

MANAGEMENT BOARD



Tuesday 4 October 2016

10.00am

**Conference Room, Office of the Police & Crime Commissioner,
Clemonds Hey, Oakmere Road, Winsford, CW7 2UA**

AGENDA

	<i>Page</i>	
1	NOTES OF MEETING HELD ON 3 AUGUST 2016 AND ACTIONS	3
2	CERTIFICATE IN KNOWLEDGE OF POLICING: A REVIEW AND OPTIONS	7
3	NATIONAL COLLABORATION AGREEMENT FOR PROPERTY AND WIRELESS INTERFERENCE AUTHORISATIONS	13
4	MEDIUM TERM FINANCIAL STRATEGY 2017-22	17

Part 2 – private items

The following matters will be considered in private as they involve the likely disclosure of exempt information as defined in the Freedom of Information Act 2000, in accordance with the section indicated below:-

<i>Item</i>	<i>Section</i>
<i>Joint Strategic Risk Register</i>	<i>(31) Law Enforcement</i>
<i>Funding for mobile phone investigation kiosks</i>	<i>(43) Commercial Interests</i>

5	JOINT STRATEGIC RISK REGISTER	25
6	FUNDING FOR MOBILE PHONE INVESTIGATION KIOSKS	35

**For further information about this Agenda, please contact:-
Martin Eaton on 01606 364005 or Mandy Guest on 01606 365036**

NOTES FROM THE MANAGEMENT BOARD HELD ON 3 AUGUST 2016 IN THE CONFERENCE ROOM, OFFICE OF THE POLICE & CRIME COMMISSIONER, CLEMONDS HEY, WINSFORD.

Present: D Keane, Police & Crime Commissioner
S Byrne, Chief Constable

Office of the Police & Crime Commissioner

M Sellwood, Chief Executive
L Lunn, Chief Finance Officer
M Eaton, Governance Officer

Cheshire Constabulary

J McCormick, Deputy Chief Constable
J Gill, Assistant Chief Officer
D Bryan, Force Solicitor
W Bebbington, Head of Finance

Also in attendance: 1 member of the public

Part 1 – Public items

The notes of the meeting held on 22 June 2016 were accepted and the action log reviewed.

2016/11 FORENSICS ANALYTICAL SERVICES COLLABORATION

The Commissioner considered a report which sought to continue to participate in the Forensic Analytical Services Collaboration. The collaboration would replace the existing West Coast Consortium for Forensic Services, of which Cheshire was a member. The report considered the impact of participation on the proposed tri-force forensics collaboration with Merseyside and North Wales. An update was also given regarding the membership of the proposed new collaboration.

The Chief Constable supported the proposals and the Commissioner:-

- (1) approved Cheshire's participation in the new collaboration led by the Commissioner for Avon & Somerset for the procurement and delivery of forensic analytical services; and
- (2) agreed that the Chief Executive make arrangements for the collaboration agreement for the new Consortium to be signed and returned to the Office of Police & Crime Commissioner for Avon & Somerset.

The Commissioner's rationale for the decision was having also considered the oral update regarding the membership of the proposed new collaboration, Cheshire's participation in this collaboration would provide value for money and increased resilience in a critical operational service area.

Duration of meeting: The meeting commenced at 10.00am and finished at 10.14am.

MANAGEMENT BOARD

DECISION NO. 2016/12

DATE: 4 OCTOBER 2016

CERTIFICATE IN KNOWLEDGE OF POLICING: REVIEW AND OPTIONS

Executive Summary:

This report provides an overview of the current position regarding use of the Certificate in Knowledge of Policing (CKP) in Cheshire Constabulary and present possible options for future recruitment processes.

Recommendation: That

- (1) the report be noted at this stage; and
- (2) a review be undertaken on barriers to entry into the police service and associated matters.

I have reached the following decision:-

As revised above.

My rationale for this decision is:-

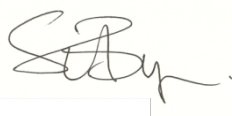
To enable further evidence to be gathered before a decision is reached on this matter.



