



Cambridgeshire
Police & Crime
Commissioner

BUSINESS COORDINATION BOARD

APPROVED MINUTES

Date: 11th August 2016 **Time:** 14:00

Location: Conference Room 1, Cambridgeshire Constabulary Headquarters

Members:

Jason Ablewhite	Cambridgeshire Police and Crime Commissioner
Andy Coles	Cambridgeshire Deputy Police and Crime Commissioner
Josie Gowler	Director of Finance, Office of Police and Crime Commissioner
Dorothy Gregson	Chief Executive, Office of Police and Crime Commissioner
Niki Howard	Director of Finance and Resources, Cambridgeshire Constabulary
Nav Malik	Assistant Chief Constable, Cambridgeshire Constabulary
Alec Wood	Chief Constable, Cambridgeshire Constabulary

In Attendance:

Natalie Benton	Temporary Head of Corporate Development, Cambridgeshire Constabulary
Claire George	Executive Support Officer, Office of the Police and Crime Commissioner
Mark Greenhalgh	Chief Inspector in Corporate Development, Cambridgeshire Constabulary
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
Howard Thackray	Business Manager, Office of Police and Crime Commissioner

1. Welcome and Apologies

1.1 Apologies were received from Deputy Chief Constable Alan Baldwin, Cristina Strood, Head of Policy and Performance, Office of the Police and Crime Commissioner (OPCC) and Nicky Phillipson, Head of Strategic Partnership and Commissioning OPCC.

2. Declarations of Interest

2.1 There were no declarations of interest.

3. Approval of the minutes of the Business Coordination Board meeting held on the 23rd June 2016

3.1 There were no outstanding actions from the last meeting of the 23rd June 2016.

3.2 Resolved:

(i) The minutes of the meeting held on the 23rd June 2016 were agreed and signed.

4. Developing a Police and Crime Plan for Cambridgeshire

4.1 The Chief Executive presented this report. The purpose of this paper was to update the Business Co-ordination Board (the "Board") on the proposed approach and timetable for the creation of the Police and Crime Commissioner's (the "Commissioner") Police and Crime Plan (the "Plan").

4.2 The Chief Executive commented that the evidenced-based Plan sets out four overarching themes – Victims, Offenders, Communities and Transformation. Each theme has its own aim and provides a framework through a series of shared outcomes to enable agencies to direct the future delivery of services strategically through common goals. The Plan is currently in an executive summary format, allowing one page for each strategic theme.

4.3 The Commissioner added that he is happy with the Plan and its clear style. He would however like the Chief Constable to add his Foreword to the Plan. The Commissioner would also like to see more joint working with agencies having a common purpose where appropriate and hopes the Plan reflects this. The Commissioner also thanked all those that had been involved in creating the Plan so far.

4.4 The Chief Executive explained that the next steps will be to take the Plan to the Police and Crime Panel in September for comment and to continue the ongoing dialogue and consultation with the public, partners and other stakeholders.

4.5 The Board noted the report.

5. Opportunities of Policing and Crime Bill for Police and Fire

- 5.1 The Chief Executive presented the report, the purpose of which was to brief the Board on proposals for the Commissioner to explore opportunities for policing and fire arising from the Policing and Crime Bill (the "Bill").
- 5.2 The Bill, currently passing through Parliament, requires the police, fire and rescue, and ambulance services to collaborate with one another, where it would be in the interests of the efficiency or effectiveness to do so.
- 5.3 The Chief Executive advised that whilst the Bill is passing through Parliament it is proposed that an early dialogue is initiated between the Commissioner and the Fire Authority to work together to explore the best way to take forward opportunities arising from the Bill. The Commissioner commented that he hoped discussions with the Fire Authority would help create a smooth transition in the future.
- 5.4 The Board noted the report and approved the next steps.
- 5.5 **Action:**
 - (i) *Discussions to take place between the Commissioner and the Fire Authority to explore opportunities arising from the Bill.*

