



Cambridgeshire Police & Crime Commissioner

BUSINESS COORDINATION BOARD

APPROVED MINUTES

Date: 26th November 2015

Time: 14:30

Location: Swansley A Room, Cambourne

Members:	Sir Graham Bright	Cambridgeshire Police and Crime Commissioner
	Brian Ashton	Deputy Police and Crime Commissioner
	Dorothy Gregson	Chief Executive, Office of Police and Crime Commissioner
	Josie Gowler	Director of Finance, Office of the Police and Crime Commissioner
	Mark Hopkins	Temporary Deputy Chief Constable Cambridgeshire Constabulary
	Niki Howard	Director of Finance and Resources, , Cambridgeshire Constabulary
In Attendance:	Aly Flowers	Senior Policy and Performance Officer, Office of Police and Crime Commissioner
	Claire George	Executive Support Officer, Office of Police and Crime Commissioner
	Andy Hebb	Temporary Assistant Chief Constable, Cambridgeshire Constabulary
	Jon Hutchinson	Head of Corporate Development, Cambridgeshire Constabulary
	Charles Kitchen	Director of Public Engagement and Communication, Office of Police and Crime Commissioner
	Colin Luscombe	Director of Estates, Office of Police and Crime Commissioner
	Paul Ormerod	Chief Inspector, Cambridgeshire Constabulary
	Nicky Phillipson	Strategic Advisor, Office of Police and Crime Commissioner
	Sue Ratcliffe	Head of Performance, Cambridgeshire Constabulary

Howard Thackray

Business Manager, Office of the Police and Crime
Commissioner**1. Welcome and Apologies**

- 1.1 Apologies were received from Alec Wood, Chief Constable Cambridgeshire Constabulary.

2. Declarations of Interest

- 2.1 There were no declarations of interest.

3. Approval of the minutes from the last meeting held on the 27th October 2015

- 3.1 There were no outstanding actions from the last meeting of the 27th October 2015.

3.2 Resolved:

- (i) *The minutes of the meeting held on the 27th October 2015 were agreed and signed.*

4. Restorative Justice Provision in Cambridgeshire

- 4.1 The Strategic Advisor presented the report, the purpose being to update the Board on the implementation of the Joint Office of the Police and Crime Commissioner (OPCC) and Cambridgeshire Constabulary's ("the Constabulary") Strategic Vision for Developing Restorative Justice (RJ) in Cambridgeshire and approve the 12-month extension of the delivery partnership with Community Interest Company Restorative Solutions until December 2016.
- 4.2 The Board was given an overview on how the RJ model is being used within Cambridgeshire, and the excellent support that was being received from partners. The Board noted that this was a low cost, cost effective model in operation.
- 4.3 The Commissioner commented on the good working relationship that existed with Restorative Solutions. The Commissioner stressed that RJ should be recognised as a process that can empower victims to have their say and equally make offenders recognise the impact of what they had done, and make amends and was one element in preventing the 'revolving door' of offending as opposed to RJ being an alternative to a criminal sanction. The Chief Executive welcomed this innovative RJ approach, and one that had been recognised nationally.
- 4.4 The Board agreed to the 12 month extension of the delivery partnership with Community Interest Company Restorative Solutions and the Commissioner signed the Decision Notice.

