



BUSINESS CO-ORDINATION BOARD

APPROVED MINUTES

Date:	28th October 2020	Time: 15:00
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
In Attendance:	Louise Barlow	Executive Support Officer, Office of the Police & Crime Commissioner
	Claire Dicker	Business Support Officer, Office of the Police & Crime Commissioner
	Aly Flowers	Head of Compliance, Office of the Police & Crime Commissioner
	Catherine Kimberley	Communications & Engagement Manager, Office of the Police & Crime Commissioner

1. Welcome and Apologies

- 1.1 Apologies were received from Jane Gyford, Deputy Chief Constable, Cambridgeshire Constabulary, Colin Luscombe, Director of Estates, Cambridgeshire Constabulary, Matthew Warren, Chief Finance Officer, Office of the Police & Crime Commissioner.

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 3rd September 2020 and 29th September 2020

- 3.1 The Business Coordination Board (the "Board") approved the minutes from the meeting held on the 3rd September 2020 as a true record of the meeting. The minutes were then signed.
- 3.2 The minutes for the Board meeting on 29th September will be submitted to the November Board meeting for consideration and approval. The Board agreed to this.

4. Business Co-ordination Board Action Log

- 4.1 The Board reviewed the actions as follows:

- Action no. 22.0, Agenda Item 6.0, 9th December 2019 – Treasury Management Mid-Year Review

Treasury Management Strategy to be reviewed. **Update:** Report submitted to this meeting for consideration and therefore that action is closed.

5. Revenue and Capital Budget Monitoring Month 5 2020/21

- 5.1 The Director of Finance and Resources presented the report to the Board, the purpose of which was to set out the budget monitoring for both Cambridgeshire Constabulary (the "Constabulary") and the Office of the Police and Crime Commissioner (OPCC) for the 2020/21 financial year, bringing together the revenue and capital into a single report to provide the forecast outturn position as at period 5 (31st August 2020), Key Performance Indicators, and the estimated balance on reserves at the end of the year. Key points from the report were brought to the attention of the Board for them to note, in particular:

- the shift in the Capital forecast in relation to the purchase of the land for the Southern Policing Station given the application has just been submitted to the local planning authority and consequently the purchase of the land will not be within this financial year;
- the OPCC £76k overspend relates to corporate costs that are not controllable by the OPCC, overall there is an underspend in relation to the entirety of the budget;

- the recovery of lost income due to Covid-19 will be reported in the month 6 Revenue and Capital report.
- 5.2 The Acting Police and Crime Commissioner (the “Acting Commissioner”) noted again, following his question at the September Board meeting, that the Protecting Vulnerable People Unit still remains under strength in terms of officer numbers, and noted that this will continue to be monitored by the Constabulary.
 - 5.3 The Acting Commissioner asked about the current position regarding St Neots Police Station and it was confirmed that the Constabulary are in discussion with Cambridgeshire Fire and Rescue Service regarding sharing facilities with the fire station.
 - 5.4 The Acting Commissioner raised concern with the Criminal Justice overspend given that the Constabulary have reduced the demand that is placed on the collaborated unit as a result of better case file management within the Constabulary. The Constabulary are conducting their own analysis of performance information for the Criminal Justice Board. The Acting Commissioner stated that there would be further scrutiny of the Criminal Justice budget proposal for next year to make sure that the Constabulary would be getting value for money.
 - 5.5 The Acting Commissioner wished to place on record his recognition to the Chief Constable for better management of the demands that are being put on the National Police Air Service (NPAS) which will lead to a substantially reduced cost to the Constabulary. The Acting Commissioner also stated that it was his view that the Constabulary’s use of NPAS will continue to decline rapidly in the next few years and will increasingly get a better and cost effective service by using drone technology, and consequently any charging model will need to reflect that.
 - 5.6 It was proposed to the Board to make an addition to the Capital Programme by £101k for the feasibility costs relating to the development of the outline business case for Bedfordshire, Cambridgeshire and Hertfordshire (BCH) training facilities at Monks Wood, noting that this will be jointly funded by the BCH forces. The Board approved the proposal and agreed that the Acting Commissioner sign the Decision Notice to make an addition to the Capital Programme by £101K.

