



Cambridgeshire  
Police & Crime  
Commissioner

**To:** Business Coordination Board

**From:** Chief Finance Officer and Deputy Chief Executive, OPCC

**Date:** 11 August 2016

## POLICE AND CRIME PLAN DEVELOPMENT: TRANSFORMATION

### 1. Purpose

1.1 The purpose of this report is to update the Business Coordination Board (the “Board”) on the development of the Transformation section of the new Police and Crime Plan.

### 2. Recommendation

2.1 The Board is recommended to note the update and consider key issues for inclusion in the Police and Crime Plan.

### 3. Background

3.1 The Police and Crime Commissioner is required to issue a Police and Crime Plan as soon as practicable after taking office – specifically before the end of the financial year which they are elected (March 31, 2017).

3.2 The plan being developed will focus on four strategic themes:

1. Victims
2. Offenders
3. Communities
4. Transformation

3.3 Each theme has its own **aim** and suggests a framework through a series of **shared outcomes** to enable all agencies with a part to play in community safety and criminal justice to strategically direct the future delivery of services through these common goals.

3.4 This paper focusses on the strategic theme of Transformation.

#### 4. Context

- 4.1 In order to balance the budget, savings of £16.1 million have been made between 2013/14 and 2016/17, to achieve the overarching aim to deliver an efficient and effective police service for the people of Cambridgeshire which is sustainable for the future. Every effort has been and is being made to protect frontline policing. Short-term measures are never taken at the expense of long-term financial stability and long-term borrowing is not used for short-term needs. Budgetary pressures are set to continue, with further savings of over £6 million to be found by the end of the financial year 2019/20.
- 4.2 Transformation is crucial to allow the police and partners to deliver the objectives in the Police and Crime Plan. A continual process is in place to look forward to find suitable projects and initiatives to help meet future savings requirements. This is coupled with a need to have a comprehensive understanding of demand and impact on capacity in order to drive out inefficiency.
- 4.3 Sections 22A and 23 Police Act 1996 (as amended) (“The Act”) enable the Chief Officers of one or more police forces and two or more policing bodies to make an Agreement relating to:

- *the discharge of functions of the members of the Chief Officer’s forces (“force collaboration provision”) and for such other provision as shall be referred to in this agreement. “Functions” comprise all and any of the powers and duties of police forces, and/or*
- *the provision about support by a policing body for the police force which another policing body is responsible for maintaining (“policing body and force collaboration provision”). “Support” includes the provision of premises, equipment, staff, services and facilities.*

*Provided that:*

- *the Chief Officers think that such an agreement is in the interests of the efficiency or effectiveness of one or more police forces, and*
- *the policing bodies think that the agreement is in the interests of the efficiency and effectiveness of one of or more policing bodies or police forces.*

Through the 2011 Police Reform and Social Responsibility Act (Section 89) the presumption is now in favour of collaboration, i.e. joint working should be taken forward where in the opinion of chief officers or policing body collaboration delivers greater efficiency or effectiveness. Further information on collaboration projects already in place is given in section 5 below.

- 4.4 The Policing and Crime Bill making its way through Parliament introduces measures which not only allow, but in some aspects require, collaboration between the emergency services to go further and faster. These are locally enabling and recognise that local leaders are best placed to determine the sort of collaboration that is in the best interests of their communities. The Bill requires the police, fire and rescue, and

ambulance services to collaborate with one another, where it would be in the interests of their efficiency or effectiveness to do so.

