



## **BUSINESS CO-ORDINATION BOARD**

### **APPROVED MINUTES**

<b>Date:</b>	20 <sup>th</sup> January 2022	<b>Time:</b> 2pm.
<b>Location:</b>	Via Microsoft Teams	
<b>Members:</b>	Darryl Preston	Police and Crime Commissioner
	Jane Gyford	Deputy Chief Constable, Cambridgeshire Constabulary
	Jim Haylett	Chief Executive, Office of the Police and Crime Commissioner
	Jon Lee	Chief Finance Officer & Director of Resources, Cambridgeshire Constabulary
	Matthew Warren	Chief Finance Officer, Office of the Police and Crime Commissioner
<b>In Attendance:</b>	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

- 1.1 Apologies were received from Chief Constable Nick Dean; Assistant Chief Constable Vicki Evans; and Colin Luscombe, Strategic Director of Estates, all from Cambridgeshire Constabulary (the “Constabulary”).

## 2. Declarations of Interest

- 2.1 There were no declarations of interest.

## 3. To approve the minutes of the Business Coordination Board’s held on the 16th December 2021 and 5th January 2022

- 3.1 The Business Coordination Board (the “Board”) approved the minutes from meetings on the 16<sup>th</sup> December 2021 and 5<sup>th</sup> January 2022 as true records of the meeting. These minutes will now be published.

## 4. Business Coordination Board Action Log

- 4.1 There were two actions arising from the meeting on the 16<sup>th</sup> December 2021. The Head of Business Development, Office of the Police and Crime Commissioner (OPCC) provided the following updates:

- Action 10. Relates to agenda item 6.3, 16<sup>th</sup> December 2021: Further narrative is required in relation to Operations Armour and Guardian. The Constabulary have been asked to present to the Board, by March 2022, a knife crime summary. There is a link to the National Crime and Policing Measures. An update on those is due at the next Board scheduled for 10<sup>th</sup> February 2022.

**Update:** No further update presented.

- Action 11. Relates to agenda Item 4.0, 16<sup>th</sup> 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:** Meetings between the Head of Business Development, OPCC and the Constabulary have taken place. The next quarterly performance report is scheduled for the next Board. This approach allows for alignment

between existing reporting, reporting of the National Crime & Policing Measures and external reports from ONS.

## **5. 2021/2022 Draft Medium Term Financial Strategy (MTFS), Precept Setting Update & Capital Strategy**

- 5.1 The report was presented by the Chief Finance Officer & Director of Resources. The Board were recommended to approve the draft Medium Term Financial Strategy and precept proposal. They were also asked to approve the Capital Programme for 2022/2023. This was included as Appendix D in the MTFS. The Board was asked to endorse the Chief Finance Officer's recommendation to increase the policing element of Band D council tax to £257.58 per annum, an increase of 83p per month (subject to the final results of the public survey, which closes at 5pm on 20<sup>th</sup> January 2022).
- 5.2 The Chief Finance Officer and Director of Resources commented that there has been a lot of time spent on the document, and there are a few amendments need to be made ahead of the final draft being taken to the Police and Crime Panel (the "Panel") on 2<sup>nd</sup> February 2022. The final sign off should be in February/March. Results of the precept will also be added following the collation of results.
- 5.3 The Commissioner informed the Board that the precept survey was due to close at 5pm. The total number of responses had increased from last year. Of those that had responded to the survey 63% supported an increase.
- 5.4 The Commissioner acknowledged that 55% of the budget is for police officers and highlighted that these are effectively ringfenced. The Commission asked how the Constabulary have ensured that they all the savings have been driven out of the remaining 45% (i.e., evidence of need for precept contribution)?
- 5.5 The Chief Finance Officer and Director of Resources replied to say that the remaining 45% is not available for savings, the saving we can make will come from a much smaller proportion of the budget. A slide has been included in the presentation which shows how much of the budget is locked down. This equates to 55% for police officers and 25% are for police staff. There is little scope within police staff savings. There is a need to maintain the

infrastructure of the Constabulary and support frontline officers, which includes supporting new police officers joining as part of the Police Uplift. Furthermore, there are contractual commitments which also reduces the ability to make cashable savings, so the overall scope is limited. However, for 2021/22, £5.1m of savings have been made and a further £2.6m worth of savings is identified in this budget for 2022/23. There are other savings included in the MTFs. Over the last two years £7.8m of savings have come out of the budget, which equates to 5%. To ensure these savings happen, it is driven through the Strategic Threat and Risk Assessment (STRA) process, through operational requirements and by making sure that there is no duplication of effort, and that investment and money is allocated in the right areas and where needed reconfiguration takes place. The Constabulary discussed their Sustainable Operating Model (SOM). They discussed budget controls and the roles played by budget managers in driving out efficiencies. It was identified that it is becoming more challenging to realise savings, especially with the impact of the uplift programme.

