



BUSINESS CO-ORDINATION BOARD

APPROVED MINUTES

Date:	16th March 2021	Time: 14:00
Location:	Via Microsoft Teams	
Members:	Ray Bisby	Acting Police and Crime Commissioner
	Nick Dean	Chief Constable, Cambridgeshire Constabulary
	Jane Gyford	Deputy Chief Constable, Cambridgeshire Constabulary
	Jim Haylett	Chief Executive, Office of the Police & Crime Commissioner
	Jon Lee	Director of Finance & Resources, Cambridgeshire Constabulary
	Matthew Warren	Chief Finance Officer, Office of the Police and Crime Commissioner
In Attendance:	Claire Dicker	Business Support Officer, Office of the Police & Crime Commissioner
	Catherine Kimberley	Communications and Engagement Manager, Office of the Police and Crime Commissioner
	Nancy Leversha	Strategic Accountant, Office of the Police and Crime Commissioner
	Colin Luscombe	Director of Estates, Cambridgeshire Constabulary
	Simon Smith	Chair, Joint Audit Committee (Observer)
	Cristina Strood	Head of Policy, Office of the Police and Crime Commissioner

1. Welcome and Apologies

- 1.1 Apologies were received from Vicki Evans, Assistant Chief Constable, Cambridgeshire Constabulary (the “Constabulary”).

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 20th January 2021 and 11th February 2021

- 3.1 The Business Coordination Board (the “Board”) approved the minutes from the meetings held on the 20th January 2021 and the 11th February 2021 as a true record of both the meetings.

4. Business Co-ordination Board Action Log

- 4.1 The Board reviewed the actions as follows:

- Action no. 36.0, Agenda Item 13.0, 25th February 2020 – Police and Education Qualification Framework

Resources Group to consider the content of a report on the benefits realisation of PEQF, the optimum timescale for submission of report to either the Resources Group or the Board.

Update: The Board noted that a report was to be discussed at Agenda Item 13.0, this will be an ongoing action to be brought back to the Board later in the year.

- Action no. 50.0, Agenda Item 13.0, 20th January 2021 – Cambridgeshire Southern Police Station

Usual verbal update for February and March Boards. A formal report will be submitted following the grant of planning permission. Planning committee is on 10th March with a formal decision letter about 10 days later, report to the Board unlikely to be submitted in March. Formal report to be submitted to April Board.

Update: The Board noted that a report was to be discussed at Agenda Item 12.0, this will be an ongoing action.

5. Views from the Public Raised with the Acting Police and Crime Commissioner

- 5.1 The Communications and Engagement Manager presented the paper to the Board. The purpose of this report was to update the Board with further analysis of public feedback received via the Precept Survey undertaken in January 2021. Eight additional questions were asked in the survey to seek public views with regards to policing and crime, enabling a ‘temperature check’ of what people are concerned about and how safe they feel living in Cambridgeshire. The responses to these questions will also be available to the incoming Police and Crime Commissioner (the “Commissioner”) as an evidence base for the new Police and Crime Plan should they wish. The headline results together with a snapshot of views can be found in Appendix 1.

- 5.2 The highlights of the report were

- Out of the 1,270 respondents in response to the question about feelings of safety, there was an average response of 7 out of 10. When asked about what issues the

Constabulary should prioritise, residents' views were theft and burglary, organised crime and anti-social behaviour came out as the top 3.

- The report highlighted what residents thought that the Constabulary was doing well, and these were Rural Crime Action Team (RCAT), fast response and Victim and Witness Hub.
- In addition to this residents were asked about what the Constabulary could improve on and the main issues were communication with the communities and responses to minor crime.
- With the increase in officers, the areas the public wanted prioritising were preventing crime, neighbourhood policing, and investigating crime.
- The full data will be shared with the Organisational Improvement Centre for wider analysis.

5.4 The Chief Executive commented that this is not something that the Office of the Police and Crime Commissioner normally does as part of the precept survey. Useful to do, going forward and for the future it would be worth having a discussion around engagement and demographics, Police and Crime Plan development, this will add to the narrative and how much it can add to our understanding. What additional details would assist the Constabulary.

