



BUSINESS CO-ORDINATION BOARD

APPROVED MINUTES

Date: 10th February 2022 **Time:** 10:00

Location: Via Microsoft Teams

Members: Jim Haylett Chief Executive, Office of the Police and Crime Commissioner

Nick Dean Chief Constable, Cambridgeshire Constabulary

Vicki Evans Assistant Chief Constable, Cambridgeshire Constabulary

Jane Gyford Deputy Chief Constable, Cambridgeshire Constabulary

Jon Lee Chief Finance Officer and Director of Resources, Cambridgeshire Constabulary

In Attendance: Louisa Barry Chief Constable's Staff Officer, Cambridgeshire Constabulary

Claire Dicker Business Support Officer, Office of the Police and Crime Commissioner

1. Welcome and Apologies

- 1.1 There were apologies from Police and Crime Commissioner (the “Commissioner”) Darryl Preston; Jack Hudson, Head of Business Development, Office of the Police and Crime Commissioner; Colin Luscombe, Strategic Director of Estates, Cambridgeshire Constabulary; and Matthew Warren, Chief Finance Officer, Office of the Police and Crime Commissioner.

2. Declarations of Interest

- 2.1 There were no declarations of interest.

3. To approve the minutes of the Business Coordination Board meetings held on the 20th January 2022

- 3.1 The Business Coordination Board (the “Board”) approved the minutes from the meetings on the 20th January 2022 as true records of the meeting.

4. Business Coordination Board Action Log

- 4.1 There are currently two actions on the Action Log. The Chief Executive presented the two actions as follows:

- Action 10.0, Agenda Item 4.3, 16th December 2021 – Further narrative is required in relation to Op Armour and Op Guardian, and the large amount of data being used

The Constabulary were asked to provide a summary perspective around Knife Crime to the Board in 3 months.

Update: A paper was initially requested. The Constabulary advised that they would provide a verbal update. There is currently no Board now scheduled until May 22. The Performance Report (Agenda Item 5.0) includes a statement that work is ongoing to complete a knife crime profile for the South. There is also now a Constabulary wide Op Guardian which focuses on the Constabulary’s proactive response to knife crime. Note Agenda Item 11.0 is the verbal update.

- Action 11.0; Agenda Item 4.0, 16th December 2021 – Performance Reporting

The Head of Business Development to work with the Constabulary to map out performance reporting to align with existing reporting mechanisms.

Update: This is mapped out. New quarterly reporting and Agenda Item 5.0 is the first of the new reports. However, this action is not complete. More work is required now the first iteration has been presented. It does not meet the OPCC's expectations. Discussed in further details at Agenda Item 5.0. It is suggested that this item remains open until it is refined to meet the Commissioner's needs. The current issues are;

- An inability to publish the performance report against the National Crime and Policing Measures because of its DCPD content neatly interwoven across the report.
- The depth of analysis and insight re local measures.
- The need to better section the report (Confidential vs Open Data)
- Timeliness

The next scheduled Board is 26th May 2022. Further refining to take place. In essence we should receive quarter 4 report from the Constabulary for 2021/22 well in advance. We will have ONS data covering Q3 2021/22. We have more opportunity to drill down as we are still in the prearranged meetings phase.

5. Cambridgeshire Constabulary Quarterly Performance Report including National Crime and Policing Measures (Sensitive – Operational)

- 5.1 The Performance Report presented by the Chief Constable was discussed by the Board. The data used in the compilation of the report is officially classified as 'sensitive' by the national system that it was drawn from and therefore not for publication. The Board discussed the need for publicly transparent data to be used on future reports and this was agreed by the Board.
- 5.2 The Chief Executive noted that he had not seen the timeline in relation to the 999 league tables, and wanted to know if the Chief Constable was aware?
- 5.3 The Chief Constable replied to say that he was not aware either. He advised that the National Police Chiefs' Council Lead is currently working on this in relation to 101, Demand Hubs and 999 data.

