



BUSINESS COORDINATION BOARD

APPROVED MINUTES

Date: 25th February 2016 **Time:** 14:30

Location: Swansley A, Cambourne

Members: Sir Graham Bright Cambridgeshire Police and Crime Commissioner
Brian Ashton Deputy Police and Crime Commissioner
Alan Baldwin Deputy Chief Constable, Cambridgeshire Constabulary
Dorothy Gregson Chief Executive, Office of Police and Crime Commissioner
Mark Hopkins Assistant Chief Constable, Cambridgeshire Constabulary
Niki Howard Director of Finance and Resources, Cambridgeshire Constabulary
Alec Wood Chief Constable, Cambridgeshire Constabulary

In Attendance: Natalie Benton Head of Corporate Standards and Assurance, Cambridgeshire Constabulary
Aly Flowers Senior Policy and Performance, Office of Police and Crime Commissioner
Charles Kitchin Director of Public Engagement and Communication, Office of Police and Crime Commissioner
Colin Luscombe Director of Estates, Office of Police and Crime Commissioner
Mat Newman Head of Corporate Development, Cambridgeshire Constabulary
Paul Ormerod Chief Inspector, Corporate Development, Cambridgeshire Constabulary
Nicky Philipson Head of Strategic Partnerships and Commissioning, Office of Police and Crime Commissioner

Cristina Strood Head of Policy and Performance, Office of Police and Crime
Commissioner

1. Welcome and Apologies

1.1 Apologies were received from Josie Gowler.

2. Declarations of Interest

2.1 There were no declarations of interest.

3. Approval of the minutes from the last meeting held on the 22nd January 2016

3.1 There were no outstanding actions from the last meeting of the 22nd January 2016.

3.2 Resolved:

(i) *The minutes of the meeting held on the 22nd January 2016 were agreed and signed.*

4. Police and Crime Plan – Finances (Appendix 1)

4.1 The Deputy Police and Crime Commissioner presented the Police and Crime Plan (“the Plan”) Appendix 1 – Finances 2016/17 report to the Business Coordination Board (“the Board”).

4.2 The Board were informed that there had been a sequence of modifications to the budget as given at Appendix 1. The Medium Term Financial Plan (MTFP) would be finalised at the end of March 2016 once the indicative costs of the Bedfordshire Police, Cambridgeshire Constabulary (“the Constabulary”), and Hertfordshire Police (BCH) collaboration team and the Athena information and intelligence operating system development have been received.

4.3 The Deputy Commissioner reported that £16.1m of savings had been achieved in the period from 2013/14 to 2016/17, at the same time having an increase of the number of warranted police officers, which reflected that money had been spent where it was most needed. The Board noted that plans are in hand to deliver the £6.3m of savings required between 2017/18 and 2019/20. The Board recognised that this was a prudent MTFP, yet despite ongoing budget pressures, the total number of police officer posts in the Constabulary establishment is budgeted to slightly increase (from 1,343 in 2015/16 to 1,352 in 2016/17).

4.4 The Board were informed that savings of £1.3 million from 2015/16 would be allocated to capital reserves for the cost of the equipment for the Emergency Service Network system. For the purposes of transparency, reserves for 2016/17 would be allocated into specific categories: capital, general, Information and Communication Technology (ICT), and estates.

4.3 The Police and Crime Commissioner (“the Commissioner”) thanked all those in the Constabulary, both Chief Finance Officers, and the Deputy Commissioner for their work in balancing the budget.

4.4 The Board approved the update of Appendix 1 of the Plan for the Panel to subsequently review at their meeting on the 16th March 2016.

5. Strategic Risk Management

5.1 The Commissioner’s Chief Executive presented the paper to the Board, the purpose being to provide an update on the comprehensive summary of the strategic risks held between the Commissioner and the Constabulary.

5.2 The Board noted the amendments to the risk register and discussed whether the risks were appropriately rated. The Board also explored the management of risk at a BCH level in respect of the various collaborated functions and concluded that the three BCH police forces and their respective Offices of the Police and Crime Commissioner (OPCC) together had a converging and integrated approach to risk.

