



BUSINESS COORDINATION BOARD

APROVED MINUTES

Date:	19th July	Time:	15:00
Location:	Conference Room 2, Cambridgeshire Constabulary Headquarters		
Members:	Jason Ablewhite	Cambridgeshire Police and Crime Commissioner	
	Alan Baldwin	Deputy Chief Constable, Cambridgeshire Constabulary	
	Ray Bisby	Deputy Police and Crime Commissioner, Office of the Police and Crime Commissioner	
	Dorothy Gregson	Chief Executive, Office of the Police & Crime Commissioner	
	Niki Howard	Director of Finances and Resources, Cambridgeshire Constabulary	
In Attendance:	Jim Haylett	Head of Business Development, Office of the Police & Crime Commissioner	
	Cristina Strood	Head of Policy, Police and Fire, Office of the Police and Crime Commissioner	
	Matt Warren	Interim CFO, Office of the Police and Crime Commissioner	
	Chris Savage	Chief Inspector Corporate Development, Cambridgeshire Constabulary	
	Mike Hill	Head of Corporate Development, Cambridgeshire Constabulary	

1. Welcome and Apologies

1.1 Apologies were received from Jason Ablewhite, Alec Wood, Niki Howard.

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 10 May 2018

3.1 The Business Coordination Board (the "Board") approved the minutes from the last meeting on 10th May 2018 which were signed after the meeting.

4. Provisional outturn 2017/18

4.1 MW introduced the report which provided an update on year-end position.

4.2 At year-end the draft revenue budget was overspent by £1.852m. This year-end position had been forecast and will be met by a contribution from the Budget Assistance Reserve.

4.3 Key variations – officer pay, this position was owing to Police Officer numbers being below the budgeted establishment whilst the process of recruiting and training new Police Officers was completed.

4.4 PCSO pay and overtime was £667k underspent. This was the result of a shortfall in strength against establishment. Whilst reductions in PCSO numbers have been planned, the reductions have occurred quicker than anticipated.

4.5 Transport costs £574k overspent. This was due to a new contract with Chiltern Transport Consortium and associated transfer costs that had not been incorporated into the budget. A further report will be provided to the PCC at a later date.

4.6 The DPCC thanked the team for the report completed in an accelerated timescale for this year, and to the broader efforts to ensure delivery of service within increasing financial pressures.

4.7 The Board formally accepted the report.

5. Annual report

5.1 DG introduced the annual report. The format has been changed to reflect the Panel wishes with additional inclusions.

5.2 Reports against the main Police and Crime Plan themes, (Victims, Offenders, Communities, Transformation) within the annual report reflect that we are gaining traction on those themes.

5.3 There is still work to be done and that is recognised in the report. Reducing reoffending still needs partners to take ownership/responsibility for tackling issues impacting on reoffending behaviour.

5.4 The DPCC observed that the report reflects some good results and impressive effort/activity both on the part of the constabulary and the broader partnerships.

5.5 DV from the constabulary perspective welcomed the annual report, pleased to see the consistency of direction given by the 4 strands of the Plan.

5.6 The Board noted the report and that it will be published as part of the Panel process.

6. Police and Crime Plan – Victims Theme and Victims Commissioning

6.1 DG introduced the report. Cambridgeshire developed an integrated model of support services centred around an in-house Constabulary-led Victims' Hub. This was later merged with the Constabulary's Witness Care Team to provide an end to end service for victims and witnesses choosing a criminal justice pathway. Embedding victim support in constabulary rather than external provision is proving its worth.

6.2 Regarding criminal justice, delays in the system and the national drive for court efficiency is not making it easy for the focus to remain on victims and witnesses. The PCC role as advocate for victims, means extending the influence in policing to influencing the broader system, this is proving challenging.

6.3 DV – agreed with DG's analysis and observed that the Local Criminal Justice Board needs a strong secretariat to aid the police in exercising influence of their CJ partners.

7. Police and Crime Plan – Offender Theme

7.1 Cristina Strood introduced the comprehensive report. The report focuses on three main areas of activity:

- Identifying and dealing with offenders – The local policing review and council tax rise has enabled increased officer numbers and better use of resources to tackle crime and bring offenders to justice. There is an ongoing programme to improve the quality of investigations.
- Tackling the causes of criminality - The Constabulary has been an early adopter of the new national Out of Court Disposal approach and the offender hub project which is designed to tackle the roots causes of early offending behaviour. This new approach to conditional cautions, with conditions designed to tackle the causes of an individual's criminality at an early stage, has now been mainstreamed. The Commissioner also commissioned a needs assessment on offending prevention and management. This highlighted the scale of complex needs, especially in relation to housing, employment and skills, drug and alcohol misuse, and mental health. Housing has been an early priority issue, focussed on the need to improve pathways. Homeless offenders entering prison have a much higher reconviction rate in a year (79% vs. 47%).
- Partnership working to protect communities and manage the most serious offenders. The Countywide Community Safety Strategic Board is working with partners to address countywide issues. Community Safety Partnerships set priorities to tackle local issues of crime and disorder.

