



BUSINESS CO-ORDINATION BOARD

APPROVED MINUTES

Date: 2nd July 2020 **Time:** 14:00

Location: Via 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

In Attendance:

Aly Flowers	Head of Compliance, Office of the Police & Crime Commissioner
Colin Luscombe	Director of Estates, Cambridgeshire Constabulary
Cristina Strood	Head of Policy, Office of the Police & Crime Commissioner

1. Welcome and Apologies

1.1 Apologies were received from Jane Gyford, Deputy Chief Constable, and Matthew Warren, Chief Finance Officer

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 26th May 2020

3.1 The minutes were approved by the Board.

4. Business Co-ordination Board Action Log

4.1 The Board went through the Action Log for the eight actions marked as 'On-going' for the July Board meeting, which were reported on as follows:

- Action no. 2.0, Agenda Item 9.0, 24th January 2019 – Civil Parking Enforcement

Constabulary to reconvene working group on civil parking enforcement and report back to Commissioner on partners' position. **Update:** The Chief Constable reported that the Constabulary had not been able to meet with all partners and given the current priorities regarding Covid, it was currently not the right time to progress this and recommended that the action is closed for now and reviewed if required post-Covid. Board agreed to close the action.

- Action no. 25.0, Agenda Item 11.0, 23rd January 2020 – 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. **Update:** The Head of Compliance informed the Board that work had started on the scoping exercise for the Acting Commissioner's independent group and further detail would be given at the 28th July Board meeting, and therefore the Board agreed that the action was on-going.

- Action no. 27.0, Agenda Item 6.0, 25th February 2020 – Revenue and Capital Budget Monitoring Month 9 2019/20 - Enterprise Resource Planning (ERP)

Jon Lee, Chas Mc Devitt and Matthew Warren to take discuss how to take forward an ERP post-implementation review for Cambridgeshire. **Update:** The Acting Chief Executive reported that the action was discussed at the Resources Group meeting and it was agreed that the Resources Group would consider the report at its November or December 2020 meeting, and then submit a report to the January 2021 Board meeting. Board agreed that this is an on-going action.

- Action no. 29.0, Agenda Item 5.0, 25th February 2020 – An update on the Integrated PEEL Inspection report published by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services on the Constabulary's effectiveness, efficiency and legitimacy

Report on progress against areas for improvement from HMICFRS report and update on STRA process to be submitted to July 2020 Board meeting. **Update:** Report submitted to July 2020 Board meeting and therefore action closed. Board agreed to close the action.

- Action no. 30.0, Agenda Item 5.4, 25th February 2020 – Think Communities

Dorothy Gregson, Laura Hunt, and Steve Kerridge to meet to discuss how the Constabulary's problem solving, prevention and neighbourhood policing teams can work together on the areas for improvement identified in the HMICFRS report. **Update:** The Assistant Chief Constable informed the Board that this links

to the partnership approach events in November 2020 on prevention and problem solving, with an update report brought back to the Board in December 2020 or January 2021. Board agreed action on-going.

- Action no. 39.0, Agenda Item 7.0, 30th April 2020 – Police and Crime Plan Communities Theme Performance

Constabulary to submit report on the outcome of the review of the Demand Hub to the July 2020 Board meeting. **Update:** Report submitted to July 2020 Board meeting and therefore action closed. Board agreed to close the action.

- Action no. 40, Agenda Item 10.0, 26th May 2020 – Risk Strategy Review

Amend wording of paragraph 3.1 of Strategy – *‘To prevent or reduce events or actions that could damage the reputation of, and public confidence in, policing, community safety and crime reduction in Cambridgeshire’* to reflect that it is an enabler to instilling confidence and not to avoid reputational damage. **Update:** Acting Chief Executive reported that the Strategy had been updated with the amendment, and the Strategy will be provided to the Joint Audit Committee meeting at the end of July 2020. Board agreed to close the action.

- Action no. 42, Agenda Item 12.0, 26th May 2020 – Southern Police Station

Director of Finance & Resources to provide update to every future Board meeting on any imminent key milestones regarding this project. Reporting to be proportionate to the progress and the milestones. Next two updates to the Board meetings to be included in the finance reports as part of the capital reporting. Thereafter as project moves forward, separate reports to the Board. **Update:** The Director of Finance & Resources informed the Board that reports would be provided to the Constabulary’s Force Executive Board and in the capital section of the financial reports to future Board meetings and given these sufficient reporting arrangements are in place recommended that the action is closed. Board agreed to close the action.