Signature

Date 4 October 2016

Police & Crime Commissioner



Signature

Date 4 October 2016

Chief Constable

INTRODUCTION AND BACKGROUND

1. The Professional Entry into Policing Pre-Join Strategy was developed by the College of Policing in 2012. This was to primarily ensure that there were consistent and standardised learning outcomes being achieved wherever pre-join to policing programmes were delivered. The College of Policing recommended a minimum eligibility criterion for Police Constables to attain a Certificate in Knowledge of Policing (CKP) prior to applying, but this is not a mandatory requirement.
2. In 2013 Cheshire Constabulary accepted and implemented this recommendation and currently only accept applications from people who have the CKP or are willing to attain this qualification by the point of final offer within the recruitment process. Prior to the implementation of the CKP, the pre-entry eligibility criteria was for candidates to have GCSE English and Maths at grade A-C, or equivalent.
3. The cost of the CKP varies but from a College of Policing Approved Provider it generally costs between £500 and £1,000 per person. Funding may be available via providers in some circumstances and for some students the CKP will be free to study. Anyone looking to study for the CKP is advised as part of the Constabulary's familiarisation processes to make enquiries with their chosen provider to find out about available funding support. Cheshire Constabulary is not able to apply for funding through the Skills Funding Agency as it is not a CKP provider. Funding options have previously been explored to fund or reimburse costs through the Constabulary, but for HMRC and the social grant purposes this is classed as declarable income.
4. Research has shown that 10 other Constabularies currently require the CKP. In addition, a further 15 Constabularies require that applicants have a Level 3 qualification or a Policing Qualification approved by the Sector Skills Council. (The CKP is a Level 3 Qualification and is approved by the Sector Skills Council.)
5. Independent to the CKP, there is on-going development of the Police Education Qualification Framework (PEQF) by the College of Policing to build in professional qualifications to the training of police officers from entry through to senior levels. As part of this, the police officer apprenticeship trailblazer is due to be finalised in the next one to two years and will provide a career entry level into policing once adopted and integrated into the PEQF. At this stage the minimum entry requirement and impact on training and pay are unclear. The Constabulary are part of the trailblazer cohort.

Option 1: Retain the CKP as a pre-entry qualification

6. The requirement to obtain the CKP has provided consistent and standardised learning outcomes for students and demonstrates the applicant's commitment to joining the police service. The introduction of the CKP as a minimum eligibility requirement also provides a number of additional benefits as outlined below:
 - **Shortlisting** - CKP has been a filter to the application process enabling the application window to be open for a longer period. Without the shortlisting criteria of the CKP it is difficult to predict the number of applications involved with each campaign. Research has shown that with the CKP as a requirement applications number around 600, without this requirement over 5,000 applications can be received during a 2/3 week period.

- **Creating a more representative workforce** - the longer window for applications has enabled the 'Insight Programme' to provide a one to one service of support to potential officers. This has successfully resulted in applications from under-represented groups.
- **Training** - Implementing the CKP has enabled the Constabulary to review the length of the Initial Police Learning and Development Programme (IPLDP) and reduce it from 22 weeks to 16 weeks. The removal of the CKP would result in the 6 weeks needing to be put back in. During the 6 weeks that the trainers are not delivering IPLDP they are developing capabilities in other areas.
- **Continuous Professional Development** - The CKP is also a means towards achieving the Diploma in Policing should the officer wish to independently pursue this.

Option 2: Remain with the CKP until the national developments are finalised.

7. As outlined in paragraph 5, the Constabulary is part of the cohort for the introduction of a police officer apprenticeship trailblazer as part of the national development of the PEQF. This will provide the option to undertake the annual recruitment of student officers through this Scheme and maximise use of the Apprenticeship Levy. It is anticipated that this development will occur in the next one to two years and consideration could be given to remaining with the CKP until this Scheme is launched.

Option 3: Removal of CKP as a pre entry qualification and standardise the salary point for officers at pay point 1.

8. There is no statutory requirement for pre-entry qualifications to be undertaken. The current requirement for applicants to Cheshire Constabulary to complete the CKP prior to point of offer could be viewed as a barrier to entry and the creation of a more representative workforce. In the majority of cases, the cost of completing the CKP is borne by the student and this may restrict access to those who can afford it and impact on the attractiveness of joining the police. The requirement for a CKP may make it less accessible for many individuals such as those already in employment or with families, where a period of study and the associated expenditure is not realistic alongside their existing commitments.
9. There are a number of implications which should be taken into account in considering this option:
 - **Shortlisting** - Without the shortlisting criteria of the CKP it is difficult to predict the number of applications involved with each campaign, although experience in other parts of the country shows over 5,000 applications can be received. Without investment in staff (up to 4 staff) or an outsourced option to shortlist (£10 per application), future recruitment campaigns would need to manage the number of applicants. This could be achieved through capping application numbers, shorter more targeted campaigns, aligned to ongoing support through the Insight Programme.
 - **Training** – additional training support may be required over the next 6-12 months to support transition (up to £30k) as the CKP content is not currently designed as part of the Constabulary's initial training package.