5.3 The Board concluded that they were content with the ratings and agreed the joint strategic risk register but were mindful of the amount of work to be done to address the issues and that there was no room for complacency.

6. Integrity Controls Assurance

6.1 The Chief Executive introduced the report to the Board to note the Commissioner’s and Constabulary’s integrity controls that were in place were. The report would be submitted to the Commissioner’s and Chief Constable’s Joint Audit Committee in March 2016 for their consideration.

6.2 The Commissioner assured the Board that the controls in place demonstrated that integrity was taken seriously across both the Constabulary and the OPCC.

6.3 The Board noted the report.

7. Devolution Update

7.1 The Chief Executive provided a verbal update to the Board on the current situation regarding the proposals for a devolution deal for Cambridgeshire and Peterborough. The leaders of key public services across Cambridgeshire and Peterborough had submitted proposals for a devolution deal and were in discussions with the Government.

7.2 The Board were informed that an enhanced approach to further align priorities and activities to create safer and stronger communities could be delivered through building on existing partnership working. As such the powers to enable and deliver this could come directly through devolution or through additional powers from Government.

7.3 The Board agreed that the Constabulary and the OPCC would continue to work with partners to improve the effectiveness and efficiency of the response to day to day community safety issues but noted that consequently this could be complex.

8. Community Safety Partnerships

- 8.1 The Head of Strategic Partnerships and Commissioning presented the report to the Board to provide an update on the methodology used by the Commissioner to review how the six Community Safety Partnerships (CSPs) have used their Crime and Disorder Reduction Grants to help secure the reduction of crime and disorder in Cambridgeshire.
- 8.2 The Commissioner emphasised that the scrutiny of CSPs was carried out through their Council Crime and Disorder Overview and Scrutiny Committees, with the Commissioner's role being to place a number of formal and informal conditions on those whom he issues grants to secure the reduction of crime and disorder.
- 8.3 The Board were informed of the various Commissioner grant funded work that the CSPs themselves or in partnership with others, such as the Constabulary and the OPCC, had delivered to secure real value in helping to secure crime and disorder reductions. Examples included the domestic abuse support work in Fenland and the anti-trafficking event in South Cambridgeshire.
- 8.4 The Commissioner wished the Board to note that whilst the amount of funding was small, the work being delivered was very important and impactful.
- 8.5 The Board gained assurance that the Commissioner, either directly or through the Deputy or the OPCC, were involved in every stage of the grant commissioning cycle, and that appropriate governance and monitoring arrangements were in place. However, it was noted that whilst some grant funded work had more tangible outcomes and measures, other work such as preventative activities to enable and secure community resilience, by its nature is more difficult to measure the value of in both the short and long term.

9. Special Constabulary Support for Rural Crime

- 9.1 The Assistant Chief Constable introduced the report emphasising that it builds on the Constabulary's existing work in the rural community yet also acknowledges that the Commissioner is keen to see continued support for these communities.
- 9.2 The Constabulary's Special Parish Constable rural pilot project in East and South Cambridgeshire was noted, as was the fact that no candidate from the Special Constabulary had come forward for the proposed pilot in the north of Peterborough. The Board discussed how the pilot would be evaluated and agreed that an evaluation framework was required that could usefully include measures such as feedback from partners, visibility, and public confidence. The Board requested that the evaluation is brought back to a governance board following the end of the six month pilot.
- 9.3 The Chief Constable informed the Board that in response to listening to the concerns of those in rural communities, he had committed funding to having a dedicated full time rural crime team of six posts. The Team would focus on rural issues but also be a substantive reserve for other Constabulary policing matters when required.

