabulary and partner agencies.	↔	As Cambridgeshire Countywide Community Safety Strategic Board governance arrangements evolve, opportunity to develop partnership monitoring mechanisms. Force Management Statement provides opportunity to develop appropriate metrics and strengthen links between demand, performance and financial decision making. Links to O4.
Offenders	O11 Contribute to national policing needs as set out in the Strategic Policing requirement including counter-terrorism, serious and organised crime, cyber security, public order, civil emergencies and child sexual abuse. (Note: HMICFRS Peel 2017 - the Constabulary has the necessary arrangements in place to ensure that it can fulfil its national policing responsibilities)	CS	Constabulary	O11.	Ongoing business as usual. Cambridgeshire Constabulary contribute to national policing needs through their planning processes including the priority area strategy and action plan for counter-terrorism. CT capabilities for Eastern Region brought under single command under Eastern Regional Special Operations Unit in July 2017 (police officers will remain locally deployed). The constabulary continues to work with the other forces in the eastern region around specialist capabilities- armed policing, Road collision and investigations, Surveillance, Major Investigations, Intelligence, Cyber dependent crime and Forensics- to ensure that national developments in these areas are informed by local needs and that locally the specialist functions are delivered in the most efficient and effective way.	↔	

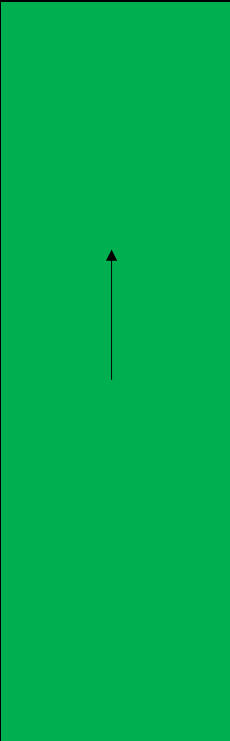
WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Communities	C1 Jointly engage with all communities to understand and respond to local concerns.	CK	Constabulary	C1. OPCC, Constabulary and partners continue to develop closer working relationships to align activity, collectively engaging with communities to identify and solve issues where possible. Partnership working at various levels. > Shared OPCC / Constabulary strategy Comms and Engagement Strategy > C&P Senior Officer Communities Group meet quarterly and are identifying areas of shared activity to take forward. > Public Protection Comms Group led by Constabulary coordinates joint communications related to public protection. > Local policing review includes analysis of community engagement activity and implementing consistent approach across the county. > Developing arrangements with Council's Community Protection team to align activity in order to strengthen joint work on Community Resilience. Phase 1: 01 April 2018 - scoping the requirements. Phase 2 - Jul to Mar, delivery of proposal. Officers from Cambridgeshire and Peterborough Public Sector are working in collaboration to develop a shared multiagency approach, listening to local concerns, supporting the development of locally driven solutions and providing access to tools and resources to support. Officers from Cambridgeshire County and District councils, Peterborough City Council and Police have collaborated to develop a shared approach which helps to reduce, delay or prevent demand on our services through increased community resilience. The Think Communities Partnership is enabling a multiagency approach. > Officers are in process of agreeing pilots in priority Places and/or with priority People Countywide Community Safety Strategic Board is defining and supporting a more joined-up approach to community safety delivery. Update on 'Communities' section of the Police and Crime Plan to BCB in November 2018 http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/09/18-11-01-BCB-Agenda-Item-5.1-DRAFT-Monitoring-the-Delivery-of-the-Police-and-Crime-Commissioners-Police-and-Crime-Plan-Communities.pdf The OPCC are supporting the new Think Communities partnership approach and early meetings have taken place with partners engaged in priority places in Southern Fringe new communities, and Huntingdon North.		One county approach to public service delivery. Work through County Wide boards (CSP and Criminal Justice) to agree joint approaches. Closer working between Fire and Police.