5.1 Police and Crime Plan – Offenders Theme – OPCC work to deliver broader partnership approach

5.1.1 The Acting Commissioner introduced the report for the Board to note, which covers the work that his office, the OPCC, had undertaken to contribute to the Offenders theme of the Police and Crime Plan (the “Plan”).

5.1.2 The Acting Commissioner stated that during the Covid-19 pandemic, the OPCC had continued to provide leadership and support for partnership working arrangements for the safe resettlement of people leaving prison. The partnership work would become even more important going forward in respect of the forthcoming significant changes to probation services in 2021. This would provide an opportunity to make a real step change in how people are supported to settle back into communities so they are less likely to reoffend.

5.1.3 The Board noted the report.

5.2 Police Crime and Plan Offenders Theme Performance Report

5.2.1 The Chief Constable took the Board through the detail in the report highlighting the following in respect of the Constabulary's performance against the Offenders theme identified in the Plan and an operational performance update for the 12 months ending April 2020.

5.2.2 The Acting Commissioner thanked the Chief Constable for the report, stating that there were some very encouraging progress on matters noted to the Board previously that are improving and or being dealt with. In particular, he welcomed the fact that the Constabulary had retained public support for their handling of the lockdown restrictions and the notable improvements in Victims Care Contracts compliance.

5.2.3 The Acting Commissioner then asked a number of questions on the report which the Constabulary responded to as follows:

- *Prosecution possible rates* – it is good to see that the prosecution possible rate is moving in the right direction but sought assurance from the Chief Constable that this will continue or was this a result of one particularly good month in April.
- The Chief Constable emphasised to the Board that the 12 month prosecution possible outcome rate has risen every month in 2020 so far and its rate rose again in May to 11.9%, while the monthly rate for May was 15.5%, lower than the recent high seen in April, but high compared to pre-lockdown months. There had been positive outcome rates in May for Domestic Abuse, Child Sexual Abuse and Exploitation, and Rape cases. The reduced demand in the early stages of the Covid pandemic, particularly throughout the lockdown period allowed officers the opportunity to effectively progress a number of investigations and clear some backlogs, and submit further Summons files after a busy start to the year. It also provided the opportunity for some further pro-active work which led to a number of arrests and charges. As the pandemic has evolved the Constabulary has carefully reviewed their response to the pandemic, and as part of the recovery work now underway, organisational learning from this period is being captured to sustain good performance. Moving forward with the embedding of Out of Court Disposals Team, the dedicated work of the recently reviewed Demand Hub and the tenacity and commitment of all officers and staff, there is confidence that prosecution possible rates will be maintained.
- *Prosecution possible for vehicle crime* – the 2.8% prosecution possible rate for vehicle crime is disappointingly low and below the national average – why is this and what plans are in place to tackle this.
- Vehicle crime is now captured by the Constabulary within the acquisitive crime strand. This renewed focus, together with refreshed tactical activity places a greater emphasis on vehicle crime trends and scope for greater proactive activity, which will hopefully result in an increase in outcomes.
- *Crime recording* – the report states that Crime Data Integrity (CDI) rates deteriorated in April 2020, but what is the compliance rate currently, what are the steps to be taken to ensure there is no further deterioration, and when can

compliance rates be expected to be back up to the pre-Covid position of over 90% as reported up to the end of March 2020.

- The Chief Constable stated that at the end of May 2020, CDI compliance at force level was 87.3%. This area of the business is currently looking at its audit methodology, with a future focussed rolling programme of audit being undertaken on a monthly basis on a deep-dive thematic basis, which will provide a holistic picture and allow for focussed intervention if needed.
- *Domestic Abuse* – it is widely expected that the reports of Domestic Abuse will rise as restrictions are lifted, so what is the emerging picture.
- The Chief Constable reported that this week had seen an increase in the number of Domestic Abuse incidents, which is mirrored nationally, which could be due to a combination of lockdown easing

6. Update on the Strategic Threat and Risk Assessment

6.1 The Chief Constable informed the Board that the purpose of this report is to provide an update to them on the Constabulary's activities regarding their Strategic Risk and Threat Assessment (STRA) process, and outlined the linkages between the Constabulary's Corporate Plan priorities, the business focus and financial planning cycle, and how this dovetails with the Force Management Statement (FMS).

