



BUSINESS CO-ORDINATION BOARD

APPROVED MINUTES

Date:	16th December 2021	Time: 14:00
Location:	Via Microsoft Teams	
Members:	Darryl Preston	Police and Crime Commissioner
	Nick Dean	Chief Constable
	Jane Gyford	Deputy Chief Constable, Cambridgeshire Constabulary
	Vicki Evans	Assistant Chief Constable, Cambridgeshire Constabulary
	Jim Haylett	Chief Executive, Office of the Police and Crime Commissioner
	Jon Lee	Chief Finance Officer and Director of Resources, Cambridgeshire Constabulary
	Colin Luscombe	Strategic Estates Director, Cambridgeshire Constabulary
	Matthew Warren	Chief Finance Officer, Office of the Police and Crime Commissioner
In Attendance:	Claire Dicker	Business Support Officer, Office of the Police and Crime Commissioner
	Jack Hudson	Head of Business Development, Office of the Police and Crime Commissioner
	Nancy Leversha	Strategic Accountant, Office of the Police and Crime Commissioner

1. Welcome and Apologies

There were no apologies received.

2. Declarations of Interest

2.1 There were no declarations of interest.

3. To approve minutes of the Business Coordination Board meetings held on the 11th November 2021

3.1 The Business Co-ordination Board (the “Board”) approved the minutes from the meeting on the 11th November 2021 as a true record of the meeting.

4. Business Co-ordination Board Action Log

4.1 There were nine actions arising from the meeting on 11th November 2021. The Board reviewed the Actions as follows:

- Action no. 1.0, Agenda Item 5.4, 12th October 2021 – National Crime and Policing Measures
OPCC/Constabulary to explore options for holding the Chief Constable to account in relation to the National Crime and Policing Measures.
Update: The Constabulary have produced a performance report against the National Crime and Policing Measures and this is included at Agenda Item 6.0. Future updates to be included within the Constabulary’s regular Performance reports. **Action Closed.**
- Action no 2.0, Agenda Item 6.2, 12th October 2021 – Call and Incident Handling
Constabulary to provide an update on plans to improve service at the first points of contact, reducing the number of repeat calls and addressing the causes of failure.
Update: The Chief Constable updated the Board and advised them that there has been an improvement on call handling (999/101) into December. It is reported in the Constabulary’s Performance report at Agenda Item 5.0. **Action Closed.**
- Action no. 3.0, Agenda Item 6.10, 12th October 2021 – Nighttime Economy and rise in sexual assaults in North Area
Chief Constable to update the Commissioner on the outcome of the analysis undertaken and what action the Chief Constable intends to take to address any issues identified.
Update: The Assistant Chief Constable (ACC) updated to say that an operation has been tasked out via the Force Performance Board in relation to this. It is focused on weekends and will run into the Christmas and New Year and beyond to look at suspect and offender behavior in the North of the county and in Cambridge City. The ACC discussed the focus on violence against women and girls (VAWG), education and preventative action. The ACC highlighted the good engagement with all those involved, specifically referring to door staff and taxi marshals where there continues to be a collective approach to address ongoing issues. Finally, the ACC discussed the long-term approach to manage the nighttime economy. The Commissioner thanked the ACC for the updates and made specific reference to the training being given to the Nighttime economy staff, which the Commissioner

attended. Future updates to be included within the Constabulary's regular Performance reports. **Action Closed.**

- Action no. 5.0, Agenda Item 4.1, 11th November 2021 – Increase in wait times for both 101 and 999 calls

The Constabulary to provide an update on the reasons for the increase in wait times.

Update: The Chief Constable updated the Board and advised them that there is an update included in the Constabulary's Performance Report at Agenda Item 5.0. **Action Closed.**

- Action no. 6.0, Agenda Item 5.1.4, 11th November 2021 – Staffing numbers and training in Protecting Vulnerable People Unit

The Constabulary to report back on progress to increase capacity and identify what new resources may be required for the Commissioner to consider Funding

Update: The Chief Constable advised that there has been an increase in the number of extra staff in the Vulnerability and Protection Teams. There is due to be a further discussion as part of the STRA process in the New Year and the Commissioner will monitor progress through this. **Action Closed.**

- Action no. 7.0, Agenda Item 3.2.3, 11th November 2021 – CTC Reserves

The Constabulary to update the Board regarding reserves at the next Board meeting.

Update: The Commissioner and Chief Executive advised that they are going to work with CTC colleagues going forward with the Casualty Reduction Fund. The Chief Constable was happy with the previous briefing that he has received from them. **Action Closed.**

- Action no 8.0, Agenda Item 8.0, 11th November 2021 – Cambridgeshire Southern Police Station

The Constabulary to update the Board in December regarding tender packages and costs, early stages of the archaeological dig, the timescale for the Option agreement and a layout plan of the preferred Cambridge City Centre option.