- 9.4 The Commissioner supported this approach, stating that it demonstrated continued commitment to rural communities alongside the existing efforts that were in place, such as the funding given to Countryside Watch.
- 9.5 The Commissioner sought the Constabulary's views on why there had been a month on month reduction in the hours Specials and what the underlying reasons for this were. The Assistant Chief Constable reminded the Board that 16 hours was the minimum requirement for Specials and was encouraged that the Constabulary's Specials were willing to work above this requirement. It was felt one reason for this was the operational model the Constabulary had adopted to integrate Specials as part of the regulars functioning shift teams which had created a team ethos, and as a result job satisfaction had increased and fewer Specials were leaving.
- 9.6 It was also reported that number of applications for Specials had doubled in for the period July to December 2015 when compared to the previous six months, with a number of applications coming through from Black and Minority Ethnic communities. Given this level of interest it was hoped that the number of Specials could exceed the 300 commitment given in the Commissioner's Plan, enabling the possibility to explore whether there was further capacity for rural policing.
- 9.10 **Action:**
- (i) *Special Parish Constable rural pilot project evaluation to be brought back to the governance board following the end of the six month pilot.*

10. Evaluation of the Police and Crime Commissioner's Public Engagement

- 10.1 The Commissioner's Director of Public Engagement and Communication introduced the report to update the Board on the Commissioner's public engagement activity and the value this is having in Cambridgeshire.
- 10.2 The Board were reminded of the Commissioner's and the Chief Constables statutory duty to engage with the public and communities, and the consequential and complimentary overlaps between the activities in order to achieve the objectives within the Commissioner's Plan.
- 10.3 HMIC's recent report on Legitimacy (February 2016) had rated the Constabulary as 'good' in respect of how well it understands, engages with and treats fairly the people it serves. With regard to community engagement, the Board also noted that HMIC had found that the Constabulary understands the importance of good and effective engagement with its communities and uses a broad range of methods to carry this out.
- 10.4 The Board concluded that there had been good positive engagement that the issues that the public were concerned about were being addressed, victim satisfaction had increased.

11. Performance Update 12 months to December 2015

- 11.1 The Chief Constable took the Board through the Performance Report for the rolling 12 months period to December 2015 emphasising that performance had

improved since the end of this period. This was due to a number of measures having been put in place to develop the focus both for short term and longer term solutions, for such areas as burglary, where there had been an improvement in detection rates. He stressed that whilst there were signs of improvement, it was a mixed picture and as such there was no room for complacency.

- 11.2 Both the Commissioner and the Chief Constable assured the Board that by needing to focus on improvements, this did not mean setting targets as this creates perverse incentives. This is about steady improvement, and one which the public can have continued confidence in.
- 11.3 The Commissioner stressed that a huge amount of work had been undertaken to tackle domestic abuse and support victims both across the Constabulary and with partners. The Assistant Chief Constable highlighted that there had been a step-change in prosecution possible for domestic abuse cases, and felt that this was a step in the right direction. The Chief Executive enquired whether domestic abuse response times had improved as a result of the operational domestic abuse response team in Peterborough. The Assistant Chief Constable reported that improvements had been made and thought would need to be given as to how such an operational model could be delivered in rural areas.
- 11.4 The Constabulary's call handling performance was discussed and it was noted that their initial 101 response was strong. As a result of the recruitment of staff into the Police Service Centre secondary call handling had seen a reduction in the longest wait time, with a noticeable decrease in the average wait time. The Chief Constable stressed that there would be no complacency but there was a need to encourage the public to use the Queuebuster system, as this only currently accounts for 15-20% of calls for service.
- 11.5 The Commissioner felt that the improvements in service delivery was encouraging and supported the Chief Constable in encouraging the public to take up the offer of the call-back service, given that one of the longest wait times was a result of a caller not taking up the offer of a call-back three times.
- 11.6 The Assistant Chief Constable reported that whilst there had been stability over the three month period ending December 2015 in victim based crime, statistically there had been an increase over the 12 months to December 2015. The Constabulary's Force Performance Board were undertaking analysis to understand why there had been an increase and look at demand. The Commissioner asked that the outcome of the analysis is captured and reported to his office.