5.5 The Communications and Engagement Manager said that in relation to distribution the hard to reach groups were targeted and community groups that the OPCC have a connection with. More work needs to be done to reach them though.

5.3 The Acting Commissioner asked the Chief Constable whether he had any initial comment on what he has seen?

5.4 The Deputy Chief Constable observed that community views were what they should prioritise which is a useful selection. Remember that the Constabulary has to offset them against the MORILE (Management of Risk in Law Enforcement) scoring approach. What they categorise as risk in terms of, for instance, Counter-Terrorism, would rise higher to the top of the risk score in the strategic assessment. Important to take this data from the public and make it part of their strategic assessment and some of the products they can use, when doing business planning. Also links into engagement to understand the perception and reality and perhaps some more work the Constabulary can do, how to reach out. The natural progression would be to send the data to People and Professionalism team rather than the Organisational Improvement Team.

5.5 The Acting Commissioner commented that it seems to heading in the right direction.

5.6 The Chief Constable replied we need to do better on representation of the community, and around the development and views around the new Police and Crime Plan, and balancing off the local priorities and the high threat areas. The Constabulary can use this report through the Organisational Improvement Centre and the People & Professionalism Team, and the need to share across the organisation with area commanders. Also need to share the community's views with area commanders for their consideration and the positives within in it. The main themes will need to be captured, and used for the precept debate next year. There is also the need to go back and let the communities know what the Constabulary have done in relation to their views from the survey. We need the communities to trust and to give them confidence in the police; and that the comments are not ignored.

5.7 The Board noted the report.

6. Police and Crime Plan – Offenders Theme – OPCC and Broader Partnership Support

6.0.1 The Head of Policy for Police and Fire presented the report to the Board. There were 2 items that were highlighted.

- The support for joined up working during Covid response continued supporting statutory partners in joining together especially during the outbreaks in prisons to ensure those pathways are clear between different partners for safe release of offenders.
- Significant strategies and investment from government. These are all short term funding pots but there is a real opportunity for them to join up across the system locally, to make those add together and then demonstrate the value of the benefits for the comprehensive spending review going forward. The bid for the Changing Futures program for Cambridgeshire & Peterborough had gone through to the next round to the full bid stage. It is a big funding pot for those with complex needs and for the system to work better to address those needs; with this support in place there is less need for the Criminal Justice System intervention as needs will hopefully be addressed beforehand.

6.0.2 The Chief Executive noted the Changing Futures links in strongly not just the Criminal Justice System but with some of the other demand that will fall onto the Constabulary eg those with Mental Health needs etc. This bid may well have some fairly significant implications.

6.0.3 The Acting Commissioner acknowledged the work that the Head of Policy for Police and Fire has done around the application for the Changing Futures Program.

6.0.4 The Board were asked to note the update.

6.1 Police and Crime Plan – Offenders Theme – Cambridgeshire Constabulary Work to Deliver Actions

6.1.1 The Chief Constable presented the report to the Board, who took the Board through the report highlighting key areas of achievement and performance for the 12 months up to January 2021.

6.1.2 The Acting Commissioner noted that it is still clear to see the impact of lockdown on crime trends. He also noted that the prosecutions possible rate rising and improving after a lot of work from the Constabulary.

6.1.3 The Acting Commissioner asked at section 4.2, is the Chief Constable anticipating changes in Covid related demand as the restrictions relax and guidance again becoming more nuanced. He asked if there had been more burglaries during lockdown, especially business burglaries with businesses being shut.

6.1.4 The Chief Constable replied they have daily performance data monitoring both business and residential burglaries, both are within the right levels of “normality”. The greater impact on business burglary was in the first lockdown with the compliance of members of the public, people actually stayed at home. There were more exceptions that were built into the subsequent lockdowns, some companies are still operating in the business environment, not as much business crime seen during these times. Burglary Dwelling depends on society and how people return into the working place and leaving their homes empty. There are concerns that there will be a shift in crime, serious violence, namely violence in the streets, night time economy. The Assistant

Chief Constable is currently focusing analysis on hot spot areas of violent crime going forward, using the surge fund for additional patrols.

