



BUSINESS CO-ORDINATION BOARD

Thursday 5 January 2023 at 2pm

Members Present: Darryl Preston (Police and Crime Commissioner. Chair)
Nick Dean (Chief Constable, Cambridgeshire Constabulary)
Vicki Evans (Assistant Chief Constable, Cambridgeshire Constabulary)
Jane Gyford (Deputy Chief Constable, Cambridgeshire Constabulary)
Jim Haylett (Chief Executive Officer and Monitoring Officer, Office for the Police and Crime Commissioner)
Jon Lee (Director of Finance and Resources, Cambridgeshire Constabulary)
John Peach (Deputy Police and Crime Commissioner)
Matthew Warren, (Chief Finance Officer, Office of the Police and Crime Commissioner)

Other attendees: Louisa Barry (Detective Inspector, Cambridgeshire Constabulary)
Jack Hudson (Director of Governance & Compliance, Office of the Police and Crime Commissioner)
Nancy Leversha (Finance & Audit Manager, Office of the Police and Crime Commissioner)

1. Welcome and Apologies

1.1 The Police and Crime Commissioner (the “Commissioner”) welcomed everyone who had joined the Business Co-ordination Board (the “Board”).

1.2 No apologies were received.

2. Declarations of Interest

2.1 There were no declarations of interest.

3. To approve the minutes of the Board held on the 23 November 2022

3.1 The minutes of the Board held on the 23 November 2022 were agreed as a true and accurate record.

4. Matters/Actions arising

Action tracker reviewed and updated. The action tacker is used to track outstanding matters/actions which have been agreed at previous Boards.

5. Medium Term Financial Strategy (MTFS) 2023/24 to 2026/27, which includes Capital Strategy 2023/24 to 2026/27.

5.1 The Commissioner introduced the agenda item as a discussion item, the purpose of which was to provide a verbal update on the approach being taken towards the development of the Medium-Term Financial Strategy (MTFS) 2023/24 to 2026/27, which includes the Capital Strategy 2023/24 to 2026/27.

5.2 The Director of Finance and Resources supported by the Chief Finance Officer provided a comprehensive verbal update on the MTFS and Medium-Term Financial Plan (MTFP). The Director of Finance and Resources advised that work is continuing, following several meetings between Cambridgeshire Constabulary (the "Constabulary") and the Office of the Police and Crime Commissioner (OPCC) regarding the shaping of the MTFS. This included feedback which had been received following the circulation of the draft MTFS. This work needs to be finalised. This included the ongoing development of the Capital Strategy. It was agreed that this work would be presented at the next scheduled Board, which is due to take place on 19 January 2023. The Commissioner thanked the Director of Finance and Resources for the update.

5.3 The OPCC's Chief Finance Officer, advised that he was happy with the comprehensive update provided and had nothing further to add at this stage.

6 HMICFRS PEEL Assessment – Thematic Report to BCB.

- 6.1 The Commissioner introduced the agenda item as an ongoing thematic report on the areas for improvement identified by His Majesty's Inspectorate for Constabulary and Fire & Rescue Services (HMICFRS) during their Police effectiveness, efficiency and legitimacy (PEEL) assessment of Cambridgeshire Constabulary. The Commissioner has specifically requested an update on the work ongoing to address the areas for improvement in relation to Responding to the Public, with an emphasis upon how the Constabulary are working to improve 101 performance and secondary call handling.
- 6.2 Assistant Chief Constable Vicki Evans (VE) provided a comprehensive presentation and update on the progress being made to address the areas for improvement in relation to Responding to the Public. The presentation provided a deep dive into call handling as well as the other areas for improvement. It included a focus upon 101 and secondary call handling. The purpose of the presentation was to provide reassurance around the level of work and focus that the Constabulary are putting into this area of business. The presentation included the progress being made, the challenges and an overview of activity going forward.
- 6.3 The initial slide provided an overview of the high-level process relating to telephony call handling. Incoming calls are received through two routes. Emergency 999 calls and 101 calls. VE highlighted other ways in which the public can contact the Constabulary. Incoming 999 calls are a priority. These are the people who need help, with most falling into things like an Article Two risk category. These calls are received straight through to our 999 call handlers. The national aspirational target is to answer 999 calls in 10 seconds. Year to date (YTD) 999 call handling performance shows that the Constabulary are dealing with 85% of 999 goals in less than 10 seconds, with an average wait time of five seconds. These calls are handed straight to a call handler, who undertakes a threat, harm, risk, investigation, vulnerability, and engagement (THRIVE) assessment, creates the dispatch and then these are generally routed for an immediate response.
- 6.4 In relation to 101, the incoming call handling is through the contact centre. These calls come into the switchboard mechanism. The current target is to answer 80% of those calls that come into switchboard within 30 seconds. YTD 101 call handling