Update: This action is no longer due to be presented at the Board; it will be taken to the Resources Group instead on 21st December 2021. **Action Closed.**

- Action no. 9.0, Agenda Item 10.3, 11th November 2021 – Final Outturn Report 2020/2021

The OPCC would publish the updated document

Update: This has now been done. **Action Closed.**

5. Cambridgeshire Constabulary Performance Report

5.1 The report was presented by the Chief Constable to the Board. The Chief Constable discussed the Constabulary's performance over the last 12 months up to October 2021, making specific reference to updated performance for November 2021. He advised that the report focused on the Corporate Plan with a focus upon acquisitive crime and burglary dwelling.

5.2 The Commissioner thanked the Chief Constable for the update. This Commissioner sought clarity on comparisons with the national position and whether the Constabulary understood what was driving calls for service. The ACC replied that nationally there has been an increase in 999 calls and calls for service since June/July 2021, when we came out of lockdowns. She noted that public behavior has changed referring to increased freedoms and staycations, however there is no one specific

driver causing this increase which the Constabulary could focus upon. Currently there aren't any National League data around this increase. The Head of the Demand Hub is monitoring both local and national levels of calls. If there were any specific issues or areas of concern, then they will be dealt with accordingly. The Demand Hub do have a current Action Plan in place to capture any trends which may occur.

- 5.3 The Commissioner asked about the increase in offences of Violence with Injury, particularly in Cambridge City Centre where the number of offences recorded in October was the highest for any month. The Commissioner sought clarity on whether the Constabulary had undertaken analysis to understand the cause of this increase and what action they intended to take to address this.
- 5.4 The Chief Constable acknowledged that violent offences have increased. This included an increase of possession of offensive weapons, which in October was at its highest. This is due to reopening of the nighttime economy and the loosening of restrictions, along with a return of students to the University. This caused a significant increase in footfall across the city. The Chief Constable referred to previous discussions re an increase in reported drink spiking and recognised the willingness of victims to report such issues. However, this generally resulted in other allegations, which included violent crime. The Chief Constable highlighted ongoing operations referring to Operation Armour, which is part of the Safer Streets funding initiative as part of the nighttime economy activity previously discussed, as well as Operation Guardian in the North and Operation Sceptre. In summary, the Chief Constable highlighted the proactive approach coupled with a positive partnership approach which is worthy of note, however the increases remain of concern, they are flagged into performance reporting, the Commander for the South is aware of the issues and continues to monitor and drive activity and the ACC is collating all the relevant information necessary about ongoing operation and will provide the Commissioner with an early summary report of where the Constabulary are in relation to the ongoing operation.
- 5.5 The Chief Constable updated the Board around the restructure of Response Investigations and the Criminal Investigation Department at the End of February/March time. The Response Investigation teams will be dealing with volume crime. It also brings the Detective Sergeants and Detective Inspectors under one Detective Chief Inspector; this will be reflected for North and South Areas. Working alongside the Criminal Investigation Team will also assist these officers in additional training and upskilling.
- 5.6 The Commissioner commented that it was good news regarding the discrete month all crime prosecution possible outcome rate was 12.1% higher than the same month in the previous 3 years and the highest since February 2021. He also commented that the Criminal Justice System scorecard had been released for the national figures and that this can be compared to the performance issues relating to the Violence Against Women and Girls (VAWG), serious violence and drugs.
- 5.7 The Commissioner commented on the levels of Burglary Dwelling offences, he was surprised that there was such disparity rates across the county and wanted to know what the factors behind this was and what is the Action plan. The Constabulary have moved from 37th to 31st of 43 forces. The Chief Constable replied to say that the Constabulary's Ops Board had refreshed the Burglary Tactical Plan in anticipation of the possible increase in demand, which may or may not be seen.
- 5.8 The Board noted the report.

6. Cambridgeshire Constabulary Performance Report – National Crime and Policing Measures

6.1 The report was presented by the Chief Constable and provided the Board with a reflection on the Constabulary for each measure and upcoming actions for the next quarter. This is the first report to the Board and covered the measures under the National Crime and Policing Measures, these are:

- Reduce Murder and Other homicide
- Reduce serious violence
- Disrupt drugs supply and County lines
- Reduce neighbourhood crime
- Improve satisfaction among victims, with a particular focus on victims of domestic abuse
- Tackle Cyber crime

6.2 It was noted that the data produced for the report does not just cover Constabulary data but also data provided by key partners.