- 5.6 The Deputy Chief Constable commented that there is a robust Business Planning Cycle, which is linked into the financial planning cycle. This tests the service delivery against demand and new demand and consider the resources available to deliver the services. Utilisation is an area tested under this approach, i.e., how utilised police officers and police staff are. The STRA has this at the heart of what the Constabulary does, and they have a service led approach. The Deputy Chief Constable discussed the approach to audit and inspections and monitoring standards and discussed activity undertaken by Information Standards Department and the Organisational Improvement Centre (OIC). Duplication was tracked and eliminated, which is part of the SOM approach. Pay lines was then discussed. The Deputy Chief Constable identified that 80% of the budget is pay and that the Uplift Programme sets the principle that the Constabulary are unable to reduce the number of police officers and that numbers need to be held beyond year three of the programme. As such to support these officers they do need police staff professionals to ensure sustainability. Furthermore, when considering police staff vacancies, the Constabulary have a holding branch that tracks open

vacancies, these are regularly reviewed and that if they remain open for a long time, then the business need is reconsidered.

- 5.7 The Commissioner asked a follow-on question in relation to collaboration with approximately 30% of the budget allocated to this. The Commissioner wanted to know if there were any further savings to be made through new or existing collaborations.
- 5.8 The Chief Finance Officer and Director of Resources replied that there are potentially more savings available, but a number of savings have been realised so it may be much harder to deliver further savings in this area. He discussed the approach to business planning within the current collaboration between Bedfordshire Police, Cambridgeshire, and Hertfordshire Constabularies (BCH). This included Joint Protective Services. He highlighted that BCH provide extensive support to deliver the uplift, including Vetting, Human Resources, and the Police Education Qualification Framework (PEQF), and that these services are under pressure as they continue supporting the uplift programme. He also identified that leads across BCH actively look at the other possible savings however it was suggested that further work is required on strategic business planning across BCH. The Chief Finance Officer and Director of Resources then discussed opportunities beyond BCH. He highlighted that they are seeing benefits and efficiencies coming out of the 7Force Commercial Services as they have become embedded. He discussed Bluelight Commercial and their work on fleet contracts and that we are starting to see benefits from being part of this wider collaboration. In summary it was suggested that there was still more work which could be done in relation to collaborations.
- 5.9 The Commissioner pointed out that his role is to hold Cambridgeshire Constabulary to account and not BCH, and noted the point made regarding their being still more work to do and directed his question at the Deputy Chief Constable and asked, in relation to collaboration, how the Constabulary are addressing this on behalf of Cambridgeshire.
- 5.10 The Deputy Chief Constable advised that she chairs the three Deputy Chief Constables' meeting (BCH) and although this is not a governance meeting the

purpose of it is to steer, unlock and influence others. The Assistant Chief Constable for Tri-force Planning has an open invite to the meeting. Through this meeting they try to steer tri-force planning into the governance of the Joint Chief Officers Board (JCOB). The intention is to get the impetus for tri-force planning. The Deputy Chief Constable outlined her vision around the development of a STRA and that this is something that could be considered in the future. As such a discussion is set to take place at JCOB in February to encourage dialogue, discuss difficult decision, track risks, and gain traction in a way that help us deliver services through collaboration. The Commissioner thanked the Deputy Chief Constable for her input and highlighted his role in holding to account, the Chief Constable, to enable progress.

- 5.11 The Commissioner commented that the main sources of funding for policing are the central grant and precept, he wanted to know what other measures the Constabulary are taking to generate further income.
- 5.12 The Chief Finance Officer and Director of Resources replied that there are events that generate income, such as supporting football matches, Burghley Horse Trials and Newmarket Nights. This will build income as it works its way through. He also highlighted that there has been work on the Enterprise Strategy which the Deputy Chief Constable and the OIC has commenced around the STRA process, and this has been seen in a good light by the Home Office, a point which should be identified by HMICFRS. Police Futures was also identified. In summary there are potential opportunities in the future for an increase in income, however from a budget perspective because these are not embedded no additional income has been factored in at this stage, with a more prudent approach adopted until income is actually delivered.
- 5.13 The Deputy Chief Constable said that Police Futures, the STRA, Cambs Careers Cards are some aspects of possibly generate income. Police Futures work by fast tracking officers into the roles of Inspector and Superintendent. The Constabulary have already seen their first Police Future Officer graduate. The Constabulary are exploring the possibility of running this with Lincolnshire Police. With the STRA there has been significant interest, including external interest and the Constabulary will be taking it to the Home Office as something for other forces to take up. In relation to Cambs Career Cards, this

relates to addressing the attrition of officers, which is an issue impacting on the uplift programme and provides officers new in service with careers cards which outlines what opportunities they can access if they stay with the Constabulary long term. This is of interest to the Uplift Programme and if successful may generate further income. The Commissioner highlighted the good work identified.

