



BUSINESS CO-ORDINATION BOARD

APPROVED MINUTES

Date:	16th December 2020	Time: 13:30
Location:	Via Microsoft Teams	
Members:	Ray Bisby	Acting Police and Crime Commissioner
	Nick Dean	Chief Constable, Cambridgeshire Constabulary
	Vicki Evans	Assistant Chief Constable, Cambridgeshire Constabulary
	Jim Haylett	Acting Chief Executive, Office of the Police & Crime Commissioner
	Jon Lee	Director of Finance & Resources, Cambridgeshire Constabulary
	Matthew Warren	Chief Finance Officer, Office of the Police & Crime Commissioner
In Attendance:	Aly Flowers	Head of Compliance, Office of the Police & Crime Commissioner
	Catherine Kimberley	Communications & Engagement Manager, Office of the Police & Crime Commissioner
	Colin Luscombe	Director of Estates, Cambridgeshire Constabulary
	Sarah Sleaford	Chief Constable's Staff Officer, Cambridgeshire Constabulary
	Cristina Strood	Head of Policy for Police & Fire, Office of the Police & Crime Commissioner
	Howard Thackray	Compliance and Performance Officer, Office of the Police & Crime Commissioner

1. Welcome and Apologies

1.1 Deputy Chief Constable Jane Gyford.

2. Declarations of Interest

2.1 There were no declarations of interest.

3. To approve minutes of the Business Coordination Board meeting held on the 26th November and the 8th December 2020

3.1 The Business Coordination Board (the “Board”) approved the minutes from the meetings held on the 26th November 2020 and the 8th December 2020 as a true record of both the meetings.

3.2 The Acting Police and Crime Commissioner (the “Acting Commissioner”) asked the Chief Constable for an update regarding the three actions recorded in the 8th December 2020 minutes at paragraph 9 relating to the Neighbourhood Policing Change Programme. The Chief Constable provided the following update:

Equality Impact Assessment – *Chief Constable to publish Equality Impact Assessment once complete* – The Chief Constable confirmed that this would be published.

Enquiry Offices – *Chief Constable to ascertain the availability of footfall data into Enquiry Offices, the use of the yellow phone, and whether the phones would be sanitised.* The Chief Constable informed the Board that he had tasked out this action and was awaiting the outcome and then would report back to the Acting Commissioner.

Media announcement regarding outcomes of the consultation - *Chief Constable to discuss with his head of Corporate Communications regarding the content of his media announcement regarding the outcomes of the consultation and his final decision on the proposals.* The Chief Constable reported that internal communications had taken place on the 15th December, and that there would be an external media release after this Board meeting.

3.3 The Chief Constable thought it was both opportune and transparent to inform the Board as to process that he had gone through regarding the consideration of the final decisions on the proposals which were undertaken at the Force Executive Board (FEB) meeting on the 14th December 2020. He reported that there was full attendance at the FEB meeting, which included his Chief Officer Team, senior leaders, and representatives from UNISON and the Superintendents’ Association. The feedback on the proposals had been received from key stakeholders, partner agencies, members of the public and Unison, and these were all reviewed in detail leading up to FEB for consideration at that meeting. Alternative and counter-proposals had been put forward and these were discussed at FEB and approved as follows. No further comments were raised by the representative bodies at the meeting in respect of the proposals.

3.4 The Chief Constable informed the Board that after full consultation at the FEB meeting he then approved the following in respect of the new Neighbourhood Policing model which was likely to come into effect by the 30th April 2021:

PCSOs – the agreed proposals and counter-proposals for implementation in respect of the PCSOs:

- Implementation of original proposals (reduction of PCSOs from 80 to 40);
- Rebalancing of PCSOs across Fenland neighbourhood teams in line with local demand.

Community Safety Officers – the agreed proposals and counter-proposals for implementation in respect of the Community Safety Officers are:

- Implementation of original proposals;
- Increase of Designing Out Crime Officer (DOCO) posts by one full time equivalent for three to six months, to allow for a potential redeployment for someone at risk of redundancy in order to secure resilience in the short term.

