



Cambridgeshire Police & Crime Commissioner

FINANCE SUB-GROUP

APPROVED MINUTES

Date:	27th August 2015	
Time:	10:00 hours	
Location:	OPCC Office at Cambourne	
Members:	Brian Ashton	Deputy Police and Crime Commissioner
	Niki Howard	Director of Finance & Resources
	Josie Gowler	Director of Finance for OPCC
	Mark Hopkins	T/Deputy Chief Constable
In Attendance:	Tanya Little	Senior Admin Officer

1. Welcome and Apologies

The DPCC welcomed everybody to the meeting.

Apologies were received from Dorothy Gregson, Chief Executive OPCC and Nancy Leversha, Strategic Accountant OPCC.

2. Actions arising from minutes of meeting 30th July 2015

NH noted that motor vehicle access insurance was imminent and was to increase, although there had not been any major claims to disrupt the figures.

The DPCC asked about the Casualty Reduction and Support Fund in respect of the precise arrangements around requesting money from that fund and spending it. JG offered to write up the key principles and methodology.

The DPCC said it was an OPCC supported reserve to cover initiatives such as Speedwatch, defibrillators, safety equipment and initiatives to improve driver behaviour and the prevention of collisions.

Further clarification regarding the funding of Metis devices in excess of the grant receipt from vehicle receipts was provided by NH.

The DPCC asked whether there had been progress regarding the notes at Item 10 of the minutes re collaborated finance and organisational support. He said it was important to always be ahead of the curve to avoid spending more at the beginning of the year unless planned for. NH noted this would be kept in mind in the Final Business Case. A Force workshop in December 2015 would be used to help budget for the more complicated areas of collaboration such as ICT. The budget could not be completely ironed out but vacant posts would be identified as clearly as possible.

The minutes were agreed and signed by the DPCC.

3. Force Revenue Monitoring report Month 3 2015/16

NH took the Group through a report updating the budget position for financial year 2015/16. It was noted that Table 1 showed a predicted year-end Force underspend of £2.1m but the impact of Athena has not yet been taken into account in the forecast. Further discussion of collaboration costs then took place.

NH raised a comment regarding a change to Police Pensions and a lack of clarity from the Home Office. It was thought the Home Office would change the contribution to 24% for all.

The DPCC had heard that an increasing number of young police officers were not taking up the offer of a police pension, commenting this would diminish the cash fund.

The T/DCC asked NH to provide the numbers of Cambridgeshire officers not signing up or leaving the Police Pension Scheme. This was in order to consider whether hardship is having an effect on their decision or perhaps other factors are at work.

The display of CTC income in excess of expenditure was considered with the potential to add a further note at the bottom of the page.

Referring to Paragraph 2.4 of the report the T/DCC asked about the current Athena training of officers and whether the costs for this had been built into these figures; it was confirmed that they were not. £25k had been used for permanent matting to strengthen the car park at Monks Wood to accommodate vehicles of trainees. Buses would have been a cheaper option but there would have been additional implications in terms of abstractions. Door and security matters were also being addressed. These costs would all be captured under Athena.

NH noted the training budget for month 4 would be less (about £300k) than planned as not all used up due to the precedence of Athena training, although some of the training was compulsory so may have to be pushed to catch up later in the year. JG noted this underspend could possibly be earmarked as a reserve.

(i) NH would look into the numbers and reasons for the reduction of new officers joining the Police Pension Scheme.

(ii) The group noted the report.

4. Capital Programme Monitoring

NH talked through the paper which provided a financial overview of the Capital Programme for the three months ending 30 June 2015 including a table of in year schemes which includes major works on land and buildings, rolling vehicle replacements and the rollout of mobile devices. The £226k brought forward from 2014/15 for the dangerous dogs facility has been cancelled in 2015/16.

Fleet Management had already been set aside and is being delivered, financed from Revenue now rather than Capital. The table also included in year Revenue Contribution to Capital Outlay (RCCO) schemes from the Chief Constable's budget (£51k) and the Police & Crime Commissioner's budget (£83k).

The DPCC and JG were appreciative of the way the table had been set out to improve clarity. NH would add a notes column to provide further detail.

(i) The group approved the recommendations and noted the report.

5. Cash Flow August 2015

The Group were all pleased with the cash flow report. JG noted the Treasury Management Annual Report would soon be complete.

(i) The group noted the report.

6. Authorisation of Reserves – PCC CFO report

JG presented a report providing the Group with the movement of reserves to 31 March 2015, further to the approval received to tidy up and merge certain earmarked reserves at the FSG meeting on 25 June 2015. The paper set out a robust explanation of cash-backed reserves and background to how reserves are managed. This was discussed and various matters and procedures were explained.

(i) The group noted the report.

7. Funding Formula Consultation Update

JG presented a report setting out progress on analysing the implications of the Home Office's funding formula consultation and the proposed next steps for Cambridgeshire PCC and Constabulary.

The Home Office had looked at the Funding Formula on 21st July and announced proposals with an 8 week consultation period, ending on 15th September. JG and the Strategic Accountant had researched the proposals in-house. JG discussed the proposed formula at a recent workshop of the Police and Crime Commissioners' Treasurers Society, as well as with other PCC CFOs and at a meeting with the Home Office statisticians. The transition to the new formula was expected to be in FY 2016/17 but this was likely to be too soon for the Forces that would lose out under the formula.

Initial suggestions showed that it would be positive for Shire counties and negative for Metropolitan areas. The increased population in Cambridgeshire was expected to help.

The Home Office had been reluctant to release their calculations and their response is expected in November 2015.

JG is drafting the response and would share with the DPCC and NH for review prior to agreeing a final response from Cambridgeshire.

(i) *JG would share the draft Home Office response with NH and the DPCC.*

(ii) *The group noted the report.*

8. ESG Minutes from 16th July 2015

JG noted that Decision Notices regarding the Vehicle Workshop and Yaxley Police Station mentioned at Item 3 of the minutes would go to the Business Co-Ordination Board later the same day.

The minutes were noted and approved.

(i) *The group noted the report.*

9. Any Other Business

There was no other business to discuss.

11. Date of next meeting

Wednesday 30th September 2015 at 10:00am, OPCC Cambourne.



Brian Ashton



Cambridgeshire
Police & Crime
Commissioner

BUSINESS COORDINATION BOARD

APPROVED MINUTES

Date: 30th September 2015

Time: 13.15

Location: Swansley A Room, Cambourne

Members:	Sir Graham Bright	Cambridgeshire Police and Crime Commissioner
	Alec Wood	Chief Constable Cambridgeshire Constabulary
	Brian Ashton	Deputy Police and Crime Commissioner
	Dorothy Gregson	Chief Executive, Office of Police and Crime Commissioner
	Josie Gowler	Director of Finance Office of the Police and Crime Commissioner
	Mark Hopkins	Temporary Deputy Chief Constable Cambridgeshire Constabulary
	Niki Howard	Director of Finance and Resources, , Cambridgeshire Constabulary
In Attendance:	Aly Flowers	Senior Policy and Performance Officer, Office of Police and Crime Commissioner
	Claire George	Executive Support Officer, Office of Police and Crime Commissioner
	Jim Haylett	Head of Policy and Performance (Collaboration) Office of Police and Crime Commissioner
	Jon Hutchinson	Head of Corporate Development, Cambridgeshire Constabulary
	Colin Luscombe	Director of Estates, Office of Police and Crime Commissioner
	Howard Thackray	Business Manager, Office of the Police and Crime Commissioner
	Dan Vajzovic	Local Policing Commander Cambridgeshire Constabulary

1. Welcome and Apologies

- 1.1 Apologies were received from, Andy Hebb Temporary Assistant Chief Constable, Cambridgeshire Constabulary, Charles Kitchin Director of Public Engagement and Communication, Office of Police and Crime Commissioner, Cristina Strood Head of Policy and Performance, Office of Police and Crime Commissioner.

2. Declarations of Interest

- 2.1 There were no declarations of interest.

3. Approval of the minutes from the last meeting held on the 27th August 2015

- 3.1 There were no outstanding actions from the last meeting of the 27th August 2015.

3.2 Resolved:

- (i) *The minutes of the meeting held on the 27th August 2015 were agreed and signed.*

4. Appointment of Chief Constable

- 4.1 Dorothy Gregson provided an update to the Board of the Commissioners appointment of Alec Wood to the role of Chief Constable for Cambridgeshire Constabulary. This included a brief description of recruitment process and the positive feedback from the Police and Crime Panel confirmation hearing in support of the appointment. The Commissioner signed the Decision Record confirming the appointment, effective from the 22nd September 2015

5. Operational Update

- 5.1 Mark Hopkins presented the Operational update, confirming that the Her Majesties Inspectorate of Constabulary inspection (HMIC) would commence for Efficiency Effectiveness and Legitimacy (PEEL) on the 26th October. HMIC would be visiting the Constabulary on the 8th October 2015 as part of this inspection.
- 5.2 The College of Policing Peer Team would be undertaking a review of child sexual exploitation (CSE) in Cambridgeshire week commencing the 12th October. The purpose of the review is to consider the arrangements in place to tackle CSE, in line with the objectives of the National Police Chief Council CSE Action Plan.
- 5.3 There is an anticipated increase in CSE and therefore demand management will be an issue. Dan Vajzovic commented that the increase fits with the national picture and there seems to be no levelling off with this type of crime. This is also being fuelled by use of the internet. The challenge of this agenda was noted.
- 5.4 A discussion was had with regards to the 20mph speeding zones and bespoke 20mph speeding courses that will be available from the 1st September 2015 as an educational options to receiving points on the licence, where appropriate. The Board felt that

20mph zones needed more than road signs to distinguish them from 30 mph zones and noted that Local Authorities had a role to play in this.

- 5.5 With regards to the motorcyclist accident on the Constabulary's boarder at Tilbrook the Commissioner was clear that there should not be delay by checking force boarders and a timely response was of paramount importance. To help progress this Alec Wood agreed to work with partners to reinforce this. Mark Hopkins confirmed that there would be a wider debate between the Ambulance service and the Constabulary.

