

BUSINESS COORDINATION BOARD

DRAFT MINUTES

Date: 9th November 2017 **Time:** 13:30
Location: Conference Room 3, Cambridgeshire Constabulary Headquarters

Members:

Jason Ablewhite	Cambridgeshire Police and Crime Commissioner
Alan Baldwin	Deputy Chief Constable, Cambridgeshire Constabulary
Dan Vazjovic	Assistant Chief Constable, Cambridgeshire Constabulary
Niki Howard	Director of Finance and Resources, Cambridgeshire Constabulary
Dorothy Gregson	Chief Executive, Office of the Police & Crime Commissioner
Matthew Warren	Acting Chief Finance Officer, Office of the Police and Crime Commissioner

In Attendance:

Charles Kitchin	Director of Communications & Engagement, Office of the Police & Crime Commissioner
Laura Koscikiewicz	Detective Superintendent, Cambridgeshire Constabulary
Nancy Laversha	Strategic Accountant, Office of the Police & Crime Commissioner.
Colin Luscombe	Director of Estates, Cambridgeshire Constabulary
Grahame Oliver	Interim Head of Finance, Office of the Police and Crime Commissioner
Natalie Benton	Head of Corporate Development, Cambridgeshire Constabulary
Chris Savage	Chief Inspector, 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 of the Business Coordination Board meeting held on the 21st September 2017

- 3.1 The Business Coordination Board (the "Board") approved the minutes from the last meeting on 21st September 2017 which were signed after the meeting.

4. Quarterly Performance Report year ending September 2017

- 4.1 The ACC presented the report and updated the Board on the recent increases in recorded crime. The ACC confirmed that if the current trend continues the increase in recorded crime is predicted to level off by the end of the financial year. The constabulary anticipate an 18% increase over the year compared to the 23% increase seen between April and October 2017.
- 4.2 The board discussed the increase in recorded crime and how compliance with the National Recording Standards has contributed to this increase. This has had a direct impact on officer workload. A number of crime types have seen to be increasing including violence against the person, a contributory factor is offenders coming across county lines, often from Metropolitan areas and committing crime. This is a national concern. An enhanced constabulary capability has resulted in some success in tackling this increase.
- 4.3 The Police and Crime Commissioner ("the Commissioner") expressed his concern regarding the increase in recorded. This is having a direct impact on the Constabulary's resources and ability to respond. The ACC added that the constabulary were exploring a number of IT solutions to help better manage demand.
- 4.4 In order to get a better understanding of the impact of the increases in recorded crime and non-crime demand on the constabulary, the Commissioner has requested that the constabulary bring a paper to his next Performance Working Group meeting to cover the increases in crime/type and geographical area, non-crime demand and how the constabulary are intending to manage this.
- 4.5 The ACC commented that Prosecutions Possible outcome rate had declined over recent months and whilst this was disappointing the decline had been less for vulnerable victims (19.5% down to 18.5%). A strategy is in place to address this through operation Sherlock, details of which can be found at agenda item 12.0

Action i): The constabulary to bring a paper to the next Performance Working Group meeting addressing the concerns raised by the Commissioner:

- **Increases in recorded crime, by type, highest threat crime, geographically**
- **How the Constabulary are tackling this going forward, demand implications and where possible include time scales**
- **Evidence and impact of non-crime demand on the Constabulary**

5. Finance MTFS (Revenue and Capital) 2018/19 to 2021/22

- 5.1 The Acting Chief Finance Officer, Office of the Police and Crime Commissioner presented the paper to the Board. The paper articulated the financial pressures and challenges faced over the coming years, the options available and that the MTFS is work in progress and a clearer position on funding will be available at the end of December 2017.
- 5.2 The Commissioner thanked all those involved on developing the MTFS and noted the revenue that could be generated via the Estates strategy along with investment in technology and further benefit realisation to be delivered to the frontline.
- 5.3 The Chief Executive, Office of the Police & Crime Commissioner (CEO) commented that the constabulary's productivity should feed into the MTFS. The MTFS is not just about money but this has to contribute to delivering better productivity for the constabulary.
- 5.4 The Board noted the report.

6. Finance - Qrt 2 Revenue and Capital monitoring 2017/18

- 6.1 The Interim Head of Finance, Office of the Police and Crime Commissioner presented the report to the Board. The headline being that revenue had increased. With regards to the Police pay award this will be funded from the general reserves. Additional costs of Athena will be paid out of reserves. The Supplies and Services budget has seen an increase due to increased insurance premiums, this is being investigated.
- 6.2 The Board noted the report.