- 4.5 As a minimum, the legislation requires Police and Crime Commissioners (“Commissioners”) to be represented on the relevant fire and rescue authority (“FRA”) (or its committees) with full voting rights, subject to the consent of the FRA. Alternatively, Commissioners have the option of putting forward a business case which may include arrangements to take on responsibility for the governance of fire and rescue; or to become the single employer for fire and police, to deliver greater improvements through the integration of back office functions and maximise the benefits of workforce flexibility.
- 4.6 While the Bill is passing through Parliament it is proposed that an early dialogue is initiated between the Commissioner and the Fire Authority to work together to explore the best way to take forward the opportunities arising from the Bill.
- 4.7 Cambridgeshire and Peterborough council and Local Enterprise Partnership leaders are proposing a devolution deal for Cambridgeshire and Peterborough to form a Combined Authority for Cambridgeshire and Peterborough. The potential benefits for community safety are significant and the Commissioner is working with public sector bodies in Cambridgeshire to ensure that these benefits are realised fully.
- 4.8 The implementation of mobile technology has had a major impact on the way local police teams work. It allows officers to send and receive real-time information while out and about, reducing the need to return to a fixed police base to complete paperwork and increasing the amount of time they can be visible in the communities. Agile working also has implications on the estates infrastructure. The Commissioner is responsible for an estate worth around £35 million which costs around £4 million a year to maintain. Maximising the use of and value from the estate is a key priority for the Commissioner.
- 4.9 In February 2016 Her Majesty’s Inspectorate of Constabulary (HMIC) reported on their Police Effectiveness, Efficiency, and Legitimacy (PEEL) inspection. For Efficiency, the HMIC found the Constabulary to be “Good” stating “HMIC found that Cambridgeshire Constabulary is well prepared to face its future financial challenges. The force has achieved greater levels of savings than it needed to since 2010 and has built up financial reserves, which it plans to use to smooth the impact of budget cuts over the next few years until anticipated savings are achieved. The constabulary has plans in place to make all the expected savings needed through to 2019. It has worked hard to minimise the impact of budget cuts on frontline policing through working jointly with other forces to save money, and an ambitious approach to using new technology to improve police efficiency. In last year’s value for money inspection, which considered how forces had met the challenge of the first spending review period, Cambridgeshire was judged to be good.”
- 4.10 The Police and Crime Commissioner made a number of commitments in his election manifesto related to transformation. These included:
- Protecting frontline police services – using innovation and collaboration to create savings and protect key services

- Prioritising police time and running an efficient police force
- Seeking new efficiencies to put more money into frontline policing

## **5. Current work**

5.1 Considerable transformation work is already taking place, for example:

- Collaboration between Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary is delivering a significant contribution to the overall goal of the three forces to scale back office costs by up to £20m each year from a baseline of £120m. This Strategic Alliance enables the three forces to develop plans to collaborate on a range of operational support and organisational support functions. The three are already collaborating on a number of areas including Armed Policing, Procurement, the Professional Standards Department and Roads Policing.
- Cambridgeshire also works in partnership with other forces, particularly with regard to serious and organised crime. Cambridgeshire is part of the Eastern Region Special Operations Unit (“ERSOU”), set up to tackle the threat of organised crime across the six police force areas of the Eastern Region and to provide specialist covert policing capability and law enforcement. Eastern Region collaboration (being Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent) is in relatively early stages and already significant opportunities have been identified in areas such as procurement.
- Strategic use of estates, including where appropriate the disposal of sites that are surplus to operational requirements, is minimising operating costs.
- Significant gains in the productivity of police officers and PCSOs on the front-line have been achieved through investment in mobile technologies and the development of the tuServ software.

5.2 Examples of existing collaboration projects between the Constabulary and Cambridgeshire Fire and Rescue Service (“FRS”) include:

- Agreements with police and the ambulance service to use offices and bay areas in fire stations
- The Safer Peterborough Partnership, where a fire officer is co-located with police, Peterborough City Council and others to tackle local community based risks and issues
- A number of tactical joint operations at community level such as Operation Pheasant to tackle the problems of exploitation, fraud, crime and conditions of private rented housing

## **6. Next Steps**

6.1 We will build on the work already underway as follows:

- Building on the strength of existing collaborations to embed tri-force collaboration and drive out further efficiencies through seven-force collaboration

- Improve our understanding of demand to create savings plans to protect frontline services
- Further develop our capacity and capability to undertake effective commissioning
- As mentioned in section 4 above, while the Policing and Crime Bill is passing through Parliament it is proposed that an early dialogue is initiated between the Commissioner and the Fire Authority to work together to explore the best way to take forward the opportunities arising from the Bill.

## 7. Recommendation

- 7.1 The Board is recommended to note the update and consider key issues for inclusion in the Police and Crime Plan.

## BIBLIOGRAPHY

<b>Source Document(s)</b>	HMIC PEEL Inspection: <a href="https://www.justiceinspectors.gov.uk/hmic/cambridgeshire/">https://www.justiceinspectors.gov.uk/hmic/cambridgeshire/</a>  Policing and Crime Bill – draft Bill and progress: <a href="http://services.parliament.uk/bills/2015-16/policingandcrime.html">http://services.parliament.uk/bills/2015-16/policingandcrime.html</a>
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