6. Understanding and managing demand

- 6.1 The Temporary Head of Corporate Development presented the report, the purpose of which was to update the Board on the work being undertaken to understand and manage policing demand.
- 6.2 A wide range of activity is taking place to better understand organisational demand and to initiate tactics intended to efficiently reduce demand and to effectively capacity build whilst maintaining the legitimacy of the policing role to tackle crime, protect the vulnerable and keep people safe.
- 6.3 The HMIC Efficiency Report in 2015 concluded that the Constabulary did not currently have as comprehensive understanding of the totality of demand as it wished. Further work was needed to fully understand how demand could be reduced or redirected or how demand would change over time. The Constabulary needed to specifically understand how demands would change over the next five years and how workforce skills and capability would need to adapt.
- 6.4 A demand infographic was completed to provide a snapshot of the demand. This will be refreshed yearly to help inform a demand baseline. Some new analysis had also been completed looking at current reactive demand and a list of the top demand types had been created for further tactical review.
- 6.5 The demand management ethos for Cambridgeshire will be heavily focused on the opportunities for integrated working with partners, volunteers, third sector and specials. It will also have a strong and clear focus on employee development to build a flexible and agile workforce with the skills to respond to new policing demands.
- 6.6 The Commissioner welcomed the overview and the Board noted the content of the report.

6.7 **Action:**

- (i) The Constabulary to invite an appropriate member of the OPCC to attend the Resource Demand Gold Group.

7. Performance Update – 12 months to June 2016

7.1 The Assistant Chief Constable presented this report to the Board, the purpose of which was to provide a performance update against the priorities identified in the Police and Crime Plan in the 12 months leading up to June 2016.

7.2 The Assistant Chief Constable explained that although 999 call demand has increased this year, alongside increased sickness levels, call handling times have remained comparable to last year. A similar picture is seen in non-emergency call handling.

7.3 The Commissioner questioned whether new technology has freed up significant amount of policing time. The Director of Finances and Resources explained that evidence suggested time was being freed up and reductions in costs were beginning to be shown.

7.4 **Action:**

- (i) It was requested a report be brought to a future Board meeting regarding the benefit realisation associated with agile working.

7.5 The public's confidence in the Constabulary remained stable in the 12 months leading to June 2016, with 73.6% agreeing that the police are dealing with the things that matter to people in the local area. Feedback from surveys indicate changing communities are influencing public confidence, with comments also reflecting a desire for an increase in visible policing.

7.6 Victim satisfaction with the overall service received has remained stable in recent months with no significant trend emerging. Of particular note is a downward trend in satisfaction for victims of hate crime, the organisational response to this will be considered at the August Force Performance Board Management Meeting. The Victims and Witness Hub went live on 13th June 2016; this will expand the work of the Hub to provide support to witnesses through the criminal justice process.

7.7 Whilst some stability in all crime levels has emerged in recent months; the volume of crime remains significantly higher than last year, however this remains lower than both regional and national levels. The all crime prosecution possible rate has increased marginally to 20.9%. The launch of Project Sherlock in June 2016 will drive improvements in investigative capability and thus outcome performance in the coming months. The Chief Executive commented that the number of incidents of crime had not changed significantly, however, the number being recorded as crimes had increased. The Constabulary is 97% compliant with National Crime Recording Standards.

- 7.8 Police officer sickness continues to increase, with an average of eight days lost per officer per year. This is notably higher than at the same point last year when an average of six days were lost, although remains lower than the national average.
- 7.9 The Commissioner commented that he had noted the report and recognised that whilst there were performance issues to address, he was pleased to see that the Assistant Chief Constable was aware and had revised the governance arrangements to monitor and address performance issues.
- 7.10 The Board noted the report.
- 7.11 **Action:**
- (i) *A report evidencing the return of new frontline technology is to be brought to a future Board meeting.*

8. Her Majesty's Inspectorate of Constabulary Progress Report

- 8.1 Chief Inspector Greenhalgh gave a verbal report to the Board to provide an update on the progress against the actions identified by Her Majesty's Inspectorate of Constabulary (HMIC).
- 8.2 It was noted that the HMIC reports for the 2016 inspections are likely to be published between Autumn 2016 and February 2017. Further updates will be provided to the Board.
- 8.3 The Board noted the update provided.