5. Operational Update

- 5.1 The Temporary Assistant Chief Constable presented the report the purpose being to update the Board on any exceptional issues relating to the Constabulary on recent performance, Her Majesty's Inspectorate of Constabulary (HMIC) inspections, significant operations and effective and efficient policing.
- 5.2 The Board were provided with an update on the recent HMIC Police Efficiency, Effectiveness, Efficiency and Legitimacy (PEEL) inspection process. The Constabulary would be producing a full report on HMIC's report to the December 2015 Board meeting.
- 5.3 The Board were informed that the Independent Police Complaints Commission investigation into the shooting at St Neots was ongoing and consequently it would be inappropriate at this stage to comment further.
- 5.4 The Board noted that the launch date of the operational policing system (Athena) had been delayed until November 2016 due to software issues. Work was on-going with the stakeholders to ensure the new deadline was met. The Temporary Deputy Chief Constable informed the Board that it was likely that the collaborated contact management system was anticipated to go live at a similar time but reassured the Board that operational impact of system implementation would be managed effectively.
- 5.5 The Board were briefed on the Hate Crime Awareness week which commenced mid-October. The purpose of the week being to tackle the issue of Hate Crime, encourage reporting and inform the public of what constitutes this type of offence.
- 5.6 The Commissioner commented positively on Cambridgeshire's first Human Trafficking summit which took place on 17th October 2015. He was encouraged by the support shown by policing experts and human rights campaigners who had come together to consider what action is needed to safeguard vulnerable victims living within South Cambridgeshire. He hoped that such an event could be replicated across the County.
- 5.7 The Temporary Deputy Chief Constable reassured the Board that the Constabulary had responded in respect of the recent terrorist attacks and emphasised that are fully committed to ensuring community cohesion.
- 5.8 The Commissioner asked that his congratulations were passed on to PC Pete Moulton and PC Janine Hagger for winning a national bravery award in respect of apprehending a knife-wielding man.

6. Performance Working Group

- 6.1 The Chief Executive presented the minutes of the Performance Working Group to the Board, giving an overview of the meeting held on the 8th October 2015.
- 6.2 In giving an overview of the minutes, the Chief Executive brought to the Board's attention that there were a number of important issues being considered by the Group such as 101 secondary call handling performance, levels of recorded crime,

prosecution possible outcomes, burglary, Cyber-crime and domestic abuse response times.

- 6.3 The Commissioner emphasised the important work of the Group to enable him to hold the Constabulary to account, and thanked the Temporary Assistant Chief Constable and the Constabulary's Head of Performance for their input into the Group. The Constabulary reassured the Commissioner that the areas of concern would be monitored closely.

7. Performance Update – 12 months to September 2015

- 7.1 The Temporary Assistant Chief Constable presented the report, the purpose being to provide a performance update on the Constabulary's performance against the priorities identified in the Commissioner's Police and Crime Plan in the 12 months to September 2015.
- 7.2 The Commissioner commented on 101 secondary call handling and recognised that, as a front line service, the non-emergency second pick-up wait times were still too long. However, he felt the Constabulary were now able to respond to the situation in part due to successful recruitment and improved technology.
- 7.3 The Deputy Police and Crime Commissioner questioned the Constabulary as to the reason why the public's confidence in the Constabulary had declined, particularly when victim satisfaction remained high. The Constabulary responded that they were undertaking work to better understand the drivers behind public confidence.
- 7.4 The Board discussed the public's perception of anti-social behaviour (ASB). The Commissioner commented that he was pleased that we had a low rate of perceived ASB and that this was a good reflection on local policing who deal with this issue. The Temporary Deputy Chief Constable confirmed that in part this was due to the good working relationship with Community Safety partners. In addition, from November 2015 the more serious cases (medium/high risk victim) of ASB getting support from the Victims' Hub.
- 7.5 Cyber-crime was discussed in some detail and it was agreed that in the future this will have a big impact on the figures for recorded crime. The Commissioner stressed that he wants to continue raising the awareness of Cyber-Crime across the County, and hopes to hold a seminar in 2016. The Temporary Assistant Chief Constable commented that Cyber-Crime training had been given to front line officers and detectives and as such felt that the Constabulary were in a reasonable position to deal with the anticipated increase in volume of this crime type.
- 7.6 The Board discussed the Constabulary's prosecution possible outcome rates. The Commissioner asked that the Constabulary stay focused on this and recognised the work being undertaken via the Burglary action plan and Investigations Steering Group.
- 7.7 The Board noted the content of the report.