Station Enquiry Officers – the agreed proposals and counter-proposals for implementation in respect of the station Enquiry Officers are:

- Change the number of Enquiry Officer posts to 13 full time equivalent posts across the county (original proposal 11);
- Implementation of a new shift pattern to increase resilience;
- Implementation of the other original proposals.

3.5 The Acting Commissioner thanked the Chief Constable for the update and asked whether as part of the engagement with staff and the representative bodies, whether any other counter-proposals had been put forward regarding alternative budget saving measures. The Chief Constable confirmed that no other suggestions or proposals had been put forward regarding budgetary savings within the Medium Term Financial Plan.

4. Business Co-ordination Board Action Log

4.1 The Board reviewed the actions as follows:

- *Action 25 – Police Use of Force: Constabulary and OPCC work together to ensure future annual reports on the use of force to capture statistical data, scrutiny arrangements and cultural change indicators and drivers. Consider future approaches to the external scrutiny of the Constabulary's stop and search.*

The Board noted that this report was to be discussed at Agenda Item 12.0 and therefore 'closed' the action.

5. Views from the Public Raised with the Acting Commissioner

5.1 The Acting Chief Executive introduced this report on behalf of the Acting Commissioner, outlining the purpose to the Board of this and future reports. The purpose being to enable the Acting Commissioner, in line with his remit to listen to the significant issues and concerns of the public and communities and in providing this local link between them and the Constabulary, to bring these to the attention of the Chief Constable for him to respond to.

5.2 The following issues were raised to which the Chief Constable responded as follows:

- *Can CCTV footage that a City Council owns be reviewed by the police/police support volunteers to help identify offenders – this is being looked into. In the first instance links have to be created between CCTV providers to allow the*

digital transfer of files to the Constabulary. Recruitment of volunteers can be undertaken, and once they have been vetted and trained they could undertake this task.

- *Can the Constabulary review how their Demand Hub call handlers respond to people who are victims of bike theft so they can be trained to understand the impact, the inconvenience and the cost to both replace stolen bikes and purchase expensive bike locks* – confirmed that further work had been commissioned to address this issue and to risk assess the impact of all crimes on victims.
- *What is the Constabulary doing about anti-social behaviour (ASB) in Wisbech* – confirmed that the local Inspector and the neighbourhood team had undertaken a considerable amount of work in this area including two closure orders relating to ASB. A multi-agency plan is in place to manage and resolve these issues. Preventative work had also been undertaken, with some success regarding individuals, homelessness and supporting mental health issues, and working in partnership with Fenland District Council for them to rehouse individuals.
- *What is being done to address illegal parking such as those that park inconsiderately such as on pavements* – parking is not a force priority; it increases extra demand on the neighbourhood policing resources. However, if local councils wish to decriminalise parking, as East Cambridgeshire had, then discussions would need to take place with the Constabulary, with a viable solution being to have a collective countywide agreement between all of the councils and the Constabulary.
- *Is the Constabulary recruiting more volunteers for SpeedWatch and how are residents being made aware* – due to the Covid pandemic it has not been appropriate to actively advertise and recruit further volunteers for Speedwatch. However, the Constabulary's planned vision is that once the Covid levels are at a more acceptable level that they will embark on a recruitment campaign, which will be managed through their Citizens in Policing Team.

6. Police and Crime Plan Offenders Theme

6.1 OPCC and broader partnership support

6.1.1 The report was presented by the Head of Policy for Police and Fire, the purpose of which was to enable the Acting Commissioner to ensure the OPCC and partners are contributing to the delivery of the Police and Crime Plan. The Board were asked to note the main themes in the report, in particular significant funding streams to address key issues which should provide enhanced support for vulnerable people including offenders in terms of homelessness and substance misuse treatment.

