



BUSINESS CO-ORDINATION BOARD

APPROVED MINUTES

Date:	25th February 2020	Time: 14:00
Location:	Conference Room 3, Cambridgeshire Constabulary Headquarters	
Members:	Ray Bisby	Acting Police and Crime Commissioner
	Dorothy Gregson	Chief Executive, Office of the Police & Crime Commissioner
	Jane Gyford	Deputy Chief Constable, Cambridgeshire Constabulary
	Jon Lee	Director of Finance & Resources, Cambridgeshire Constabulary
In Attendance:	Aly Flowers	Senior Policy Officer, Office of the Police & Crime Commissioner
	Jim Haylett	Head of Business Development, Office of the Police & Crime Commissioner
	Colin Luscombe	Director of Estates, Cambridgeshire Constabulary
	Chas McDevitt	Head of Finance, Office of the Police & Crime Commissioner
	Nicky Phillipson	Head of Strategic Partnerships and Commissioning, Office of the Police & Crime Commissioner
	Cristina Strood	Head of Policy for Police & Fire, Office of the Police & Crime Commissioner

1. Welcome and Apologies

- 1.1 Apologies were received from Chief Constable Nick Dean, Assistant Chief Constable Sharn Basra, and Matthew Warren, Interim Chief Finance Officer.

2. Declarations of Interest

- 2.1 There were no declarations of interest.

3. To approve the minutes of the Business Co-ordination Board meeting held on the 23rd January 2020

- 3.1 The Business Co-ordination Board (the "Board") approved the minutes from the meeting held on the 23rd January 2020 as a true record of the meeting. The minutes were then signed.

4. Business Co-ordination Board Action Log

- 4.1 The Chief Executive took the Board through the Action Log.

5. 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.

- 5.1 The Deputy Chief Constable provided the Board with an overview of Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report findings on Cambridgeshire Constabulary's effectiveness, efficiency and legitimacy. The Board were asked to note that the Constabulary had been graded 'Good' in these three areas for 2018/19. The Board were also asked to note that HMICFRS had identified 10 areas for improvement for the Constabulary.

- 5.2 The Deputy Chief Constable gave assurance that the Constabulary were aspiring to being graded as 'outstanding' in the future, with the combination of the Strategic Threat Risk Assessment (STRA) process and the population of the 3rd Force Management Statement, helping to set the foundations for the business requirements and work needed to be delivered to achieve this judgement.

- 5.3 The Acting Police and Crime Commissioner (the "Acting Commissioner") conveyed his congratulations to the Constabulary's Chief Officer Team, police officers and police staff on their achievement of the grading. The Acting Commissioner noted the areas for improvement and the Constabulary's governance process to monitor progress against these but asked that a report on progress be brought back to the Board meeting in July 2020 along with an update of the STRA process.

Action: Report on progress against areas for improvement from HMICFRS report and update on STRA process to be submitted to July 2020 Board meeting.

- 5.4 The Chief Executive felt that there was a real opportunity to work with partners in respect of the areas of improvement that relating to problem solving, prevention and neighbourhood policing teams, which linked to the countywide Think Communities approach. The Board supported the suggestion that the Chief Executive,

Superintendent Laura Hunt and Chief Inspector Steve Kerridge meet to discuss how to take this work forward with partners.

Action: 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.

6. Revenue and Capital Budget Monitoring Month 9 2019/20

6.1 The Constabulary's Director of Finance and Resources took the Board through the key points in the report and sought their approval in respect of the recommendations made in paragraph 2.1 of the report regarding the Capital Programme.

6.2 Key points to note:

- Underspend - £900k total underspend as at Month 9 2019/20 across a number of business areas.
- Enterprise Resource Planning (ERP) - overspend in respect of elements of the duty management system likely in May 2020. The Board suggested and agreed that there was a need for an ERP post-implementation review in order to understand lessons learnt for future projects particularly in respect of business cases, governance, delivery, and benefits realisation for both the Bedfordshire, Cambridgeshire, and Hertfordshire alliance but also separately for Cambridgeshire.
- Capital expenditure – Forecasting of £10.3 million and if the planned expenditure does not materialise at the end of the 2019/20 financial year then this will be deferred and carried forward into subsequent years.
- Chief Constable to put in more rigorous process to monitor the budget overtime and put in delegated budget proposals.

Action: ERP – Jon Lee, Chas Mc Devitt and Matthew Warren to discuss how to take forward a ERP post-implementation review for Cambridgeshire.