- 5.4 The Chief Executive wanted to know if reducing Neighbourhood Crime was sustainable.
- 5.5 The Chief Constable replied that nationally there is a sustained reduction in Acquisitive Crime. The data available pre Covid has an element of suppression. There are Acquisitive Crime Teams for both North and South areas (1 Detective Inspector, 2 Detective Sergeants, 10 Detective Constables). Both teams are working hard to drive down the levels of crime. They are working to process key offenders, are in a good position in relation to preventative measures. They have good relationships with Neighbourhood Watch and other partners.
- 5.6 The Chief Constable advised that Serious Violence is linked into the Safer Streets campaign and Safer Streets is coming across as beneficial across the county. Here is a percentage reduction in Acquisitive Crime, which is linked into the Constabulary's Corporate Plan.
- 5.7 The Assistant Chief Constable advised that the Constabulary has a Neighbourhood Prevention Group, which is specifically focused on Prevention.

Action: Constabulary to bring a report on Safer Streets Project to the next Board in May.

- 5.8 The Chief Executive commented that due to the impact of Covid the year-on-year data is almost meaningless.
- 5.9 The Chief Executive noted that there is no local or national data for the first metric about confidence by the Police in response to Cyber Crime the second metric can only be measured by using a proxy metric. It is recommended that the following metrics are used; number of crimes with an online/cyber enabled marker and the number where the victim is a business. There is also the potential to look at Action Fraud data and identify the number which are related to online/cyber-attacks. He also understood that there is work ongoing within the Constabulary to develop proxy metrics to gain a better understanding of why Cyber Crime is increasing is increasing. Can they advise whether these proxy metrics have been agreed and if no, when will they be in a position to explain what the Constabulary are doing to address this increase.

- 5.10 The Chief Constable replied to say that following Covid restrictions being lifted that there has been an increase in Cyber Crime/Fraud at both a local and national level.
- 5.11 The Chief Executive commented that there is work ongoing by the Home Office surrounding the improvement of satisfaction among victims, with a particular focus on victims of domestic abuse. This included a victim domestic abuse survey with the inclusion of stalking offences which some forces do not currently survey. This is an important consideration for the Constabulary as there is potentially an additional budgetary requirements to undertake more surveys. He asked if the Constabulary could expand upon this budgetary requirement and if there was anything that the Commissioner can support them with.
- 5.12 The Chief Constable replied that there is no specific ask in relation to the Victims Code.
- 5.13 The Chief Executive was pleased that there had been an improvement in the public's satisfaction in the work of the Constabulary.
- 5.14 The Chief Executive mentioned the Policing Violence Against Women and Girls (VAWG) National Framework for delivery. There are a couple of actions that are requiring 'continuous and with immediate effect' or immediate, which are included in the framework.
- Action 2: Challenge and address sexism and misogyny within Policing.
 - Action 3: Involve VAWG organisations, including charities supporting Black and minoritized women and girls, as well as individual women and girls with lived experience.
- 5.15 The Chief Executive understood that there is work ongoing within the Constabulary to develop a detailed response to the Policing VAWG Framework for delivery. He also advised that a report is to be submitted to the next Board. He also wants assurance that the two actions which suggest that immediate responses are required are high on the Constabulary's list of priorities. This is an area of work which both the OPCC and Constabulary share a commitment to progress.
- 5.16 The Chief Constable replied that he would submit a report to the next Board. There are senior officers who are linked into the National agenda too. They

are tracking the data and he gave the reassurance that the Constabulary are working towards it.

Action: Constabulary to submit a report to the next Board, with responses to both actions.

5.17 The Board noted the report.

6. Revenue and Capital Monitoring Report Month 9 2021/22

6.1 The Chief Finance Officer and Director of Resources presented the report. He advised that the underspend is still the same as previous months; with the exception of Mutual Aid as there has been a forecast change from £500k to £800k cost recovered, due to an increase income expectation from policing COP 26. There is also some underspend in the reserves plan in relation to ICT, but they will move the costs around themselves.

6.2 There were a number of recommendations that the Commissioner had approved, prior to the meeting. They were as follows:

- To note the revenue forecast outturn of £1319k underspend as at the end of December 2021.
- Approve the transfer of the Prevention Budget underspend of £330k to create an earmarked Prevention reserve for use in future years.
- Approve the following additions to the capital programme funded by Revenue Contribution to Capital (RCCO).
- £57k for the transfer from the ICT infrastructure storage project to the new Oracle project.
- £18k for security fencing at Parkside.
- £40k for the Digital Forensics (DFU) laptops from Proceeds of Crime Act (POCA)
- £51k for the Cambs share of new Joint Protective Services (JPS) mobile phone cameras.