11.7 **Action:**

- (i) *Analysis of increase in victim base crime to be brought back to governance board.*

12. HMIC Inspection Reports

- 12.1 The Chief Inspector presented the reports the purpose being to update the Board with the findings of Her Majesty's Inspectorate of Constabulary's (HMIC) reports on 'Regional Organised Crime Units – A Review of Capability and Effectiveness', 'Police

- Effectiveness 2015 (Vulnerability)', and 'The Depths of Dishonour: Hidden Voices and Shameful Crimes'. The Board discussed the report findings and the recommendations made.
- 12.2 The Commissioner noted that HMIC had made a number of recommendations in the Regional Organised Crime Units report, with one specifically at force level regarding an action plan that had to be developed with Commissioners. The Constabulary confirmed that their Central Intelligence Board are working on this and will be involving the Commissioner and his office to look at how the Constabulary can make the maximum use of the Unit's capabilities, minimise duplication at force level, and ensure the Unit's resources are prioritised between regional forces. This plan would need to be in place by the end of June 2016. The Board noted that the recently published HMIC report on Police Effectiveness was positive in respect of the Eastern Region Special Operations Unit.
- 12.3 The Chief Constable felt that the findings in the report on Cambridgeshire's Effectiveness 2015 (Vulnerability) were a fair reflection of the position at the time of the inspection in July 2015. He emphasised that whilst HMIC recommendations and the areas for improvement had been accepted, the Constabulary had taken immediate and necessary action to address concerns, such as the use of body worn video and the default position would be that offenders should be arrested.
- 12.4 The Board noted that the report on 'The Depths of Dishonour: Hidden Voices and Shameful Crimes' covered police forces response to honour based violence, forced marriage and female genital mutilation. The Constabulary were part of the national desk-based inspection phase but not the fieldwork which took place across eight other police forces. HMIC found areas of good practice but found inconsistencies in approach across the police forces. The Constabulary had accepted the three recommendations and these were being progressed by the Public Protection Department.
- 12.5 The Commissioner commented that the public had raised a number of concerns with him regarding disability hate crimes and requested that the Constabulary provide a paper to the Board meeting on how they are dealing with these crimes.
- 12.6 The Chief Executive noted that the Constabulary had drawn up action plans in respect of the recommendation and reminded the Constabulary that all action plans needed to be submitted to the Board for monitoring on a regular basis.
- 12.7 The Commissioner informed the Board that he would send a copy of the minutes of this Board meeting to the Home Secretary, with a copy to HMIC, thus fulfilling his statutory duty under section 55 of the Police Act 1996 to comment on HMIC reports.
- 12.8 The Board noted that the Constabulary's responses to the recent HMIC reports on Effectiveness, Legitimacy, and Leadership would be brought to the March 2016 Board meeting for consideration.
- 12.9 **Action:**
- (i) *Constabulary to consult with Commissioner's office in developing the Regional Organised Crime Unit action plan for completion by end of June 2016.*

- (ii) Constabulary to submit report on disability hate crime to a future Board meeting.*
- (iii) Constabulary to submit Action Plans for HMIC inspection reports to the governance board on a quarterly basis.*
- (iv) Commissioner to submit his formal response to the Home Secretary under section 55 of the Police Act 1996 for the three reports presented to the February Board meeting.*
- (v) Constabulary's response to HMIC's report on Effectiveness, Legitimacy, and Leadership to be submitted to March 2016 Board meeting.*

13. Operational Update

- 13.1 The Chief Constable presented the report to the Board, the purpose of which was to provide an operational update on any exceptional issues relating to the Constabulary's performance, significant operations and effective and efficient policing.
- 13.2 The Board noted the key points from the report those being the Constabulary's Drug Driving Campaign, the pro-active work that had been undertaken by the Constabulary on their 'Blue Light Pledge' to support mental health issues and discrimination in the workplace, and the positive work that had been carried out with Cambridgeshire Trading Standards.
- 13.3 The Assistant Chief Constable informed the Board that the Constabulary would be looking at the figures resulting from the Drug Driving Campaign and the Commissioner asked that these be reported back to the Board.

Action:

- (i) Figures from the Constabulary's Drug Driving Campaign to be reported back to the Board.*

14. Collaboration - Section 22A Agreement under the Police Act 1996 (as amended) – Seven Force Strategic Collaboration

- 14.1 The Chief Executive emphasised to the Board the importance of this strategic collaboration programme with the Eastern Region and Kent police forces and the respective Commissioners, the aim of which was to bring further effectiveness and efficiencies to service delivery. A collaboration team had been set up, the cost of which would be shared across the seven forces and Commissioners.
- 14.2 The Commissioner signed the Decision Notice to demonstrate transparency and accountability in being part of the Collaboration Agreement under section 22A of the Police Act 1996 (as amended).

