



BUSINESS COORDINATION BOARD

APPROVED MINUTES

Date: 13th December 2018 **Time:** 13:30
Location: Conference Room 3, Cambridgeshire Constabulary Headquarters

Members:

Jason Ablewhite	Cambridgeshire Police and Crime Commissioner
Ray Bisby	Deputy Police and Crime Commissioner
Nick Dean	Chief Constable, Cambridgeshire Constabulary
Dorothy Gregson	Chief Executive, Office of the Police & Crime Commissioner
Niki Howard	Director of Finance and Resources, Cambridgeshire Constabulary
Dan Vajzovic	Assistant Chief Constable, Cambridgeshire Constabulary

In Attendance:

Jim Haylett	Head of Business Development, Office of the Police & Crime Commissioner
Mike Hills	Head of Corporate Development Department, Cambridgeshire Constabulary
Colin Luscombe	Director of Estates, Cambridgeshire Constabulary
Chas McDevitt	Head of Finance, Office of the Police & Crime Commissioner
Matthew Warren	Interim Chief Finance Officer, Office of the Police & Crime Commissioner
Aly Flowers	Senior Policy Officer, Office of the Police & Crime Commissioner

1. Welcome and Apologies

1.1 Apologies were received from Alan Baldwin.

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 13th September 2018

3.1 The Business Coordination Board (the "Board") approved the minutes from the last meeting on 1st November 2018 as a true record of the meeting. The minutes were then signed.

4. Revenue and Capital Budget Monitoring Outturn Month 7 2018/19

4.1 Niki Howard introduced the report and took the Board through the key details.

4.2 The Board noted that the projection was that Cambridgeshire Constabulary (the 'Constabulary') are still on track to deliver a balanced budget, with a projected £300,000 underspend.

4.3 The cost pressures were noted by the Board, in particular operational air support costs and the possibility of further increased costs in respect of its usage. The Board agreed that it was key that the financial and operational viability of the air service provided value for money for Cambridgeshire.

4.4 Dorothy Gregson suggested that it would be opportune to undertake benefit realisation exercises into the investment made into collaborative projects such as Human Resources and Custody. It was recognised that in order to do this there needed to be more visibility on the financial figures relating to collaborative units. The Board members agreed with the Commissioner's request for an undertaking that his office and the Constabulary's finance team work more closely together in order to give him continued assurance on financial matters.

4.5 The Commissioner asked how the capital expenditure on the vehicle fleet had changed now that the Constabulary had a new supplier contract. Niki Howard reported that some savings had been made in Year 1 of the contract, but given that the fleet had increased this year to take account of the increase in police officer numbers, no new savings were shown. The Board noted that the costs of the new officers included an apportionment of on-costs including vehicles, uniform and technology.

4.6 The Board agreed the report.

5. Medium Term Financial Strategy

- 5.1 Matthew Warren gave a verbal update, noting that the Home Secretary's policing grant settlement had been announced earlier that day. Further work was needed in respect of what this funding meant for Cambridgeshire in real terms, and a report would be brought to the next Board meeting for consideration and discussion. This would then enable the Commissioner to obtain the views of the public on his precept proposal.

Action: *Further detailed report on the Medium Term Financial Strategy to be submitted to next Board meeting in January 2019.*

6. Performance Update – 12 months to September 2018

- 6.1 The Chief Constable took the Board through the report, and additional updates as at the end of November 2018, identifying key points that he wished the Board to note, as follows:
- 6.1.1 Data quality had been prioritised and this was being addressed through the Data Integrity Working Group and the work that the Information Management Unit were doing.
 - 6.1.2 National data was showing a 10.3% rise in crime year on year, with a 5.5% rise in Cambridgeshire, which had held stable year on year. Burglary and dwelling burglary had seen a 22.5% and 33.1% reduction respectively in Cambridgeshire, which is a result of focussed operational policing work. There had also been some good success with cross-border work in disrupting offenders.
 - 6.1.3 Satisfaction in service delivery had deteriorated overall during the year but there had been some improvement over the last six months and it was hoped that in the longer term this should continue to improve. The main contributing elements to the deterioration appeared to be the lack of initial contact and follow-up with victims, however work was being undertaken to improve this.
 - 6.1.4 The monthly rate had improved for prosecution possible outcomes and was on an upward trajectory.
 - 6.1.5 Calls for service through 999 and 101 had increased during November, with 999 answering times remaining strong and 101 answering times remaining level. The Demand Hub was performing well. The call and web-chat operatives were also actively signposting callers to the most appropriate agency for non-policing matters. Calls for service to the Integrated Mental Health Team were up 5%.
- 6.2 The Commissioner noted that overall the Constabulary's performance was reflecting the continual challenges that they are facing. He commended the good work the Constabulary were doing in tackling burglary offences, and it was encouraging that crime rates were plateauing following years of gradual incline. Given that overall crime had plateaued and demand for the Constabulary's service had increased, the Commissioner stressed that it was important that there is an understanding to quantify what this demand actually is. The Commissioner asked that the Constabulary

provide detail on the non-crime demand to understand if there was a genuine shift from partners or an intervention in a specific area that needs discussion with partners. The Chief Executive added that Community Safety Partnerships would also welcome sight of this data.