- 6.1.5 The Head of Policy asked in terms of the offender strategy which is really positive. The OPCC will be having regular meetings with the Constabulary to link in with partnership working and making sure that any OPCC priorities are in line with any issues that the Constabulary, and that any emerging need coming up from the Constabulary, the OPCC can be made aware and support the Constabulary and or partners where required.
- 6.1.6 The Head of Policy also asked about Out of Court Disposals, some of which the Deputy Chief Constable has already covered; there has been some media interest around it and the influence of prosecutions possible and with Covid and the transparency ensuring they are being used proportionately and appropriately
- 6.1.7 The Deputy Chief Constable advised that the Constabulary are looking at future inspectorate themes that may be seen, be on the front foot by starting to look at the suite of outcomes and how they are used, and the method of disposal for these.
- 6.1.8 The Chief Constable advised that he has the National portfolio of Charging, and within that are Out of Court Disposals. Proportionality and ensuring the appropriate use of them is the Out of Court Disposals scrutiny panel, which adds independence to the scrutiny if they are being applied appropriately and to the right crimes, along with the satisfaction of the victims.
- 6.1.9 The Chief Executive had 3 points to raise, there has been improvements in incident attendance across the board and wondered the extent to which this is reflective of reduced demand or actual organisation changes and improvements that have led to it.
- 6.1.10 The Chief Executive asked about the levels of satisfaction and that they have improved, is it linked to organisation learning from complaints reform in terms of capturing issues better. Have thematic issues come out of that that has led to improved satisfaction.
- 6.1.11 The Chief Executive also raised a point regarding Stalking & Harassment and Domestic Abuse which encompasses a whole range of incidents, but there is the need for assurance on how they are being triaged and the link into repeat offenders.
- 6.1.12 The Chief Constable replied that in relation to Stalking & Harassment detailed analysis has been commissioned around both Stalking & Harassment and Domestic Abuse incidents, this is a focus going forward on the structure of the organisation through the Vulnerability Focus desks and work carried out by the Constabulary.
- 6.1.13 The Chief Constable also replied regarding satisfaction levels and felt that the Constabulary are dealing with issues that matter to the public. A large proportion of the increase in satisfaction is from marketing and the communications to the public on the investment through Neighbourhood Policing, Neighbourhood Support Teams; along with the Chief Constable meeting with District Commanders, and how they link in with the public. There are District communications officers who work alongside these teams, which is very beneficial. The point regarding operational learning is the key agenda and is captured weekly at Senior Leadership Team meetings and other corporate meetings. It is then fed back Directly in Terms of Reference to the People and Professionalism team.

6.1.14 The Chief Constable also commented on Demand and attendance, getting to more jobs more promptly, which is a natural ratio. However, work within the Demand Hub on prioritisation of key issues, of which Domestic Abuse is one, to prioritise and make sure they are getting to incidents of vulnerability much quicker, and they are reflected in the figures. There is work to be done on the increase in demand as we come out of restrictions against incident times and prioritisation the benefits of the Demand Hub Review are being felt, with extra call takers and dispatchers monitoring that work, Investigation Management Unit queues are low, and with the start of the digital desk as part of the package enabled by the precept increase, this is starting to impact and they have been dealing with some of the demand, and freeing officers to attend higher grade incidents. The benefits of this should report June/July time in relation to full implementation. Also, how the digital desk will impact on incidents, and how they will deal with these incidents, along with the public and the levels of satisfaction.

6.1.15 The Acting Commissioner commented that response times will change especially when the pubs reopen and the night time economy; there will be some extended response times eventually; but the Constabulary will keep monitoring it and how it may impact.

6.1.16 The Board were asked to note the report.

7. Revenue and Capital Monitoring Report Month 10 2020/21

7.1 The Director of Finance and Resources presented the report to the Board.

7.2 The highlights of the report were presented to the Board and were asked to note the following:

- There has been movement of £125k decrease in the underspend, but is still reporting as a healthy underspend of £738K, however, this has been eroded over last couple of months. The revenue monitoring of £738k underspend does show some movement in local policing and the non-operational side of the budget.
- There has been an increase in ill-Health retirement costs up by £100k, something that couldn't be anticipated.
- £200K overspend on ERP licenses, contract was presented fairly late on in the day. As they are 3-year licences additional costs will be required in 2022/2023 the main financial impact will fall in 2021/22 with one-month prepayment in 2020/21.
- An amendment to the Capital Programme is proposed to fund CCTV upgrades at Parkside and Thorpe Wood. Thorpe Wood functionality will be better as it will be for the longer term. With the Cambridgeshire Southern Police Station being built there will be slightly less investment at Parkside. Functionality will be better at Thorpe Wood. The CCTV will be funded from the underspend to the ICT budget against completed projects.