6. Performance Update

- 6.1 Alec Wood presented the quarterly performance report (12 months to June 15) to the Board.
- 6.2 Alec commented that is pleasing to see public confidence improving in each of the local areas. Also, victim satisfaction remained high and had improved from the 12 months ending March 15. There has been an improvement in Burglary prosecution possible and a reduction in the number of burglaries.
- 6.3 Areas of concern were discussed, these being; prosecution possible for Domestic Abuse, victim based crime and secondary call handling. Alec Wood commented that the Constabulary were working hard to improve **Domestic Abuse** response times and make arrests wherever appropriate. **Victim based** crime in the 12 months to March 2015 were higher than the most similar group of forces, and the regional, however remained lower than the national. More recent data (the 12 months to June 2015) has seen some stability emerge in the monthly crime levels, although they remain marginally higher than at the year-end position (up by 2%). **101 secondary call handling** was proving a challenge. In response to this a commitment has been made regards to implementing technological solutions in order to facilitate an improved service to the public; 'Queuebuster' has been implemented, close monitoring of progress is continuing; on average this is proving to be managing approximately 15% of the demand entering into 101. There are a number of vacancies within Contact Management and recruiting into these posts has proved difficult.
- 6.4 The Commissioner commented regards to 101 call handling that the longest wait, in excess of 50 minutes was unacceptable and that he wants to see this improve and reiterated that the public need to have confidence in 101 as it is part of the front line. Mark Hopkins commented that 'Queuebuster' should help to reduce the longest wait time. The commitment to improve the service and the continued effort to recruit to the vacant posts were noted.
- 6.5 It was reported that there had been a reduction in the number of Special Constables and currently at 266 falls short of the Commissioners pledge of 300. However, the hours worked had seen a significant increase (77,100 hrs v the benchmark of 67,829hrs). The Commissioner passed on his thanks to the Special Constables for all their hard work.

7. Bottisham and Papworth Police Stations Sites

- 7.1 Colin Luscombe presented the report to the Board the purpose of which is to approve the freehold disposal of Bottisham and Papworth Police Station sites, which had been identified as surplus to operational requirement.
- 7.2 The Board approved the freehold disposal of Bottisham and Papworth Police Station sites, by auction, at the earliest dates considered reasonable by the Director of Estates for the Office of the Police and Crime Commissioner (OPCC). The Commissioner will sign the Decision Notice following consideration of the Force Executive Board on the 6th October 2015.

8. Midlands and South Fleet Buying Group

- 8.1 Josie Gowler presented the report to the Board the purpose of which is to make the Board aware that the Commissioner, Director of Finance and the Chief Constable of Cambridgeshire Constabulary have signed the Vehicle Procurement Consortium Collaboration Agreement under section 22A of the Police Act 1996 (as amended) (the "Agreement") to become members of the Group.
- 8.2 The purpose of the Group is to minimise risk and financing costs and maximise financial savings by purchasing as a consortium. It strives to combine the interests of multiple authorities into a strategic and unified approach to achieve the very best for participating members. West Midlands will lead the procurement process and will award a single contract on behalf of all Group members, with members then responsible for placing their own orders thereafter.
- 8.3 A Decision Notice has been signed by the Commissioner.

9. Proposal for Funding for Tuserv and Metis Developments

- 9.1 Josie Gowler presented the report to the Board the purpose being to seek approval for funding for the Constabulary for the continued development of Tuserv, the purchase of Metis Mobile devices and phone cradles and in-vehicle chargers, as follows:
- £197k for tuServ development work
 - £599k for further Metis Mobile Devices
 - £15k for a vehicle-based solution for Metis
- 9.2 The Board approved the funding and the Commissioner signed the Decision Notice.

10. Police and Crime Commissioner's Decisions

- 10.1 Dorothy Gregson introduced the report, the purpose of which was to inform the Board of the decisions made by the Commissioner since the Board meeting on the 27th August 2015 and the decisions taken since that meeting.
- 10.2 The Board noted the paper

11. Finance Sub-Group

- 11.1 Brian Ashton, Deputy Commissioner presented the minutes of the meetings on 30^h July 2015
- 11.2 The Camera, Ticket and Collisions underspend will be apportioned and go back to each of the Tri forces. As reported to the Business Co-ordination Board, a Casualty Reduction fund has been created.
- 11.3 Collaboration; it is the intention to show the financial benefit on a month by month basis including the probability of success and identifying when costs will be incurred and where savings will be made.

12. Force Executive Board

- 12.1 Alec Wood presented the report to the Board, giving an overview of the meeting held on the 14th July and the 4th August 2015.
- 12.2 The Board noted the reports

13. Professional Standards Department Alliance Sub Group.

- 13.1 Brian Ashton presented the report to the Board, giving an overview of the meeting held on the 19th May 2015.
- 14.2 Attention was drawn to the Public Misconduct Hearings and the fact there appears to be a lack of clarity as to whether filming or recording in the hearing would be allowed. The Board were advised that we should treat the hearings as a normal court.
- 14.3 It was confirmed that there had been over 150 applications received for the post of Legally Qualified Chair. Dorothy Gregson complemented Aly Flowers, from the Commissioner's office, for the work she had done to facilitate this process.
- 14.3 The minutes were approved by the Board.

15. AOB

- 15.1 Alec Wood drew the Boards attention the National Contingency plan and the requirement for the Civil Nuclear Section 22A agreement. This is to legally deploy police officers onto nuclear sites if required. The collaboration was agreed.
- 15.2 A collaboration update was provided by Jim Haylett from the Police and Crime Commissioners office. Following a rigorous business case process a number of S22A collaboration agreements will be ready for signing in the near future, these are Human Resources and Learning and Development and Public Contact. Further business cases being developed are for; Information and Communication Technology, Custody and Criminal Justice.



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive

Date: 26 November 2015

MELBOURN POLICE OFFICE AND BRETTON POLICE STATION

1. Purpose

1.1 To seek approval of the Business Coordination Board (“the Board”) to the termination of the leases of Melbourn Police Office and Bretton Police Station.

2. Recommendation

2.1 The Board is recommended to approve the termination of the lease by serving notice on the landlord, Melbourn Village College, in accordance with the lease terms and the Police and Crime Commissioner (“the Commissioner”) signs the Decision Notice.

2.2 The Board is recommended to approve the surrender of the lease at Bretton to the landlord, Peterborough City Council and the Police and the Commissioner signs the Decision Notice.

3. Background

Melbourn

3.1 Melbourn Police Office is held on a 10 year lease from 21/06/10 at a rent of £500pa.

3.2 The Police Office on the Melbourn Village College site is surplus to operational requirements and the College have a use for the building and have confirmed they are prepared to take on the responsibility for this building.

3.3 The lease provides for Cambridgeshire Constabulary (“the Constabulary”) as tenant, to serve 6 months notice to terminate.

3.4 Termination of the lease at Melbourn will make an annual revenue saving of approximately £3,700 to the Constabulary.

Bretton

3.5 Bretton Police station is held on a long lease expiring on 17th June 2073 (58 years remaining) with restrictions on use and subletting. The landlord, has confirmed that these restrictions may be lifted.

3.6 The premises have been unsuccessfully marketed since May 2015 for an assignment of the lease and only a short term sub-let is achievable. The sub-let would create a short term income but the Constabulary would remain liable to the landlord for repairs, maintenance, and service charge and for property on-costs on expiry of the sub lease.

3.7 Whilst there is no provision within the lease to surrender, the landlord has confirmed that a surrender at nil premium would be acceptable. A surrender provides a clean break with no revenue liability beyond the surrender date.

3.8 This will make an annual revenue saving of approximately £12,000.

4. Summary

4.1 Following discussion with the Principal of Melbourn Village College agreement has been reached to terminate the lease of the Police Office.

4.2 Following discussions with Peterborough City Council, as landlord, agreement has been reached to surrender Bretton Police Station at nil premium.

5. Recommendation

5.1 The Board is recommended to approve the termination of the lease at Melbourn Village College by serving notice on the landlord in accordance with the lease terms and the Commissioner signs the Decision Notice.

5.2 The Board is recommended to approve the surrender of the lease at Bretton to the landlord, Peterborough City Council and the Commissioner signs the Decision Notice.

BIBLIOGRAPHY

Source Document	Cambridgeshire Constabulary Estate Management – Property Files
Contact Officers	Elly McKee Estates Management Surveyor, Cambridgeshire Constabulary Colin Luscombe, Director of Estates, Office of the Police and Crime Commissioner

17. Date of Next Meeting

- 16.1 The next meeting will be held on 27th October 2015 at 14.00 in the Monkfield Room Cambourne.



Sir Graham Bright



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive and Chief Constable

Date 26th November 2015

RESTORATIVE JUSTICE PROVISION IN CAMBRIDGESHIRE

1. Purpose

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on the implementation of the Joint Office of the Police and Crime Commissioner (OPCC) and Cambridgeshire Constabulary (“the Constabulary”) Strategic Vision for Developing Restorative Justice (RJ) in Cambridgeshire.

2. Recommendation

2.1 The Board is recommended to:

- Note the contents of the paper.
- Approve the 12-month extension of the delivery partnership with Community Interest Company Restorative Solutions until December 2016 and for the Police and Crime Commissioner (“the Commissioner”) to sign the associated Decision Notice.
- Approve the proposed direction of travel to ensure the continuation of a restorative justice service in the county as part of an integrated model of victim support services into 2016/17. This includes agreeing a service specification for the ‘Restorative Justice Multi-Agency Virtual Hub’.

3. Background

3.1 Restorative Justice (RJ) is a process which “brings those harmed by crime or conflict, and those responsible for the harm, into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward”.

3.2 Police and Crime Commissioners (PCCs) took over the responsibility for commissioning support services for victims of crime in 2014/15. The Ministry of Justice (MoJ) has

provided three years of non-ringed restorative justice funding as part of the Victims' Services grant to enable PCCs to develop the provision of victim-initiated restorative justice.