performance shows the Constabulary are currently answering 73% of goals within 30 seconds, with an average wait time of twenty seconds. At the point it comes into the switchboard, these calls are also subject to a THRIVE assessment, which is part of the triaging process, to ensure that the call handler understands the threat, harm, risk, and vulnerability of the call. If it is identified that it should be an emergency call it is immediately routed through to the 999 system. VE stated that 14% of 101 calls are emergency's and are re-routed to the 999 system. As part of the triage in, if the call handler can deal with it there and then and it does not require onward extensive work then there will deal with it at this point. If it is not an emergency and cannot be dealt with there and then, then the call is transferred into one of two lines the public line all the crime line. This is referred to as the secondary call handling process is.

- 6.5 VE acknowledged that there remains work to do on achieving the aspirational targets for both 999 and 101. VE discussed the published National League tables which show that the Constabulary's is twelve best in the country for 999 call handling. Performance against the Constabulary's most similar group was discussed.
- 6.6 VE discussed secondary call handling. Following triaging 101 calls are pushed through to two lines. Public line or crime line. These are the secondary lines and there are several ways that they can be dealt with. When demand is high, the caller will hear a comfort message which signposts them to online reporting, suggest the use of other mechanisms including web chat. There is also a process where the caller can activate Q-Buster which means that they will get a call-back later. Alternatively, the caller can abandon the call. VE identified a specific technical issue with remaining on the line, which impacts upon the abandonment rates, and this is being addressed.
- 6.7 VE highlighted other system issues linked to an end-of-life telephony system which prevents further data analytics in relation to secondary call handling performance around wait times. VE highlighted that the Constabulary are currently exploring new platforms which would enable live-time monitoring and enhance data analytics.
- 6.8 VE also highlighted that Q-Buster also has an impact upon the ability to fully understand secondary call handling data. A pilot was discussed in relation to

pausing Q-Buster for a period to enable the collection of more accurate data to enable improve data analysis to inform future decision making. VE advised that the Constabulary would be able to report back the findings of this at the next deep dive into this area.

- 6.9 VE discussed a number of factors that impact on the demand on secondary lines not just general 999 demand. The Constabulary always prioritise 999 calls and when we have peaks in 999 demand this impacts on 101 call handling times, because the Constabulary push their resources to deal with the 999 calls. VE discussed external factors which impacts upon 999 demand making reference to the 'Buddy Force Process', a national approach to managing emergency call demand. Anecdotal evidence suggests the Constabulary are regularly dealing with 'Buddy Force' calls.
- 6.10 A lot of the demand in the secondary line is termed failure demand. This is people calling back to provide more information or wanting to know more information about a crime, an incident or wanting to speak to a specific officer. The Constabulary are working on understanding how they can eliminate each of a different area that create failure demand.
- 6.11 VE discussed overall contact management performance. Current performance to the end of November 2022 was similar to 2021. The Constabulary are still seeing a trend in higher volumes of 999 calls and lower volumes of 101 calls. This is a national trend. The Constabulary have seen wait times for 101 and 999 improve they have seen public line abandonment lower month on month. The crime line has remained stable. The Constabulary are wanting to see continuous improvement in this, recognising the need for an improved service for the public. VE highlighted further challenges around demand peaks as well as staffing related issues, making specific reference to winter flu. All of these are difficult to predict and therefore mitigate against and they have a significant impact upon the ability to manage secondary calls.
- 6.12 VE then outlined the plans for further improvement. VE made reference to the performance framework which looks at all of the data that is available and allows the Constabulary to identify where they can improve process. VE referred to the recent increase in supervisory capacity in the demand hub, with a supervisor