There are options to purchase the CKP courses from an approved provider as part of the Constabulary internal IPLDP package. This could be delivered through online and classroom input at an estimated cost of £750 per person (based on Skills for Justice). Based on 5 intakes per year this would equate to £135k per annum as an additional cost to the Constabulary.

There is a potential option to further reduce the IPLDP timeline as work is ongoing to learn from Police Now who reduced the training course to a core 6 weeks, supported by intensive and modular training. Alternatively, from 2017/18 the future staffing profile will reduce intakes from 5 to 4 per year. This could give the capacity through the existing trainers to extend the IPLDP courses to meet the additional training requirement created through removal of the CKP.

- **Salary package** - Since the implementation of the CKP within Cheshire Constabulary, the pay recommendation that Police Constables who join the force on or after April 2013 are assigned to pay point 1 on the basis of possession of a policing qualification has been adopted. The removal of the CKP for Police Constables joining the force could mean commencement on pay point 0 (unless they have other relevant qualifications). However, the Chief Constable and Commissioner can make the decision to commence all Officers regardless of pre entry qualification at point 1 and this would not incur any additional costs.

10. Should this option be approved, it is proposed that the national development of the Police Education Qualifications Framework is monitored along with the police officer apprenticeship and a review of minimum entry requirements and routes is undertaken when these are launched.

FINANCIAL COMMENTS

11. Should option 3 be approved, additional funding of £30k for 2016/17 will be supported through the Constabulary's contingency reserve and built into the budget going forward.

LEGAL COMMENTS

12. As detailed in the report.

EQUALITY COMMENTS

13. An equality impact assessment was undertaken by the College of Policing when the Professional Entry into Policing Pre-Join Strategy was introduced in 2012. The CKP, supported through the Insight Programme, has provided a focused approach to attracting under-represented groups into policing. There is no national requirement for pre entry to benchmark impact against. Any future process will need to be monitored to assess the impact on under-represented groups and should be aligned to the Insight Programme which has been seen to have a positive impact on ensuring a representative workforce.

Public access to information

Information in this form is subject to the Freedom of Information Act 2000 and other legislation. Part 1 of this form will be made available on the PCC website within 3 working days of approval. Any facts/advice/recommendations that should not be

made available on request should not be included in Part 1 but instead on the separate Part 2 form.

Is there a Part 2 form – NO

Contact Officer: Hayley Tickle, HR Manager, Recruitment & Promotions
Tel. No.: 01606 362201 Email: hayley.tickle@cheshire.pnn.police.uk

CHIEF OFFICER DECLARATION:

I have reviewed the proposal and I am satisfied it is correct, all relevant internal checks have been undertaken and it is an appropriate request to be submitted to the Police & Crime Commissioner.



Signature

Date 27 September 2016

CHIEF EXECUTIVE DECLARATION:

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the presentation of this report. I am satisfied that this is an appropriate request to be submitted to the Police & Crime Commissioner.



Signature

Date 27 September 2016

MANAGEMENT BOARD

DECISION NO. 2016/14

DATE: 4 OCTOBER 2016

MEDIUM TERM FINANCIAL STRATEGY 2017-22

Executive Summary:

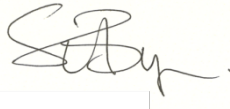
The Commissioner is required to set an annual budget and precept (the Commissioner's element of Council Tax) taking into account Government funding, precept regulations and organisational demands. This requirement is supported by the production of a Medium Term Financial Strategy (MTFS) with the annual budget forming the first year of the Strategy. The creation and maintenance of the MTFS is fundamental in promoting good financial planning and delivery of value for money.

The MTFS is supported by the Reserves Strategy which highlights the reserves held, their usage in support of delivering the Police & Crime Plan and operational objectives and the appropriateness of the amounts held.

Recommendation:

That the MTFS be approved including the provisional funding levels and financial assumptions, subject to the development of the detailed 2017/18 budget.