- 3.3 Cambridgeshire received £52k as part of the Capability and Capacity Fund in 13/14; £90k in 14/15 and £184k in 15/16.
- 3.4 An early scoping report into the provision of RJ in the county showed pockets of good practice but a lack of clear referral pathways and limited provision for adults.
- 3.5 Cambridgeshire OPCC and Constabulary created a joint Strategic Vision for Developing Restorative Justice in Cambridgeshire which was approved by this Board in October 2014. This Strategy informed the creation of a set of Commissioning Intentions in October 2014 for a co-funding delivery partner to work with the Constabulary to develop a provision to sit alongside the Victims' Hub as part as an integrated service for victims. Restorative Solutions were the successful bidder for a one year partnership ending in December 2015.
- 3.6 Formal governance of the RJ service is through the Cambridgeshire Criminal Justice Board (CCJB) Victims and Witnesses sub-group.

4. Current service provision – 2015/16 'Restorative Justice Multi-Agency Virtual Hub'

- 4.1 The Constabulary, in partnership with the OPCC and Restorative Solutions, has developed a largely sustainable model for the delivery of restorative justice. The model relies on building partnership capacity (and reciprocal arrangement with agencies) as set out in Memorandum of Understandings and integrating the RJ offer into conversations the Victims' Hub staff have with victims. In 2015/16 only two staff have been funded to deliver RJ from the MoJ grant. A Chief Inspector from within the Criminal Justice Unit has been funded to implement and embed the RJ offer into the Constabulary through RJ awareness sessions to all frontline staff – including Special Constables. An RJ Co-ordinator, who was 75 per cent funded by Restorative Solutions, is co-located in the Victims' Hub and receives all the referrals.
- 4.2 The RJ Co-ordinator can then call on a core of trained facilitators, who are either volunteers or colleagues from partner agencies, to progress a potential intervention. All of these facilitators have been trained by Restorative Solutions as part of the delivery partnership.
- 4.3 The delivery partnership has also provided the Constabulary and OPCC with support from experienced practitioners. However the emphasis remains on building capacity within the county to enable it to become wholly self-sufficient. In particular developing in-house training packages for facilitators.
- 4.4 Feedback from the Ministry of Justice on the Cambridgeshire model has described it as 'simple, yet effective' with twice the number of referrals coming into the service than other models which cost double the amount of money.
- 4.5 In the first six months of operation the RJ Co-ordinator has received 42 referrals (20 from the Victims' Hub, 15 from police officers, five from partner agencies and three self-referrals). Of these referrals three have already gone to full conferences, 20 are still live. Of those three conferences feedback from victims has been positive and none

of the offenders have re-offended within this time period therefore reducing demand for policing services.

4.6 A detailed service specification has been drawn up which is available at Appendix 1.

5. Proposed future provision

5.1 The delivery partnership with Restorative Solutions has proved successful. The Cambridgeshire model has been allowed to develop in consultation with local partners into a truly bespoke service. However its simplicity has meant that not all of the resources available as part of the delivery partnership were required during the first year. Therefore it is proposed that this partnership is extended until December 2016.

5.2 Such an extension will provide resilience when the funding for the Chief Inspector post ends on March 31, 2016. It will also provide resources to support the RJ Co-ordinator in extending the use of RJ with Registered Social Landlords and within the Troubled Families agenda. It will also enable continuation of the part co-funding agreement for the RJ Co-ordinator.

5.3 Links are being made with the county's only Neighbourhood Justice Panel in Cambridge City through nominal funding and a sharing of resources. It is hoped that this partnership will be formalised with a Memorandum of Understanding later this month.

5.4 While it would be disingenuous to say the RJ Model is wholly sustainable without any financial investment; it is clear it is the least cost-intensive option available. The model relies on a single post holder co-ordinating the volunteering commitment of others. Premises to hold conferences have been secured at nil cost leaving only the expenses of the facilitators to be paid. In a relatively short time period the model has already delivered savings with one offender, who was part of the Integrated Offender Management cohort, not re-offending in the four months since the RJ conference. This certainly indicates that the returns on the early investment will clearly outlive the current MoJ funding stream.

5.5 Finally it is anticipated that the requirement for good quality RJ services will only increase in future years; particularly following the Government's proposals to streamline the out of court disposal options to ensure a more meaningful approach for offenders and victims. The proposals, which are currently being trialled in three police forces, will see a move from a system of warnings and reprimands to one which gives the police the power to tackling offending behaviour in a more effective way through a clearer and simpler disposal framework. Options such as a suspended prosecution with appropriate compliance conditions and community resolutions, potentially with an RJ element, are likely to increase the need for RJ expertise. A paper on Out of Court Disposals is expected at a future Board meeting.

6. Recommendations

6.1 The Board is recommended to:

- Note the contents of the paper
- Approve the 12-month extension of the delivery partnership with Community Interest Company Restorative Solutions until December 2016 and for the Commissioner to sign the associated Decision Notice.
- Approve the proposed direction of travel to ensure the continuation of a restorative justice service in the county as part of an integrated model of victim support services into 2016/17. This includes agreeing a service specification for the 'Restorative Justice Multi-Agency Virtual Hub'.

BIBLIOGRAPHY

Source Documents	Joint Strategic Vision for Developing Restorative Justice in Cambridgeshire http://www.cambridgeshire-pcc.gov.uk/restorative-justice/
Contact Officers	Nicky Phillipson, Strategic Advisor, Office of the Police and Crime Commissioner T/DCI Dominic Human, RJ Development Manager, Cambridgeshire Constabulary



Cambridgeshire Police & Crime Commissioner

BUSINESS COORDINATION BOARD

APPROVED MINUTES

Date: 26th November 2015

Time: 14:30

Location: Swansley A Room, Cambourne

Members:	Sir Graham Bright	Cambridgeshire Police and Crime Commissioner
	Brian Ashton	Deputy Police and Crime Commissioner
	Dorothy Gregson	Chief Executive, Office of Police and Crime Commissioner
	Josie Gowler	Director of Finance, Office of the Police and Crime Commissioner
	Mark Hopkins	Temporary Deputy Chief Constable Cambridgeshire Constabulary
	Niki Howard	Director of Finance and Resources, , Cambridgeshire Constabulary
In Attendance:	Aly Flowers	Senior Policy and Performance Officer, Office of Police and Crime Commissioner
	Claire George	Executive Support Officer, Office of Police and Crime Commissioner
	Andy Hebb	Temporary Assistant Chief Constable, Cambridgeshire Constabulary
	Jon Hutchinson	Head of Corporate Development, Cambridgeshire Constabulary
	Charles Kitchen	Director of Public Engagement and Communication, Office of Police and Crime Commissioner
	Colin Luscombe	Director of Estates, Office of Police and Crime Commissioner
	Paul Ormerod	Chief Inspector, Cambridgeshire Constabulary
	Nicky Phillipson	Strategic Advisor, Office of Police and Crime Commissioner
	Sue Ratcliffe	Head of Performance, Cambridgeshire Constabulary

Howard Thackray

Business Manager, Office of the Police and Crime
Commissioner**1. Welcome and Apologies**

- 1.1 Apologies were received from Alec Wood, Chief Constable Cambridgeshire Constabulary.

2. Declarations of Interest

- 2.1 There were no declarations of interest.

3. Approval of the minutes from the last meeting held on the 27th October 2015

- 3.1 There were no outstanding actions from the last meeting of the 27th October 2015.

3.2 Resolved:

- (i) *The minutes of the meeting held on the 27th October 2015 were agreed and signed.*

4. Restorative Justice Provision in Cambridgeshire

- 4.1 The Strategic Advisor presented the report, the purpose being to update the Board on the implementation of the Joint Office of the Police and Crime Commissioner (OPCC) and Cambridgeshire Constabulary's ("the Constabulary") Strategic Vision for Developing Restorative Justice (RJ) in Cambridgeshire and approve the 12-month extension of the delivery partnership with Community Interest Company Restorative Solutions until December 2016.
- 4.2 The Board was given an overview on how the RJ model is being used within Cambridgeshire, and the excellent support that was being received from partners. The Board noted that this was a low cost, cost effective model in operation.
- 4.3 The Commissioner commented on the good working relationship that existed with Restorative Solutions. The Commissioner stressed that RJ should be recognised as a process that can empower victims to have their say and equally make offenders recognise the impact of what they had done, and make amends and was one element in preventing the 'revolving door' of offending as opposed to RJ being an alternative to a criminal sanction. The Chief Executive welcomed this innovative RJ approach, and one that had been recognised nationally.
- 4.4 The Board agreed to the 12 month extension of the delivery partnership with Community Interest Company Restorative Solutions and the Commissioner signed the Decision Notice.

5. Operational Update

- 5.1 The Temporary Assistant Chief Constable presented the report the purpose being to update the Board on any exceptional issues relating to the Constabulary on recent performance, Her Majesty's Inspectorate of Constabulary (HMIC) inspections, significant operations and effective and efficient policing.
- 5.2 The Board were provided with an update on the recent HMIC Police Efficiency, Effectiveness, Efficiency and Legitimacy (PEEL) inspection process. The Constabulary would be producing a full report on HMIC's report to the December 2015 Board meeting.
- 5.3 The Board were informed that the Independent Police Complaints Commission investigation into the shooting at St Neots was ongoing and consequently it would be inappropriate at this stage to comment further.
- 5.4 The Board noted that the launch date of the operational policing system (Athena) had been delayed until November 2016 due to software issues. Work was on-going with the stakeholders to ensure the new deadline was met. The Temporary Deputy Chief Constable informed the Board that it was likely that the collaborated contact management system was anticipated to go live at a similar time but reassured the Board that operational impact of system implementation would be managed effectively.
- 5.5 The Board were briefed on the Hate Crime Awareness week which commenced mid-October. The purpose of the week being to tackle the issue of Hate Crime, encourage reporting and inform the public of what constitutes this type of offence.
- 5.6 The Commissioner commented positively on Cambridgeshire's first Human Trafficking summit which took place on 17th October 2015. He was encouraged by the support shown by policing experts and human rights campaigners who had come together to consider what action is needed to safeguard vulnerable victims living within South Cambridgeshire. He hoped that such an event could be replicated across the County.
- 5.7 The Temporary Deputy Chief Constable reassured the Board that the Constabulary had responded in respect of the recent terrorist attacks and emphasised that are fully committed to ensuring community cohesion.
- 5.8 The Commissioner asked that his congratulations were passed on to PC Pete Moulton and PC Janine Hagger for winning a national bravery award in respect of apprehending a knife-wielding man.