6.2 The Acting Commissioner welcomed the on-going development of the Constabulary's business planning process through the STRA process and recognised that it plays a key role for the Chief Constable being able to balance resources, delivery and risk across the organisation. He informed the Board that the OPCC is actively working with their Bedfordshire and Hertfordshire colleagues to make sure that the collaborated functions are included in this rigorous approach to business planning.

6.3 The Acting Chief Executive noted that Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) have postponed all inspection activity including the requirement to submit the FMS until further notice but the Constabulary would be preparing the FMS for the end of July.

6.4 The Board noted the report.

7. Report on progress against areas for improvement from HMICFRS PEEL report

7.1 The Board discussed the report, with the Acting Commissioner stating that it was reassuring that progress was being made by the Constabulary in the Areas for Improvement (AFIs) identified in the HMICFRS PEEL report. As such, the Acting Commissioner felt it would be helpful to see all the on-going AFIs that the Constabulary has to undertake to see what progress is being made.

8. Demand Hub Review

8.1 The Assistant Chief Constable took the Board through the key points and findings in the report on the review of the Constabulary's Demand Hub, asking the Board to note

it, and the next steps identified in the report for phased implementation of improvements to delivery.

8.2 The Board noted the report. The Acting Commissioner welcomed that the review is complete and that progress is being made to address the findings, given that the Demand Hub is a vital area of the Constabulary's business as it is very often the first point of contact the public has with the force.

9. Constabulary Covid update

9.1 The Acting Commissioner opened the discussion on the report by wishing to put on record his thanks and appreciation for the work the Constabulary had done, and continues to do, both in respect of responding with partners to the Covid pandemic but also continuing with everyday operational policing activities.

9.2 He stated that he had been pleased to see during the recent Black Lives Matter protests the responsibility shown by the protestors and organisers and the proportionate police response that received favourable comment by various people. He recognised how difficult it is for the police to strike the right balance with any protest but it is fundamental to our democracy that peaceful protests can take place. Equally, he felt that it is a testament to our public and our style of policing that during the Covid crisis community tension in the county is low.

9.3 The Chief Constable thanked the Acting Commissioner for his comments and echoed his thanks to his officers, staff and volunteers during this time. It had also been a really positive demonstration of joint agency and partnership working to deliver a co-ordinated response to the Covid situation across the county.

9.4 The Acting Commissioner sought the Chief Constable's response concerning the potential impact on frontline emergency workers from the NHS Test and Trace service and how the Constabulary will mitigate the risk of a positive test on one member of a team resulting in self-isolation of a whole team. The Chief Constable informed the Board that a specific policy has been agreed across the Bedfordshire, Cambridgeshire, and Hertfordshire (BCH) Strategic Alliance and with HR Shared Services on responding to the implications of the Test and Trace. As with all workplaces, the steps taken after the Test and Trace are not always as drastic as first imagined, dependent on circumstances. However, plans have been set to consider the wider impact as part of the standard business continuity planning. The Chief Constable informed the Board of the key actions being undertaken to seek to minimise the risk of infection, which to date had been effective and the impact from cases limited:

- Continuation of minimisation of cross-contact within and between teams, as has been upheld since March;
- The achievement of a "Covid-19 secure" environment across the Constabulary estate in accordance with HM Government guidelines, with reduced physical occupancy of Constabulary estate and increased agile working;
- The continuation of "mystery shopping" of Health and Safety standards and behaviours, and reporting into the Health and Safety Board;
- Approval of an Agile Working Project to build an evidence base to inform longer-term decisions on how and where officers and staff may work; and

- Regular and current information, advice and guidance to staff to protect themselves and others

9.5 The Acting Commissioner asked what analysis had been undertaken of the issuing of Fixed Penalty Notices (FPNs) in response to the restrictions and whether Cambridgeshire have seen some of the disproportionality nationally reported. The Chief Constable informed the Board that he had commissioned a review of any disproportionality across a range of Constabulary contact and actions. The methodology will seek to look at the percentage of contacts/actions per 1000 population, looking at the county's demographic. This is a common methodological approach, but it is recognised that this is based on census population data, so it does raise a question concerning where persons featuring in the data are non-Cambridgeshire residents.