6. Treasury Management Mid-Year Review

- 6.1 The mid-year review of the Treasury Management Strategy was presented by the Director of Finance and Resources. The Board were asked to note that the report records the performance of investments for the first part of the financial year (progress from April to September), was given assurance that nothing at this stage needs to be changed, and the strategy continues to run alongside the Capital finance Mid-Year Review.

7. Strategic Risk Register

7.1 The report was presented by the Acting Chief Executive. The Strategic Risk Register has been thoroughly reviewed, and now considers the impact of Covid in many areas. A number of amendments have been made to the register and these are annotated in red text. The text that is crossed out relates to actions that have been completed or amendments to make the register more relevant, and consequently these will be removed from the next version of the register. The Board were asked to note the contents of the report prior to it being considered by the Joint Audit Committee at its meeting on the 29th October 2020.

8.1 Police and Crime Plan Communities Theme – OPCC work to deliver broader partnership support

8.1.1 The report was presented by the Acting Chief Executive, the purpose of which was to update the Board on the work that the OPCC and partners are doing to contribute to the delivery of the Police and Crime Plan.

8.1.2 The Board were asked to note the contents of the report, in particular:

- the work to progress the Acting Commissioner's and the Constabulary's Independent Scrutiny Group;
- the enhanced accessibility for communities to access online support, including the Victim Services Website;
- progress on the Safer Streets Fund covering the Arbury area of Cambridge.

8.2 Police and Crime Plan Communities Theme – Cambridgeshire Constabulary work to deliver actions

8.2.1 The Chief Constable took the Board through the report providing them with details of the key reporting headlines, asking them to note these and the reporting against the Corporate Plan priorities of 'Reduce Harm to Communities' focussing on Hate Crime, knife crime, drugs offences and youth gangs.

8.2.2 The Acting Commissioner asked about the Constabulary's call handling performance, noting that the grade of service has begun to deteriorate as demand has increased and abandonment rates for secondary calls have also risen, which had also been reported in the Constabulary's Transformation Report. The Assistant Chief Constable informed the Board that the Demand Hub Review has progressed well, with detailed strategic delivery plans in place. Reassurance was given that call handling performance has now returned to normal levels and public safety has not been compromised. Further explanation was given regarding secondary call handling as to how these are answered and triaged in respect of the enquiries and reporting, with reassurance given when a call is triaged any risks are identified and passed onto the appropriate call handling queue.

8.2.3 The Acting Commissioner asked why response times to certain grades of incidents has risen and whether this caused concerns about protecting the vulnerable. He requested a report for the November Board meeting which provided more detail on this so that he could be assured public safety is not being undermined.

- 8.2.4 The Assistant Chief Constable took the Board through the new grading procedure and stated that all priority calls are dealt with and that vulnerability is identified, with those incidents relating to those who are vulnerable are responded to within one hour. Overall, the new grading procedure should result in better prioritisation of calls.
- 8.2.5 The Acting Commissioner asked about the Victim Care Contracts, which have been discussed several times at the Board meetings and previous reassurances have been given in respect of the Constabulary ensuring greater compliance with this, but wanted to know understand why there was increasing demand. The Assistant Chief Constable confirmed that the Constabulary are maintaining a reasonable level of Victim Care Compliance, with the governance oversight of this through the Force Performance Board.
- 8.2.6 The Acting Commissioner asked for an overview regarding the number of Hate Crime incidents recorded in August and the increase in reporting of these in Fenland and Peterborough, and what action the Constabulary are taking to deal with these issues. He also noted that plans are already in place to deal with any future rise that may be linked to Brexit.
- 8.2.7 The Assistant Chief Constable stated that hate crime numbers are relatively low and therefore any changes represent large percentage changes, and that the Constabulary have looked at these at a local level and there appears to be no specific reason regarding the increase in reports. Assurance was given that renewed measures are now in place as to how the Constabulary deal with hate crime, with a weekly overview undertaken to understand and monitor the impacts, trends and any specific community drivers. It was confirmed that planning is in place to deal with any issues leading up to, and after, Brexit.
- 8.2.8 The Acting Commissioner asked about drug offences in relation to the Harm Reduction Strategy, in particular Consumption Centres, given the Government's position on these. The Constabulary confirmed that they had been looking at national and international analysis and academic research and were currently in agreement with the Government's position but would await the outcomes from current evidence-based trials and any further Government steer before deciding on any local adoption.