I submit this recommendation for approval:-



Signature

Date 4 October 2016

Chief Constable

I have reached the following decision:-

My rationale for this decision is:-

The Medium Term Financial Strategy 2017-22 is fundamental in promoting good financial planning, the delivery of value for money and ensuring the increasing operational threats, risks and uncertainties are addressed to deliver even safer communities for the whole of Cheshire.



Signature

Date 4 October 2016

Police & Crime Commissioner

PART 1 – NON-CONFIDENTIAL FACTS AND ADVICE

INTRODUCTION AND BACKGROUND

1. The MTFS sets out the current financial scenario based on a series of assumptions including funding levels from Government grants and precepts; inflation and known commitments. It is based on information contained in the former Chancellor's Autumn Statement in November 2015 and the 2016/17 Police Grant Settlement. The assumptions in the MTFS need to be agreed as the basis for initial budget planning purposes and to provide a financial scenario for the priority based budgeting (PBB) process. However, the Chancellor will issue this year's Autumn Statement on 23 November 2016, which is followed by the Provisional Police Grant Settlement in December 2016. It is highly likely that some assumptions will need to be updated. An updated MTFS for 2017-22 will be considered by the Management Board on 4 January 2017 prior to the Commissioner proposing the 2017/18 budget and precept on 31 January 2017.
2. The current MTFS is attached as Appendix 1.

LEGAL COMMENTS

3. There are no legal implications directly arising from this report.

EQUALITY COMMENTS

4. There are no equality issues identified.

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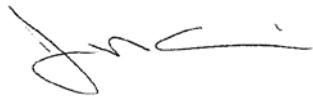
Is there a Part 2 form – NO

Contact Officer: Wendy Bebbington, Head of Finance
Tel. No.: 01606 362035 Email: wendy.bebbington@cheshire.pnn.police.uk

CHIEF OFFICER DECLARATION:

I have reviewed the proposal and I am satisfied it is correct, all relevant internal checks have been undertaken and it is consistent with the PCC's Police & Crime Plan and priorities.

Signature



Date 23 September 2016

CHIEF FINANCE OFFICER DECLARATION:

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the presentation of this report. I am satisfied that this is an appropriate request to be submitted to the Police & Crime Commissioner.

Signature



Date 23 September 2016



MEDIUM TERM FINANCIAL STRATEGY 2017-2022

INTRODUCTION

1. The Commissioner is required to set an annual budget and precept, taking into account Government funding, precept regulations and organisational demands. The Financial Management Code of Practice also requires the Commissioner, in consultation with the Chief Constable, to identify and agree a Medium Term Financial Strategy (MTFS), which includes funding and as far as possible, spending plans for revenue and capital expenditure. The annual budget forms the first year of the Strategy. The maintenance of the MTFS is fundamental in promoting good financial planning and delivery of value for money.
2. The MTFS sets out the current financial scenario based on a series of assumptions including funding levels from Government grants and precepts; inflation and known commitments. It is based on information contained in the former Chancellor's Autumn Statement in November 2015 and the 2016/17 Police Grant Settlement. The assumptions in the MTFS need to be agreed as the basis for initial budget planning purposes and to provide a financial scenario for the priority based budgeting (PBB) process. However the Chancellor will issue this year's Autumn Statement on 23 November 2016, which is followed by the Provisional Police Grant Settlement in December 2016. It is highly likely that some assumptions will need to be updated. An updated MTFS for 2017-22 will be considered by the Management Board on 4 January 2017 prior to the Commissioner proposing the 2017/18 budget and precept on 31 January 2017.
3. This Strategy sets out the available funding, based on a set of assumptions, to match against service delivery and outcomes. For the past few years this matching process has been achieved using PBB methodology. PBB enables a full review of all activities across the Constabulary to best deliver the Commissioner's Police and Crime Plan; meet the Strategic Policing Requirement as set by the Home Secretary; manage risk and meet threat assessments; and respond to the local needs of Cheshire communities.

FINANCIAL SCENARIO FOR 2017-2022

4. Fundamental to the financial scenario is the amount of Government funding allocated to Cheshire. On 25 November 2015, the previous Chancellor delivered his Autumn Statement which included the following:

'The Government will protect overall police spending in real terms over the Spending Review period, an increase of £900 million in cash terms by 2019-20. This provides funding to maintain overall police force budgets at current cash levels. The Government will allocate additional transformation funding to those forces which have strong proposals to support efficiency and reform and to help transition to new funding arrangements in future. This funding will also allow forces to train more firearms officers to ensure the country extends its capability to protect its citizens from terrorist threats.'