8. Domestic Abuse Update

- 8.1 The Head of Corporate Development presented the report, the purpose of which was to update the Board on the Constabulary's current service provision, action plan progression and to improve performance delivery in relation to Domestic Abuse.
- 8.2 The Board were made aware of the HMIC inspection in November 2013 on the Constabulary's response to Domestic Abuse. The Constabulary was concerned by the HMIC findings following the November inspection. However, when the HMIC inspection team revisited in February 2014 they highlighted the progress that the Constabulary had made in addressing its response, noting substantial improvements to victims of violence but also recognising more needed to be done. The HMIC completed a further DA inspection in July 2015 and the results of this inspection are due to be published on the 15th December 2015.
- 8.3 The Board were informed of the work the Constabulary had to shift the culture within the Constabulary, tightening up internal governance arrangements and the revision of the Domestic Abuse strategy. Additional safeguarding training had been given, complemented by improved technology to improve the quality and quantity of evidence gathered. A month long media campaign was run by the Constabulary in November to raise awareness of Domestic Abuse. In Peterborough the Constabulary are trialling the use of a Domestic Abuse Response Team, to attend and manage all reports of Domestic Abuse within the area.
- 8.4 It was reported that Domestic Abuse performance has improved in recent months with prosecution possible outcome rates improving in September and October.
- 8.5 The Constabulary emphasised that they strived, with partners, to be one of the best police forces in the country to safeguard all involved and bring offenders to justice. The Commissioner was reassured that the Constabulary were taking this very seriously. The Commissioner is to meet the Head of the Constabulary's Public Protection Department to discuss the Constabulary's response to Domestic Abuse in more detail and ensure progress is sustained.
- 8.6 The Chief Executive clarified with the Constabulary that more people were not coming forward to report incidents of Domestic Abuse but of those that have come forward to report this, more incidents are being recorded and converted into a crime. This is a consequence of the tightening of the National Crime Recording Standards.
- 8.7 The Board noted the content of the report.

9. Section 22A Collaboration Agreements under the Police Act 1996 for Firearms and Explosive Licensing, Public Contact, and Human Resources and Learning and Development.

- 9.1 The Chief Executive presented the paper, the purpose of which was to update the Board with details of the rationale for the signing of three Section 22A collaboration agreements under the Police Act 1996 (as amended) ("the S22A Agreement") with Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary.

- 9.2 The Chief Executive informed the Board of the responsibility of Commissioners and Chief Constables to keep collaboration options under review for each S22A Agreement in order to maintain the efficiency and effectiveness of policing. It was also confirmed that each S22A Agreement were a result of a culmination of a process of detailed scrutiny and external assurance on outline and full business cases for each of these collaboration initiatives and had been developed with input from the appropriate professional subject matter experts, legal advisers and professionals.
- 9.3 The Board noted that the public had been made aware of the collaboration intentions and proposals through consultation with the firearms community, press releases and newsletters. The business cases were also in the public domain.
- 9.4 By collaborating these functions will enable the Constabulary to save over £3.2 million over the period to 2019/20.
- 9.5 The Board were informed that the S22A Agreements will be continually reviewed at least annually as they are 'living documents' and as such should be refreshed to ensure practice follows delivers the desired outcomes i.e. service delivery, governance. The Temporary Deputy Chief Constable commented that he was reassured with the level of engagement regarding the S22A Agreements.
- 9.6 The Board noted the report and gave approval for the Commissioner to sign the Decision Notice to sign the S22A Agreements subject to them being agreed at the Alliance meeting on the 27th November 2015.

10. Medium Term Financial Plan 2016/17 Budget Update

- 10.1 The Commissioner's Director of Finance presented the report, the purpose of this report is to update the Board on the Medium Term Financial Plan (the "MTFP") and the development of the 2016/17 budget.
- 10.2 The Board were taken through the key principles of the MTFP and budget setting, such as the need to achieve value for money policing whilst not increasing the burden on the taxpayer, and the efforts to protect front line policing. The timetable for the remainder of the budget setting process was discussed. It was agreed that close attention must be paid to the Collaboration projects as these will deliver year on year budget savings.
- 10.3 The Commissioner and Deputy Commissioner both commented that no budget decision would be made until the detail of the Home Office's police finance settlement is published in December 2015. The reserves accumulated in recent years would still be used in 2016/17 to smooth the implementation of the Collaboration agenda.
- 10.4 The Constabulary's Director of Finance and Resources commented that 2016/17 would be a difficult year financially due to such factors as the increase in National Insurance costs that would require approximately £5m of funding.
- 10.5 The Board noted the report.

11. Strategic Risk Management

- 11.1 The Commissioner's Director of Finance presented the Strategic Risk Management report to the Board.