7.3 The Chief Finance Officer for the OPCC noted the update about the ERP Licencing, and asked as there is quite a significant underspend is there any chance to review at end of year, and look at other options than the spread route.

7.4 The Director of Finance and Resources advised that there is a possibility to review. The underspend feeds into the reserves shown in the MTFs we could earmark the reserves.

7.5 The Chief Finance Officer noted that there is some flexibility and it is something to keep under reviewed.

7.6 The Board were asked to note the report and approve the amendment proposals for the CCTV at Parkside and Thorpe Wood Police Stations.

8.0 Final Medium Term Financial Strategy 2021/2022

8.1 The report was presented by the Director of Finance and Resources. The purpose of the report is for the Board to formally approve and adopt the Medium Term Financial Strategy. There have been some changes to the MTFS regarding the final Council Tax deficit notifications and the Capital Programme. Table 1 of the report highlights all the changes that have been updated in this final version from the draft version brought to the Board on 20th January 2021.

8.2 The Board are to approve and adopt the report.

9.0 Treasury Management Strategy Statement 2021/2022

9.1 The report was presented by the Director of Finance and Resources. The document sets out how the Acting Commissioner will manage the financial investments and borrowing over the next four years. The strategy is part of the suite of financial documents and works in context with the Capital Strategy/Programme and Asset Management Strategy.

9.2 Section 3.2 Treasury Indicators set out the limits to borrowing. Table 4 sets out the forecast borrowing requirement for the agreed Capital Programme.

9.3 At Section 4.4 it details the investment strategy that is taken with cash. Low interest rates are balanced with the low risk approach to investments.

9.4 The Acting Commissioner was requested to approve:

- a) The Authorised Limit for borrowing as set out in Section 3.2
- b) The Investment Treasury Indicator and limit in Section 4.4, and
- c) The TMSS 2021/22 in overall terms

9.5 The Acting Commissioner approved the above.

9.6 The Board noted the report.

10. Bedfordshire, Cambridgeshire and Hertfordshire Combined Financial Regulations

10.1 The report was presented by the Director of Finance and Resources. The purpose of the report is to annually review the regulations. The latest version includes the amended 7Forceⁱ Contract Standing Orders which were agreed at the 7Force Procurement Board. The document will be sent to the Head of Information Rights and Assurance for placing on the Tri-Force Policy Library.

10.2 The Board noted that the annual review has taken place.

11. Crime and Disorder Reduction Grants 2020/21

11.1 The report was presented by the Chief Executive. This report accompanies the final version of the grants awarded in 2020/21 from the Crime and Disorder Reduction Grant Fund. It also transparently displays the awards made from the additional £500k which formed the prevention fund.

11.2 The paper highlights the decision to fund ECINs in 2021/22 as this hadn't been included in the proposed grants modelling brought to this board in January.