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Communities	C2 Ensure the public have easy and effective ways to contact the appropriate service provider to get the information they need	CK	Constabulary	C2. Constabulary and OPCC are further developing a variety of communication channels to allow the public to share intelligence and information in the way that best suits them. Constabulary website redesign. > New Constabulary website launched Oct 2017. Increasing interaction through website, particularly from mobile devices. Increased use of webchat. Improved signposting to partner agencies. > Local policing review includes reviewing public engagement strategy. > Demand Hub launched on 30 April 2018 to bring together call handling, crime management and dispatch into one location at Police HQ. The Demand Hub is integral to the force's new policing model as it will see officers and staff currently working separately come together as one team, reducing demand on the frontline and freeing up officers to concentrate on priorities The Think Communities shared approach enables a multi-agency approach to listening to broader public concerns, recognising the public often do not differentiate between the different local authority service areas, statutory and non-statutory responsibilities. >Think Communities: Align priorities and take a multiagency approach to enable single conversations with Think Communities Partners > Developing a shared set of accessible tools and resources for communities to self serve or be supporting in accessing , in order to help build and support local action. Gradual upward trend in the number of 999 calls received but call handling performance remains strong. Non-emergency calls and online webchat calls have been subject to longer average wait times but improvements are expected following the initial transition period. Scams has been identified as a important issue for the community. The new Cambridgeshire and Peterborough Against Scams Partnership (CAPASP) (led by the county council and supported by the OPCC) was launched in December is developing a consistent and simplified approach for the public to report scams and receive the immediate support and advice they need. This will include easily accessible information and advice, tools and resources which can be accessed online or		Consider how Cambridgeshire Public Sector websites link and support each other. Debate need for a single county portal. "ONE Cambridgeshire"

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Communities	C3 Bring together services and systems to respond to community issues in a sustained and co-ordinated way e.g. co-location, aligned activity and information sharing.	CK	Constabulary	<p>C3.</p> <p>Constabulary collaborating with different organisations to improve efficiency and effectiveness.</p> <ul style="list-style-type: none"> > Blue light collaboration continues, particularly with Fire and Rescue Service. Co-location opportunities moving forward e.g. progressing shared training facilities at Monks Wood. Developing plans to share fire facilities at Ramsay, Whittlesey, Yaxley. > Understand impact on GDPR on information sharing > Co-location at MASH and SARC > See also section C1 - The Think Communities partnership brings together services to respond to community issues in a coordinated way. <p>A shared area of concern raised by a significant number of statutory and non-statutory partners relates to financial scams. Officers explored the appetite for a Cambs and Pboro Against Scams Partnership which reduces duplication on preventative actions and communication; improves referral pathways to better support victims; provides better local support to potential and actual victims. Over 20 organisations have confirmed a willingness to be part of a ASP</p> <ul style="list-style-type: none"> > Charter for a Cambridgeshire and Peterborough Against Scams Partnership signed > focus on <ul style="list-style-type: none"> - Communication and media campaigns, consistency of key messages, sharing resources. - Supporting Victims - Streamlining referral and reporting pathways - Sharing prevention and training tools > Agree a launch date and event, which will encourage more local organisations and groups to take part. > Action plan in draft, focusing on what the partnership can do better together. <p>The Think Communities Partnership shared approach to building community resilience by supporting the development of locally driven solutions and providing access to tools and resources to support, has been presented and discussed at all Cambridgeshire and Peterborough local Community Safety Partnerships and Living Well Partnerships.</p> <ul style="list-style-type: none"> > The Cambridgeshire and Peterborough Against Scams Partnership (CAPASP) was officially launched on 17 December 2018 at Hinchingsbrooke HQ by Police and Crime Commissioner. Led by Cambs County Council over 20 statutory and non-statutory organisations have been involved in setting up CAPASP and agreeing a partnership charter. Officers are trialling E-cins as a shared referral and reporting system. 		reviewing how CSPs can better co-ordinate the work of front line staff