9. Funding Allocations from Road Casualty Reduction and Support Fund

- 9.1 The Director of Finance presented the Board with this report, the purpose being to seek approval from the Board of a tranche of funding from the Road Casualty Reduction and Support Fund.
- 9.2 The Cambridgeshire and Peterborough Road Safety Partnership successfully bid into a national Road Safety Trust and were awarded with £100,000 to part-fund a PhD student from Loughborough University to study crashes that cause severe injury and death. In line with the commissioning intentions it is proposed that the remaining funding of £7,700 in 2016/17, £10,352 in 2017/18 and £10,915 in 2018/19 will be drawn from the wider Casualty Reduction and Support Fund.
- 9.3 The Commissioner and Constabulary are keen to show their commitment to driving forward effective and sustainable prevention and early intervention to reduce collisions. Therefore, it is also proposed that a proportion of this fund is allocated towards additional resources within the Constabulary to work with partners, likely to comprise of an additional dedicated uniformed Police Casualty Reduction Office and a police staff co-ordinator post for county-wide Volunteer Speedwatch schemes. A paper detailing the final projected costing will be brought to the Board in a future meeting.

9.4 The Board noted the report and approved the request for funding and note the plans for additional dedicated Constabulary resources to support the reduction of collisions on the county's roads.

9.5 **Actions:**

(i) The final projected costing of the Constabulary's additional resources is to be brought to the Board meeting in September 2016.

(ii) The Commissioner is to sign the Decision Notice to approve the spend.

10. Proposed Funding for Capital Projects

10.1 The Director of Finance presented the report to the Board, the purpose of which was to seek approval for requests for funding for the Constabulary.

10.2 The development of the tuServ application continues. The cost of the scheme is proportionally shared between Bedfordshire, Cambridgeshire and Hertfordshire and an addition of £75,000 to the 2016/17 Capital Programme is proposed.

10.3 An Automatic Number Plate Recognition (ANPR) strategy for 2016-20 has been developed across the Joint Protective Services (JPS) Strategic Alliance of Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary (BCH). A business case has been submitted by JPS in relation to ANPR requesting capital funding from the three forces, of which the Constabulary's share is £150,000.

10.4 BCH are undertaking a programme of work to better align the ICT infrastructure across the three forces. Outline approval of a capital budget of £312,000 was given by the Commissioner in 2015/16 but required additional business cases/papers prior to release of the funding. £162,000 was subsequently fully approved for replacement of the Wide Area Network (WAN). Work is continuing to develop and two work streams are now in a position to request release of funding: 1) Infrastructure for BCH – Identity and 2) Infrastructure for BCH – Email Archiving.

10.5 The Infrastructure for BCH – Identity work stream requires the release of £9,000 for the Constabulary's share of the cost. The Infrastructure for BCH – Email Archiving work stream requires the release of £57,000. Both requests were approved at the Finance Sub Group held on 27 July 2016.

10.6 The Board approved the request for funding following approval at the Finance Sub Group on 27 July 2016 and the release of funding for the WAN capital spend approved in principle on Decision Notice CPCC 2016-011.

10.7 **Action:**

(i) The Commissioner is to sign the Decision Notice to approve the funding request.

11. Risk Management

- 11.1 The Director of Finance presented this report to the Board, the purpose of which was to provide an update on Strategic Risk Management and provide sight of the new format for the Strategic Risk Register.
- 11.2 The Strategic Risks were last considered by the Board on 25 February 2016. The OPCC reviews the risks on a quarterly basis and provides an update to the Board on a six monthly basis.
- 11.3 The format of the strategic risk register has been reviewed along with the risks and a new format has been adopted in order to align with strategic alliance partners; this is currently a work in progress. The review has also ensured the information is included at a strategic level.
- 11.4 The Commissioner's police and crime objectives will form the basis and framework for the Board Assurance Framework so that it provides an effective and focused management of the principal risks to meeting those objectives. The Board Assurance Framework will therefore be developed and implemented in tandem with the new Plan.
- 11.5 The Board noted the contents of the report and agreed the proposed next steps in the Board Assurance Framework process.