6.1.2 The Acting Commissioner commented on the work that has been going on through the Offender Group to support partners in planning for safe prison releases during the pandemic, and this is particularly pertinent during the Christmas period and ensuring access to services. It is key that all agencies coming into contact with offenders ensure they address the causes of criminality, and the work on longer-term pathways from reoffending remains important. The Acting Commissioner expressed his concern that in the current employment market there will be even more barrier for offenders. However, the significant changes coming through on probation reform and Integrated Offender Management are an opportunity to have a truly joined up cross-agency strategy for offender management.

6.1.3 The Board noted the contents of the report.

6.2 Police and Crime Plan Offenders Theme – Cambridgeshire Constabulary work to deliver actions and Performance Update

6.2.1 The report was presented by the Chief Constable, who took the Board through the report highlighting key areas of achievement and performance for the 12 months up to October 2020.

6.2.2 The Acting Commissioner thanked the Chief Constable for the report and commented on the following:

- Abandonment rates of calls to 101 and the impact this is having on victim satisfaction – whilst this was concerning especially when call volumes have fallen it is good that analysis is being undertaken on this important matter.
- Out of Court Disposals (OOC) – expansion of this work has coincided with the pandemic and additional demands to manage Criminal Justice workloads. The Constabulary need to ensure there is a strategy for the approach to OOC proposals for the future as this will inform the OPCC's commissioning of services to support this work.
- Dwelling burglary and vehicle crime – good to hear about successful work to tackle these crimes which are always a concern to our communities.
- Safer Streets Initiative – welcomed the joint work on implementing this project.
- Public confidence – are there any themes identified in dips in confidence. The Chief Constable responded by stating that relatively low numbers are surveyed and that there will always be a fluctuation, however, work is underway to let people know of the positive work that the Constabulary is doing which hopefully will contribute towards improved public confidence.
- The Victim and Witness Hub referral rate continues to improve which is very positive, and it is noted that further work is underway to improve the victim's journey through the process, but what stage is this at and how realistic is it that this will ensure overall victim satisfaction and the force's compliance with the Code of Practice for Victims of Crime. The Chief Constable confirmed that communication and training on the new Victims Code is being taken forward and the Assistant Chief Constable is engaged at a national level on this area of work. Victim satisfaction and public confidence is a result of public contact with the Constabulary and should be seen as more of a long-term trend as opposed to a month-on-month measure.
- The Acting Chief Executive made the Board aware that the Crime and Disorder grants and the OPCC's approach to this needs to be considered in order to generate the biggest impact for the public across Cambridgeshire with regards to the services they can be referred into this to avoid reoffending. The Acting Chief Executive will discuss this further with the Assistant Chief Constable.

6.2.3 The Board noted the contents of the report.

7. Think Communities

7.1 The Assistant Chief Constable gave a verbal update to the Board and confirmed that when this agenda item was originally discussed earlier in 2020, it was the intention to hold a partnership event in the autumn of 2020 with Community Safety Partners

to drive the Think Communities agenda forward. However, as a result of dealing with the Covid pandemic, partners were understandably focussed on that. Nonetheless, the Assistant Chief Constable was pleased that she has had numerous individual meetings with lead partners to see how Think Communities can be taken forward as a joined up strategic approach in the forthcoming year. As such, it was currently envisaged that quarterly partnership meetings are going to be scheduled throughout 2021.

8. 2021/22 Medium Term Financial Strategy (MTFS) draft Update

8.1 The Director of Finance & Resources presented the report to the Board and confirmed that the OPCC and Constabulary were still waiting for the financial settlement from central government. This would then be fed into the Medium Term Financial modelling to enable the Medium Term Financial Strategy to be completed and signed off by the Board in January 2021 prior to precept setting. The Chief Finance Officer commented on the limited flexibility within the budget to find additional savings.

8.2 The Board noted the report

9. Revenue & Capital Monitoring Month 7 2020/21

9.1 The Acting Commissioner reiterated to the Board that it is the Chief Constable's role to manage the finances of the Constabulary and the Acting Commissioner's role was one of oversight, and therefore the level of detail in this report is helpful for the Chief Constable. However, as provided for in The Policing Protocol Order 2011, and the need for proportionate governance during Covid, the Acting Commissioner would not be asking questions on every detail within the report. The Acting Commissioner also noted that there was a discussion at the November Board meeting regarding the content of future reports.