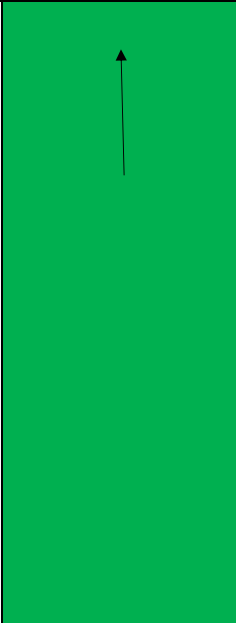
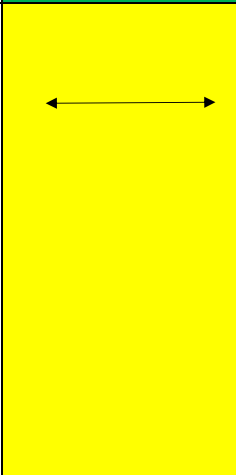
WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Communities	C4 Reassure the public of the Constabulary's commitment to local policing to maintain public confidence and deal with issues of local concern such as road safety, anti-social behaviour and Hate Crime.	CK	Constabulary	C4. > Precept increase in 2018/19 allows recruitment of additional 55 officers. > Constabulary Hate Crime Strategy and have a Hate Crime Strategic Board to check implementation > Use of PSPOs to tackle ASB The PCC has released funding from the casualty reduction and support reserve to pay for the upgrade of static road safety cameras across Cambridgeshire. http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/07/18-09-13-BCB-Agenda-Item-7.0-Road-Safety-Partnership-Paper.pdf The new local policing model better matches resources to the risks identified in communities and enables the police to better manage demand and improve the service provided to victims. Data demonstrates that our communities continue to feel safe. The financial constraints across the public sector means that all organisations are having to prioritise and to find the most efficient and effective ways to deliver their services. Against this backdrop of demand for resources, although feelings of safety are being maintained, we are seeing an adverse trend in public confidence in the way policing and local councils are dealing with things that matter to people in the community. A similar trend is seen for policing alone. The DPCC has taken over the chair of the Road Safety Partnership and has had a series of one to one meeting with it members at head of a relaunch of the partnership in March 2019		Monitor role out of new policing model and impact on partners.
Communities	C5 Extend the use and scope of police powers inside and outside the Constabulary.	CK	Constabulary	C5. Police powers have been granted to organisations in specific circumstances to tackle low level crime. > CSAS scheme opportunities being explored. A number of PSPOs adopted tapping into Local Authority CSAS powers. > > Exploring possible pilot of parking enforcement by LA in Huntingdonshire. Also, exploring countryside decriminalisation of parking. Discussing with council leaders and seeking support from MPs		Opportunities to grant powers to partners staff to be discussed



WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Communities	C6 Build relationships with communities to gather information and intelligence to prevent crime: high levels of witnesses, low levels of crime.	CK	Constabulary	C6. Continual, ongoing activity by local policing teams and also by partner agencies. Public feel more confident in reporting crime so reporting levels going up. > Citizens in Policing Strategy, appointment of Watch Scheme Coordinator, develop role of Neighbourhood Watch and Community Speed watch. > New website launched to make it easier to submit information. Use of online channels to communicate with communities, especially E-Cops and Facebook > Local Policing Review to maintain local policing resource and reinforce community engagement > Constabulary introducing days of action focussed on issues affecting communities > Neighbourhood Watch new national leadership. Cambs NW receiving training to support victims of crime with home visits Officers will be working with existing networks, including community run volunteering groups, Timebanks, Parish Councils, to discuss their involvement in crime prevention as part of their community resilience. Against Scams Partnership seeks to increase the number of people informed of how to spot and stop scams and able to support their more vulnerable neighbours. Friends Against Scams Cambridgeshire has been created, 1286 residents have taken part to date. CSPs are increasingly taking positive steps towards a prevention-focused approach. They are co-ordinating existing prevention work streams, looking at how existing resources are used and how grant funding can be used to create and embed new ways of working in front line practice. For example, the Responsible Authorities from Huntingdonshire CSP used funding from the Commissioner in 2017/18 to co-ordinate existing resources to run two pilot "Transforming Lives" diversionary programmes for young people. Cambridgeshire and Peterborough's co-ordinated prevention initiatives include healthy and safer schools, children's early help, access to employment for vulnerable groups. think community and the homelessness prevention trailblazer. Youth and Community Coordinators and County Council elected member Community Champions are working with local networks to discuss their involvement in crime prevention as part of their community resilience.		Building links with Think Communities work
Communities	C7 Promote public involvement through active participation and support initiatives aimed at building community understanding and resilience.	CK	Constabulary	C7. Increasing Community resilience > Citizens in Policing Strategy, appointment of Watch Scheme Coordinator, develop role of Neighbourhood Watch and Community Speedwatch. Partnership approach through Senior Leader Communities Group. >A local Timebank held a successful Community Safety Awareness day, linking residents who purchased or wanted to improve their property or personal safety with Timebank Volunteers who can support them, plus build community support and understanding. New Neighbourhood Watch officers and supporters were signed up and residents took ownership of concerns		Building links with Think Communities work