5. A key point to note in the 2015 Spending Review and 2016/17 provisional Grant Report, is that the previous Chancellor's commitment to *'maintain overall police force budgets at current cash levels'* depended upon Commissioners increasing their council tax by 2% in each year through to 2020. Without this increase police budgets will not be maintained and savings will be required. The previous Chancellor also provided additional flexibility for the Commissioners in England and Wales with the 10 lowest council tax charge (including Cheshire) to raise their council tax by up to £5 per year which equated to a 3.2% rise for Cheshire. The former Commissioner set the Band D council tax for 2016/17 at £161.23, based on a 3.2% increase. This is currently the 11th lowest council tax in police areas. The Government are consulting on the same principles for the 2017/18 Band D council tax – i.e. a maximum of 2% or up to £5 for the ten lowest. The consultation closes on 28 October and the Chief Finance Officer will meet with the Commissioner to agree a response.
6. The previous Home Secretary's letter of 25 November 2015 recognised that the *'total Government funding to policing, including funding for counter terrorism, will be reduced by 1.3% in real terms over four years. Taking into account the scope Commissioners have to raise council tax precept, this means a flat real settlement for policing as a whole.'* This clearly shows that to avoid the reduction in funding, the Government anticipates that Commissioners will increase their precept in line with the flexibilities afforded within the Autumn Statement. For Cheshire, a maximum Band D council tax increase of 2% would equate to £3.22.
7. In light of the above, dependent upon any changes made in the forthcoming Autumn Statement on 23 November 2016, the amount of funding available will remain static over this current spending review period at circa £164m p.a. assuming council tax increases in line with Government expectations.
8. Further assumptions have been made and agreed with the Commissioner and Chief Constable that underpin this Strategy. These currently are:
 - Government funding held at current cash levels subject to maximum precept increases to be applied by Commissioners (impact, loss of grant - 1.3% by 2021)
 - No further top-slicing going forward
 - Formula Funding Review – the latest ministerial view is implementation in 2018/19. The impact is unknown. It is thought that consultation will start on Government options in February 2017 and Brandon Lewis MP, the Policing and Fire Service Minister, has indicated he is receptive to delegations from Commissioners as part of the consultation process.
 - Pay inflation 1% p.a. through to 2019/20 and 2% thereafter. The police staff pay award from September 2016 has just been announced at 1%
 - Price inflation in line with the Office of National Statistics CPI forecasts, limited impact on overall budget
 - Specific revenue grants remain at current cash levels
 - Capital grant of £0.7m per annum to continue
 - Transformation Fund – current round of bids, outcome not yet known

9. In addition there are known commitments that will require funding including the full year effects of previous budget decisions and new legislative requirements such as the apprentice levy.
10. The table below shows the forecast budgets based on current service levels together with the available funding and the level of savings required to balance the budget. The PBB process is currently being undertaken and will impact on the level of savings required. Based on the scenario set out below, 2017/18 is currently the most financially challenging year.

	2017/18	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000	£000
Base budget (Gross)	194,839	191,568	191,184	191,626	192,073
Inflation	2,161	2,092	2,116	3,045	3,042
Commitments	703	37	49	0	0
	197,703	193,697	193,349	194,671	195,115
Government grant	(105,094)	(103,899)	(102,661)	(101,380)	(100,054)
Council tax	(58,894)	(60,529)	(62,209)	(63,937)	(65,712)
Net budget req't	(163,988)	(164,428)	(164,870)	(165,317)	(165,766)
Income	(27,536)	(26,756)	(26,756)	(26,756)	(26,756)
	(191,524)	(191,184)	(191,626)	(192,073)	(192,522)
Savings required	6,179	2,513	1,723	2,598	2,593
Savings identified	(2,892)	(1,490)	(342)	(358)	(358)
Savings - via PBB	3,287	1,023	1,381	2,240	2,235

RISKS

11. There is a large amount of uncertainty about future funding and it is possible that the Chancellor will deliver a less favourable Autumn Statement on 23 November 2016, given Brexit and challenges in national growth and borrowing. The other most impactful risk to the above scenario is the proposed change to the way in which the Home Office distributes police funding across the service. Currently a formula based on demographics, crime statistics etc., is used. This has not been fully applied and damping has been used to even out the impact across the service. The Home Office commissioned a review of the formula but the proposed revised formula was rejected. A new review is underway and it is understood that the ministerial aim is to implement by 2018/19. Until the review is completed and the new formula has been published, the impact remains unknown. It is anticipated that there will be some form of transitional arrangement, but again this is unknown. If Government proposals are released for consultation in February 2017 and implemented in 2018/19 then clearly the 2018-23 MTFS will need to be revised to take account of the impact.
12. Reviews of the Strategic Capabilities and policing infrastructure are taking place and the outcomes and impact are not yet known but have the potential to change the shape of policing and therefore, the funding.