Action: Constabulary to produce a report regarding the changes to the Demand Hub Graded response to be submitted to the November Board.

9.1 Police and Crime Plan Transformation Theme – OPCC work to deliver actions

- 9.1.1 The Acting Chief Executive gave a verbal update to the Board on the OPCC's and partners contribution to the delivery of the Transformation theme of Police and Crime Plan, asking the Board to note the OPCC are continuing to work together with partners to help with the response stage of Covid-19.

9.2 Police and Crime Plan Transformation Theme – Cambridgeshire Constabulary work to deliver actions

9.2.1 The Chief Constable took the Board through the report highlighting key areas of performance for noting. The Acting Chief Executive observed that it was another very comprehensive report which demonstrates the breadth and depth of the Constabulary's work to transform its business in terms of its operational ways of working, its culture around learning, and improving its use of technology.

10. Southern Policing Hub Update

10.1 The Director for Finance and Resources provided the Board with a verbal update on the key milestones regarding the Southern Policing Hub project, as follows:

- the planning application has now been submitted to South Cambridgeshire District Council for their consideration;
- a meeting had been held between the Constabulary, the planning consultants and Milton Parish Council;
- £35million has been allocated to the project along with £450,000 set aside for contingencies, all of which will be closely monitored;
- there are currently ongoing discussions with other public sector organisations for a police station within the city centre.

11. Integrity Controls Assurance

11.1 The report was presented by the Acting Chief Executive in order to review the non-financial integrity arrangements that the Acting Commissioner and the Constabulary have in place and the effectiveness of these arrangements over the last 12 months. The Board noted the report and that it would be submitted to the Joint Audit Committee on the 29th October 2020 for their consideration.

12. Forensic Collision Investigation Network S22A Agreement

12.1 The report was presented by the Chief Constable in order to provide the Board with details of the rationale for signing the Section 22A Collaboration Agreement under the Police Act 1996 for the formal establishment of the Forensic Collision Investigation Network.

12.2 The Acting Commissioner informed the Board that he had discussed with the Chief Constable the benefits of joining the Forensic Collision Investigation Network, equally the risks of not joining it and the recommendation based on the technical perspective. It was noted that the regulatory need for police forces to require accreditation is another example of how a police service has to become both more professionalised and more specialised.

12.3 The Acting Commissioner made the decision to sign the S22A Agreement and signed both the Decision Notice and the Agreement.

13. Proposed Changes to Neighbourhood Policing in Cambridgeshire

13.1 The Chief Constable introduced the report to the Board and went through in detail his proposals and rationale in respect of plans to develop the Constabulary's neighbourhood policing model to assist in reducing the budget gap next year and in the longer term, asking the Board to note the following:

- The proposals are trying to put in sustainability around the Constabulary's medium term financial plan, with the decision taken primarily from a financial perspective to assist in saving £1.7 million.
- The reduction of PCSOs from 80 to 40 (actual PCSO strength is currently 72), with all having a single role profile and improved alignment to neighbourhood teams covering all 28 neighbourhoods, with each of these neighbourhoods having a dedicated PCSO to deal with the issues that matter most to the local community.
- The removal of the Community Safety Officer role resulting in the reduction of seven posts across the force.
- The closure of nine Enquiry Offices and a reduction of Enquiry Officers from 17 to 11, with the implementation of a team of police officers to provide people in each local authority area with an appointment-based service to allow members of the public to make an appointment to speak to an officer. Public Enquiry Offices will be at Thorpe Wood and Parkside Police Stations which will provide a seven day a week provision.
- The remodelling of the Citizens in Policing Team, including the removal of the Head of Citizens in Policing and Special Constabulary post (which is currently vacant).
- The creation of Area Command Cells, Neighbourhood Support Teams, and Continuous Professional Development Units to support officers with ongoing operational competence and training now and into the future to deliver consistent and efficient neighbourhood policing across the whole force.