Action: Report back to the May Board meeting on budget update including details on the budgetary management of the underspend.

6.3 The Board were asked to consider and approve the Capital Programme adjustments given in paragraphs 7.1 and 7.6 of the report, namely:

- Copse Court Car Park - an addition to the Capital Programme of £498k, for the expansion of the car park; £415k of which is to be funded by the grant from Peterborough City Council which was received last year.
- Copse Court Car Park - to cover the overspend on the Copse Court Car Park, not covered by the City Council grant (as described above), it is proposed to move £83k from the Major Repairs Project.

- Eastern Region Special Operations Unit (ERSOU) - the Cambridgeshire share of the purchase of the ERSOU building has reduced to £1m as Counter Terrorism are now able to put in their full £3m contribution this year. The £1m will be an addition to the 2020/21 Capital Programme to be funded by borrowing.
- ERP - the overspend of £542k on the BCH project has increased due to an extension of contractors by a further two months, in order to complete the project. This will now be funded from borrowing.
- Police HQ air conditioning project - to fund the overspend of £60k on the project, it is proposed to reduce the Major Repairs Project by an equivalent amount.
- Athena Project - from the underspend on the Athena Project it is proposed to move £10k to cover the underspend on the Applications Tuserv project.

6.4 The Board agreed to the recommendations in 6.3 above.

6.5 The Commissioner welcomed the new format and level of detail in this monitoring report.

7. Approval of Medium Term Financial Strategy and Capital Programme

7.1 The Head of Finance summarised the Medium-Term Financial Strategy (MTFS) and Capital Programme 2020/21 to 2023/24 report for the Board asking them to note the following in order that the MTFS can be approved. This included the appendices that contain the budget for 2020/21, the four-year Medium-Term Financial Plan (MTFP) the Capital Programme 2020/21 to 2023/24, and list of reserves with balances for 2020/21.

- The MTFS presented includes the summarised financial plan covering the next four years. Whilst the focus has been on 2020/21, there is also a need to focus on long term sustainability and linking to the Constabulary's STRA process to drive a balanced budget for the future.
- The MTFS includes the five strands that will be used to hold the Constabulary to account at a strategic level these being: approaches to collaboration; plans for reducing costs; minimise borrowing; strategies for income generation; and the Prevention agenda.

7.2 The Chief Executive asked that the Board note the recommendation in this report to to approve the Capital Programme for the period 2020/21 to 2023/24, but advised that the Board should be 'noting the Capital Programme' at this stage. This recommended position would then enable the Board to scrutinise some elements of the Capital Programme as future projects required in line with the Financial Regulations, Scheme of Governance and the Decision Making Policy, prior to any decisions and approvals being given. The Chief Executive stated that the OPCC would want further scrutiny of the Capital Programme and the benefits realisation being driven from it and called for a report providing this to a future Board meeting. The Director of Finance & Resources and the Head of Finance were asked to agree to the content and reporting timescale for this future report.

Action: The Director of Finance & Resources and the Head of Finance to agree the content and reporting timescale for a report to the Board on the benefits realisation of the Capital Programme.

7.3 The Board approved the MTFS including the MTFP and the Capital Programme for 2020/21 to 2023/24, with the addition requirement for a report on benefits realisation from the capital programme

8. Treasury Management Strategy 2020/21

8.1 The Head of Finance gave an overview to the Board of the Treasury Management Strategy which presents the approach to balancing the demands of the Capital Programme with holding sufficient cash for day to day operations. The detail in the report shows, amongst other things, the current sources of finances, use of reserves and the levels of borrowing.

8.2 The Board noted that the Acting Commissioner has maintained an under-borrowed position for each year as given in Table 1 of the report so the level of borrowings do not go beyond the requirement that is needed. It was also noted that there was enough financial headroom built in for future capital projects.

8.3 The Chief Executive noted that refreshed report to the Board will be needed once the approach to the the new Southern Hub is agreed..

9. Police and Crime Plan – Victims Theme

9.1 The Head of Strategic Partnerships and Commissioning took the Board through the report on the OPCC's work to deliver broader partnership support to the Victims Theme of the Police and Crime Plan (the "Plan"), the key points noted and discussed being:

- Victim and Witness Hub - over the past six months there has been a slow but steady increase in the percentage of victim-based crime referred to Hub. Hub staff sent 5,353 letters and 4,186 emails to victims informing them of the service, with victims reporting they felt better informed and safer as a result of the service provided. Hub Community Volunteers donated 143 hours and visited 42 victims in their community.
- Commissioned services - the contract for Cambridgeshire's Countywide Sexual Violence Support Service has now been awarded. The OPCC act as lead commissioner for this service which is funded through a pooled budget of partnership contributions and the Ministry of Justice Victims' services grant. Cambridgeshire is also one of five areas to take part in a three-year pilot for the devolution of the Rape Support Fund which is wholly invested in this contract. The OPCC has also played a key role in the recommissioning of the 24/7 Sexual Assault Referral Centre (SARC). The contract will be awarded within the next couple of weeks in a joint arrangement with Bedfordshire and Hertfordshire.