11.3 The Board noted the contents of the report.

12. Cambridge Southern Police Station Update

- 12.1 The report was presented by the Director of Estates. The purpose of the report was to update the Board on the next steps required following the planning consent granted by South Cambridgeshire District Council on 10th March 2021. However, it is subject to the Secretary of State, not calling in the application, and there is no prescribed period on when this will be.
- 12.2 There are 28 planning conditions covering a wide area and including materials, finishing, landscaping, ecology, archaeology, sewage, pollution, carbon reduction and an electric vehicle strategy. There was significant discussion on the safety on the A10 bridge and crime reporting and the following condition will apply:
- Prior to development above ground level, the applicant shall submit to, and have approved in writing from the Local Planning Authority, a strategy for the implementation of CCTV, or equivalent, monitoring and associated signage covering the A10 pedestrian bridge including landing areas. The approved strategy shall be implemented in full prior to the use of the buildings and maintained in perpetuity.*
- Prior to the first occupation of the development, the applicant shall submit a report to the local planning authority setting out existing levels of crime reporting within the parish of Milton. Thereafter, further updated reports shall be submitted at 6 and 18 months after occupation. If the submitted reports are found to show an increase in reported crimes, they shall be accompanied by a strategy for this to be addressed which shall then be implemented in the local community within 6 months.*
- 12.3 With regards to the electric vehicle strategy 9 EV charging points are included in the design through the Resources Group.
- 12.4 To ensure value for money the consultancy services have been subject to a mini-competition through an approved framework. Tender returns have now closed and bids are being evaluated.
- 12.5 As the design and build contract framework expires 31/10/2021 legal advice has been obtained on the current procurement options of a Pre-Construction Services Delivery Agreement (PCSDA) and the X23 (early contract involvement) option with Wates. The Royal Institution of British Architects (RIBA) 3 and 4 Stages are scheduled to complete by 04/10/2021 and contractor market testing will be undertaken between May and October 2021 leading to a further update at the November Board, with the formal contract price for consideration.
- 12.6 The project is within the inclusive budget of £35m and the report shows the top 5 risks, which are due to be looked at by the Project Board. There are currently 6 City Centre options being considered and following further discussions with freeholders the options will be evaluated and reported to the Project Board. The preferred option will be subject to engagement and a Quality Impact Assessment.
- 12.7 The recommendation to the Board is to: note the project updates; to approve the delegation to the Section 151 for the Acting Commissioner for the award of an additional PCSDA or the X23 clause to Wates; to award the consultancy contract which is for project management, quantity surveying, NEC supervision and Health and Safety Advisor; and then to exercise the optional agreement and can exercise this at any time up to 31st March 2022. Lastly to approve the engagement of preferred location for the City Centre Police Station.

- 12.8 The Chief Executive requested the rationale for delegation on the Land Option. The Director of states advised that the Option covers 35 acres and now that the site location is confirmed and planning consent obtained (subject to Secretary of State confirmation) the Police and been requested to either exercise the purchase Option or amend the Agreement so that the residual land can be returned to Ely Diocese. It should also be notes that the land cost is subject to indexation which has a negative impact on the project costs. It is recognised that loan repayments may negate the budget and as such the timing becomes a financial decision which also links to the budget certainly as the project progresses through RIBA 3 and RIBA 4 stages.
- 12.9 The Board noted the content of the reports
- 12.10 The Acting Commissioner signed the Decision Notice.
- 12.11 **Action: Report to November BCB regarding a further update with the formal contract price for consideration.**
- 13. Police Education Qualification Framework (PEQF) – Benefits Realisation and Progress Update**
- 13.1 The report was presented by the Chief Constable.
- 13.2 The Chief Constable highlighted the following:
- 13.3 There is a growing integral link between a number of meetings chaired by the Chief Officer Team around PEQF and the Police Uplift Programme.
- 13.4 The Constabulary have submitted the Quality Standards Assessment document to the College of Police, for which they were commended on. The Constabulary have built a positive structure and relationship with Anglia Ruskin University ahead of the intake of students. The tutors and students will receive protected learning time. There has been a lot of positives with the force taking this on and there have been no lack on candidates from a number of different diversities including the BAME communities.
- 13.5 The Deputy Chief Constable asked when does the Police Uplift Programme become PEQF and how will this bring them together.
- 13.6 A workshop is being set up in relation to the Police Uplift Programme and PEQF, for after they've launched PEQF in October. The plan is to run it in the New Year. There has been some workforce planning around diversity and BAME communities. There has been an upward trend at 5% in relation to BAME communities and the uplift. There have been recruitment campaigns and the Constabulary have seen a huge interest from both gender and minority grouping, and hope that these are positive indicators, and that this can stay on the same trajectory and look to how these communities are being represented. The Constabulary are looking to see how these non-visible minority groups are recorded, as currently it is not statutory for the Home Office to record data around these minority groups.
- 13.7 The Acting Commissioner commented to say that it is important to keep a log of these groups, and they make up a large proportion of our community as well; and that all communities are represented. An increase in BAME communities is good to see. This shows the work behind the scene and is not easy. we need to see a smooth transition. He thanked the Deputy Chief Constable for her comments.