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Communities	C8 Educate and support local people to recognise vulnerable members of their community and know how to help them.	CK	Constabulary	C8. All blue light, local authority and healthcare organisations seeking to promote local community support, especially for most vulnerable members of society. > Cambs NW receiving training to support victims of crime with home visits. Opoortunity to further develop NW activity to identify and support vulnerable members of the community. > Joint communications through Public Protection Communications Group. > Opportunity to work more closely with Fire Community Safety teams > A countywide community resilience framework. 11/10/2018 - A shared ambition to address this through the Think Communities Partnership approach: > sharing good practice and examples of community groups and initiatives which bring vulnerable people together, for example: Timebanks (reducing social isolation); Befrienders; Good Neighbours; Parish Nurse > providing VCS support to develop community capacity > identify suitable funding opportunities for community groups wishing to deliver. CSPs to co-ordinate and lead the efforts of Responsible Authorities to increase the resilience of people who are at risk of becoming involved in crime or becoming a victims, e.g. by improving pathways into housing, skills, employment, advice, health service, drug and alcohol services etc. Cambs and Pboro Against Scams Partnership (CAPASP Board) is made up of the core group of key partners, plus a number of important Board Advisors including scam victims and vulnerable people community groups who are instrumental in shaping the priority actions.		Building links with Think Communities work
Communities	C9 Ensure there are recruitment, retention and progression policies that result in a police force that is representative of the communities we serve.	CS	Constabulary	C9. Ongoing recruitment to attract new staff, officers and volunteers. Constabulary and tri-force Ethics, Equality & Inclusion Board in place looking at local and strategic matters respectively. Annual BCB update on Equality and Diversity November 2018 - http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2018-2/bcb-1st-november-2018/ . The Constabulary have a Positive Action programme in place regarding action they are undertaking regarding recruitment and retention. Work includes targeted recruitment campaigns, one to one support sessions with candidates from under-represented groups, actively supporting a workforce mentoring scheme, buddy schemes, and recognising and supporting staff networks of representative groups, but it is recognised that there is still work to be undertaken towards a police force that reflects the community it serves.		Consideratoin to be given of impact of PEQF

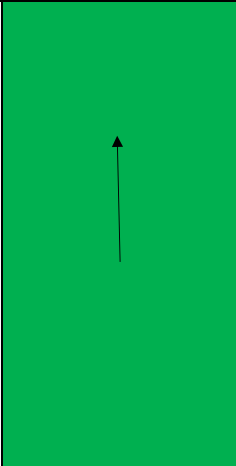
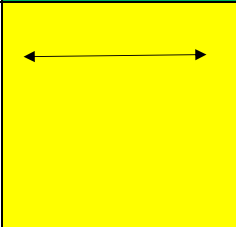
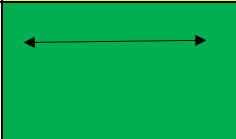
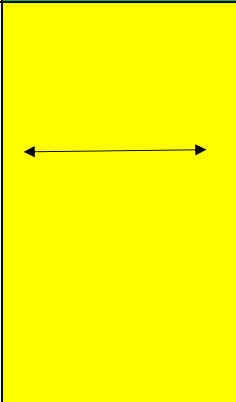
WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Communities	C10 Ensure each member of the police force delivers the highest professional standards in service to the public, demonstrating the values of respect, honesty, integrity, openness and selflessness, in line with the Code of ethics.	AF	Constabulary	C10.1 Professional Standards Department (PSD) monitoring through PSD Governance Board quarterly meetings, Independent Office for Police Conduct (IOPC) meetings, and monthly dip sampling of complaints. Board pro-active in monitoring progress against HMIC Legitimacy recommendations and areas for improvement and IOPC requirements through taking forward necessary action, monitoring delivery plans, developing policies, scrutinising, and horizon-scanning. On-going work to delivery statutory functions, undertake pro-active awareness raising and prevention work, and capturing and embedding learning from cases. Decrease in number of complaints and allegations recorded during 2nd Quarter 2018/19 when compared to same period in 2017/18. Reduction in the time taken to deal with local resolutions, which has been commended by IOPC. Report on PSD and Complaints Handling to September 2018 BCH http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/07/18-09-13-BCB-Agenda-Item-5.0-Professional-Standards-and-Complaints-Handling-April-2017-to-March-2018.pdf		
		AF	AF	C10.2 Complaints reform BCH OPCC and PSD Working Group in place to delivery project based approach to taking this work forward, exploring feasibility of consistent BCH OPCC approaches where appropriate and adoption of shadow delivery models as required, including options appraisal for mandatory Review Role. Secondary legislation and statutory guidance anticipated in spring 2019, with implementation six months thereafter in line with Home Office timescale. Work continues across BCH OPCC and PSD to be implementation ready. Report on Complaints Reform to November 2018 Panel. http://democracy.peterborough.gov.uk/ieListDocuments.aspx?CId=543&MIId=4211&Ver=4		