responsible for monitoring overarching performance and granular individual and team level performance data for call handlers. This helps to identify opportunities for individual learning regarding call handling and an additional resource has been provided to enhance live-time learning of individual call handlers.

- 6.13 VE made reference to the other areas for improvement under 'Responding to the Public' and the balance needed, specifically the need to streamline THRIVE assessments to speed up the process, but also the need for more prevention advice, which slows down the process. VE highlighted how the Constabulary are dealing with this.
- 6.14 VE referred to a recent commissioned piece of analysis which looked at 24-hour demand. Although this piece of analysis has not been finalised, this analysis shows how the calls are segmented, how many calls move through to secondary call handling and how many calls were shifted to other call channels.
- 6.15 VE referred to recruitment and the challenges faced, specifically cost of living and wages. They are seeing an improving picture. VE discussed vacancies, activity to recruit including innovative targeted recruitment, the number of new recruits who are undergoing robust pre-employment vetting and training/coaching.
- 6.16 VE referred to the use of other resources, specifically the Investigation Management Unit (IMU), to assist with call handling of the crime line, calls which generally have the longest wrap time. A pilot commences on 9 January 2023. This pilot has been introduced because there is a stable performance picture of the work of the IMU following process improvements which enables the Constabulary to use IMU resources when required. This in turn frees up call handling staff to help them focus on other demand including the public line. This pilot will be monitored.
- 6.17 VE discussed the internal and external communication strategy to help signpost people to the right place. Different approaches are being developed to improve information, improve how Officers and Staff engage with the public and direct callers appropriately. This will help with addressing the failure demand discussed earlier.
- 6.18 VE discussed a future workshop scheduled for 23 January 2023, where the Constabulary will consider further opportunities to do things differently. VE opened up this workshop to members of the Commissioner's office.

6.19 The Commissioner sought clarity on the Buddy system and why we must do it. VE advised that this was part of the national business continuity plans to manage 999 demand. The Commissioner discussed this and requested that Jack Hudson explore the impact of national agreement on the Commissioners behalf. The Commissioner discussed the feedback he regularly receives from the public in relation to 101 and secondary call handling and referred to the aging telephony system and stated that there is need to really understand what the data analysis is telling us and then seek to continuously improve performance. The Commissioner asked what the timescales was in relation to updating the telephony system. VE highlighted that ideally it will be replaced with 12-18 months and discussed developments in IT, future proofing, risks, and issues all of which the Constabulary need to take cognisance of. The Chief Constable highlighted that the Hertfordshire is in the same position and discussions are taking place between the forces to ensure there is operational alignment and that data requirements are met.

6.20 VE moved on to the other areas for improvement (AFIs) and the main three AFI's. The first related to the Constabulary published attendance times. VE identified the change from a focus on domestic abuse to all calls for service and HMICFRS's expectation that all calls are attended within the published time scales. VE outlined longer term pieces of action that are ongoing to improve performance making reference to improved supervision, oversight from Chief Inspectors and Area Commanders, developments associated with TruServ and the development of newly appointed and in experience officers.

6.21 VE discussed a visit to Humberside to see the 'right care, right person' procedure which has seen a reduction in demand. The CoP are looking into this from a national perspective. A wider discussion led by the Commissioner took place regarding this. VE highlighted that this links to the transformational work being undertaken about how the Constabulary can do thing differently. The Deputy Chief Constable Jane Gyford (JG) stated that the transformational change principles include the prioritisation and rationalisation of services and the redesigning of services and that these are two fundamental steps in how the Constabulary think about the business planning processes help challenge service provision.