- Domestic Abuse Strategy – the OPCC had supported the development of this new Strategy, which focuses on the provision of a sustainable core offer of support and an enhanced offer to guide future bids for funding.
- Domestic Abuse Courts – the Constabulary is reporting significant increases in Domestic Abuse cases, such as the 1,000 Domestic Abuse crimes which were recorded in December; the highest number recorded in a single month. However, the Specialist Domestic Abuse Court (SDAC) has seen a decline in work. Work commissioned by the Cambridgeshire Criminal Justice Board (CCJB) to establish the reason for the decline in cases has suggested the revised CPS direct charging arrangements could have had an impact. This has led to an increase in the use of ‘released under investigation’ (RUI) without conditions and subsequent postal requisition to court many months later, which has then made it difficult for magistrates to impose restraining orders when defendants have been free in the community for months since the incident without restriction.
- Code of Practice for Victims of Crime - The Acting Commissioner has a statutory responsibility to monitor how all agencies comply with the Code of Practice, which requires the Constabulary and other agencies to audit their compliance against five key entitlements on a three-monthly basis. An internal audit into the Constabulary’s preparedness to monitor compliance with the Code of Practice for Victims of Crime is ongoing. Although initial feedback is positive work is needed to standardise contact with victims of crime.

9.2 The Board discussed in detail the issues regarding the Domestic Abuse courts and the Constabulary’s use of RIU. The Chief Executive reported that the CCJB Delivery Group, which is chaired by the Constabulary, had discussed this at its last meeting but the OPCC felt that significant progress still needs to be made against this. It was felt that the Constabulary need to lead by example on this and have the confidence to hold other agencies to account.

9.3 The Deputy Chief Constable took two actions for the Assistant Chief Constable to make it a high priority action to inform the Board of:

- the current issue of SDAC and the downward trend in their usage; and
- how RUIs are impacting on the ability to place restrictions/restraints on offenders, and how repeat offending is being managed within this area to prevent and manage down demand.

Action: Assistant Chief Constable to inform Board on the current issues of the downward trend in cases to SDAC and how the Constabulary’s use of RUIs are impacting on the ability to place restrictions/restraints on offenders, and how repeat offending is being managed within this area to prevent and manage down demand.

9.4 The Deputy Chief Constable took the Board through the Constabulary’s report against the Victim’s Theme of the Plan, highlighting the following for the Board:

- Demand Hub - workload across the Demand Hub remains high, with the number of 999 calls increased month on month, in line with seasonal fluctuations. In contrast, the number of 101 calls fell to their lowest level since 2011, however each incident is taking longer to resolve, contributing towards higher

abandonment rates for secondary calls. A review of the Demand Hub is underway to explore whether the principles of the Local Policing Review in terms of 'Deal, Divert and Deploy' are being delivered and provide evidence for a sustainable operating staffing model to deal with current and predicted demand effectively.

- Out of Court Disposals – the new Team is proving effective. December's discrete month prosecution possible outcome rate of 11.7% was the highest achieved in the last 12 months, with work by this team likely to have influential.
- Recorded crime levels – these have fell month on month, with Peterborough the only district to see an increase. The Constabulary are looking strategically at how they can manage the vulnerability strand as crime is managed over the next 10 years given the change in demographics.
- Problem solving – links need to be made between Demand Hub, Neighbourhood Team approach, Community Safety Partnerships, and the Countywide Strategic Safety Board to understand tactical problem solving, the strategic housing needs, skills work and social inclusion work that place-based boards can do.

10. Police and Crime Plan – Transformation Theme

10.1 The Head of Business Development presented the report to the Board summarising the key points to note as follows:

- Prevention - A partnership matrix has been developed which embraces the public health approach of Tertiary, Secondary and Primary prevention work to support discussions on the development of partnership working. There is a need to develop those partnerships in order for them to work more efficiently together and focus on short and long terms prevention. The Countywide Community Safety Strategic Board (CCSSB) has encouraged the Think Communities approach to ensure public services provide flexibility. A Think Communities Board had been established with OPCC being represented on it.
- Efficient management of estates – the Board were asked to refer to the earlier MTFP report.
- Collaboration – the on-going work with the OPCC and the Constabulary in order to clearly establish what Cambridgeshire want from collaboration going forward based on Cambridgeshire's needs was discussed.