13.2 The Acting Commissioner thought it would be opportune to provide the context in respect of his position regarding the proposals.

- Firstly, he stated that he appreciated that the proposals will mean job losses and he fully recognised that this is not easy in terms of those impacted by this and for the Chief Constable in having to make the difficult decisions regarding this. As such

he is mindful and respectful of the Human Resource process currently running in respect of the proposed staffing cuts and emphasised that it is not his role to be involved in that process or give any comment on that.

- As Acting Commissioner, he cannot get involved in operational policing matters and it is for the Chief Constable to decide how he wishes to run the Constabulary on a day to day basis and balance the competing demands for the resources he has. This includes how he chooses to configure and organise his policing resources in terms of officers and staff. It is his role to ensure that the Chief Constable has the resources he needs to run the Constabulary and it is for the Acting Commissioner to determine whether he is doing that effectively and efficiently. Equally it is the Acting Commissioner's role to be the voice of the people, to hear the concerns of the public, communities, representative bodies and elected members.
- The Chief Constable had discussed his workforce proposals with him but now that the staff consultation has begun it is appropriate that he sought reassurance from the Chief Constable regarding his proposals particularly in respect of policing visibility and accessibility of the Constabulary to those it serves.

13.3 The Acting Commissioner then sought the Chief Constable's responses to a number of questions he had to enable him to hold the Chief to account for his proposals and also from those views and concerns he had received as a result of his public statement in response to the proposals.

13.4 The Acting Commissioner firstly wished to state that is he fully supportive of the Chief Constable regarding his approach that he has put in place since he joined the Constabulary in 2018 regarding his neighbourhood policing model, one which he knew has resulted in improvements and that contributed to the HMICFRS grading of 'good' - the first time since the inspection regime started.

13.5 However, there have been various headlines suggesting that these proposals reflected a withdrawal from neighbourhood policing or that they will have a significant impact and some of the views that he had received are that the public are concerned by this. He sought reassurance on the overall position the proposals would put neighbourhood policing in, in particular the impact on police visibility, how the work that had been undertaken by the PCSOs would be covered in the neighbourhood teams going forward, and how the knowledge they had built up of their local areas would be transferred to the benefit of neighbourhood policing and the communities. For context, he also asked what the number of neighbourhood policing resources were at April 2019 compared to what they will look like at the end March 2021.

13.6 The Chief Constable stated his on-going commitment to neighbourhood policing, something that he had originally been committed to since he joined the Constabulary in 2018. By March 2021 there will be 132 officers in neighbourhood policing across the county who are dealing with issues that matter to the public; a rise from 57 in 2018. There are more officers in police stations, with further officers deployed from

the current Incident Resolution Team to be based in police rural stations, which will enable the public to make pre-booked appointments to discuss matters.