6. Performance Working Group

- 6.1 The Chief Executive presented the minutes of the Performance Working Group to the Board, giving an overview of the meeting held on the 8th October 2015.
- 6.2 In giving an overview of the minutes, the Chief Executive brought to the Board's attention that there were a number of important issues being considered by the Group such as 101 secondary call handling performance, levels of recorded crime,

prosecution possible outcomes, burglary, Cyber-crime and domestic abuse response times.

- 6.3 The Commissioner emphasised the important work of the Group to enable him to hold the Constabulary to account, and thanked the Temporary Assistant Chief Constable and the Constabulary's Head of Performance for their input into the Group. The Constabulary reassured the Commissioner that the areas of concern would be monitored closely.

7. Performance Update – 12 months to September 2015

- 7.1 The Temporary Assistant Chief Constable presented the report, the purpose being to provide a performance update on the Constabulary's performance against the priorities identified in the Commissioner's Police and Crime Plan in the 12 months to September 2015.
- 7.2 The Commissioner commented on 101 secondary call handling and recognised that, as a front line service, the non-emergency second pick-up wait times were still too long. However, he felt the Constabulary were now able to respond to the situation in part due to successful recruitment and improved technology.
- 7.3 The Deputy Police and Crime Commissioner questioned the Constabulary as to the reason why the public's confidence in the Constabulary had declined, particularly when victim satisfaction remained high. The Constabulary responded that they were undertaking work to better understand the drivers behind public confidence.
- 7.4 The Board discussed the public's perception of anti-social behaviour (ASB). The Commissioner commented that he was pleased that we had a low rate of perceived ASB and that this was a good reflection on local policing who deal with this issue. The Temporary Deputy Chief Constable confirmed that in part this was due to the good working relationship with Community Safety partners. In addition, from November 2015 the more serious cases (medium/high risk victim) of ASB getting support from the Victims' Hub.
- 7.5 Cyber-crime was discussed in some detail and it was agreed that in the future this will have a big impact on the figures for recorded crime. The Commissioner stressed that he wants to continue raising the awareness of Cyber-Crime across the County, and hopes to hold a seminar in 2016. The Temporary Assistant Chief Constable commented that Cyber-Crime training had been given to front line officers and detectives and as such felt that the Constabulary were in a reasonable position to deal with the anticipated increase in volume of this crime type.
- 7.6 The Board discussed the Constabulary's prosecution possible outcome rates. The Commissioner asked that the Constabulary stay focused on this and recognised the work being undertaken via the Burglary action plan and Investigations Steering Group.
- 7.7 The Board noted the content of the report.

8. Domestic Abuse Update

- 8.1 The Head of Corporate Development presented the report, the purpose of which was to update the Board on the Constabulary's current service provision, action plan progression and to improve performance delivery in relation to Domestic Abuse.
- 8.2 The Board were made aware of the HMIC inspection in November 2013 on the Constabulary's response to Domestic Abuse. The Constabulary was concerned by the HMIC findings following the November inspection. However, when the HMIC inspection team revisited in February 2014 they highlighted the progress that the Constabulary had made in addressing its response, noting substantial improvements to victims of violence but also recognising more needed to be done. The HMIC completed a further DA inspection in July 2015 and the results of this inspection are due to be published on the 15th December 2015.
- 8.3 The Board were informed of the work the Constabulary had to shift the culture within the Constabulary, tightening up internal governance arrangements and the revision of the Domestic Abuse strategy. Additional safeguarding training had been given, complemented by improved technology to improve the quality and quantity of evidence gathered. A month long media campaign was run by the Constabulary in November to raise awareness of Domestic Abuse. In Peterborough the Constabulary are trialling the use of a Domestic Abuse Response Team, to attend and manage all reports of Domestic Abuse within the area.
- 8.4 It was reported that Domestic Abuse performance has improved in recent months with prosecution possible outcome rates improving in September and October.
- 8.5 The Constabulary emphasised that they strived, with partners, to be one of the best police forces in the country to safeguard all involved and bring offenders to justice. The Commissioner was reassured that the Constabulary were taking this very seriously. The Commissioner is to meet the Head of the Constabulary's Public Protection Department to discuss the Constabulary's response to Domestic Abuse in more detail and ensure progress is sustained.
- 8.6 The Chief Executive clarified with the Constabulary that more people were not coming forward to report incidents of Domestic Abuse but of those that have come forward to report this, more incidents are being recorded and converted into a crime. This is a consequence of the tightening of the National Crime Recording Standards.
- 8.7 The Board noted the content of the report.

9. Section 22A Collaboration Agreements under the Police Act 1996 for Firearms and Explosive Licensing, Public Contact, and Human Resources and Learning and Development.

- 9.1 The Chief Executive presented the paper, the purpose of which was to update the Board with details of the rationale for the signing of three Section 22A collaboration agreements under the Police Act 1996 (as amended) ("the S22A Agreement") with Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary.

- 9.2 The Chief Executive informed the Board of the responsibility of Commissioners and Chief Constables to keep collaboration options under review for each S22A Agreement in order to maintain the efficiency and effectiveness of policing. It was also confirmed that each S22A Agreement were a result of a culmination of a process of detailed scrutiny and external assurance on outline and full business cases for each of these collaboration initiatives and had been developed with input from the appropriate professional subject matter experts, legal advisers and professionals.
- 9.3 The Board noted that the public had been made aware of the collaboration intentions and proposals through consultation with the firearms community, press releases and newsletters. The business cases were also in the public domain.
- 9.4 By collaborating these functions will enable the Constabulary to save over £3.2 million over the period to 2019/20.
- 9.5 The Board were informed that the S22A Agreements will be continually reviewed at least annually as they are 'living documents' and as such should be refreshed to ensure practice follows delivers the desired outcomes i.e. service delivery, governance. The Temporary Deputy Chief Constable commented that he was reassured with the level of engagement regarding the S22A Agreements.
- 9.6 The Board noted the report and gave approval for the Commissioner to sign the Decision Notice to sign the S22A Agreements subject to them being agreed at the Alliance meeting on the 27th November 2015.

10. Medium Term Financial Plan 2016/17 Budget Update

- 10.1 The Commissioner's Director of Finance presented the report, the purpose of this report is to update the Board on the Medium Term Financial Plan (the "MTFP") and the development of the 2016/17 budget.
- 10.2 The Board were taken through the key principles of the MTFP and budget setting, such as the need to achieve value for money policing whilst not increasing the burden on the taxpayer, and the efforts to protect front line policing. The timetable for the remainder of the budget setting process was discussed. It was agreed that close attention must be paid to the Collaboration projects as these will deliver year on year budget savings.
- 10.3 The Commissioner and Deputy Commissioner both commented that no budget decision would be made until the detail of the Home Office's police finance settlement is published in December 2015. The reserves accumulated in recent years would still be used in 2016/17 to smooth the implementation of the Collaboration agenda.
- 10.4 The Constabulary's Director of Finance and Resources commented that 2016/17 would be a difficult year financially due to such factors as the increase in National Insurance costs that would require approximately £5m of funding.
- 10.5 The Board noted the report.

11. Strategic Risk Management

- 11.1 The Commissioner's Director of Finance presented the Strategic Risk Management report to the Board.

11.2 It was noted that a six month review was last considered in March 2015 and the risks had subsequently been updated for a number of areas. It was noted that the red risk relating to collaboration would reduce to amber should the collaboration move forward on the 27th November 2015.

11.3 The Board noted the specific areas of risks that had been identified in the report.

12. Operation of the Road Casualty Reduction and Support Fund

12.1 The Board were updated on the proposed future operation of the Road Casualty Reduction and Support Fund ("the Fund").

12.2 The Commissioner's Director of Finance confirmed that as agreed at the Finance Sub-Group (FSG) in June 2015 and approved by the Board in August 2015 the underspend from Cameras, Tickets and Collisions would go into the Fund. A paper on the proposed future operation of the Fund was presented to and agreed at the FSG meeting on 30 September 2015.

12.3 The Commissioner's Strategic Advisor and the Constabulary's Temporary Deputy Chief Constable, had worked closely with the Cambridgeshire and Peterborough Road Safety Partnership to create a joint declaration. This sets out the Partnership's intention to work together as agencies to reduce the number of collisions on the roads and therefore the number of people killed or seriously injured. The declaration reflects the contents of the Cambridgeshire and Peterborough Road Safety Strategy 2015-20.

12.4 The Commissioner commented that he had received good public feedback and that the public were pleased this money would be used for road safety.

12.5 The Board noted the report.

13. Annual Equality and Diversity Update

13.1 Chief Inspector Paul Ormerod presented the report, the purpose of which was to provide an overview to the Board on the Constabulary's public sector equality duty and outline how the Constabulary are exercising their statutory duties under the Equality Act 2010.

13.2 The Board's attention was drawn to the Positive Action Steering Group which had been created to help with the Constabulary's delivery equality actions.

13.2 The Commissioner questioned the Constabulary on what was being done to improve the ethnic mix of the Constabulary. Chief Inspector Ormerod commented that there was an equality objective to shape recruitment, retention and progression activity to achieve a representative workforce and that this was being taken forward by the Steering Group. The Commissioner commented on the positive contribution officers and staff from ethnic minorities make to the Constabulary.

13.3 The Commissioner requested an Equality and Diversity update in six months.

13.4 The Board noted the report.

Action: Equality and Diversity update paper to Board in May 2016.

14. Melbourn and Bretton Police Stations

- 14.1 The Commissioner's Director of Estates presented the report, the purpose being to seek the approval of the Board to the termination of the leases of Melbourn Police Office and Bretton Police Station.
- 14.2 It was confirmed that following agreement of the Estates Sub-Group and meetings with the respective landlords, the lease for Melbourn Police Office would be terminated and the lease at Bretton Police Station would be surrendered.
- 14.3 The Board approved the action regarding the two leases and the Commissioner signed the Decision Notices.

15. Police and Crime Commissioners Decisions and Forward Plan

- 15.1 The Chief Executive introduced the report, the purpose of which was to inform the Board of the decisions made by the Commissioner since the Board meeting on the 27th October 2015 and the decisions taken since that meeting.
- 15.2 The Board noted the paper.

16. Finance Sub-Group

- 16.1 The Deputy Police and Crime Commissioner presented the minutes of the meeting on 20th September 2015 and commented that a clear understanding was required on the Capital requirements of Collaboration.
- 16.2 The Board noted the content of the report.