12. Launch of Custody Project

- 12.1 The Director of Estates presented the report to the Board, the purpose of which was to report the relaunch of the Parkside Custody Replacement Project.
- 12.2 The original project brief was to consider the replacement of the Parkside Police Station, moving to a new build facility on the edge of Cambridge City. The project was put on hold in 2010 as the austerity measures were introduced by the Government. Following the project being on hold, work was commissioned to ensure that Parkside complied with the safer detentions regulations, however the work did not extend the custody provision.
- 12.3 In early 2015, the then Chief Constable requested a group be formed to consider a new facility for custody in the southern end of the county. A number of potential options have been considered as to how the custody function is delivered in the future and what the estate will consist of. It is assumed that a relevant site would require approximately 3 acres of land. There is also an assumption that the lifespan of the building is 25 years. The current cell provision at Parkside is 10 and it is considered that 20 would be required together with a design allowing for future expansion.
- 12.4 The Chief Constable has given a clear operational steer on what is considered reasonable travel distance for a new facility and therefore the first phase of the project will be to secure suitable land. The preferred timescale for the project is short to medium term, with the first milestone being the land procured by March 2017.

12.5 The Board noted the relaunch of the Parkside Custody Replacement Project and supports an immediate land search for initial consideration by the Parkside Custody Replacement Board.

13. Estates

13.1 Bridge Street Police Station

13.1.1 The Director of Estates presented the report to the Board. The purpose of this paper was to seek approval to undertake external communications and explore revenue opportunities for the site.

13.1.2 The Board noted the contents of the report and approved the exploration of revenue opportunities and undertake external communications.

13.2 Police Office, Ferrars Road

13.2.1 The Director of Estates presented the report to the Board. The purpose of this paper was to seek approval to the freehold disposal of 11/12 Ferrars Road, Huntingdon.

13.2.2 The Board noted the contents of the report and approved the freehold disposal of the site at the highest offer.

Action:

- (i) *The Commissioner is to sign a Decision Notice on the approval of the freehold disposal of 11/12 Ferrars Road, Huntingdon.*

13.3 Ramsey Police Station

13.3.1 The Director of Estates presented the report to the Board, the purpose of which was to seek approval to undertake external communications, review contact point(s) as necessary and explore revenue options.

13.3.2 The Board noted the contents of the report and approved the exploration of revenue opportunities, proceed with external communications and review contact points as necessary.

13.4 Whittlesey Police Station

13.4.1 The Director of Estates presented the paper to the Board, the purpose of which was to seek approval to undertake both internal and external communications, negotiate alternative contact point(s), relocate staff and explore revenue opportunities.

13.4.2 The Board noted the report and approved the exploration of revenue opportunities, undertake external communications and negotiate alternative contact point(s).

14. Section 22A Agreements - National Units

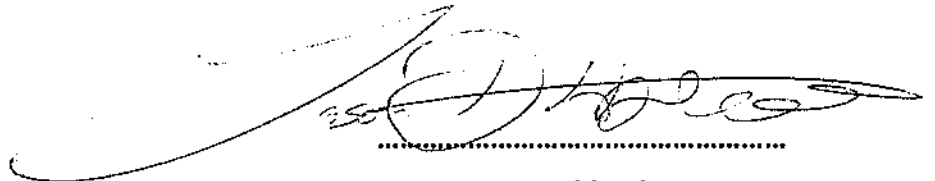
14.1 The Chief Executive presented the report to the Board, the purpose of which was to provide an update on the undertaking of the NPCC national functions by national units, namely: ACRO Criminal Records Office (ACRO), National Police Freedom of

Information and Data Protection Central Referral Unit, National Vehicle Crime Intelligence Service and National Wildlife Crime Unit.

- 14.2 Following a review of the Association of Chief Police Officers, Police and Crime Commissioners were invited to review the continuation of ACRO and the hosting arrangements. The Commissioners agreed that ACRO continued to offer value for money and that the hosting provision currently in place with Hampshire Constabulary should be retained. It was proposed a Collaboration Agreement be made pursuant to Section 22A Police Act 1996 (as amended).
- 14.3 A further, separate Collaboration Agreement has been prepared in relation to the following national policing units: the National Vehicle Crime Intelligence Service the National Wildlife Crime Unit and the National Police Freedom of Information and Data Protection Unit.
- 14.4 The Board noted the report and approved the Collaboration Agreements under Section 22A of the Police Act 1996 (as amended).
- 14.5 **Action:**
- (i) *The Commissioner is to sign the Decision Notice to approve the Collaboration Agreement under Section 22A of the Police Act 1996 (as amended).*

Date of next meeting

The next meeting will be held on 21st September 2016 at 14:00 at Police Headquarters.

A handwritten signature in black ink, appearing to read 'Jason Ablewhite', written over a horizontal dotted line.

Jason Ablewhite