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Transformation	T1	JH	Constabulary	T1	<p>Constabulary modelling force demand and efficient ways of managing this demand. OPCC providing system context and input.</p> <p>Progress</p> <p>Local Policing review (see C4)</p> <p>Countywide Community Safety Strategic Board commissioned a strategic needs assessment around offending prevention and management. Findings from the strategic needs assessment have been disseminated and are being addressed through appropriate partnership mechanisms:</p> <ul style="list-style-type: none"> • Enabled prioritisation and development of the action plan for the Offender subgroup of the Cambridgeshire Criminal Justice Board • Informed input to the drug and alcohol retendering for Cambridgeshire (see O3) • Housing identified as an early priority and is being addressed through Sub-Regional Housing Board (see O3) • Informing demand forecasting of Constabulary through dissemination to Demand Gold Group and incorporation into Medium Term Financial Strategy <p>Constabulary have introduced a planning process that better links into its strategic assessment and Force Management Statement process which has a focus on demand challenges in the 3-4 year time frame.</p> <p>Agreement reached with NHS Trusts re A&E data sharing across the county to enable better strategic assessments.</p> <p>Mapping exercise conducted ascertaining what strategic assessments are undertaken across the partnerships. Further work required to establish opportunities for efficiency in this process and link this to shared risk assessments to better understand the impact of any proposed withdrawal of funding.</p> <p>After successful implementation of the LPR some refinement in the deployment/allocation model has been made to better align resources and supervision.</p> <p>The 2nd Force Management Statement is being prepared with the latest demand forecasting.</p>	↔	There are a number of strategic assessments undertaken within the county, these can be better coordinated and recommendations can become more focused on shared priorities.
Transformation	T2	CM	Constabulary	T2	<p>The majority of collaboration units are now in place and embedded with the majority of savings already having been removed from the budget. Benefits of HR collaboration has been delayed due to the need to delay the implementation of the new ERP system, as a result of the delayed Athena implementation. A number of modules of ERP have been implemented . New balanced score cards in place for all collaborated areas.</p> <p>Paper presented to BCB 19.7.18 detailing the significant benefits to Cambs of the various BCH collaborated units.http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/06/18-07-19-BCB-Agenda-Item-11.0-summary-BCH-collaboration-report-.pdf</p> <p>Significant national ICT programmes are being developed and as a collaborated function, the ICT Department are better able to inform those programmes of BCH needs and to better plan and manage implementation.</p>	↔	

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead	OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Transformation	T3 Explore further opportunities to enhance frontline policing services by maximising all opportunities to work collaboratively with other police forces, driving out further efficiencies in the most ambitious police collaboration programme yet with Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent police forces.	DG	OPCC	T3 7F work programme; link with standardisation of specialist capabilities at national level. Progress. Oct Eastern Region Alliance Summit agreed approach to procurement savings and creation of 7F procurement board. Cambs PCC chairs National Commercial Board and will lead for PCCs on Eastern Regions procurement board. Eastern Region ICT strategy signed off supporting convergence, work commencing at regional level to ensure region ready to implement the significant number of up and coming national IT schemes. Agreement to explore increased regionalisation of specialist policing capabilities linked to national specialist capabilities project. See also O11. In addition the 7 Forces are to share a firearms training compliance function. The main benefit of this is that Authorised Firearms Officers (AFO's) within the 7 forces, will be the development of common training and accreditation standards, standardised equipment and use standardised tactics. This will mean that armed officers will be more interoperable and be in a better position to deploy seamlessly anywhere within the 7 forces where the threat and risk assessment justifies it. 7 force procurement process being established. PEQF is going to bring a major change to police recruitment and the procurement for this is being managed by the 7F team.		
Transformation	T4 Ensure the benefits of new and historical investment in technology are realised.	DG	constabulary	T4 Athena (launch May 2018) and ERP (modules implemented in Oct 2018). Focus in now moving to preparation for implementation of nationally developed IT programmes, e.g. National Enabling Programme, Single on Line Home. A Digital Strategy is being developed linked to the vision set out in Police 2025. Further investment in the National Enabling Programme which will bring greater efficiency as part of the digital programme. The development of a productivity strategy combined with robust benefits realisation will ensure that the frontline is further supported in improving service.		
Transformation	T5 Ensure Cambridgeshire's voice is heard at a national level and influences policy changes.	AW / DG	OPCC	T5 PCC Chair of National Commercial Board. Chief Executive is vice chair of the Association of Police and Crime Commissioners Chief Executives. Engagement with regions MPs to keep them briefed. Meeting with policing minister.		
Transformation	T6 Work closely with local public sector leaders to identify the potential benefits for community safety through new governance mechanisms such as the combined authority and devolution of powers	DG	OPCC / PSB	T6 The Cambridgeshire Countywide Community Safety Board support the responsible authorities to coordinate their duty to reduce crime and disorder in their communities. This will include helping them coordinate monitoring outcomes of relevant countywide strategic plans and providing support and challenge. New governance mechanisms now well embedded. Countywide Board continues to consider key priority issues which require a countywide approach, and how these can be best coordinated with the work of CSPs. A successful development session has been held looking at how the role of CSPs will develop and how they can access training and support to enable them to work effectively with schools. Currently there is no on going specific work linked to devolution.		