SAVINGS

13. Collaboration is seen as the key source of savings over the MTFS period, allowing services to be maintained or enhanced whilst delivering efficiencies and savings. These have been supported by several successful joint bids for Innovation Fund grants. In addition a number of other strategies are forecasting potential savings including the use of new and upgraded technology (such as the use of mobile tablets); the use of existing infrastructure and buildings; and the procurement of goods and services.
14. Overall the main sources of savings are:
- The PBB process
 - Bluelight Collaboration £1.2m by 2019/20
 - Innovation Fund
 - FCS Collaboration - £0.2m
 - NPAS - £0.02m
 - Tri-Force Niche Collaboration - £0.6m
 - Further savings from existing collaborations and shared services as new technology is implemented and new partners join the collaborations
 - Estates Strategy Review – impact of savings not yet known (2017/18 includes Charles Stewart House £0.4m p.a.)
 - Emergency Service Network (ESN) savings – timing and amount not yet known
 - Mobile Data and Digital Technology - timing and amount not yet known
 - Procurement Reviews – impact of savings not yet known

CAPITAL PROGRAMME

15. In addition to the revenue budget, a programme of capital investment is envisaged over the MTFS period. This programme links to the 'invest to save' programmes such as new technology and the annual replacement cycle for assets such as vehicles.
16. Funding for these comes from Government general and specific grants, reserves held by the Commissioner, contributions and borrowing. Details of the overall proposed programmes and their associated funding are shown below.

	2017/18	2018/19	2019/20	2020/21	2021/22
	£000	£000	£000	£000	£000
Forecast Capital Programme	8,141	3,069	4,969	2,969	3,000
Funding:					
Government Grants	838	763	763	763	763
Capital Receipts	1,213	0	371	0	0
Revenue Contribution to Capital	1,000	1,000	1,000	1,000	1,000
External Contributions to Capital	724	0	0	0	0
HQ IT Reserve	202	202	202	202	202
Borrowing	4,164	1,104	2,633	1,004	1,035
	8,141	3,069	4,969	2,969	3,000

RESERVES

17. The Reserves Strategy as approved by the Commissioner has been developed to ensure that the Commissioner's reserves are sufficient to meet the known risks and issues facing the Constabulary without holding excessive sums.
18. Investment over the past few years have helped deliver over £45m of savings whilst maintaining services and increasing officer numbers. The level of reserves currently held and their forecast use is shown below.

	31-Mar-17	31-Mar-18	31-Mar-19	31-Mar-20	31-Mar-21
	£000	£000	£000	£000	£000
Redundancy Reserve	-482	-82	-82	-82	-82
MTFS Reserve	-338	-338	-338	-338	-338
LGPS Actuarial Reserve	0	0	0	0	0
TOTAL EARMARKED	-819	-419	-419	-419	-419
Capital Receipts	0	0	0	0	0
Capital Reserve	-82	-82	-82	-82	-82
IT Reimbursement Reserve	0	0	0	0	-15
Capital Grants	0	0	0	0	0
TOTAL CAPITAL	-82	-82	-82	-82	-97
Revenue General Reserve	-5,798	-5,798	-5,798	-5,798	-5,798
TOTAL RESERVES	-6,700	-6,300	-6,300	-6,300	-6,315

19. Although the above table shows no funding in the LGPS Actuarial Reserve, the Commissioner paid an advance of £4.5m towards the impact of the current actuarial review to save circa £0.6m in interest charges. The actual outcome of the current review will be known shortly and may require further funding.
20. Capital receipts from selling assets in the past have now been fully utilised, no other receipts have been assumed until the Estates Strategy has been approved and implemented.
21. Capital Reserve & Grants are likely to be zero throughout when updated post outturn as any grants received will be utilised in full in-year.
22. The Chief finance Officer and the Assistant Chief officer will undertake a risk assessment on the General Reserve to ascertain if any funds could be released to support the MTFS.