9.2 The Acting Commissioner asked the Director of Finance & Resources to take the Board through report on an exception reporting basis. As such the Board were asked to note the following:

- the identified £1.1m underspend, the reasons for this and that as a consequence there will be an additional Revenue contribution to Capital.
- two amendments for approval, £33k and £32k respectively for both linked to underspends in IT for capital projects.

9.3 The Board noted the report and approved the two capital amendments.

10. Accounts, Audit Report and Annual Governance Statement

10.1 The Director of Finance & Resources presented the report and the appendices to the Board asking them to note the following:

- The national deadline for finalisation of the Statement of Accounts for 2019/20 was extended from 31 July 2020 to 30 November 2020 due to Covid-19. The Constabulary had to wait for the pension audit at the County Council to conclude before their accounts could be finalised.
- The Statement of Accounts, Letter of Representations and Annual Governance Statements for the OPCC and Constabulary were all signed off on 30 November

and sent to the External Auditors and have since been published on the OPCC website.

- The External Auditors reports give an unqualified opinion and within the statutory timeframe. This is their judgement that the financial statements are fairly and appropriately presented, without any identified exceptions and in compliance with generally accepted accounting principles.

10.2 The Acting Commissioner thanked the Director of Finance & Resources and his team in meeting the statutory deadlines. The Board noted the report and the documents contained within the appendices.

11. Equality and Diversity Annual Report

11.1 The Chief Constable introduced the report highlighting the background, legal requirements and the purpose of the General Equality Duty and the areas for which the Constabulary must have due regard to. Also brought to the Board's attention was the work being undertaken at both a national and local level to achieve the Constabulary equality and diversity objectives.

11.2 The Acting Commissioner thanked the Chief Constable and made the following observations:

- Welcomed the Positive Action work the Constabulary are undertaking to ensure the workforce has greater diversity, is more representative of the community it serves, and the encouragement and support it is giving to women and individuals from different ethnic backgrounds to explore opportunities within the force.
- Asked if there are any underlying reasons or themes relating to the relatively short length of service for police officers, when traditionally policing was a 30 year career. The Chief Constable responded that it appears that it is a combination of a number of issues as opposed to one issue or a theme or trend, these being: salary, pension, societal issues, and people opting to choose a different career path. The College of Policing are currently undertaking some work looking at this.
- Interested to understand how the outcomes of Equality Impact Assessments (EIA) of actions/decisions across the Constabulary's governance meetings are identified and what is being done with them to understand the impacts on people with protected characteristics. The Chief Constable referred the Board to section 3 of the report regarding the legislative duties and specifically the need to have 'due regard' to certain considerations. Individual EIAs are captured by the various business and governance areas and considered taking into account the Equality Act. The Constabulary's Ethics, Diversity, Equality and Inclusion Strategic Group ensures, amongst a number of responsibilities, that the Constabulary acts in accordance with its statutory duties under the Equality Act to eliminate unlawful discriminate, advance equality of opportunity, and to ensure the equality objectives framework is implemented, monitored, reviewed and updated. This Group feeds into the FEB and also works with the tri-force Equality, Diversity and Inclusion Board. An internal audit of the Constabulary on ethics and culture is due to be undertaken by the end of March 2021.

