

CAMBRIDGESHIRE POLICE AND CRIME PANEL	Agenda Item No. 8
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Report of the Office of the Police and Crime Commissioner

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UPDATE ON COLLABORATION

1. PURPOSE

- 1.1 The report is being presented to the Police and Crime Panel to enable it to carry out its functions in line with Section 13 of the Police Reform and Social Responsibility Act 2011.

2. RECOMMENDATIONS

- 2.1 The Panel is invited to note the report.

3. TERMS OF REFERENCE

- 3.1 Item 6, To review or scrutinise decisions made, or other action taken, by the Police and Crime Commissioner in connection with the discharge of the Commissioner's functions.

4. BACKGROUND

- 4.1 The Commissioner sent a draft variation to the Police and Crime Plan, on collaboration, to the Police and Crime Panel which they reviewed and endorsed on 18 July. Collaboration remains high on the local and national agenda. The Police Reform and Social Responsibility Act places new duties on chief officers and policing bodies to keep collaboration opportunities under review. It also places a duty on them to collaborate where it is in the interests of the efficiency or effectiveness of their own and other police force areas. Where collaboration is judged to be the best option they must collaborate. Collaboration has generated significant savings for Cambridgeshire and these savings are now embedded within our budget.
- 4.2 Cambridgeshire is involved in national (e.g National Police Air Service), regional (e.g Eastern Region Special Operations Unit for organised crime) and more local collaborations. In recent years the focus of collaboration has been on local preferred partnership arrangements and in early 2011 Bedfordshire Police, Bedfordshire Police Authority, Cambridgeshire Constabulary, Cambridgeshire Police Authority, Hertfordshire Constabulary and Hertfordshire Police Authority signed a Memorandum of Understanding which created the Bedfordshire, Cambridgeshire and Hertfordshire Strategic Policing Alliance. The agreement has provided the foundation for significant collaboration.
- 4.3 This report is intended to provide an update on the tri force collaboration (Bedfordshire, Cambridgeshire, Hertfordshire) of Protective Services, covering all of

the Joint Protective Services units together with the collaborated procurement function and professional standards.

4.4 The Strategic Policing Alliance, agreed by each of the previous three Authorities, set out how collaborative arrangements between Bedfordshire, Hertfordshire and Cambridgeshire were to be managed and stated that the following outcomes should be delivered by any collaborative arrangements:

- Improved effectiveness for all three forces;
- Improved resilience for all three forces;
- Improved cash savings in all three forces, realising cashable and non-cashable savings for re-investment;
- A service structure and operating methods which are 'fit for purpose', taking account of new and emerging developments and which will meet future foreseeable demands for the next 3-10 years;
- Plans which close the gaps identified within the respective Protective Services Improvement Plans (where applicable);
- Methods of operating which are equally viable under any force or governance structure;

Improved and enhanced customer service across the three counties.

5. KEY ISSUES

5.1 In the context of the Strategic Policing Alliance outline above, a collaboration programme was subsequently instigated which covered the following units:

- Armed Policing Unit
- Cameras Tickets and Collisions (CTC)
- Counter Terrorism and Domestic Extremism
- Dogs
- Major Crime
- Operational Planning and Support Unit
- Professional Standards Department
- Roads Policing Unit
- Scientific Services

- Serious and Organised Crime
- Visual Evidence.

Updates on these units are provided at Appendix 1.

- 5.2 All collaborated units are reported to be performing well. However, the complexity of these collaborations is recognised. Upon the arrival of the Commissioners, governance arrangements for collaboration have been refreshed to ensure careful monitoring.

6. IMPLICATIONS

- 6.1 Subject to the Panel's need for further information or scrutiny of future collaboration decisions, further details can be provided.

7. CONSULTATION

- 7.1 The decisions are in line with the direction set in the Police and Crime Plan. These decision records have been placed on the Commissioner's website.

8. NEXT STEPS

- 8.1 Future collaboration decisions taken by the Commissioner will continue to be notified to the Panel.

9. BACKGROUND DOCUMENTS

- 9.1 Police and Crime Plan 2013-16

10. APPENDICES

- 10.1 Appendix 1 – Collaboration Update – Specific Units

APPENDIX 1 - COLLABORATION UPDATE – SPECIFIC UNITS

1. ARMED POLICING UNIT

- 1.1 The joint Firearms Unit received approval for the business case which was presented to the Police Authority in October 2011. A new structure was implemented which was based upon a single unit deploying across the three counties from three operational bases. It encompassed a single joint training unit and incorporated a restructure of posts and responsibilities.
- 1.2 The new tri force collaborated unit went live in April 2012 with planned savings of circa £542k per annum.
- 1.3 Resources are shared across the force areas, with a joint rota for the provision of tactical advice and a new joint strategic firearms command to cover Bedfordshire and Cambridgeshire, starting from September 2013. The provision of tactical firearms commanders will remain bespoke to each of the three forces.