- 5.14 The Commissioner asked how financially sustainable this makes the organisation. Included within this question was the requirement for assurance about the sustainability of the neighbourhood policing model and whether the existing provision for forty PCSOs was costed. Assurance was also sought about the risk of de-civilianisation with officers put into police staff roles.
- 5.15 The Chief Finance Officer and Director of Resources replied to say that the commitment to forty PCSOs is still in the establishment, and this is shown all the way through the MTFs. No savings are attached to these PCSOs. There is a risk of de-civilianisation. At this time the budget is balanced although additional savings need to be identified in year 4, this is based upon the assumption that the precept is set at £10 each year. As we go through the budget process each year there will be increased pressures overall and additional savings may have to be found to balance the overall position. Although there are risks that de-civilianisation could happen in the future, there are no plans at present. He then discussed additionality and the good work with the set-up of the Vulnerability Focus Desks and the Continuing Professional Development Units and highlighted that in years 2022-23 there are plans with £500,000, for the addition of Cyber Investigators, and Young Person Early Intervention Officers. The Deputy Chief Constable advised that the Constabulary do not currently consider this risk as a high one.
- 5.16 The Commissioner also commented about the pay assumption used (3.5%) and wanted to know if it was a reasonable assumption in the current climate.
- 5.17 The Chief Finance Officer and Director of Resources assured the Commissioner that this was a reasonable assumption, with numerous conversations with other Chief Finance Officers taking place. Other forces are

making similar assumptions. Cost of living issues and the challenges this created were discussed.

- 5.18 The Chief Finance Officer, OPCC advised that he had been in a meeting with the Police and Crime Commissioner Treasurers Society; and that they advised that the outlook was that the inflationary pressures on the public sector would be between 2 and 4% and that a pay assumption of 3.5% is a reasonable assumption to make and it is prudent.
- 5.19 Based upon these comments the Commissioner supported the assumptions being made.
- 5.20 The Commissioner commented that there are a lot of new officers. Not just the additional 200 recruited through the uplift programme but also those that have been recruited to replace leavers. The Commissioner wanted to know how big an impact this will have on future pay pressures as those officers become more experienced and will move through pay grades.
- 5.21 The Chief Finance Officer and Director of Resources replied that there is an incremental drift (salary progression through the pay bands) of 0.4%. The Constabulary have reviewed this, and they cost the establishment in detail with the assistance of Budget Managers, which others may not do. The output from this process is a cost in the region of £1.3million for this incremental drift. Previously it was £400k. This is the impact of the injection of new officers, and leavers, and the churn of them moving up the pay grades and officers leaving at the end of service, replaced by new officers. He stated that this is a hidden real cost because of this incremental drift and the impact of the uplift programme.
- 5.22 The Commissioner asked what provision has been made for the environmental sustainability agenda, carbon zero measures. Also, in respect to demand, does this budget enable forecast demand to be met.
- 5.23 The Chief Finance Officer and Director of Resources replied that in Appendix D of the MTFS (Capital Strategy) explored this issue. There are two capital lines within this. The first discusses estates in relation to its sustainability of the estate and reducing carbon emissions. We have an aging estate which is problematic, but the Constabulary are starting to work on this. The Strategic

Director of estates is linking in with 7Force Commercial Services and we are going out to get baseline assessments, looking for potential recommendations and possible solutions, which will cost in the region of £2.5m. The second capital line relates to fleet. The Constabulary have approximately 440 vehicles. Not all can be transferred to electric vehicles at the same time, especially high-performance vehicles. This is something that they will have to investigate. It also includes the need for charging points. There is provision in the budget, but this is still in the planning stage. Both Chief Finance Officers have had conversations with the fire service, ambulance service and the local authority around any possible ways of transitioning with them in the future. The other option is ultra-low emission vehicles for the fleet, and we are starting to look at possibilities.

5.24 The Commissioner concluded his questions and sought any further update from Board members. The Section 151 Officer provided assurance under Section 25 of the Local Government Act 2003, to the Commissioner. This assurance was that in his review of the draft budget he believed that the budget proposals set out by the Commissioner are robust and sustainable. He further stated that the level of reserves is sufficient to meet the known risks within the budget taking account of the Commissioner's robust financial management framework.