10.2 The Deputy Chief Constable presented the Constabulary's activity to support the Transformation theme in the Plan, asking the Board to note:

- The Change Board – the work of the board and the governance arrangements should hopefully provide assurance to the Acting Commissioner regarding how change, continuous improvement, and innovation is driven forward within the Constabulary.
- Tactical update – the comprehensive detail given was to both highlight and give assurance around the depth and breadth of the work the Constabulary are doing to transform policing and the business.

10.3 The Acting Commissioner commended the work of the Constabulary in respect of the number of projects that are taking place as detailed in the tactical update. However, Business Coordination Board

he stated that as the Government has given Cambridgeshire a significant funding uplift, and we are at the highest number of officers in history and growing, we need to make sure that the public see the benefit of this, such as through prevention work, outcomes at court, public confidence are all key things for us to focus on.

- 10.4 In response, the Deputy Chief Constable stated that the Constabulary know where they are putting the first uplift cohort of 62 officers. However, they need to consider how many police staff are needed in support of the officer uplift across the three years. This work will be scoped out and factored into the STRA process in respect of years 2 and 3 officers and support staff. As a consequence the benefits in the increase in officers numbers can be tracked through business planning processes, which should provide the Acting Commissioner with assurance as to the benefits and outcomes being delivered for Cambridgeshire.

11. Fire Governance Update

- 11.1 The Head of Policy for Police and Fire introduced the report to the Board which provides a factual narrative setting out the sets of changing circumstances and information exchanges at each stage between the previous Commissioner/OPCC and the Cambridgeshire and Peterborough Fire Authority (the “Fire Authority”) on how the current position has been arrived at.

- 11.2 The Board were given an overview of the key points in the report:

- Unfortunately a protracted legal dispute between the Fire Authority and the Home Office has complicated matters, and we are awaiting the Court’s view on this.
- The Acting Commissioner is aware that the Fire Authority has raised concerns about the decision making linked to the future of Monks Wood.
- Without the change of governance it has always been for the Fire Authority to determine their decision making.

- 11.3 The Board noted the report and felt this was a timely update. The sequence of events set out in the paper demonstrates the complex and changing circumstances. The Acting Commissioner felt it was disappointing that an operational solution could not be found for joint fire and police use of Monks Wood and informed the Board that he had recently written to the Fire Authority.

12. Strategic Police and Fire Interoperability – Operational Update

- 12.1 The Deputy Chief Constable took the Board through some of the interoperability activities given in the report that had been undertaken between the Constabulary and Cambridgeshire Fire and Rescue Service:

- The Deputy Chief Constable co-chairs the Strategic Interoperability Group which has been established to provide direction and momentum to joint working initiatives. This group has provided a coordinated approach to interoperability, as well as overseeing short and medium term projects. A project management

infrastructure has been put in place and a process for prioritising work streams established.

- The Chief Officer Teams meet regularly to share strategic vision and identify opportunities for collaborative change.
- Currently meeting weekly with police, fire and ambulance to look at previous seven days and next seven days to identify common trends and tri-service issues.
- The meetings and the governance arrangements provides assurance of how the police, fire and ambulance services are taking forward collaboration interoperability opportunities.

12.2 The Board noted the report and welcomed both the day-to-day joint operational work and the strategic interoperability approach. The Board were reminded that the Business Case for fire governance had also highlighted the opportunities to accelerate and deepen police and fire collaboration. Overall it was felt that some strategic ambitions are still to be met, but given the financial and operational pressures faced by both services mean that it is important that further opportunities to collaborate need to be explored.

12.3 The Board discussed whether estates opportunities could be further explored and realised through the Strategic Interoperability Group and suggested that the Constabulary and OPCCs Chief Finance Officers could consider how estates matters are fed into the Resources Group.

Action Constabulary and OPCCs Chief Finance Officers consider how estates matters are fed into the Police and Fire Strategic Interoperability Group and from there into the Resource Group

13. Police and Education Qualification Framework

13.1 The Head of Business Development provided an update to the Board on the concluding stages of the procurement of a higher education partner to deliver the Police and Education Qualification Framework (PEQF).