11.2 It was noted that a six month review was last considered in March 2015 and the risks had subsequently been updated for a number of areas. It was noted that the red risk relating to collaboration would reduce to amber should the collaboration move forward on the 27th November 2015.

11.3 The Board noted the specific areas of risks that had been identified in the report.

12. Operation of the Road Casualty Reduction and Support Fund

12.1 The Board were updated on the proposed future operation of the Road Casualty Reduction and Support Fund ("the Fund").

12.2 The Commissioner's Director of Finance confirmed that as agreed at the Finance Sub-Group (FSG) in June 2015 and approved by the Board in August 2015 the underspend from Cameras, Tickets and Collisions would go into the Fund. A paper on the proposed future operation of the Fund was presented to and agreed at the FSG meeting on 30 September 2015.

12.3 The Commissioner's Strategic Advisor and the Constabulary's Temporary Deputy Chief Constable, had worked closely with the Cambridgeshire and Peterborough Road Safety Partnership to create a joint declaration. This sets out the Partnership's intention to work together as agencies to reduce the number of collisions on the roads and therefore the number of people killed or seriously injured. The declaration reflects the contents of the Cambridgeshire and Peterborough Road Safety Strategy 2015-20.

12.4 The Commissioner commented that he had received good public feedback and that the public were pleased this money would be used for road safety.

12.5 The Board noted the report.

13. Annual Equality and Diversity Update

13.1 Chief Inspector Paul Ormerod presented the report, the purpose of which was to provide an overview to the Board on the Constabulary's public sector equality duty and outline how the Constabulary are exercising their statutory duties under the Equality Act 2010.

13.2 The Board's attention was drawn to the Positive Action Steering Group which had been created to help with the Constabulary's delivery equality actions.

13.2 The Commissioner questioned the Constabulary on what was being done to improve the ethnic mix of the Constabulary. Chief Inspector Ormerod commented that there was an equality objective to shape recruitment, retention and progression activity to achieve a representative workforce and that this was being taken forward by the Steering Group. The Commissioner commented on the positive contribution officers and staff from ethnic minorities make to the Constabulary.

13.3 The Commissioner requested an Equality and Diversity update in six months.

13.4 The Board noted the report.

Action: Equality and Diversity update paper to Board in May 2016.

14. Melbourn and Bretton Police Stations

- 14.1 The Commissioner's Director of Estates presented the report, the purpose being to seek the approval of the Board to the termination of the leases of Melbourn Police Office and Bretton Police Station.
- 14.2 It was confirmed that following agreement of the Estates Sub-Group and meetings with the respective landlords, the lease for Melbourn Police Office would be terminated and the lease at Bretton Police Station would be surrendered.
- 14.3 The Board approved the action regarding the two leases and the Commissioner signed the Decision Notices.

15. Police and Crime Commissioners Decisions and Forward Plan

- 15.1 The Chief Executive introduced the report, the purpose of which was to inform the Board of the decisions made by the Commissioner since the Board meeting on the 27th October 2015 and the decisions taken since that meeting.
- 15.2 The Board noted the paper.

16. Finance Sub-Group

- 16.1 The Deputy Police and Crime Commissioner presented the minutes of the meeting on 20th September 2015 and commented that a clear understanding was required on the Capital requirements of Collaboration.
- 16.2 The Board noted the content of the report.

17. Force Executive Board minutes

- 17.1 The Temporary Deputy Chief Constable presented the report to the Board, giving an overview of the meeting held on the 6th October 2015.
- 17.2 The Board noted the report.

18. Any Other Business

- 18.1 The Board discussed the request for extending the appointment of Hannah Watson, Volunteer Co-ordinator at the Office of the Cambridgeshire Police and Crime Commissioner, to continue to act as the Eastern Region Director on the Independent Custody Visiting Association (ICVA) Management Board for 2015/16
- 18.2 The Board approved to the extension and the Commissioner signed the Decision Notice

19. Date of Next Meeting

- 19.1 The next meeting will be held on 16th December 2015 at 14.30 at Cambourne.

A handwritten signature in blue ink, consisting of a large, stylized initial 'G' followed by 'B' and 'R'.

Sir Graham Bright