6.22 VE discussed a visit to Kent to see the 'rapid video response' project, with a focus upon responding to the victims of domestic abuse. VE discussed a planned initial

pilot in South Cambs for non-domestic abuse incidents to improve the service provided to the public. The pilot will also enable the Constabulary to test this approach. VE highlighted the benefits of this approach. VE went on to further discuss response time performance which are close to target with the exception of 'prompt' (4 hour) response, where performance is not where the Constabulary want it to be.

6.23 VE discussed an AFI in relation to call handlers providing advice on scene preservation and crime prevention. Reference to the 'One more step' strategy was made, and the approach adopted by the Constabulary, which included the ability to audit scene preservation advice. Dip sampling by supervisors was discussed. Victim call back was also discussed, the Constabulary's approach which is also subject to auditing, with developments to performance managements being implemented.

6.24 The Commissioner thanked VE for the presentation and update on the progress. The CEO, Jim Haylett (JH) highlighted that he had a number of questions to enable a better understanding of performance and it was agreed to do that following the meeting. JH asked, how many forces undertake the triaging process discussed. VE responded by saying that this was varied with different approaches adopted. Triage does ensure that we answer 101 calls swiftly and that we know if someone is in need of urgent help and can redirect accordingly. VE asked that if any feedback was received re 101 calls, they are happy to explore individual cases. This would help with improvement activity.

7 Any Other Business


No other areas of business were identified. The Commissioner thanked everyone for their participation and brought the meeting to a close.

Action Log

Action/Decision Reference	Date raised	Information	Owner	Update	Open/Closed
Action (BCB – 10 Feb 22)	10/02/22	Health and Safety Statement of Intent to be brought to the Board on a six-monthly basis (August 22 / February 23)	Chief Constable	Included at Agenda Item 10 for BCB 24/08/22	Closed. Standing agenda item.
Action (BCB – 25 May 2022)	25/05/22	Race Action Plan: Report required to a future Board, from the Chief Constable outlining how the Constabulary intend to address the Police Race Action Plan.	Chief Constable	This was presented at BCB on 24/11/22	Closed.
Action (BCB – 25 May 22)	25/05/22	OPCC to bring the joint Strategic Risk Register to August BCB to discuss in detail	CEO	Included at Agenda Item 14 for BCB 24/08/22	Closed. Standing agenda item.
Action (Thematic BCB – 11 Jul 22)	11/07/22	Constabulary to continue to provide an update on the progress of actions to address HMICFRS PEEL Assessment.	Chief Constable	Included as an agenda item for both scheduled BCBs and Thematic BCB	Action Ongoing.

				until it is agreed that this is no longer necessary.	
Action (BCB – 24 Aug 2022)	24/08/22	CEO to provide data requests to the Constabulary to enable future assurance of 101. Chief Constable to respond to this data requests and provide an update at the next scheduled BCBs and Thematic BCBs.	Chief Constable	OPCC put in the data requests and the Constabulary have commissioned data analysis. This was discussed at BCB 5 Jan 2023, and the Constabulary are exploring the analysis and findings. Responding to the public remains an issue, with secondary call handling a theme. Action to remain ongoing.	Action Ongoing.
Action (BCB – 24 Nov 2022)	24/01/22	The Commissioner raised the need for Corporate Communications to remind victims of the support services commissioned by him by	Head of Corporate Communications	OPCC Communications & Engagement Manager to link in with the Head of Corporate Comms to	Action Ongoing.

		signposting to the Victims' Services Website.		ensure this signposting is in place.	
Action (BCB – 24 Nov 2022)	24/11/22	It was identified that the impact of reducing the number of Boards per year meant that future meetings should be extended by 30 minutes to ensure sufficient time to discuss business.	DoGC OPCC	Amendments made.	Action Complete.
Action (BCB – 5 Jan 2023)	5/01/23	OPCC CEO / DoGC to meet up with VE with questions relating to presentation provided on Responding to the Public.		Meeting to be scheduled.	Action Ongoing.



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Darryl Preston
Police and Crime Commissioner