13.2 The Director of Finance & Resources informed the Board that the provider details remained commercially sensitive at this stage but both the Acting Commissioner and the Chief Constable had been given a full presentation and justification regarding the contract and the provider at a Bedfordshire, Cambridgeshire, and Hertfordshire (BCH) Strategic Alliance meeting. The procurement process had been undertaken through the seven force procurement process, with governance through both the BCH Strategic Alliance and through the Joint Chief Officer Group.

13.3 Given these governance and assurance processes, the Board were asked to approve the signing of the contract when it is finalised in March 2020. The Board approved this approach, along with a signed Decision Notice to give it effect. The Board asked for a fuller report through either the Resources Group or the Board on the benefits realisation of PEQF.

Actions:

Agreement to sign the PEQF contract. Decision Notice CPCC 2020-00? signed.

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

14. Outstanding Estate Matters

- 14.1 The Director of Estates asked the Board to note the contents of the report and asked that the Board approve the two agreements, that these are signed and sealed, and that the Acting Commissioner signs two separate Decisions Notices.
- 14.2 The Board discussed the two leases and approved the following, with the Acting Commissioner signing Decision Notices:
- Hampton Police Station - a Deed of Variation to the lease of Hampton Police Station to allow subletting of surplus space to partner agencies and potentially generate additional income. Decision Notice CPCC 2020-004 signed.
 - Copse Court - the lease of part of the ground floor at Copse Court to Embrace Child Victims of Crime which would provide a rental income of £23,000 per annum for the lease which is for five years, with the first two years being rent free. Decision Notice CPCC 2020-005 signed.

15. National Fleet Vehicle Purchase 2020/21 Statement of Intent

- 15.1 The Director of Finance & Resources informed the Board that there had been significant changes in respect of police vehicle fleet arrangements. It had been agreed nationally through the Association of Police and Crime Commissioner's National Commercial Board that police vehicles should be purchased on a national basis and as a single contract. The National Commercial Board have proposed that the South Yorkshire Police and Crime Commissioner acts as the lead Commissioner and contracting authority in respect of the procurement exercise.
- 15.2 A Section 22A Agreement under the Police Act 1996 will give effect to this procurement arrangement, with this Agreement being ready for the Acting Commissioner's signature in the next few months prior to contracts being signed. However, prior to this it is necessary that Commissioners/the Acting Commissioner signal their intent in respect of this arrangement and as such a Statement of Intent has been drawn up. As Cambridgeshire is already part of the Chiltern Consortium chaired by the Thames Valley Commissioner, the Statement of Intent has been signed by him on behalf of all the other Chiltern Consortium police forces.
- 15.3 The Acting Commissioner supported the principle of a Section 22A Agreement under the Police Act 1996, noting that the Statement of Intent had been signed and that he would sign both the Section 22A Agreement and a Decision Notice in due course.

16. Eastern Region Special Operations Unit Estate

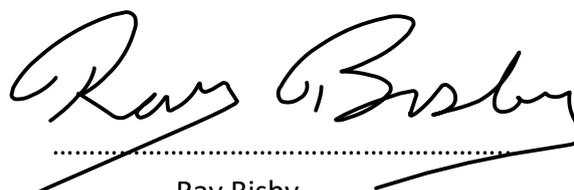
16.1 The Board were given a verbal update by the Director of Finance & Resources on the Section 22A Agreement under the Police Act 1996 for the purchase of a building for ERSOU as previously reported to the Board on the 8th January 2020 and as discussed in the Month 9 Revenue and Capital Monitoring report at paragraph 6 above.

16.2 The Board approved the purchase and the Acting Commissioner signed the Decision Notice CPCC 2020-006 to authorise the Constabulary's contribution towards the purchase of property for the ERSOU Estate and sign the Declaration of Trust.

17. Any Other Business

17.1 The Acting Commissioner conveyed to the Board the strength of public comment and concern regarding the recent Extinction Rebellion protest in Cambridge and the Constabulary's policing of it. Whilst he expressed his respect of the operational independence of the Chief Constable, in the role of Acting Commissioner he has to be the voice of the people, and therefore wanted to ensure that any lessons learnt would need to be fully understood for any future planned protests. He informed the Board that he had asked that the Chief Constable to conduct a thorough internal review into the Constabulary's response and look forward to making sure the findings of that review inform both local and national learning and that of partners.

17.2 The Deputy Chief Constable confirmed that the Acting Commissioner would be kept informed of the de-brief.



Ray Bisby