- 6.3 The Commissioner felt that the decline in confidence in the Constabulary in how they deal with matters to communities was a disappointment and questioned whether there was any correlation with reports in local or national media regarding current policing and or crime issues. The level of robbery offences were also discussed, with the Assistant Chief Constable (ACC) describing the strategy being undertaken which should give assurance that the Constabulary had a strong operational grip regarding tackling this crime.
- 6.4 The Commissioner sought to understand why some prosecution possible rates were decreasing. The ACC stated that the Constabulary and criminal justice partners were looking to understand the multiple and complex factors behind this.
- 6.5 The Commissioner felt that the downward trajectory in drug offences did not match the public's perception based on the correspondence he Commissioner receives. The ACC gave assurance that the Constabulary record all drug related activity and offending, with significant effort going in to tackling this offence and related criminality. The Constabulary are also targeting serious organised crime through a strategic approach with the Eastern Region Special Operations Unit. The Board agreed that wider partnership approach was required as the Constabulary could not tackle this alone, with all partners needing to do more through the provision of support to tackle the causes of drug related crime.
- 6.6 The Board agreed the report, noting that there was some good quantitative and qualitative performance being achieved against the strategic themes in the Commissioner's Police and Crime Plan.

Action: *The Constabulary to provide additional information on non-crime demand and its impact*

7. Police Use of Force Annual Report

- 7.1 The ACC introduced the report on behalf of the Chief Constable. This is the first report by the Home Office based on full year data collection (April 2017 – March 2018), however it was noted that not all police forces were collating data using the same methodology so consequently some of the information in the report is not directly comparable. However, there were no significant issues highlighted in the report in respect of the Constabulary's use of force.
- 7.2 The ACC was assured that there were no systemic ethnicity bias in the way the Constabulary's exercise their use of force powers. He was satisfied that the use of force was being used professionally and effectively, particularly given the number of times it had been used in difficult and volatile situations without a high percentage resulting in severe injury.
- 7.3 The Commissioner welcomed the report but asked how the Constabulary capture any emerging themes or trends from previous years. The ACC stated that due to reporting methodology there was not enough comparable data available from the last few years, however now there was improved data capture mechanisms in place which meant future annual reports could include previous years data for comparison.

- 7.4 The Chief Executive asked that the Constabulary remained cognisant of the recommendations in the Lammy Review into the treatment and outcomes for BME individuals in the criminal justice system. The Constabulary reported that there was an independent external scrutiny group which looks at the Constabulary's understanding of issues related to their interaction with diverse groups, such as the use of stop search powers.

Action: *Future Use of Force annual reports to include comparison to previous years (where that data is available) in order to capture any emerging themes or trends.*

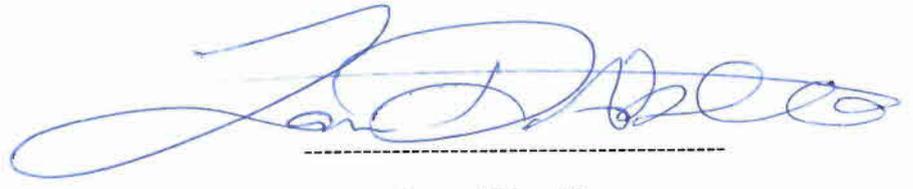
8. Delivery of the Police and Crime Plan – supporting meeting structures

- 8.1 The Chief Executive introduced the report by informing the Board that the OPCC and the Constabulary are looking to integrate the business planning and delivery through the Board, and that it was particularly opportune to do this with the arrival of the new Chief Constable.
- 8.2 Jim Haylett provided the Board with the detailed rationale for doing this. In respect of meeting structures this would mean that the Performance Working Group and Finance Sub-Group would cease to exist with their work being amalgamated into the work of the Board, and Board meetings would be monthly.
- 8.3 Whilst the Police and Crime Plan was not being amended, it was opportune to refresh the tasks required to achieve the objectives within the Plan and update the delivery plan. Reporting against the Plan would then become focussed on the high level objectives, with an in-depth report into one of the four Plan themes being reported to every Board meeting. These reports would be structured to enable the Board to support and scrutinise: the work of the Constabulary where they were directly responsible for delivery, the work the Constabulary where they are exercising leadership across partners to enable delivery, and thirdly aspects of the Plan for which wider partners leadership was required for delivery.
- 8.4 In addition, the Board would also be considering other matters, such as statutory reporting on use of force, equality and diversity, and responses to HMICFRS inspection reports, and internal and external audit recommendations.
- 8.5 The Board meeting in February 2019 will receive a more detailed report on the Plan content and delivery ownership, with the monthly Board meetings anticipated to commence in April 2019.
- 8.6 The Commissioner felt that this new reporting structure made sense and welcomed the Chief Constable's strong support for the objectives within the Plan.

Action: *Report on Plan content and delivery ownership to be submitted to February 2019 Board meeting.*

9. Any Other Business

- 9.1 The Commissioner informed the Board that following the Estates Sub-Group meeting on the 6th November 2018, that he had agreed to sign a Decision Notice (CPCC 2018-016) on the 23rd November 2018 to approve the freehold transfer of land at Constabulary Headquarters to Highways England for the construction of the A14 link road under compulsory purchase powers and to agree the associated compensation claim.

A handwritten signature in blue ink, appearing to read 'Jason Ablewhite', is written over a horizontal dashed line.

Jason Ablewhite