17. Force Executive Board minutes

- 17.1 The Temporary Deputy Chief Constable presented the report to the Board, giving an overview of the meeting held on the 6th October 2015.
- 17.2 The Board noted the report.

18. Any Other Business

- 18.1 The Board discussed the request for extending the appointment of Hannah Watson, Volunteer Co-ordinator at the Office of the Cambridgeshire Police and Crime Commissioner, to continue to act as the Eastern Region Director on the Independent Custody Visiting Association (ICVA) Management Board for 2015/16
- 18.2 The Board approved to the extension and the Commissioner signed the Decision Notice

19. Date of Next Meeting

- 19.1 The next meeting will be held on 16th December 2015 at 14.30 at Cambourne.



Sir Graham Bright



To: Business Coordination Board

From: Chief Executive

Date: 26 November 2015

**SECTION 22A COLLABORATION AGREEMENTS FOR: FIREARMS AND EXPLOSIVE LICENSING;
PUBLIC CONTACT; AND HUMAN RESOURCES AND LEARNING AND DEVELOPMENT**

1.0 Purpose

- 1.1 The purpose of this report is to provide the Business Coordination Board (“the Board”) with details of the rationale for the signing of three Section 22A collaboration agreements under the Police Act 1996 (as amended) (“the S22A Agreement”) with Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary (“BCH”).
- 1.2 The report shows where and how due consideration has been given to key public-sector principles and objectives to ensure informed and transparent decisions have been made to enable the Section 22A’s to be signed in line with statutory functions.
- 1.3 The report first considers the development of the Section 22A Collaboration Agreements and then shows the rigour and transparency which has been applied in the decision-making to collaborate on the provision of the following services:
- Firearms and explosive Licensing;
 - Human Resources and Learning and Development; and
 - Public Contact.

2.0 Recommendations

- 2.1 The Board is recommended to approve the signing of the S22A Agreement to enable Cambridgeshire Constabulary (“the Constabulary”) to share the Firearms and Explosives Licensing function with Bedfordshire Police and Hertfordshire Constabulary.

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2015

- 2.2 The Board is recommended to approve the signing of the S22A Agreement to enable the Constabulary to share the Human Resources and Learning and Development function with Bedfordshire Police and Hertfordshire Constabulary.
- 2.3 The Board is recommended to approve the signing of the S22A Agreement to enable the Constabulary to share the Public Contact function with Bedfordshire Police and Hertfordshire Constabulary
- 2.4 The Police and Crime Commissioner (“the Commissioner”) signs the Decision Notice to sign the S22A Agreements subject to it being agreed at the Alliance meeting on the 27 November 2015.
- 2.5 The Board notes the Section 22A Agreements which will follow in early 2016 (i.e. Criminal Justice, Custody, ICT, Information Management and the new HR/Finance ICT System).

3.0 Background

- 3.1 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.*
- 3.2 Through the Police Reform and Social Responsibility Act 2011 (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.
 - 3.3 The Alliance have already collaborated a number of operational, operational support and organisational support functions. In December 2013 they signed a ‘Memorandum of Understanding’ to foster further organisational and operational support service collaboration where greater efficiency and effectiveness is supported. To date seven business cases have been agreed (i.e. Firearms Licensing, Human Resources, Public Contact, Criminal Justice, Custody, ICT and Information Management) in addition to

progressing a number of joint enabling initiatives (i.e. agile working, mobilisation, the Athena policing system and business support system).

- 3.4 Business Cases have been prepared in line with the Five Case Treasury Model with external Assurance Reviews (i.e. Gateway Reviews) conducted to ensure value for money and effective management of risk. Engagement has been conducted and external consultancy support utilised in certain instances to ensure rigour and robustness. Equality Impact Assessments have been conducted for all the business cases. The Alliance Summit has been involved in every stage of the development of the business case and has provided robust scrutiny in their development. This has been both through the Summit meetings themselves and also in monthly Engagement Sessions which have been held with PCCs and their teams. In addition OPCC Chaired governance boards have been established for Joint Protective Services, Operational Support and Organisational Support to provide more detailed scrutiny.

4.0 **Section 22A Collaboration Agreements**

- 4.1 A Section 22A Collaboration Agreement is entered into in accordance with sections 22A to 23I of the Police Act 1996. These Agreements, whilst legally binding, are not intended to be arms-length commercial contracts as there are a number of provisions in the Police Act 1996 that run directly contrary to commercial contractual negotiations and agreements.
- 4.2 The six Corporations Sole have taken advice from George Thomas QC (Sergeants' Inn Chambers) who works predominately in the field of policing throughout the process. Counsel has also been involved in devising a Section 22A Collaboration Agreement toolkit for the six Corporations Sole which is now used as the basis for drafting the agreements.
- 4.3 The key clauses were agreed at the Strategic Alliance Summit (i.e. the main Governance Body formed of the six Corporations Sole) on 13 October 2015. Where required each of the Corporations Sole has sought their own legal advice on material matters, where conflict of interest exists or on the sufficiency of advice provided throughout the process and will continue to do so. The internal Insurance Lead and Insurers have been involved in ensuring the Insurance, Liability and Claims Handling Protocol is appropriate and sufficient. The Chief Finance Officers for the six Corporations Sole have been involved in all financial matters concerned with the agreements. The Chief Executives for the Office of Police and Crime Commissioner in Bedfordshire, Cambridgeshire and Hertfordshire have provided active oversight of the development of each Section 22A Collaborative Agreement and in particular have led on all governance related matters. Finally, Senior Responsible Owners and Project Owners along with operational / delivery personnel have informed the service specific elements of each agreement.
- 4.4 Hertfordshire Constabulary Legal Services, acting on behalf of the six Corporations Sole, have led on the drafting of each individual agreement with support for the Change Portfolio Office.
- 4.5 The Section 22A Collaborative Agreements have therefore all been developed with input from the appropriate professional subject matter experts, legal advisers and

professionals. The Section 22A Agreements will be continually reviewed and at least annually as they are seen as 'living documents' which should be refreshed to ensure practice follows protocol as all levels i.e. service delivery, governance, etc.

4.6 Each individual Section 22A Agreement to be presented for signature at the Strategic Alliance Summit on 27 November 2015 is now considered individually.

5.0 **Firearms Licensing**

5.1 The Full Business Case (FBC) for collaboration of the Firearms Licensing Unit was approved at the Strategic Alliance Summit on 19 February 2015.

5.2 It proposed a single tri-force structure and process to manage applications, renewals and revocations of firearms and explosives licences, and manage risk and appropriate use of intelligence. The future operating model will deliver a total saving of £314k across the Alliance against a total baseline cost of £712k. In addition to the financial benefit of collaboration, the function will be more effective and resilient and enable the public to access the application process online.

5.3 The Table below summarises how the key public sector principles and objectives were met to enable the decision to be made to collaborate the function.

Principle	Work Completed (Firearms Licensing)
Public Value	<p>At the heart of the FBC is the need to continue to deliver a first class service across all three counties to prevent public safety issues and achieve the effective management of risk. This Strategic Case demonstrated that the Firearms Licensing collaboration project provided business synergy and strategic fit. It was predicated upon a robust and evidence-based case for change. It demonstrated how the project aligned to national, regional and local policies, strategies and plans. This functions of this unit need to be provided by statute.</p> <p>Hertfordshire OPCC as lead holding to account body for the function have established an Operational Support Governance Board to ensure the new collaborated function will deliver public value and value for money. This body holds the new collaborated FEL function to account for strategy, change and performance.</p>
Professional / Specialist Advice	<p>In preparing the FBC national Working Groups on Firearms Licensing, the Home Office and College of Policing were engaged with. The Home Office Manual of Guidance 2014 and CoP Approved Professional Practice on Firearms and Explosives Licensing (FEL) were used to take risk-informed decisions on the design of the final Operating Model. Regional and other police forces with already collaborated FEL Units were visited or liaised with. Thus provided baseline data against which to design the</p>

Principle	Work Completed (Firearms Licensing)
	<p>Operating Model. Advice sought in relation to the production of the Section 22 Collaboration Agreement is captured in Section 4 of this report.</p>
<p>Engagement and Communication</p>	<p>Staff and officers from within the existing FEL Units were engaged with throughout and have then gone through a Statutory Consultation period which enabled counter-proposals to be considered. This strengthened the design and buy into the Operating model from staff.</p> <p>An online and paper-based public survey was conducted and closed on 31 March 2015 with 697 responses from existing FEL Holders. The highlights from the survey were:</p> <ul style="list-style-type: none"> • 91% either very likely or quite likely to use an on-line service offering to apply for a certificate • 93% either very likely or quite likely to use an on-line payment option <p>This allayed fears that the public would not positively respond to increased on-line functionality.</p> <p>Press Releases / Announcements have been issued at key milestones including the approval of the Full Business Case and the final Operating Model. Ongoing communication is continuing with internal customers and externally with certificate holders. Websites have been updated to reflect the new operating model.</p> <p>Individual Police and Crime Panels / Coordination Boards have been kept updated with update papers, briefing notes and presentations. The redacted FBC is available on PCC Websites.</p> <p>Further information on engagement activities undertaken in Cambridgeshire is detailed in Appendix 1.</p>
<p>Value for Money</p>	<p>Currently split into two operating centres with Cambridgeshire as a standalone department whilst Hertfordshire and Bedfordshire have previously amalgamated, the Full Business Case (FBC) went further with a view to transforming the business processes, stripping out waste and removing duplication by utilising modern IT initiatives to transform the ways of operating. In addition to the cost savings of £314K (44%) the following benefits are being monitored:</p> <ul style="list-style-type: none"> • Efficient and effective common business processes • Good customer centred services • Optimum configuration of resources • Effective demand management • Increased self-service • Effective management of risk and improved Public safety

Principle	Work Completed (Firearms Licensing)
	Chief Finance Officers from the six Corporations Sole have scrutinised the financial data through a range of forums.
Risk Management	In accordance with national guidance the operating model introduces a full risk-based approach to renewal visits. All new processes have been mapped with risk-based thinking at the forefront of design. A single unit also brings resilience across the three forces while protecting frontline policing through the release of cashable efficiencies. Project related implementation risks continue to be monitored through change governance arrangement including a fortnightly Assurance Review Group.
Equality	The key equality impact related to whether a move to greater online provision of services would disadvantage certain communities. The online survey proved this was not the case. However, with greater online provision existing channels (e.g. paper-based forms; face-to-face contact) are being maintained so as not to disadvantage any groups or individuals.