9.6 With respect to the specifics of the FPNs in breach of new legislation introduced in response to the Covid pandemic, raw data has been collected and nationally published. The Constabulary has seen marginally higher levels of FPNs issued to BAME communities based on per 1,000 population calculations compared to white recipients of notices. In both cases, the data pertains to less than 3% of respective residential populations.

9.7 The Chief Constable reiterated the Constabulary's approach has been the "4 Es", focusing on "engagement" and "explanation" with respect all persons found breaching legally-backed Covid19 restrictions, with recourse to "enforcement" as final measure where necessary and proportionate. A view on building trust and confidence with communities in adapting to new challenges was preferred. This resulted in the use of FPNs in Cambridgeshire placing it 35 out of 43 Forces in England and Wales in frequency of use.

10. OPCC Business response to Covid-19

10.1 The Acting Commissioner asked the Board to note the report and stated that he was pleased with the work the OPCC continues to undertake in maintaining business delivery in response to the Covid pandemic and the work they are doing with the Constabulary and other partners.

11. Accommodation Strategy

11.1 The Chief Constable took the Board through the report asking them to note the Accommodation Strategy that had been previously approved by the Constabulary's Force Executive Board.

11.2 The Board noted that the report provides the rationale for the estate and how it is managed, as well as helping to inform and shape the Acting Commissioner's Estate Strategy. The Board discussed the need to explore the feasibility of any alignment of a BCH strategy to ensure a long-term view of the estate was taken.

12. Covid-19 Extraordinary Ministry of Justice Funding for Domestic Abuse and Sexual Violence Support Services

12.1 The Acting Commissioner informed the Board that this report provides an overview of the process used to award £279k to 12 local charities in the county. This was led by Business Coordination Board

the OPCC to an extremely tight timescale. It has funded technology to improve access to services and to provide additional capacity within charities to respond to demand for help as lockdown eases. He conveyed his thanks to both the OPCC's Head of Strategic Partnerships and Commissioning and the Strategic Accountant for their work on this.

12.2 The Board noted the report.

13. Fire Governance Update

13.1 The Acting Commissioner updated the Board of the position arrived at by the Home Office regarding the transfer of fire governance to the Police and Crime Commissioner. He asked the Board to note that owing to the passage of time the Home Office has decided to pause and revisit the issue after the next Police and Crime Commissioner elections. It is important to note that the Home Office still feels the original decision was the right one, and that this decision was upheld by the Courts. The Home Office had reiterated its commitment to supporting Police and Crime Commissioners to take on fire governance where a case is made.

13.2 The Acting Commissioner stated that he was keen to progress police and fire collaboration whether that is on estates or other matters regardless of the governance position.

14. Bedfordshire, Cambridgeshire, and Hertfordshire Financial Regulations

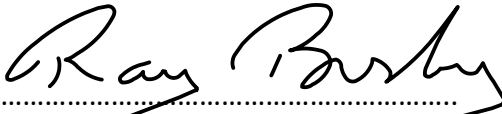
14.1 The Acting Chief Executive informed the Board that the BCH Combined Financial Regulations have been reviewed by both the Constabulary and OPCC Chief Finance Officer's and these are presented to the Board for information and for noting.

14.2 As such, the Board were asked to note the main amendments which had been made, namely: the deletion of meeting structures for BCH which was out of date and inappropriate to the Financial Regulations, and included the new Contract Standing Orders provided by the seven force Procurement Team. A full list of amendments have been saved separately to provide an audit trail of changes. The next review of these Regulations would be undertaken in 12 months.

14.3 The Board noted the report.

15. Any Other Business

15.1 The Chief Constable informed the Board that a formal partnership review had been completed regarding the Extinction Rebellion protests that took place in February 2020 in Cambridge. As a result, 14 recommendations were highlighted and are being incorporated into future planning. The Acting Commissioner thanked the Chief Constable for sharing the review document with him.


Ray Bisby