SUMMARY

23. Police funding will reduce over the MTFS period but the Government expects this to be reinstated by the permitted increase in council tax, resulting in flat-lined funding in cash terms. To meet the cost of pay and price inflation, increases in demands and known commitments, savings will be required.
24. Collaboration programmes, the use of technology and the review of infrastructure and buildings will deliver savings over the MTFS period

together with the outcomes of the annual PBB process. 2017/18 could be a challenging year and reserves have significantly reduced.

25. It is likely that some of the assumptions will need updating following the Autumn Statement and Provisional Police Grant Settlement.

MANAGEMENT BOARD

DECISION NO. 2016/15

DATE: 4 OCTOBER 2016

JOINT STRATEGIC RISK REGISTER

Executive Summary:

The Commissioner's and Constabulary's Joint Strategic Risk Register is presented for consideration and approval.

Recommendation: That

- (1) the Joint Strategic Risk Register, risk analysis and action overview, be approved; and
- (2) the closure of risk 3b, be approved and ongoing scrutiny of the stop and search process will be undertaken at Scrutiny Board.

We have reached the following decision:-

Agreed the above recommendations.

Our rationale for this decision is:-

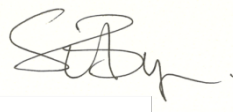
The effective management of strategic risk will support the Constabulary in delivering high quality policing services.



Signature

Date 4 October 2016

Police & Crime Commissioner



Signature

Date 4 October 2016

Chief Constable

PART 1 – NON-CONFIDENTIAL FACTS AND ADVICE

INTRODUCTION AND BACKGROUND

- 1 The Joint Strategic Risk Register, documents all risks that the Chief Constable and the Police & Crime Commissioner identify as having the potential to prevent the organisation from achieving the strategic objectives.
- 2 The Joint Strategic Risk Register is attached at Appendix 1 in Part 2 of this report.

ISSUES FOR CONSIDERATION

- 3 Consultation has been undertaken with risk owners/action owners of existing risks.
- 4 The Joint Strategic Risk Register was considered and noted by the Audit Advisory Committee on 26 July 2016.
- 5 The impact assessments/implications/risks are detailed for each risk on the Joint Strategic Risk Register.

FINANCIAL COMMENTS

- 6 Any financial implications where known have been detailed as part of the risk.

LEGAL COMMENTS

- 7 Any legal implications where known have been detailed but would be considered at the time if the probability of the risk increased.

EQUALITY COMMENTS

- 8 Any Equality issues will be dealt with as they arise.

Public access to information

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Is there a Part 2 form – YES

This report will be considered in private on the grounds that it involves the likely disclosure of exempt information as defined in the Freedom of Information Act 2000 and in accordance with the Section 31, Law Enforcement and Section 43, Commercial Interests.

Contact Officer: Louise Willis, Strategic Planning & Governance Manager
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CHIEF OFFICER DECLARATION:

I have reviewed the proposal and I am satisfied it is correct, all relevant internal checks have been undertaken and it is an appropriate request to be submitted to the Police & Crime Commissioner.

Signature 

Date 20 September 2016

CHIEF FINANCE OFFICER DECLARATION:

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the presentation of this report. I am satisfied that this is an appropriate request to be submitted to the Police & Crime Commissioner.

Signature 

Date 20 September 2016

MANAGEMENT BOARD

DECISION NO. 2016/16

DATE: 4 OCTOBER 2016

FUNDING FOR MOBILE 'PHONE EXAMINATION KIOSKS

Executive Summary:

The demand for forensic analysis of mobile 'phones to support criminal investigations has increased with the consequential impact on investigation timelines. Technology is now available to enable officers to download data to support these investigations without analysis through the Forensic Science service, subject to the complexity of the examination required.

The report outlines the proposal and funding required to site this equipment in a number of locations across the Force to allow ready access by the operational teams and Custody Investigation Unit based on demand. This proposal will speed up investigations and provide better support to victims.

Recommendation:

The Commissioner approves the commencement of a procurement exercise for up to 12 mobile phone examination kiosks, together with user licences, training and supplier support; subject to the final decision on the number of kiosks being determined by the Commissioner at the end of the procurement process and consideration of the final business case.