6.3 The Commissioner sought clarity in relation to Accident and Emergency (A&E) data and, which on the surface appeared positive. The Commissioner was keen for the Constabulary to undertake further analytical work to look at knife crime and what the drivers were around reductions mentioned within the report. Knife Crime has significantly reduced. The Chief Constable discussed the proactive approach already discussed as well as the partnership working but advised that there must be some caution re the A&E data as it is unclear if the data relates to the location of the offence or the residential address. He believes that it may be the latter. In addition to this data, it is only coming from Addenbrookes and not from Royal Papworth or more specifically from Peterborough City Hospitals, which covered the North of the County an area with an increased propensity for knife crime. The Chief Constable advised that there needs to be further exploration and then further narrative around this data. The ACC stated that she is liaising with the local authority's data insight teams into the gaps in the data. The national data currently comes from publicly available data e.g. NHS/Public Health England. She is also working with them in relation to the Serious Violence data sets to ensure data integrity and accuracy. In relation to other parts of the national data set, she believes that areas with a Violence Reduction Unit will have more accurate data, along with better data sharing agreements. The ACC said that she will come back to the Board with more clarification once she has this. The Commissioner highlighted his concern about the lack of data for the North of the county and looked forward to the further analysis and reassurance in due course.

6.4 The Chief Executive stated that we will need to display the output from this report on the Commissioners website and as such suggested that the Head of Business Development work with the Constabulary to agree a caveat regarding the data issues associated with knife crime. The Chief Executive then discussed the performance landscape and the challenges faced with the growth in performance reporting and publications and it was suggested that the Head of Business Development works with the Constabulary to map through what reports we are using and when they will be used. Finally the Chief Executive discussed performance reporting through BCB, specifically focused upon the National Crime and Policing Measures and outlined a suggested approach to a summary response from the Commissioner to complement the report. The Board agreed this approach.

6.5 The Board noted the report.

Action: 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.

Action: The Head of Business Development (OPCC) to work with the Constabulary to map out performance reporting to align with existing reporting mechanisms.

7. Medium Term Financial Statement

- 7.1 A verbal update was provided by the Chief Finance Officer & Director of Resources to the Board. He advised that work was progressing costing the MTFP model and all the assumptions being made. They are currently looking at the Police Uplift Programme, and increments for officers' salaries following years one and two. This is being modelled in detail. We have an agreed position from the BCH Joint Chief Officer Board re savings and investments and this now need modelling so that the Constabulary can take a proportionate share of this into our budget. In relation to the settlement out of £550m set aside for this, our total grant is increasing by £5.1m. This is also being modelled. There is also an indication that there is a continuation of the ringfence grant which is being maintained at £1.4m. A further discussion re this will take place at the Resources Group on 21st December. The OPCC'S Chief Finance Officer noted this update and advised that he is meeting with the Chief Finance Officer & Director of Resources on 17th December 2021 to discuss the implications of the settlement.
- 7.3 The Chief Executive noted comments in the statement which has a bearing on our narrative regarding policing and the uplift observing that this included the Police Staff to support them. There have been previous discussions re the inflexibility in the budget as well the impact upon PSD, Vetting and ICT amongst other things. The Deputy Chief Constable provided further context regarding the Police Staff element of the uplift. The Constabulary have given due diligence around this for assurance to the Board.
- 7.5 The OPCC's Chief Finance Officer discussed the Precept and the recently published three-year position. The Commissioner advised that the OPCC are currently working on this following publication and will be engaging with the public regarding future increases.
- 7.6 The Chief Finance Officer and Director of Resources discussed thinking around potential pay awards for the next 3 years and the profiling of this award with a higher award in year one, which potentially differed from current modelling. These are only assumptions at this time and there is a need to model different scenarios based upon these assumptions.
- 7.7 The Chief Executive advised that there will be further discussions around Precept at Resources Group on the 21st December 2021.
- 7.8 The Board noted the update.

8. Revenue and Capital Monitoring Report 2021/22 Month 7

- 8.1 The report was presented by the Chief Finance Officer & Director of Resources to the Board.
- 8.2 He advised that Monitoring Dashboard is all green which is positive. The forecasts for year-end show the revenue underspend to be £870k, this is an increase from month 6 which forecast the underspend to be £769k, within the tolerance of previous years. The Key Performance indicators for prompt payment is at 96% with a target of 95%.