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Transformation	T7						community safety board report on the community safety agreement
		NP	OPCC / Countywide Community Safety Strategic Board / CCJB	T7	The Countywide Community Safety Strategic Board is driving strategic commissioning best practice through the delivery groups who are identifying joint commissioning opportunities. A pooled budget arrangement has secured a countywide sexual violence service to ensure victims don't experience a postcode lottery of services. This joint commissioning approach has enabled the OPCC to leverage significant additional national and local funds in 2018 to deliver improved outcomes for survivors. Drugs and alcohol services in Cambridgeshire have been reprocured using a model of shared outcomes in particular for offenders who are a large cohort of their service users. A bespoke service in Peterborough has just been formally evaluated to ensure it delivers against the outcomes agreed. The revised community safety agreement has informed the awards of grants to CSPs by the Police and Crime Commissioner to achieve maximum impact. A joint commissioning opportunity with Public Health has enabled safety as well as health issues to be included in the new Healthy Schools Contract. Work on community safety being show cases at APCC national meeting.	↑	October's countywide community safety board on CSPs and the partnership matrix
Transformation	T8	MW	OPCC	T8	Reserves strategy is included in the Medium Term Fiancial Strategy which will be updated in the 2019/20 to 2022/23 report. There is a plan in place to dispose of underutilised assets and where applicable to gain a revenue income in order to help with budget pressures. The new MTFS makes a stronger link to the constabulary planning process and enables better long term decision making by the PCC and Chief Constable. This is further supported by changes to internal governance arrangements, integrating the Business Coordination Board, the Finance Sub Group and the Performance working Group together.	↔	Working collaboratively with Fire for Blue Light Estates.

WORK IN PROGRESS

Theme	P & CP - Priority Actions	OPCC L'd	D'vry Lead		OPCC/Partner key delivery activities/work in progress (text in red denotes progress update as since Nov 18)	Delivery Status /Direction of travel	Wider Partnership Opportunities
Transformation	T9 Invest in, and support the development of officers, police staff and volunteers to perform their role efficiently.	CK	Constabulary	T9	BCH Collaborated HR Function > People Strategy developed following collaboration (see BCB August 2017). See also section 10.1 > Equality, diversity and ethics group tracking recruitment - positive action recruitment to recruit workforce representative of communities Implementation plans for the full Police Education Qualification Framework (PEQF) underway The Constabulary are making preparations for the introduction of the PEQF which will significantly change police recruitment, the new entry routes seek to include better preparation for problem solving, dealing with vulnerability and the digital world.	↔	
Transformation	T10 Work with the Fire Authority to explore opportunities for fire and police to work together.	CS	OPCC	T10	Interoperability Memorandum of Understanding between the Fire and Police Service signed December 2017. BCB update on interoperability MoU January 2018 - http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/01/18-01-16-BCB-Agenda-Item-8.0-Police-Fire-Interoperability.pdf . Proposal for the PCC to take on the governance of fire approved by Home Office in March 2018 following independent assessment. Arrangements were in place to ensure smooth transition. Joint CFO confirmed in September 2018. 'Update on Fire and Rescue Governance' report to the November BCB http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2018/09/18-11-01-BCB-Agenda-Item-11.0-Fire-governance-update.pdf . Collaboration at operational level and on some estate projects continuing whilst the separate judicial process regarding governance are on-going. Awaiting hearing and results of Fire Authority legal challenge on Home Secretary's decision. OPCC continuing to explore the impact of the delay in implementation.	↔	