14. Contract Matter (Commercially in Confidence)

- 14.1 The report was presented by the Director of Finance and Resources. There was a discussion of the contract between the Board.
- 14.2 The contract matter was authorised by the Acting Commissioner.
- 14.3 A Decision Notice was signed.

15. Her Majesty's Inspectorate of Constabulary and Fire & Rescue – An Inspection of the Effectiveness of the Regional Organised Crime Units (ROCU's)

- 15.1 The Report was presented by the Chief Constable. The Chief Constable commented that there were some elements of response locally, however most recommendations were for the National Police Chief's Council's lead for Serious and Organised Crime and the Home office to take it forward. There is a concern around the complexity and the short-term nature of the funding around ROCU's which is highlighted as a significant detriment effect on how well they operate. The recommendation is for it to be addressed by the Home Office/NPCC/APCC and the Constabulary are waiting for further direction. The HMICFRS report had 6 recommendations and 1 are of concern. The response is to be led through from Bedfordshire.
- 15.2 Also, with the Sir Craig Mackay report being released, which appears to mirror the HMICFRS observations which focusses on 4 areas; namely the ROCU's mission, governance and tasking, capacity and funding. The Constabulary are looking forward to them both working in conjunction going forward.
- 15.3 The Deputy Chief Constable noted some observations. She agreed that even though both reports have similar content; the indication is that it is a strategic overview and will give the direction for the UK's ROCU's to take. However, there will be both local and regional requirements and there needs to take a customer service relationship. Each ROCU will have different levels of requirement; which means that the funding is different in relation to demand, and the balance between Counter Terrorism and Organised Crime. The Constabulary will need to be careful when implementing this as there will be the need to influence accordingly into both local and regional need. The Constabulary will take a layered regional approach to this with BCH and then 7Force.
- 15.4 The Acting Commissioner thanked the Chief Constable for his comments, and he can now complete his Section 55 response to the Home Secretary.
- 15.5 The Board noted the contents of the report.

16. AOB – National Enabling Programme (NEP)

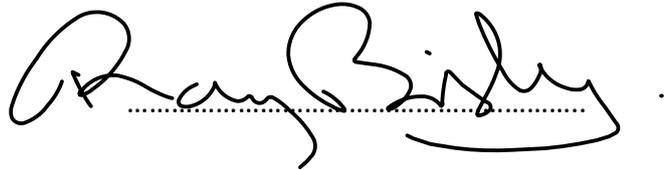
- 16.1 The Acting Commissioner recognised that this is a key transformational work for all police forces, and he knows that the Constabulary was in Tranche 1 of the roll out of this work. Can the Chief Constable please provide an update as to how this is embedding and any benefits already being realised through the use of this.
- 16.2 The Chief Constable updated the Board. The deliver of NEP through BCH through ICT, and reported back by the Head of ICT said that it is going very well and inline with the national picture. The phase of the programme was accelerated due to Covid-19 and the focus has been achieving the technical compliance and undertaking the migration activity. Microsoft 365 products have been rolled out to all users. BCH have made their full NEP benefits submission to the national programme in March, which will be collated with other forces and submitted to the Home Office, it is a mandatory

programme as part of the NEP delivery, and this will continue for the foreseeable future.

16.3 They have also now been migrated to force mobile devices.

The Chair of the Joint Audit Committee thanked the Board for letting him listen into the Meeting. He commented to say that anything that helps the Committee understand the audit risk, and the Acting Commissioner's remit is helpful, and that they can use some of this knowledge when they look at the operational and strategic risk registers.

The Acting Commissioner thanked the Chair for attending the Board Meeting.

A handwritten signature in black ink, appearing to read 'Ray Bisby', written over a horizontal dotted line. The signature is fluid and cursive.

Ray Bisby

Acting Police and Crime Commissioner

¹ 7Force includes Bedfordshire Police, Cambridgeshire Constabulary, Essex Police, Hertfordshire Constabulary, Kent Police, Norfolk Constabulary and Suffolk Police