- 13.7 The Acting Commissioner appreciated that there was low footfall in some of the Enquiry Offices, with some already closed, but asked if the Constabulary had carried out an Equality Impact Assessment on those due for closure, and felt this information should be available on the Constabulary's website. In response the Chief Constable stated that whilst there were no actual figures regarding footfall into Enquiry Offices, a number already had minimal opening hours or had already effectively closed. However, a decline in footfall could be evidenced over the last 12 months given the different ways the public were able to, and choosing to, contact the Constabulary, such as webchats and on-line systems, the use of which was increasing and reduces the need for the public to physically visit a police building. The Chief Constable responded that he would look into what information could be made available on the Constabulary's website.
- 13.8 The Acting Commissioner asked for the rationale regarding the other organisational impacts regarding the Continuous Professional Development Units and the Citizens in Policing post. The Chief Constable responded by informing the Board that the establishment of the Continuous Professional Development Units is from existing resources. Given the high number of police officers who are young in service within the force, he felt it prudent to support them with ongoing operational competence and training, now and into the future particularly with the introduction of the Policing Education Qualifications Framework. The remodelling of the Citizens in Policing post was less impactful as the post had been vacant for a while. The other organisational change in respect of the local area command cells in the north and south of the county builds on the model that was set up during the Covid crisis, will now become 'business as usual' and aligns with delivering a neighbourhood policing model.
- 13.9 The Acting Commissioner asked the Chief Constable what reassurance could be given that he is engaging with all relevant parties, such as those staff impacted by the proposals, their representative body, and externally with stakeholders.
- 13.10 The Chief Constable reported on both the internal and external engagement that he had undertaken in respect of the proposals. Internally he had held a briefing with Unison and had provided information to the organisation via the internal website. He had also provided briefing to the Police Federation, the Superintendents' Association, and the Neighbourhood Sergeants so the welfare of those affected by the proposals could be looked after. The Chief Constable had also given his commitment to provide further explanation to those affected if required. Externally he had carried out engagement with the Acting Commissioner, the OPCC, Chief Executive Officers of the local authorities within the county, who were also provided with an information pack for them to engage with their respective political leaders, and he had held a briefing with MPs.
- 13.11 The Acting Commissioner also sought the position regarding whether the 62 new officers from the Government's uplift recruitment programme and the current Covid situation had been a factor in reducing PCSO numbers. The Chief Constable firstly confirmed that he had originally planned to announce this proposal in April 2020 but

due to Covid, he considered it had to be put on hold but fully recognised the timing of the announcement in the current climate is not good and is sensitive to the staffing decisions he is proposing, but he had no alternative in order to meet the budget deficit situation. The money from the Government for the uplift in new officers, whilst welcomed, is ringfenced and consequently cannot be used for anything else including staff or lessening budget deficits. Historically, faced with such a financial position, police forces would have stopped recruiting but this is not possible as the Government has set targets in respect of recruitment.

- 13.12 The Chief Constable stated that he recognises PCSOs are integral to neighbourhood policing and the proposals are aimed to improve their alignment to neighbourhood policing teams. As such this is not a change in role but a refocusing on the original purpose of a PCSO to ensure that the role is delivered consistently across the force area. Their role is to be a member of the wider policing family and to provide specialist support to communities and Neighbourhood Policing Teams, but currently due to terms and conditions of PCSOs contracts they are not deployable across the county, are not able to provide a 24/7 service, and are not warranted with a power of arrest.
- 13.13 The Acting Commissioner stated that he was mindful of both the current consultation process and the subsequent human resources process that would be undertaken but he felt it was only appropriate once these processes had been completed and the new model was in place, that there was a timely review in order to monitor what has improved as a result of the proposals. The Chief Constable noted this and would consider as part of any post-implementation review.
- 13.14 The Acting Commissioner also enquired whether any of the PCSOs or Community Safety Officers might have the opportunity to become regular warranted police officers as part of any future recruitment campaign. The Chief Constable said that he recognised the knowledge and experience that these staff members have and one option that could be considered, should they wish to take up opportunities to become regular warranted officers, was the support that could be provided through the recruitment process.
- 13.15 The Acting Commissioner made the Chief Constable aware that one of the Community Safety Partnerships had asked some questions regarding the proposals but as these were of an operational policing nature he would forward the letter to the Chief Constable to respond to.
- 13.16 The Director of Finance and Resources expressed his support to the Chief Constable's proposals on the basis of the benefits these would bring to the community and local policing but emphasised the current and future financial challenges, and unfortunately these challenges were no different to those facing other public sector bodies.
- 13.17 The Chief Constable concluded by saying that hopefully his responses gave reassurance to the Acting Commissioner and those who have made their views known to him about his commitment to visible neighbourhood policing, tackling crime and keeping the people of Cambridgeshire safe.


13.18 The Board also discussed the work the Constabulary are doing to transform its business in terms of its operational ways of working, its culture around learning and improving, and its use of technology. Again, this demonstrates how police services are modernising all the time, with an ongoing need to invest in technology and this in turn enables officers and staff to work more effectively and become more visible in communities.

13.19 The Acting Commissioner thanked the Chief Constable for his responses and his reassurance regarding the proposals.

13.20 The Board noted the contents of the report.

14. Any Other Business

14.1 There were no other items of business to be discussed



Ray Bisby