6.3 The OPCC underspend is less than expected, as this is the group position so although it has been reported as a larger underspend for the office, it will be countered by interest payments which shows a group position of £42k underspend.

6.4 The Chief Executive asked if there any significant change in the POCA/asset recovery.

6.5 The Chief Finance Officer and Director of Resources and Chief Constable replied to say that nothing has happened or been seen in relation to this.

6.6 The Board noted the report.

7. Statement of Accounts & Annual Governance Statements

7.1 This report was presented by the Chief Finance Officer and Director of Resources. He advised that the Statement of Accounts and Annual Governance Statements for 2020/21 were signed by the Chief Constable and the Commissioner at the Joint Audit Committee on 27th January 2022. They have been brought to the Board for transparency purposes. Although the accounts were completed by the statutory deadline of 31st July 2021, there was a delay in the external auditors commencing their audit trail due to resourcing issues. Cambridgeshire Constabulary are the first tranche of completed statement of accounts across the country.

7.2 The accounts, opinions, and Annual Governance Statements are now available on the Commissioner's website.

7.3 It was also noted that following the new National Audit Office Code of Audit Practice 2020, the external auditors are due to issue an Annual Report no more than three months after the opinion on the statement of accounts.

7.4 The Board noted the report.

8. Medium Term Financial Strategy 2022/23 (MTFS) including Capital Programme 2022/23

8.1 The report was presented by the Chief Finance Officer and Director of Resources. He advised that the draft MTFS and precept report were taken through the Police and Crime Panel on 2nd February 2022. The Panel voted unanimously to support the Commissioner's proposal to increase precept by £9.99 in 2022/23. The report has now been finalized and comes to the Board for approval and adoption of the 2022/23 revenue budget and Capital Programme.

8.2 The Commissioner has approved both the MTFS and Capital Programme for adoption prior to the meeting. The Commissioner will also sign a Decision Notice for setting the precept and revenue budget for 2022/23.

8.3 The Board noted the report.

9. Treasury Management Strategy Statement 2022/23 (TMSS) Final

- 9.1 The report was presented by the Chief Finance Officer and the Director of Resources. The TMSS sets out the Commissioner's investment and borrowing over the next year, alongside the Capital Programme. There have been no changes to policy from 2021/22 and the Commissioner maintains the under borrowed position. No changes to the types of investment are proposed.
- 9.2 The Commissioner has approved the adoption of the TMSS prior to the Board.
- 9.3 The Board noted the report.

10. Health and Safety Statement of Intent

- 10.1 The report was presented by the Chief Constable. The Board were advised that Health and Safety is on the Internal Audit Plan for 2022/23, it was last audited in 2020/21 and received substantial assurance.
- 10.2 The Board noted the report.

Action: Health and Safety Statement of Intent to be brought to the Board on a six-monthly basis, August, and February Boards.

11. Update on Knife Crime (Op Armour/Op Guardian)

- 11.1 The Assistant Chief Constable gave the verbal update. This is linked to Action 1 on the Action Log from the Board on 16th December 2021.
- 11.2 She advised that Op Armour was set up following the Safer Streets 3 funding. It was set up initially to cover Christmas from 10th December 2021 and 31st December 2021, there were both plain clothes and uniformed officers on patrol and this was put in place specifically for officer proactivity around the night-time economy and concerning offender behaviour towards women and Girls (Violence Against Women and Girls (VAWG)). There was good success and return, along with good communications cover around it with overwhelming support by both officers and the public. It reached 30k members of the public, and 40% engagement and reaction, which was significantly positive. In comparison the Drink Drive campaign over Christmas it only reached 26k people. The totality of the 71 interactions, resulted in 11 dispersals, 3 arrests, and 3 stop and searches. The overview of the operation was that it was costly but justified. There is now the need for it not to lose momentum to show the

public this is what Cambridgeshire Constabulary can do. It covered the VAWG agenda and has enhanced the public's confidence. In addition, there has been training for door staff and taxi marshals, and they can spot any behaviour, and give support where needed also, CCTV staff have had enhanced training in spotting the signs of behaviour.