5.4 The collaborated Unit will 'go live' on 1 December 2015 and a Section 22A Collaborative Agreement has been prepared for sign-off. The collaborated Firearms Licensing Unit will be fully operational from 1 December 2015 and will continue to look at continuous improvement opportunities through ICT opportunities.

6.0 Human Resources

6.1 The Outline Business Case (OBC) for collaboration of Human Resources (HR) / Learning and Development (L&D) functions was approved at the Strategic Alliance Summit on 19 February 2015 with the Full Business Case (FBC) approved on 14 May 2015.

6.2 The HR and L&D transformation seeks to unify the HR and L&D functions of Bedfordshire, Cambridgeshire and Hertfordshire police forces into a single organisational support function covering recruitment, knowledge and skills building, core transactional services, managing change, health and safety, and the application of regulations / terms and conditions in a unified way. Functions are being brigaded to provide economies of scale, policies are being streamlined in a common consistent way and new technology is being implemented to provide greater self-service and efficiencies. The future operating model will deliver a total saving of £4.3m across the Alliance against a total baseline cost of £13.8m with a phased full implementation in 2017/18 driven by the availability of new technology. In addition to the financial benefit of collaboration, the function will be more effective and resilient with already collaborated units getting a consistent service. There will be implementation costs in the early stages.

6.3 The Table below summarises how the key public sector principles and objectives were met to enable the decision to be made to collaborate the function.

Principle	Work Completed (Human Resources)
<p>Public Value</p>	<p>Police and Crime Commissioners have been involved in ensuring the target operating model for this function would secure best value. This has been through the governance arrangement of the Strategic Alliance Summit, monthly Engagement Session with the project teams and the Organisational Support Governance Board. In addition OPCC representatives have attended scoping and design workshops.</p> <p>Addressing organisational support as part of that collaborative vision is an opportunity to maximise savings from this area of the business to preserve resources that directly contribute to the delivery of operational policing. Cambridgeshire OPCC as lead holding to account body for the function have established an Organisational Support Governance Board to ensure the new collaborated function will deliver public value and value for money. This body holds the new collaborated HR function to account for strategy, change and performance.</p> <p>The HR and L&D transformation seeks to unify the HR and L&D functions of Bedfordshire, Cambridgeshire and Hertfordshire police forces into a single organisational support function. As a key initiative of the BCH Strategic Alliance, the transformation is being delivered to provide effective and efficient organisational support at a reduced cost whilst sufficiently enabling local policing in each force.</p> <p>The vision of the BCH HR and L&D function is that it will be able to effectively respond to and support the complex business of policing and enable high performing forces across Bedfordshire, Cambridgeshire and Hertfordshire by:</p> <ul style="list-style-type: none"> • Recruiting the right people with the right attitudes behaviours and skills to meet the high standards that policing requires; • Building the knowledge and skills required for those high standards; • Managing large scale, ongoing change programmes in a complex employment model; • Managing health and safety risks and wellbeing in a physically and psychologically taxing environment; • Understanding and applying complex Police Regulations, terms and conditions for officers and staff across a relatively unionised workforce;

Principle	Work Completed (Human Resources)
	<ul style="list-style-type: none"> • Fully understanding the requirements of office holders and employees. <p>A business benefits baseline is being established including a tri-force HR-specific staff survey which is taking place. This will then feed into the Benefits Realisation Plan for the Project.</p>
<p>Professional / Specialist Advice</p>	<p>In preparing the OBC and FBC other forces who have collaborated functions or which utilise greater self-service were engaged with.</p> <p>The operating model itself was designed with the active involvement of leaders and managers from the three forces who are the professional experts in their areas of responsibility. This enhanced the strength of the model which was developed.</p> <p>KPMG consultancy services provided specialist assistance and subject matter expertise throughout in developing the operating model along with commercial rigour and scrutiny.</p> <p>An external independent Assurance Review (i.e. Gateway Review) of the Full Business Case was conducted by Concerto LLP with site visits and interview between 11 and 12 May along with a detailed review of all the Project Documentation. The review concluded “the business case presents a sound analysis of costs and benefits with sufficient evidence to warrant its approval.” The Assurance Review finding accompanied the presentation of the FBC to the Strategic Alliance Summit.</p>
<p>Engagement and Communication</p>	<p>A collaborative approach was taken to the design of the new BCH HR and L&D function with the relevant BCH Senior Managers working in their area of expertise. To ensure strategic coherence of the TOM, oversight of design was led and managed by the Strategic Lead.</p> <p>During the development of the chosen operating model, a series of customer engagement sessions were organised to understand the requirements for service that needed to be built into the TOM and to test initial thoughts about the design of the new operating model. These sessions were held with the Chief Officers of the three forces, the JPS Command team and line managers from across the three forces.</p> <p>Staff engagement workshops have been held for staff and officers in HR and L&D in both January and March this year. There were a total of seven sessions on each occasion held in venues across the three forces led by the project Strategic Lead addressing the staff on a face to face basis. Unison and the Federation were invited to all the meetings. The purpose of the</p>

Principle	Work Completed (Human Resources)
	<p>session was to provide an update on progress, get staff involved in a workshop on aspects of the work required to build both the OBC and FBC and to provide time for questions and answers. The project has a dedicated micro-site where all staff can view the presentation made, read the Q&As from each set of engagement sessions and view copies of the regular bulletins that get sent out to all staff providing updates on the project progress and milestones. In addition, intranet updates have been issued to all BCH personnel.</p> <p>Statutory Consultation with staff has been completed following group and individual (1-to-1) briefings. Counter-proposals were considered and the first phase of the target operating model will 'go live' on the 1 December 2015 with the establishment of a BCH HR Department. All staff have been appointed for Phase 1 with further phases seeing further staff reduction as key enabling technology is implemented.</p> <p>Subsequent to sign-off of the FBC intranet news items, briefings and meetings have been held with managers and staff across the three forces so they understand the new delivery model. An HR specific intranet site will be launched prior to the 'go live' date to sign-post staff to the services within the new operating model.</p> <p>Press Releases / Announcements have been issued at key milestones including the approvals of the Outline and Full business cases and the final Operating Model. Ongoing communication is continuing with internal customers. Websites have been updated to reflect the new operating model. Governance arrangements are being put in place so the function can understand and deliver to customer needs plus be held to account.</p> <p>Individual Police and Crime Panels / Coordination Boards have been kept updated with update papers, briefing notes and presentations. The redacted versions of the OBC and FBC are available on PCC Websites.</p> <p>Further information on engagement activities undertaken in Cambridgeshire is detailed in Appendix 1.</p>
<p>Value for Money</p>	<p>In addition to the cost savings of £4.3m (31%) the following benefit categories are being monitored:</p> <ul style="list-style-type: none"> • To maximise resources in the value added elements of HR • To increase consistency and commonality of service • To increase customer self-service

Principle	Work Completed (Human Resources)
	<p>The project will deliver the proposed savings and levels of service through several means which are detailed in this Full Business Case. However the key high level enablers for the savings are that:</p> <ul style="list-style-type: none"> • Functions will be brigaded into joint units to deliver economies of scale; • Policies, procedures and processes will be streamlined and made common and consistent; • New technology will be implemented to provide a high degree of self service capability and deliver other services more efficiently; • Line managers will take the responsibility for managing their people that is rightfully theirs. <p>A balanced scorecard approach was used to identify the operating model which was most suitable for the new organisation whereby the three options were scored against how well they met the agreed key objectives of the project.</p> <p>The customer journey – or Service Delivery Model – is based on a tiered industry approach to delivering services and responding to queries whereby as much activity as possible is performed by self-service (i.e. approximately 50%). Transactional and specialist activity subsequently decrease in quantity. HR and L&D activity will reduce over time and so release the efficiencies.</p> <p>The IT solution has specified an integrated or interfaced HR, Finance, duties, payroll and expenses system(s) that will enable single keying of any data that will flow seamlessly into the other applications and so enhance data quality and improve the quality of management information and business intelligence. The procurement process for this is nearing completion and in addition requirements have been specified for a Learning Management System, Customer Relationship Management System, Occupational Health System and Self-Service portal. Technology releases are linked to release of savings in 2017/18.</p> <p>Aside from the financial benefit of collaboration, there are other significant benefits of the proposal. BCH already have many collaborated functions with staff drawn from all three forces. A single common HR and L&D service for all staff will both save money and improve efficiency across all functions as staff will not be accessing multiple different systems and policies / procedures.</p> <p>Chief Finance Officers from the six Corporations Sole have scrutinised the financial data through a range of forums.</p>

Principle	Work Completed (Human Resources)
Risk Management	<p>Project related implementation risks continue to be monitored through change governance arrangements including a fortnightly Assurance Review Group. OPCCs monitor the management of the risks through their Organisational Support Governance Board.</p> <p>The key risks being managed during the phases of implementation are:</p> <ul style="list-style-type: none"> • That the expectations of service remain the same; • That the technology needed for the new model does not deliver the functionality required; • That the agreed savings may be too extreme, leading to a false economy. <p>A particular focus has been placed on cultural change and up-skilling line-managers so they perform the required duties and can utilise the self-service to maximum effect.</p>
Equality	<p>As part of the HR and L&D project, an Equality Impact Assessment was undertaken to identify whether there would be disproportionate negative impacts on any one particular group of individuals. The Assessment showed that there may be slight negative impacts on those with flexible working arrangements and those with disabilities as the new Target Operating Model may require additional travel for some roles. However the level of impact brought by the change was deemed to have been low.</p>

6.4 The collaborated Unit will 'go live' on 1 December 2015. All appointments have been made to posts in the structure following a staff consultation process. A Section 22A Collaborative Agreement has been prepared for sign-off. The collaborated Human Resources Department will be fully operational from 1 December 2015 and further phases will then be implemented as new technology becomes available.