- 8.3 The Board were asked to note the following recommendations:
- The revenue position of £870k underspend at the end of October;
 - Agree to the early creation of a Prevention Fund reserve to provide investment for the prevention projects, initiatives and proof of concept work releasing a revenue budget saving for 2022/23;
 - Computers are to be purchased for Digital Forensics from the Paedophile Online Investigation Team (POLIT) underspend. There is to be an additional £7k for additional port replicators from the Agile remodelling budget. There is to be an increase to the Capital Programme of £30k for Digital Innovation which is to be covered by a Home Office Grant. There is also to be an additional £24k for security fencing and roller gate at Parkside Police Station, funded through the Chief Constable's delegated budget.
- 8.4 The Commissioner noted that there have been increased costs of £149k in relation to the refurbishment of Wisbech Police Station. He asked how much over budget the project was. The Strategic Director of Estates replied that the initial plan was to move the officers based at Wisbech to March. However, this was not an option due to the risks associated with Covid. Therefore, officers were moved into the courthouse instead, and work needed to be done prior to moving them in. Also increase in price of materials was another element. It was also noted that there were additional areas at the Police Station that needed attention, namely the heating and the toilets. There is a report on this should the Commissioner require it.
- 8.6 The Commissioner asked about the £500k earmarked reserve for the Prevention Fund. The Chief Executive advised that he needs to work through what this means in practice, but in principle this shouldn't be a problem. There is an underspend but some of this has been factored into decisions already made for next year's grants. The Chief Executive discussed broader issues in relation to grants, reserves and efficiencies which need to be scoped out. A discussion took place regarding the underspend. The Chief Finance Officer and Director of Resources added that this could be an option but would then put pressure on the Medium-Term Financial. It was agreed that further discussions regarding this issue need to take place.
- 8.11 The Board noted the recommendations and report.

9. Public Service Auditor Appointments (PSAA)

- 9.1 The report was presented by the OPCC Chief Finance Officer to the Board.
- 9.2 Both the Commissioner and the Chief Constable approved for the PSAA to select and appoint their External Auditor.
- 9.3 The Commissioner signed the Decision Notice, and it was subsequently published on his website.
- 9.3 The Board noted the recommendation.

10. Equality and Diversity Update Report

- 10.1 The Deputy Chief Constable presented the report. The Deputy Chief Constable informed the Board that the report is for their information and should be considered as an update. The Deputy Chief Constable included some further information regarding the report. These points are included in the Constabulary's Corporate Plan, and now includes the Ethics, Diversity, and Inclusion (EDEI) Statement of Intent.

- 10.2 Across a wider spectrum the Chief Constable's Big Conversation has been focusing on the national position in relation to race and inclusion and broadening this into the VAWG agenda. It includes all areas of diversity including generational diversity. The DCC discussed this further referring to a long-term sustainable position on strategic workforce planning.
- 10.3 The DCC also advised that there has been positive action in the visibility of the minority in policing, and there has been work ongoing with the communities. She also added that as Bedfordshire, Cambridgeshire and Hertfordshire are working together towards Diversity, Equality and Inclusion and supporting a delivery plan to ensure consistency across the three forces.
- 10.4 The DCC informed the Board that she is the SRO on access legislation and the delivery of it. She has presented this work to the National Police Chiefs Council's lead, highlighting that disabilities were not previously considered as a strand and the approach is now being used as best practice across the country.
- 10.5 The Commissioner was pleased with the update and highlighted that disabled people are more likely to be a victim.
- 10.6 The Board noted the report.

11. Compulsory Purchase Compensation Claim (Commercially Sensitive)

- 11.1 The report was presented by the Strategic Director of Estates to the Board.
- 11.2 The report was discussed, and the Chief Constable and Commissioner agreed for the claim to go through.
- 11.3 The Board noted the recommendation.

12. Option Agreement Land Purchase

- 12.1 The report was presented by the Strategic Director of Estates to the Board
- 12.2 The report was discussed, and an anonymized Decision Notice has been signed and published. An option agreement was to be drawn up and to be signed by the landowner.
- 12.3 The Board noted the recommendation.

13. Her Majesty's Inspectorate for Constabulary and Fire & Rescue Services Verbal Update

- 13.1 A verbal update was given by the Assistant Chief Constable on the following Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) thematic report:
- Final Report: Police Engagement with Women and Girls.
- 13.2 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 the response has been published on the Commissioner's website.
- 13.3 The Board noted the update.

14. Any Other Business

14.1 Police and Crime Plan

- 14.1.1 A verbal update was given by the Chief Executive to the Board. The Police and Crime Plan (the “Plan”) has now been published and is on the Commissioner’s website. There are no conflicts with the Corporate Plan. Along with possible outcomes in each area of the plan.



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Darryl Preston
Police and Crime Commissioner