I submit this recommendation for approval:-

Signature

Date

Chief Constable

I have reached the following decision:-

As above

My rationale for this decision is:-

The provision of mobile phone kiosks will improve the timeliness of police investigations, resulting in offenders being brought to justice quicker and better outcomes for victims.



Signature

Date 4 October 2016

Police & Crime Commissioner

PART 1 – NON-CONFIDENTIAL FACTS AND ADVICE

INTRODUCTION AND BACKGROUND

1. The universal use of mobile phones makes them common place in many investigations. Currently all mobile phones that require examining must be sent to the e-Forensics unit at Police Headquarters. This includes phones belonging to suspects, victims and witnesses and the arrangements apply to crime and non-crime investigations of all levels of complexity.
2. Examinations are triaged and phones prioritised so that urgent cases are dealt with promptly. The number of phones being seized for examination is increasing year on year and this upward trend is shown below:

Year	Total examinations
2013	2639
2014	2758
2015	2811

3. Currently there are approximately 190 suspects on bail pending the outcome of a mobile phone examination, which is 23% of all suspects on bail. The turnaround time for a mobile phone examination is 13 weeks for a standard submission and 4-6 weeks for a priority examination.
4. The delays are extending the duration of investigations, which means a delay in bringing offenders to justice. This has a negative impact upon victims.
5. There is a wider strategic need to mainstream digital technology; providing tools to simplify what was once technically complex. This empowers investigators to do things for themselves, thereby freeing up experts to use their skills on more complex work.

OPTIONS

6. Rather than retaining the current processes, technology is now available via 'mobile phone kiosks' trialled in Cheshire, together with a number of police forces, that enables frontline investigation staff as opposed to specialist forensic investigators to download data. This reduces the turnaround time for all phone examinations (anticipated to less than one week), reduces the bail requirements, as well as potentially reducing the volume of data downloaded and wasteful examinations, by gaining the data required at an early stage in the investigation.
7. Option 1: **RECOMMENDED** Based on demand, together with consideration for the future requirements of accreditation and collaboration of forensic services, it is proposed to provide access to mobile phone kiosks (7 in total) at each of the three custody suites, Headquarters and three Local Policing Units (Warrington, Crewe and Macclesfield). A limited roll out would meet operational demand but takes account of proposals for the integration of e-forensics into a regional collaboration and enables operational learning.
8. Option 2: Wider roll out to all LPUs, custody and Headquarters (12 in total). Given the current rapid development of technology and potential for greater security features in the future a fast upgrade path is likely to be required for the kiosks. Their life-expectancy depends upon whether the kiosk manufacturers can address the rapid changes in digital communication technology. Wider roll out will require further IT support.


9. A number of trained frontline investigators will carry out mobile phone examinations on behalf of their colleagues. Kiosks will only be used for less complex investigations, where specialist forensic analysis is not required. The e-Forensics Unit will continue to carry out examinations in more complex and serious cases.
10. Implementation is expected to reduce turnaround times and to remove backlogs within the first three months. The potential requirement for a fast upgrade path will be built into the forensic and IT strategies and budgets.


FINANCIAL CONSIDERATIONS

11. The financial implications are detailed in Part 2 of this report.

EQUALITY COMMENTS

12. There are no known equality impacts within this recommendation.

<p>Public access to information</p> <p><i>Information in this form is subject to the Freedom of Information Act 2000 and other legislation. Any facts/advice/recommendations that should not be made available on request should not be included in Part 1 but instead on the separate Part 2 form.</i></p>	
<p>Is there a Part 2 form – Yes</p> <p>The report contains restricted information relating to Section 43, Commercial Interests of the Freedom of Information Act 2000.</p>	
<p>Contact Officer: John Maddock, Project Manager Tel. No.: 01606 363208 Email:john.maddock@cheshire.pnn.police.uk</p>	
<p>CHIEF OFFICER DECLARATION:</p> <p><i>I have reviewed the proposal and I am satisfied it is correct, all relevant internal checks have been undertaken and it is an appropriate request to be submitted to the Police & Crime Commissioner.</i></p>	
<p>Signature </p>	<p>Date 23 September 2016</p>

<p>CHIEF EXECUTIVE DECLARATION:</p> <p><i>I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the presentation of this report. I am satisfied that this is an appropriate request to be submitted to the Police & Crime Commissioner.</i></p>	
<p>Signature </p>	<p>Date 23 September 2016</p>