7.0 Public Contact

7.1 The Outline Business Case (OBC) for collaboration of Public Contact functions was approved at the Strategic Alliance Summit on 22 January 2015 with the Full Business Case (FBC) approved on 9 July 2015. The public contact function includes handling 101 and 999 calls, incident management, despatching resources and crime recording.

7.2 The Section 22A for Public Contact collaborate in the provision of a BCH Public Contact Department Management and Implementation Team. The objective is to plan and implement the transition to a BCH Public Contact Department for the three Forces as well as establishing a transitional senior management team who have operational responsibility and accountability for 'business as usual' service provision in relation to call handling, dispatch, crime recording that is presently within public contact and

related support functions. The agreement will be expanded upon as implementation progresses with the breadth and depth of collaboration increasing.

- 7.3 The Public Contact collaboration project will deliver an integrated tri-force public contact service incorporating digitally enabled public services, with increased online access and self-service to provide an improved citizen experience, whilst reducing demand on police resources and increasing resilience. The proposal is for the service to be run from two sites, currently four sites are used to deliver this service. The two selected sites are at Cambridgeshire Constabulary HQ at Hinchingsbrooke and Hertfordshire Constabulary HQ at Welwyn Garden City.
- 7.4 Where members of the public choose to telephone using the 101 and 999 services, they will not experience a different kind of service as the calls will broadly be handled in the same way. Where incidents are urgent and need an immediate response an incident will be created and a resource despatched. Where the initial vulnerability and threat assessment does not require this response, the caller will be put through to a member of staff to discuss and record the full details of the incident/crime.
- 7.5 The future operating model will deliver a total saving of £4.3m across the Alliance against a total baseline cost of £30.9m with a target full 'go live' of November 2016 with savings phased until 2017/18 linked to new technology becoming available. In addition to the financial benefit of collaboration, the function will be more effective and resilient whilst maintained service levels. There will be implementation costs in the early stages.
- 7.6 The Table below summarises how the key public sector principles and objectives were met to enable the decision to be made to collaborate the function.

Principle	Work Completed (Public Contact)
Public Value	<p>Police and Crime Commissioners have been involved in ensuring the target operating model for this function would secure best value. This has been through the governance arrangement of the Strategic Alliance Summit, monthly Engagement Session with the project teams and the Operational Support Governance Board. In addition OPCC representatives have attended scoping and design workshops.</p> <p>The key public value drivers for a collaborated Public Contact service are:</p> <ul style="list-style-type: none"> • Improved citizen experience as the project has a transformational focus on utilising new channels which are easier to adopt across three forces at the same time as opposed to individually; • Release of financial savings as a result of economies of scale arising from combining three 'like' functions together which have a significant resource base; • Increased operational resilience and responsiveness arising from collaborating a mission critical high-volume operational support function;

Principle	Work Completed (Public Contact)
	<ul style="list-style-type: none"> • Improved demand management arising from applying common threat, harm and risk models which will deliver downstream savings in an ever tightening fiscal climate; • Improved public safeguarding as a result of implementing key elements of the Athena Business Model within a collaborated function which will also improve data quality and information flows resulting in better decision-making; • Common processes to support increased operational collaboration between Bedfordshire, Cambridgeshire and Hertfordshire; • Providing a platform for continuous improvement across a tri-force function where a common culture of delivery can be established across the workforce; • Support the national cost reduction and collaboration agendas for policing; • Delivers a strong Strategic Fit with the Police and Crime Plans for Bedfordshire, Cambridgeshire and Hertfordshire. <p>The Public Contact collaboration Target Operating Model (TOM) provides business synergy and fit with Bedfordshire, Cambridgeshire and Hertfordshire Police and Crime Plans as well as Central Government and Home Office policies:</p> <ul style="list-style-type: none"> • Collaborative Focus • More for Less • Digital by Default • Delivery of Common ICT Platforms (e.g. Athena) <p>In order to achieve these objectives, the TOM has been designed to satisfy the following critical success factors:</p> <ul style="list-style-type: none"> • Efficient and effective common business processes • Appropriately skilled, empowered and supported staff • Industry standard and fit-for-purpose technology • Enables channel shift • Strategic and regulatory alignment • Fit-for-purpose performance framework • Scalability potential • Ease and speed of delivery <p>The TOM has been designed with the needs of the Public being a clear priority and focus on the ‘citizen experience’:</p> <ul style="list-style-type: none"> • New channels will improve the citizen experience, providing greater victim access to information. The delivery and management of these channels, and the

Principle	Work Completed (Public Contact)
	<p>technology that supports them, are lower risk and cost within a single collaborated function as opposed to by individual Public Contact functions.</p> <ul style="list-style-type: none"> • Improved public safeguarding as a result of implementing key elements of the Athena Business Model within a collaborated function which will also improve data quality and information flows resulting in better decision-making. • The TOM will also drive better signposting to other agencies through improved recording, processes and ICT capabilities, supporting the wider public agenda to improve public safety beyond the BCH forces. • Driving continuous improvement in terms of the quality of the service offered to the public, as well as financially. <p>Maintaining and improving staff morale is critical to ensuring Public Contact delivers key benefits, particularly increased flexibility to changes in demand, and therefore the TOM design aims to:</p> <ul style="list-style-type: none"> • Provide access to information via Customer Relationship Management and Athena technologies that empowers staff to make more informed decisions thereby providing a better public service; • Maintain a more realistic level of staffing that meets demand from the public, but is also operationally robust, reducing pressure on staff; • Introduce standardised processes and access to Force specific policy information that provides staff with the required support to manage contact and respond to different policies across BCH with ease; • Introduce coherent and consistent working across all three forces; by working to a single set of processes the service provided to internal customers will improve; • Focus on proactive staff development underpinned by appropriate training, coaching and mentoring, improving staff capability and morale and driving continuous improvement. • Give staff the opportunity to own and drive the delivery of change in a collaboration environment. <p>Hertfordshire OPCC as lead holding to account body for the function have established an Operational Support Governance Board to ensure the new collaborated function will deliver public value and value for money. This body holds the collaborated</p>

Principle	Work Completed (Public Contact)
	Public Contact function to account for strategy, change and performance.
<p>Professional / Specialist Advice</p>	<p>The mission critical, service delivery and reputational importance of Public Contact functions has resulted in the most significant amount of professional, specialist and assurance afforded to any collaborative venture to date.</p> <p>The Project Team was formed of subject matter experts and professionals from across the three forces to ensure valid and appropriate solutions were produced.</p> <p>Deloitte Digital consultants were involved from the outset of the project and formed part of the Project Team which produced the Outline (OBC) and Full (FBC) business cases. Deloitte brought significant modelling techniques, analytical tools and financial capability to ensure a robust and rigorous design process took place in line with industry-standards and met the requirements of the Treasury Five Case Model. A comprehensive Risk, Assumption, Issue and Decision (RAID) log was maintained from the outset. The comprehensive approach focus on the following layers of decision-making and design:</p> <ul style="list-style-type: none"> • Customer • Channels • Services • Processes • Performance Framework • Location Configuration • People / Organisation • ICT <p>Decision-making was informed by:</p> <ul style="list-style-type: none"> • Detailed process maps; • Modelling of the demand volumes managed by each function within the TOM with average handle times for the key activities to assess staff requirements; • A draft template balanced scorecard performance framework, including agreement of critical KPIs; • An ICT solution concept (including key changes required to existing ICT) to meet the TOM requirements, which is critical enable organisational change; • Police staff and officer full-time equivalents (FTE) requirement (including grading and assessment of shift premia) to deliver the TOM;

Principle	Work Completed (Public Contact)
	<ul style="list-style-type: none"> • An assessment of down-stream benefits that the TOM enables in Local Policing through a focus on resolving more incidents and investigations within Public Contact and avoiding unnecessary deployments. <p>In preparing the OBC and FBC other forces who have collaborated similar functions or which utilise greater self-service were visited to collect learnings and ideas. National bodies were also consulted to ensure National Standards and Authorised Professional Practise informed the operating model.</p> <p>The operating model itself was designed with the active involvement of leaders and managers from the three forces who are the professional experts in their areas of responsibility.</p> <p>Three independent external assurance reviews were conducted: one on the Outline Business Case and two for the Full Business Case.</p> <p>Concerto LLP conducted the Assurance Reviews (Gateway Reviews) on the OBC (April 2015) and FBC (June 2015). The FBC Assurance Review concluded: <i>“We believe there is sufficient evidence, in the underlying business case, to support a decision to proceed, subject to the critical recommendations.”</i> The critical recommendations were completed for the final iteration of the FBC and were mostly technical in nature.</p> <p>RSM conducted a more technical focussed review of the ‘Modelling’ in the FBC to ensure that the FBC for Collaborated Public Contact has robust assumptions, demand, people and financial modelling in place to enable informed design, decision-making and implementation. The FBC Modelling Review concluded:</p> <ul style="list-style-type: none"> • Whilst the models project a good ‘case for change’ for public contact collaboration, this was being lost in the iterations of the FBC we reviewed; • the models should be simplified for on-going use and the RAID document actively utilised during implementation; • critical corrective actions from the review have been communicated for incorporation into the updated FBC and revised models; • undue complexity should be avoided in future project phases;

Principle	Work Completed (Public Contact)
	<ul style="list-style-type: none"> appropriate project management will be crucial to the eventual success of the proposed vision for public contact collaboration. <p>The FBC was updated to include the critical corrective actions.</p> <p>The level of professional, specialist, consultancy and assurance advice provided a strong basis to ensure informed and sound decisions were taken.</p>
<p>Engagement and Communication</p>	<p>During the development of the chosen operating model, a series of customer engagement sessions were organised to understand the requirements for service that needed to be built into the TOM and to test initial thoughts about the design of the new operating model. These sessions includes leaders, managers, staff and officers at all levels. Significant engagement also took place with staff associations, internal and external suppliers.</p> <p>Staff engagement workshops were also held for all affected staff and officers in Public Contact functions. The purpose of the session was to provide an update on progress, get staff involved in workshops on aspects of the work required to build both the OBC and FBC and to provide time for questions and answers. The project has a dedicated micro-site where all staff can view the presentation made, read the Q&As from each set of engagement sessions and view copies of the regular bulletins that get sent out to all staff providing updates on the project progress and milestones. In addition, intranet updates have been issued to all BCH personnel. Statutory Consultation with staff will commence in early January 2016 with group and individual (1-to-1) briefings.</p> <p>Subsequent to sign-off of the FBC intranet news items, briefings and meetings have been held with managers and staff across the three forces so they understand the new delivery model.</p> <p>Press Releases / Announcements have been issued at key milestones including the approvals of the Outline and Full business cases by PCCs and CCs. Ongoing communication is continuing with internal customers.</p> <p>Individual Police and Crime Panels / Coordination Boards have been kept updated with update papers, briefing notes and presentations. The redacted versions of the OBC and FBC are available on PCC Websites.</p> <p>Further information on engagement activities undertaken in Cambridgeshire is detailed in Appendix 1.</p>