7.2 RB – Noted that the Constabulary’s focus remains on protecting the most vulnerable victims and targeting the most dangerous offenders. The Constabulary’s new operating model is intended to enable optimum use of resources. This reinforces the need to work in partnership across the criminal justice system and beyond to tackle crime and address the causes of criminality and reoffending. He commended the constabulary and its partners on their joint efforts.

7.3 The Board noted the report.

8. Local Policing Review to include Demand Hub and Athena Update

8.1 DV introduced the report. It is important not to conflate the two issues. To give some context, demand in terms of calls, crimes, and incidents is lower than this time last year – in numbers, but what must also be considered is that the time taken to deal with these issues is increasing. A step change increase happened previously and this is the “new normal” demand now.

8.2 LPR – increased the number of frontline officers to respond to incidents and deal with crime, in the time between LPR implementation and the Athena go live date, response times improved. There have been some teething problems, largely due to asking officers to deal with some tasks that were previously done by small dedicated units. They have been trained to do this, but building their expertise takes time, we are putting specific effort into upskilling frontline staff. This was anticipated and one of the drivers behind Op Sherlock.

8.3 Athena – 23 May Athena system went live. Whilst there have been problems with stability, everyone recognises that as a system it does bring benefits. Implementation has gone as well as hoped by learning lessons from the earlier adopters. We have lost some of the Management Information we previously accessed since go live and this is being rectified. Ensuring stability in the system is remained a priority.

8.4 It was noted that the PCC had received some feedback from the frontline regarding the move to Athena, DV invited the PCC to attend the next Athena Gold Group to observe the efforts being undertaken at a strategic level to enable smooth implementation of the system.

8.5 The Board noted the report.

9. Fire Update

9.1 Cristina Strood introduced the report. The legal action against the Home secretary’s decision was noted as was the intention to continue the Chief Finance Officer role with Fire and Rescue.

9.4 The Board noted the report.

10. Integrity Controls Assurance

10.1 DG introduced the report.

10.2 The report details the non-financial integrity arrangements that the PCC and the Constabulary have in place and their effectiveness. The importance of these was discussed and the DPCC thanks those who provided important and independent scrutiny within the system.

10.3 The Board noted the contents of the report.

11. BCH Collaboration

11.1 JH introduced the report.

11.2 The report detailed the importance of collaboration to the Constabulary. Specialist functions are becoming more complex and expensive and by sharing with other forces, the Constabulary can maintain its operational competence.

11.3 In addition to enabling the provision of specialist services, collaboration has delivered significant savings and further benefits will be derived in the future e.g. once the ERP is fully implemented.

11.3 The Board noted the report

12. Force Management Statements (FMS)

12.1 AB introduced the report. The FMS is part of the forward planning process for the Constabulary and was submitted to HMICFRS as requested in June.

12.2 The FMS detailed the risks, mitigations, resourcing, current and future demand and informs other planning decisions. The intention is that a version redacted of operationally sensitive information will be published.

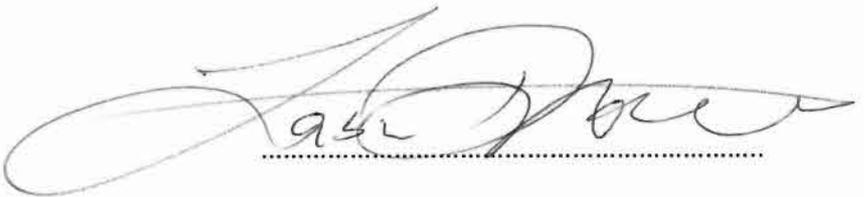
12.3 The Board noted the report.

13. Information Sharing Agreement

13.1 DG introduced the report. The information sharing agreement is part of the GDPR compliance process and has been signed by the PCC and Chief Constable. A decision notice will be published.

Date of next meeting

The next meeting will be held on Thursday 13th September 2018 at 14:00 at Police Headquarters.

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

Jason Ablewhite