- 11.3 In the long term there is a sustainable plan and delivery around Safer Streets 3 funding but through into business as usual to ensure that the Constabulary can give that strong perpetrator focused message to our communities.
- 11.4 Op Guardian was set up in the North of the county, particularly around Peterborough. The Constabulary lead has taken the best practice nationally to pull together a plan with the support of a North knife crime profiler who was commissioned in 2019.
- 11.5 From reviewing the outcomes of Op Guardian, it now been through force tasking and is being rolled out across the whole county, and this is where the Constabulary are now, and is being led by the South area Commander. Op Guardian is in force across the county in relation to tackling serious street-based violence and knife crime along with partnerships. There is specific tasking to nominate Detective Chief Inspectors as leads for both North and South, and the methodology of the different strands of Op Guardian is to invest in this as business-as-usual governance, which will go through level 0 and level 1 Tasking Meetings, and it then reports through to the In-force Tasking meetings on a fortnightly basis. It is now sustainably imbedded as business as usual. Following the success in the North, the Constabulary have now commissioned through Force Tasking, a South street based violence problem profile and has been completed this week. The Constabulary will have a comprehensive profile for North and South.
- 11.6 The Constabulary's Strategic Analysis Team are focusing on areas where there are offences of Possession of an Offensive Weapon and Robbery, across the county, which helps with the understanding of the levels of these offences and for the Constabulary to able to see specific high report areas and focus on local tasking through the Neighbourhood Policing Teams/Neighbourhood Support Teams and officers on general patrol. A Superintendent has provided a comprehensive plan which links into business-as-usual existing strategies around high harm habitual knife carriers and feeds into the offender strategy which features in Force Tasking and problem-

solving plans for those individuals and areas relating to serious violence; they will be tasked through Op Guardian work and are embedded in these steps. The Constabulary has been taken to great lengths to ensure that Op Guardian is not something that will disappear, it is absolutely embedded as the business-as-usual structure and brand.

- 11.7 The Chief Constable mentioned in the Performance report around drug testing of offenders on arrest, which will link up to offences including those of violence and theft, this pilot shows a greater understanding around violence in the county. There have also been embedding Op Guardian representatives in the partnership Criminal Exploitation Groups to see if there are any links to County Lines, and young people, along with Young Offender Service systems. It can also be fed into the Out of Court Disposals. The Assistant Chief Constable advised that she will be having a meeting with the district Chief Executives to see how the Constabulary can align their thinking into the districts' strategies. There have been some assessments on Serious and Knife Based Violence profiles, and they provide information around the serious violence needs assessment so with addition of partnership data these products can be built on, and a needs assessment can be built quickly, and will be shared with partnerships; this will follow through with an action plan with a degree of serious violence duty with partnerships.
- 11.8 Op Guardian will be fully embedded as business as usual as the force tasking meetings will then feed into the partnership arena and will be joined up with any future work on serious violence.
- 11.9 In relation to any change in performance data, the Acting Chief Constable advised that there is noticeable analysis on Knife Crime offences across the county, Peterborough is one of the only areas in the county where there has been no return or increase. Where in other areas where there have been fluctuations in offences across other areas, Peterborough is standing quite strong where we embedded Op Guardian initially, it is now the only district where that hasn't seen level of knife crime/possession of offensive weapon return to 2019 levels. This is not a scientific correlation, but it is quite significant Op Guardian in the embedding in the North since coming out of lockdown it is the highest harm area with our highest harm. There have been patrols in hot spot, and engagement in schools and with young people. There

have been messages around offenders and offensive weapons, as an indicator in Peterborough.

- 11.10 Op Guardian has only just been rolled out across the South, however, there have been rising concerns in Cambridge City, in relation to knife crime, there is the hope that there will be some gains as it gets fully embedded in relation to knife crime and harm.

Action: Constabulary to provide a report on Op Guardian/Op Armour to the May Board.

- 11.11 The Board noted the update

12. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services Reports Update

- 12.1 The report was presented by the Chief Constable on the following Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report 'National Child Protection Inspection'.
- 12.2 The Board noted that the Commissioner's response to the report, as per his statutory duty under Section 55 of the Police Act 1996, had been submitted to the Home Secretary and will be published on the Commissioner's website.
- 12.3 The Board noted the report.

13. Any other Business

- 13.1 There was no further business.

A handwritten signature in black ink, appearing to read 'Darryl Preston', is written over a horizontal dotted line.

Darryl Preston

Police and Crime Commissioner