11.3 The Board noted the contents of this report.

12. Police Use of Force

- 12.1 The Assistant Chief Constable took the Board through the report, asking the Board to note the update in particular the work that the Constabulary had undertaken to set up the Independent Community Scrutiny Panel (the “Independent Panel”).
- 12.2 The Board discussed in detail the membership, scope, governance and proposals for the Independent Panel in respect of its remit of scrutinising the Constabulary’s use of stop and search and use of force. The Assistant Chief Constable confirmed that the external Use of Force scrutiny panel has been incorporated into the Stop Search Scrutiny procedure due to frequent overlap between the use of these coercive powers. The aim for this new Independent Panel is to have around 50 members who will be representative of the diverse community across the county that the Constabulary serves, and individually and collectively as a group will be completely independent of the Constabulary. The Independent Panel will be run by the members themselves, supported in terms of training, information provision, etc by the Constabulary. The Independent Panel will report their findings, observations and recommendations into the Acting Commissioner, in order for the Acting Commissioner to hold the Chief Constable to account for the Constabulary’s use of these powers, and to ensure that any learning and recommendations are dealt with through the Constabulary’s governance mechanisms and reported back to both the Acting Commissioner and the Independent Panel. Introductory sessions have already been provided by the Constabulary, with the selection of the Chair and Vice-Chair of the Panel underway.
- 12.3 The Acting Commissioner thanked the Constabulary for the work undertaken to date on setting up this Independent Panel, as this had been one of his priorities since being in post. The independent nature is needed to understand the extent of local concern, bring community perspective, achieve greater transparency, which communities should have confidence in. He noted that both nationally and locally there is interest in the use of stop and search and how any disproportionately of BAME people affected by this is understood and monitored, and informed the Board that a number of local councils had raised this matter formally with him. As such he asked the Constabulary what measures they have in place regarding this matter, and whether there were any concerns, themes or trends relating to stop and search.
- 12.4 The Chief Constable acknowledged that this was an important issue for both himself and the Acting Commissioner, and that regular discussions had taken place between them regarding this matter and as a consequence there was recognition of the need for such an Independent Panel to be set up.
- 12.5 The Assistant Chief Constable confirmed that the Constabulary’s has an internal monitoring mechanism in place, part of which is a tactical group that looks at this data through a lens of support and challenge, to monitor themes and trends. Stop and search data is also published on the Constabulary’s website. The Professional Standards Department (PSD) also has an independent BAME network Discrimination Scrutiny Panel that looks at the PSD business areas including Public Complaints for all members of Officers and staff, conduct assessments and investigations for Police Officers, and Vetting Unit decision making. An independent representative for Cambridgeshire is currently being identified to sit on that group.
- 12.6 The Acting Commissioner stated that whilst he was satisfied that the Chief Constable has measures in place to keep our communities safe, it is important that there are

appropriate and proportionate levels of scrutiny, challenge and support to ensure that policing principles and standards of professional behaviour are embedded in everyday policing; ones which the public can have confidence in. He re-emphasized that the Independent Panel would be key to this. He also informed the Board that his office would be undertaking a piece of work to look at the landscape both nationally and locally to see what issues are arising regarding disproportionately across policing and the criminal justice system to see what initiatives, research, actions plans or scrutiny is needed.

- 12.7 The Board noted the content of this report and requested that a further report is submitted in late Spring 2021 to the Board detailing the number of stop and search and use of force incidents that have occurred, an update on the work of the Independent Panel, and overview of the OPCC's findings from its work on looking at disproportionately.

Action: A report to be submitted to the Board in May 2021 number of stop and search and use of force incidents that have occurred, an update on the work of the Independent Panel, and overview of the OPCC's findings from its work on looking at disproportionately.

13. Brexit Preparations

- 13.1 The Assistant Chief Constable provided a comprehensive verbal update to the Board on the work the Constabulary has undertaken in preparation for EU Exit.
- 13.2 The Acting Commissioner asked if the Constabulary had drawn up a Community Impact Statement, to which the Assistant Chief Constable confirmed the Constabulary had a Strategic Intelligence requirement which would help to identify and flag any issues.

14. Southern Policing Station update

- 14.1 The Director of Estates provided an update to the Board and confirmed that the Greater Cambridge Shared Planning Team had notified the Constabulary that the planning application for the Southern Police Station at Milton would no longer be considered by South Cambridgeshire District Council at their meeting on the 13th January 2021 and this will now be moved to their 10th February 2021 meeting.



Ray Bisby

Acting Police and Crime Commissioner