5.25 The recommendations were agreed by the Board.

## **6. Modern Day Slavery and Human Trafficking Statement**

6.1 The report was presented by the Deputy Chief Constable. She updated the Board explaining that this is the refreshed statement for signing by the Chief Constable and Commissioner. The statement was first published in November 2021 and is required to be reviewed annually. We were the first force to produce one. This is also something for the Risk Register and monitored by the Director of Intelligence. It is hosted on the force website. It is important to the OPCC as it is required by the Home Office for any bids for funding. The previous statement was signed by the Chief Constable and countersigned by the Acting Commissioner to show their commitment to tackling modern slavery.

- 6.2 The Commissioner agreed to sign the statement and for the Chief Constable to sign too.
- 6.3 The OPCC Communications Team will send out a press release after the statement is signed to show the Commissioner's commitment to beating modern slavery.

## **7. Decision Notices**

- 7.1 Three Decision Notices were presented by the Head of Business Development. These were as follows;
- CPCC 2022-003 – National Police Coordination Centre (NPoCC), Section 22a Agreement
  - CPCC 2022-004 – Commercially sensitive decision notice.
  - CPCC 2022-005 – Commercially sensitive decision notice.
- 7.2 These were agreed by the Board. CPCC 2002-003 will be published on the Commissioner's website.

## **8. Draft Integrity Assurance Report 2020/21**

- 8.1 This was presented by the Head of Business Development. This is an outturn report and covers 2020/21. It provides a summary of the non-financial integrity arrangements, which the then Acting Police and Crime Commissioner had in place during the reporting period. The report was in draft format.
- 8.2 It was recommended that the report is noted in its current format and that the Constabulary have an opportunity to consider the draft report and provide additional evidence were considered appropriate. The paper is to be submitted to the Joint Audit Committee on 27<sup>th</sup> January 2022 if agreed.

## **9. Any Other Business**

### **Verbal Update on Roads Policing**

- 9.1 This was a verbal update to seek assurance from the Constabulary following the recent high-profile interest in separate road traffic accidents, the current rise in fatal road traffic collisions as well as the airing of Panorama around Road Safety.

- 9.2 The Commissioner asked whether the Constabulary are appropriately resourced for dealing with road traffic collisions and the commonly documented causes of such collisions (speed, drink driving, seatbelts, phones etc.).
- 9.3 The Deputy Chief Constable provided assurance to the Commissioner and advised that it is important to recognise the stats, data, and figures relating to Roads Policing. She advised that the current deployable numbers of units remain the same. A service level agreement identified the need for a minimum of two double crewed vehicles to cover the county and although there is an element of flex on demand, the Constabulary have tracked that, and it hasn't dropped below the agreement. These units are meeting demand. The Joint Protective Services (JPS) operational requirements have advised that this is right number of units for the county. That assessment is not helped by the fast roads policy. Motorways are policed in a more concentrated way, and the county loses out because of this. The Chief Constable called a meeting with the Chief Superintendent of JPS to get reassurance that the county was not adversely affected by this approach and that assurance was given.
- 9.4 In relation to the total establishment. The current establishment across all ranks is 158, with 146 FTE posts. The current strength of Police Constables is 110 officers. There are currently 11 constable vacancies across BCH. The Constabulary are only 0.5 FTE posts under, so we are essentially at strength.
- 9.5 In relation to fatalities in Cambridgeshire, there has generally been a reduction in fatalities, however, there have been three spikes (October, December, and January 2021/22). Some had multiple fatalities, others had just one. The Deputy Chief Constable advised that there were no specific patterns, which caused these accidents. Nothing was reported by the Road Collision Investigation Unit. It was an unfortunate tragic spike. However, Roads Policing continue to track the known causes of accidents with the support of the Camera Tickets and Collisions Department (CTC) and JPS services.
- 9.6 In relation to trends, speeding has decreased by 3%, drink driving has increased by 16%, an increase possibly related to the release of lockdown.

There has been a 29% increase in Seatbelt reporting, and a 22% in the use of mobile phones. All these statistics are across BCH and not just Cambridgeshire. In summary both the Chief Constable and the Deputy Chief Constable are happy with the SLA. Finally in relation to the ongoing fatal accident investigation investigations. The wellbeing of Officers undertaking these investigations are being monitored.

A handwritten signature in black ink, appearing to read 'Darryl Preston', is positioned above a horizontal dotted line. The signature is stylized and cursive.

Darryl Preston  
Police and Crime Commissioner