15. Collaboration – Section 22A Agreement under the Police Act 1996 (as amended) - Bedfordshire Police, Cambridgeshire Constabulary, Hertfordshire Constabulary ICT Department

- 15.1 The Chief Executive introduced the report regarding the collaboration of the ICT Department across BCH. The report demonstrated how due consideration has been given to key public sector principles and objectives to ensure informed and transparent decisions have been made to enable the Section 22A Agreement in line with statutory functions. There had been an important evidence base behind the decision to collaborate to bring significant savings, which was detailed in the business which is on the Commissioner's website.
- 15.2 It was noted the Commissioner had signed the Section 22A Agreement at the BCH Strategic Alliance Summit meeting and a Decision Making Notice was signed to be shared with the Police and Crime Panel.

16. Body-Worn Video

- 16.1 The Deputy Commissioner introduced the report and informed the Board of the reasoning behind the capital spend of £443k for the personal issue of Body Worn Video to front line officers. The Board noted that the Commissioner's Finance Sub-Group had recommended the approval of the spend at its meeting on the 17th December 2015 and that the Commissioner had signed a Decision Notice (CPCC 2016-003) on the 9th February 2016 to approve the spend.
- 16.2 The Commissioner commented that the roll-out of the Body Worn Video was a positive step, in particular to improve the Constabulary's response in attending incidents of domestic abuse.

17. Hinchingsbrooke Health Care NHS Trust – Exclusivity Agreement

- 17.1 The Commissioner's Director of Estate took the Board through the salient points and timeline regarding the Exclusivity Agreement between the Commissioner, as estate owner, and Hinchingsbrooke Health Care NHS Trust for surplus land at Constabulary Headquarters. He assured the Board that there were no risks in signing the extension of the Exclusivity Agreement for the period up to the 12th September 2016, and throughout this period discussions would continue with Trust and the Corporate Joint Venture company.
- 17.2 The Commissioner signed the Decision Notice to grant Hinchingsbrooke Health Care NHS Trust an exclusivity period up to 12th September 2016 on surplus land at Cambridgeshire Constabulary Headquarters.

18. Police and Crime Commissioner's Decisions and Forward Plan

- 18.1 The Commissioner's Director of Finance 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 22nd January 2016 and the decisions taken since that meeting.
- 18.2 The Board noted the paper.

19. To review the minutes of the Finance Sub-Group meeting held on the 17th December 2015

19.1 The Deputy Commissioner introduced the minutes for the Board to note. He highlighted at Agenda Item 8 the recommendation the Group had made regarding the Constabulary's request for £27.6k to continue funding the Drugs Expert Post from the Drugs Forfeiture Reserve.

19.2 The Board noted this and the Commissioner signed the Decision Notice to fund the post.

20. To review the Force Executive Board meeting minutes held on the 1st December 2015

20.1 The Chief Constable informed the Board that the minutes from the Force Executive Board were for noting. He highlighted to the Board that the Force Executive continual monitor and review performance matters and the actions that need to be carried out.

20.2 The Commissioner noted paragraph 6.3.2 of the minutes regarding injury award reviews and asked for a report to be brought to a future Board meeting for reassurance regarding the Constabulary's policy.

20.3 Action:

(i) *Constabulary to submit a report to the May 2016 Board meeting.*

21. To review the Performance Working Group minutes held on the 17th November 2015

21.1 The Head of Policy and Performance took the Board through the key points from the minutes noting that these matters had been covered in discussions throughout the Board meeting. The minutes would continue to be put on the Commissioner's website to aid transparency in the process for holding the Chief Constable to account for the Constabulary's performance.

21.2 The Commissioner felt that the Performance Working Group was a really useful forum and thanked the Head of Policy and Performance for the work in setting up and supporting the Group.

22. Any Other Business

22.1 There was no any other business to discuss.

Date of next meeting

The next meeting will be held on 30th March at 14:00 at the Office of the Police and Crime Commissioner, Swansley A, Cambourne.


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Sir Graham Bright