7. Charging For Police Services

- 7.1 The Director of Finance and Resources, Cambridgeshire Constabulary presented the report to the Board, and commented that the constabulary only deviate from the "National Police Chiefs Council on Guidance Charging for Police Services" on charges for community events. A review will be undertaken within the next two years and payments made by small community events will be looked into.
- 7.2 The Board noted the report and agreed to the uplift.

8. External Scrutiny- HMICFRS Requirements

- 8.1 The Deputy Chief Constable (DCC), Cambridgeshire Constabulary presented the report to the Board. The DCC commented that the Force Management Statement (FMS), required by HMICFRS, will draw from the Strategic Needs Assessment, financial data and the Commissioner's Police and Crime Plan. There is a risk that this data will be

available at different times within the business cycle. The requirement to publish the FMS is discretionary in the first year - 2018, but must be published in year 2 - 2019.

- 8.2 The DCC also commented that external scrutiny is fundamental to our business, our business processes and for the need to continue to improve including organisation planning. The proposed HMICFRS - FMS, in principle supports this forward look. The DCC confirmed that HMICFRS will undertake the last PEEL Efficiency inspection in spring 2018.
- 8.3 The Head of Corporate Development, Cambridgeshire Constabulary, commented, with regards to the development of the FMS, that the constabulary will work closely with the Office of the Police and Crime Commissioner around the Police and Crime Plan and Medium Term Financial Strategy. Also, it is the constabulary's intention to publish the FMS in 2018.
- 8.4 The Commissioner wished to express his thanks to the Head of Corporate Development, her team and the Constabulary in achieving a "Good" overall and for each theme following the HMICFRS Efficiency inspection, the results of which were published on the 9th November.
- 8.5 The Board noted the report.

9. Community Theme (P&CP) update

- 9.1 The Commissioner presented the paper to the Board and gave an overview of Community Theme within his Police and crime Plan. The Commissioner emphasised that the Community is at the heart of what we do. Working with partners is key to tackling the many complex issues that exist. The work of one partner agency often impacts on the work of another, dealing with the same people who have multiple issues. In working together we can improve our productivity and deliver local policing service for our Community.
- 9.2 The Board noted the report.

10. Harassment and stalking

- 10.1 The ACC presented the report and informed the Board that the constabulary are now much better at responding to harassment and stalking, this is reflected in the Office of National Statistics data 12 months ending June 2017 where over 800 more incidents have been recorded compared to 12 months ending June 16.
- 10.2 Following a national thematic inspection, the HMICFRS made a number of recommendations and from this the constabulary will identify a number of actions to take forward.
- 10.3 The Board noted the report.

Action ii) The constabulary are to bring a report to BCB in six months. This will provide an update on the recommendations identified following the HMICFRS thematic report.

11. Estates

11.1 The Director of Estates, Cambridgeshire Constabulary presented the report to the Board. Following a discussion the Board agreed to complete the surrender of the lease in the event that the Landlord implements the option to surrender.

11.2 The Commissioner signed the Decision Notice.

12. Operation Sherlock update

12.1 The Detective Superintendent (DS), Cambridgeshire Constabulary presented the report to the Board. The DS provided the background and approach to investigation standards identified in Operation Sherlock and the changes since the implementation in 2016.

12.2 Following a review of Operation Sherlock,(operation Sherlock was enhanced to look across the whole investigative journey) investigations will be risk based and focus on the most vulnerable victims, the highest risk, serious crime and those cases enable offences where there is a realistic prospect of resolution. This will be a living operation and long term solution which will support continuous improvement. The CEO commented that this was a cultural change and asked how this would drive effectiveness. The DI confirmed that there are key performance indicators which will help with the risk based approach. Training of officers will take place in early spring 2018 and we the constabulary will expect to see a performance improvement by late summer 2018. The CEO commented that it is good to see we have in place a strategy as we do not want to see performance deteriorate further.

12.3 The Commissioner thanked all those involved in Operation Sherlock and the DCC commented that we now have created an environment for success and have every opportunity to make this work.

12.4 The Board noted the report.

13. Deputy Police and Crime Commissioner - Proposed Appointment

13.1 The Commissioner presented the paper to the Board and commented he had carefully considered the appointment and that he is very pleased with his proposed appointment.

13.2 The appointment has to go before the Police and Crime Panel. A meeting of the Panel will be scheduled for December 2017.

13.3 The Board noted the report.

Date of next meeting

The next meeting will be held on Thursday 12th December 2017 at 14:00 at Police Headquarters.

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Jason Ablewhite