2. CAMERAS TICKETS AND COLLISIONS (CTC)

- 2.1 The joint CTC unit brings together a number of functions that were previously carried out individually by forces. These include camera enforcement, tickets and prosecutions and collisions administration.
- 2.2 The business case forecast savings of £0.5m with the potential to develop revenue of circa £0.2m.
- 2.3 The new joint unit went live in April 2013 with the unit's administration, support and camera enforcement being based at Stevenage. Satellite bases for Bedfordshire and Cambridgeshire are located at Halsey Road and Monks Wood.
- 2.3 The unit's main role is to increase road safety, working with Road Policing and local partners to change attitudes and behaviour on the roads. The responsibilities of the new unit include the administration of speed management on the roads across the three forces, through fixed and mobile speed cameras, processing tickets for endorsable and non endorsable offences and the administration of traffic offence reports. The unit is also responsible for preparing road traffic offence files for court, investigating some camera offences and collisions, as well as assisting the public with enquiries and insurance claims.

3. COUNTER TERRORISM AND DOMESTIC EXTREMISM

- 3.1 Bedfordshire and Hertfordshire CT Units collaborated in 2011 and following agreement at the Strategic Alliance Portfolio Board in March 2012, a business case was developed for a joint tri force CT/DE Unit.

3.2 The tri force collaborated unit went live in November 2012 with planned savings of £240k per annum. The new unit amalgamated existing structures into a single unit, headed by a Detective Chief Inspector, reporting to the Detective Chief Superintendent Joint Protective Services as the strategic lead for the delivery of the CONTEST strategy.

4. DOGS

4.1 Following agreement of the business case by the Strategic Alliance Portfolio Board, a tri force dog unit was implemented and went live in April 2013.

4.2 The new unit is responsible for providing proactive and reactive police dog support to operational and local policing throughout the three force area and the unit is tasked to support local and force priorities. These priorities are firearms, public order, missing persons and serious acquisitive crime (SAC).

4.3 The command base of the new unit is located at Alconbury in Cambridgeshire, with officers and dogs continuing to routinely deploy from their home address.

4.4 The initial business case detailed forecasted savings of £1.1m, however during the implementation phase, the adoption of an alternative proposal that provided increased capability, led to revised annual savings of £740k.

5. MAJOR CRIME

5.1 The aim of collaboration for Major Crime was to 'combine a wealth of knowledge and experience and create an even stronger team' alongside providing savings of circa £700k. The unit which went live at the end of April 2012, is based at two hubs – Welwyn Garden City and Police HQ Huntingdon. The unit investigates:

- Murder
- Manslaughter
- Attempted murder
- Stranger rapes which require the setting up of a HOLMES facility
- Crimes in action (Kidnap, Extortion and Product Contamination)
- The 'manhunt' element of fail-to-stop, fatal road traffic collisions
- Series of armed robberies
- Work-related death
- Corporate manslaughter and
- Any other enquiry deemed appropriate by ACPO.

6. OPERATIONAL PLANNING AND SUPPORT UNIT

6.1 This unit provides management and support of level two and three police operations and public event planning. These include national, countywide and cross border events or operations that require large numbers of resources, such as public order.

The team is also the point of contact between forces and national and international partner agencies in the operational planning field.

- 6.2 The tri-force Operational Planning and Support Unit went live in March 2013 with planned savings of £175k. The new unit has two bases at Alconbury in Cambridgeshire and Hitchin in Hertfordshire.

7. PROFESSIONAL STANDARDS DEPARTMENT

- 7.1 The unit was launched in January 2012 with central functions operating from Biggleswade Police Station. The team was made up from officers and staff from each of the three forces and is headed by a Superintendent from Cambridgeshire. The aim of the unit was to 'deliver increased capacity to safeguard standards and integrity, support officers, staff and volunteers, as well as generating savings of approximately £640,000 per year for the three forces.
- 7.2 A post implementation review (PIR) was carried out in November 2012 to 'look back' since implementation and ascertain the degree of success from the implementation of the projects, in particular, the extent to which they met their objectives, delivered planned levels of benefit and addressed the specific requirements as originally defined in the approved business cases.
- 7.3 The review indicated that the unit was fit for purpose, was following national guidance and was working to the remit of the business case. The unit was projected to exceed the savings identified by circa £180k, albeit that some investigations were being conducted outside the remit of PSD. The IPCC stated that they were comfortable with the new working arrangements and praised the clarity of performance information being produced. (i.e. one performance report for the three Police Authorities).

8. ROADS POLICING UNIT

- 8.1 Following consideration of the scoping and options paper, a business case was developed for a tri-force roads policing unit that covered the following elements of Roads Policing: Patrol; ANPR; Collision Investigation; Vehicle Recovery; Traffic Management and Vehicle Examination. Whilst functionally separate, together they form the strategic capability to deliver:

- Response;
- Proactive intelligence led tasking and deployment via Automatic Number Plate Recognition (ANPR) and;
- Collision prevention and investigation.

- 8.2 The remit of the collaborated ANPR is to be intelligence led and as well as offering resilience to the Patrol function, ANPR is the primary resource for tackling criminality in relation to the roads' network. To this end, some of the savings realised with the Patrol function have been re-invested in ANPR.

- 8.3 Within RPU, the Collision Investigation Unit are responsible for the investigation of all road collisions where there is a fatality or likely to be a fatality, where there is a police vehicle involved in a serious injury collision and where there is likely to be significant

public interest in a collision.

- 8.4 Part of this responsibility involves mapping and surveying of collision scenes. The introduction of new 3D laser scanners within each force area has provided the opportunity to open the county's roads faster following serious collisions, minimising congestion and therefore disruption to other road users. These devices are used to record essential evidence at the scene and the data used by Collision Investigators to produce a virtual 3D reconstruction of the site, including high quality graphics and detailed plans, for use in subsequent enquiries and court cases.
- 8.5 The new collaborated RPU went live in April 2013 with projected savings of £2m. This was later revised to £1.9m in year 1 with the potential to rise to £2.2m from year 2 onwards due to the scheduling and contractual arrangements covering the vehicle recovery element of the unit.

9. SCIENTIFIC SERVICES

- 9.1 The Scientific Support Services Unit went live April 2012. The unit aims to provide dynamic forensic services across the strategic alliance, working closely with key internal and external stakeholders. The unit operates from three locations with the command centre at Sandy in Bedfordshire. The unit was expected to make savings of circa £1.1m per annum.
- 9.2 Scientific Services is the first collaborated unit in a shared service environment to achieve ISO 17025 accreditation of its two fingerprint enhancement laboratories. The laboratories in Hinchingsbrooke and Welwyn Garden City were awarded accreditation by the United Kingdom Accreditation Service (UKAS) on December 12. ISO 17025 is an international quality standard entitled 'General requirements for the competence of testing and calibration laboratories'. It has been adopted by the EU and Forensic Regulator as the mandatory standard to which all police forces must be accredited for their Labs (by November 2015) and for DNA recovery (by November 2013).

10. SERIOUS AND ORGANISED CRIME

- 10.1 An initial scoping and options paper was produced for the collaboration of serious and organised crime across the three forces. Guidance from the Strategic Alliance Portfolio Board indicated that as a number of different areas sit within the Serious Organised Crime function across the forces, collaboration should be phased round a number of work streams.
- 10.2 While developing this initial work, it became clear that there was a need to ensure that the regional perspective was fully considered and the potential options for Serious and Organised Crime were discussed at a regional level.
- 10.3 There was also a need to take into account the national position and the adoption of the "Creedon" report which produced recommendations in relation to the structure and capacity of regional organised crime units (ROCUs).
- 10.4 This has resulted in the current position where a regional solution is now being progressed, led by the Eastern Region Special Operations Unit (ERSOU).

11. VISUAL EVIDENCE

- 11.1 This work stream was initiated to address a lack of investigative support in the area of visual evidence, which covers CCTV and suspect identification.
- 11.2 The new tri force unit went live in May 2013 as part of the collaborated scientific Services Unit. The main bases are at Thorpe Wood, Huntingdon and Parkside in Cambridgeshire, Luton in Bedfordshire and Stevenage, Hatfield and Watford in Hertfordshire.
- 11.3 Officers and staff in the unit are multi-skilled in both CCTV and Video Identification Parade Electronic Recording (VIPER) work in order to improve resilience and expertise and procedures and processes for providing these functions have been standardised.
- 11.4 The enhancement and increase in this capability across the three forces was forecast to cost circa £64k. This figure should be read in the context of the savings across Scientific Services as it is a sub unit that sits within this business area.

12. PROCUREMENT

- 12.1 Procurement was first formally collaborated in February 2011, however, the Strategic Head of Procurement was not appointed until May 2012.
- 12.2 The Collaborative Procurement function is split between each respective county Headquarters, with two Contracts Managers in charge of staff across the three Counties
- 12.3 To date, the Procurement Team has worked at aligning contracts to enable economies of scale and co-contracting has taken place for 19 strategic contracts. This has realised total savings of £2m in the first two years of collaboration.
- 12.4 BCH Procurement is now following a new 10 year strategic plan, aimed at significant cost reduction. This will be achieved at a tri-county level and involve further work with the East of England consortium and the use of national frameworks.