Principle	Work Completed (Public Contact)
<p>Value for Money</p>	<p>In addition to the cost savings of £4.3m (14%) the following benefit categories are being monitored:</p> <ul style="list-style-type: none"> • To effectively manage operational risk • To deliver a high level of public and victim centred services • To create a healthy culture for staff with continuous improvement <p>Savings are driven by:</p> <ul style="list-style-type: none"> • Increased public contact access through lower cost channels; • Lower annual staff cost, driven by a reduced number of FTEs (from the baseline including Athena), a reduction in the management and supervisor layer, an increased staff : officer ratio and the adoption of a more demand-driven approach to resourcing and shifts; • More effective use of estates and ICT, consolidating from four sites to two; • Reduced number of unnecessary deployments, driving benefits in downstream Local Policing with officer time released to support more operationally critical activities. <p>In addition to providing benefits that enable Public Contact to meet its objectives in the next five years, implementing the proposed TOM provides a platform for further possible improvement and efficiencies in the future including:</p> <ul style="list-style-type: none"> • Reduction in dispatch channels; • Introduction of agile working for some functions (dependent on development of necessary supporting ICT); • Introduction of appointments as default / self-managed appointments; • Increased self-service functionality; • Improve management efficiency with more remote management; • Consolidation to a single site; • Broader collaboration (e.g. with local authorities) <p>Chief Finance Officers from the six Corporations Sole have scrutinised the financial data through a range of forums. The Implementation Plan is being actively developed to clearly show the links to the savings which will be released.</p>

Principle	Work Completed (Public Contact)
<p>Risk Management</p>	<p>Project related implementation risks continue to be monitored through change governance arrangements including a fortnightly Assurance Review Group. OPCCs monitor the management of the risks through their Operational Support Governance Board.</p> <p>The top five most significant risks being managed during the phases of implementation are:</p> <ul style="list-style-type: none"> • <i>Insufficient staff numbers to deliver Public Contact function:</i> There is a risk that, due to staff losses through implementation or an inability to recruit sufficient numbers of skilled resources within planned timescales, there is not enough staff to deliver a robust Public Contact operating model; • <i>Insufficient financial savings:</i> There is a risk that the Public Contact project will not achieve the target 30% savings; • <i>Athena impacts significantly on design work and planned timescales:</i> There is a risk that decisions made on the scope of the IMU and the requirement for public contact functions to perform data capture processes on Athena, will result in re-work of existing design work, create workload uplift and impact on timescales; • <i>Insufficient access to Local Policing resource to assist in defining resolution demand:</i> There is a risk that the lack of input from Local Policing results in demand being defined based on a single Public Contact led view; • <i>Implemented solution does not meet the agreed design / requirement:</i> There is a risk that the final Public Contact solution delivered does not meet the established and agreed / design requirements. <p>In addition the TOM has been designed to effectively manage operational risk. The TOM is focused on increasing operational resilience and responsiveness arising from collaborating a mission critical high-volume operational support function both in the long-term and through implementation:</p> <ul style="list-style-type: none"> • New processes (including introduction of a single approach to THRIIVES) and ICT will drive a reduction in the number of information errors recorded in systems and improve coherency and comparability in records across the three forces;

Principle	Work Completed (Public Contact)
	<ul style="list-style-type: none"> • New channels and demand-driven staffing will improve demand management and reduce the risk and impact of under-resourcing, which is currently resulting in missed performance targets within BCH; • A conscious drive to increase resourcing through implementation will mitigate risk of disruptions to operations during this period of change. It is noted, however, that significant risk will remain through this period – particularly with regards to the forces’ ability to recruit and retain sufficient numbers of staff in this period – which could impact the ability to meet performance targets with regards to recording and non-emergency calls in the short-term; • The implementation plan also includes checkpoints at key milestones so that progress and assumptions can be reviewed and updated, ensuring that the final delivered TOM is flexible to any changed requirements, whilst limiting the disruption that ongoing change and uncertainty can introduce to a project. This also allows ongoing opportunities to review forecast costs and inform future budget cycles, ensuring there is sufficient budget allocated to Public Contact to maintain operational resilience. <p>The risk levels for a project of this nature are significant and are being actively managed.</p>
<p>Equality</p>	<p>As part of the Public Contact project, a detailed Equality Impact Assessment was undertaken to identify whether there would be disproportionate negative impacts on any one particular group of individuals. The Assessment showed a large number of potential impact areas and these are being managed by the Project Team:</p> <p>Internal:-</p> <ul style="list-style-type: none"> • Any changes in working environment, terms and conditions will have an impact on those subject to them. The PC staff profiles are expected to reveal above average numbers of female, primary carers, flexible and part-time workers, disabled, long-term sick and restricted staff. Some of these characteristics could be disproportionately affected by changes or the change management process itself, so specific needs require identification and potentially particular arrangements where appropriate implemented. Once the future PC model is outlined and staff profiles collated, a further

Principle	Work Completed (Public Contact)
	<p>assessment of impact can be conducted and outcomes recorded.</p> <ul style="list-style-type: none"> • Any impact from proposals on race or religion could be better understood through the engagement of staff associations and the findings from the staff profiles in Bedfordshire, Hertfordshire and Cambridgeshire police forces. • Given three Forces with their own policies and procedures are working together there is a risk of inconsistency in practice and potentially unfairness based around inequality in practice. • Redundancy, changes in location and terms and conditions have emerged through informal engagement with staff and their representatives as three of the most key concerns at this stage of the project. <p>External –</p> <ul style="list-style-type: none"> • In designing a new PC service, any service reliant on self-service or increased use of ICT could potentially have a disproportionate impact on the protected characteristics based around the issue of access to an effective use of ICT. This could potentially disproportionately affect lower income and lower socio-economic group service users where there may be cost implication for access to services. <p>There is a requirement to continually consider protected characteristics whilst going through the PC change programme, ensuring service delivery achieves citizens' expectations.</p>

7.7 On 1 December 2015 a Public Contact Department Management and Implementation Team will 'go live' and this will both drive the transition to 'go live' and manage 'business as usual' to ensure convergence and joint working commences earlier. The scope of the Section 22A covers this aspect.

8.0 Future Agreements

8.1 Four other Full Business Cases have been signed-off by the Strategic Alliance Summit and these will follow in 2016:

- ICT (January 2016)
- Criminal Justice (February 2016)
- Custody (March 2016)
- Information Management (March 2016)

- 8.2 In addition an agreement will follow on the new HR / Finance ICT System once a contract has been awarded.

9.0 Recommendations

- 9.1 The Board is recommended to approve the signing of the S22A Agreement to enable Cambridgeshire Constabulary (“the Constabulary”) to share the Firearms and Explosives Licensing function with Bedfordshire Police and Hertfordshire Constabulary.
- 9.2 The Board is recommended to approve the signing of the S22A Agreement to enable the Constabulary to share the Human Resources and Learning and Development function with Bedfordshire Police and Hertfordshire Constabulary.
- 9.3 The Board is recommended to approve the signing of the S22A Agreement to enable the Constabulary to share the Public Contact function with Bedfordshire Police and Hertfordshire Constabulary
- 9.4 The Commissioner signs the Decision Notice to sign the S22A Agreement subject to it being agreed at the Alliance meeting on the 27 November 2015.
- 9.5 The Board notes the Section 22A Agreements which will follow in early 2016 (i.e. Criminal Justice, Custody, ICT, Information Management and the new HR/Finance ICT System).

APPENDIX 1 – PUBLIC ENGAGEMENT

1.1 The progress towards collaboration of the contact management function has been widely communicated both internally and externally. A series of press announcements have generated media coverage and the Police and Crime Commissioners Newsletter provides regular updates on progress to the public and stakeholders. Officers and staff are provided with regular updates through the force intranet. We have been transparent with our decision making with regular updates to the Business Continuation Board and the business case has been published on the OPCC website. The Police and Crime Commissioner has also shared proposals and reported progress on Collaboration to the Police and Crime Panel through the regular Panel meetings.

BCB papers

<http://www.cambridgeshire-pcc.gov.uk/work/>

Decision Papers

<http://www.cambridgeshire-pcc.gov.uk/work/decisions/>

Media

June 2015 - <http://www.cambridgeshire-pcc.gov.uk/police-collaboration-proposals-progressed-custody-criminal-justice/>

June 2015 - <http://www.cambridgeshire-pcc.gov.uk/commissioner-highlights-local-benefits-collaboration/>

May 2015 - <http://www.cambridgeshire-pcc.gov.uk/three-chiefs-police-crime-commissioners-agree-collaborate-organisational-support-functions/>

Jan 2015 - <http://www.cambridgeshire-pcc.gov.uk/proposals-changes-counties-control-room-progressing/>

May 2014 - <http://www.cambridgeshire-pcc.gov.uk/commissioner-gives-agreement-to-progress-with-strategic-alliance/>

Dec 2013 - <http://www.cambridgeshire-pcc.gov.uk/regions-forces-rise-to-the-financial-challenge-with-new-plans-to-share-resources/>

Newsletters

March 2015 - <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2014/12/PCC-Connect-Newsletter-Mar-15-Issue-3.pdf>

June 2015 - <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2015/06/PCC-Connect-Newsletter-June-2015-Issue-6.pdf>

BCB 26th November
2015

July 2015 - <http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2015/05/PCC-Connect-Newsletter-July-2015-Issue-7.pdf>

Internal Communications

Several updates have been provided on the intranet (Nimbus). Also regular staff bulletins have been issued by the Collaboration team.

Firearms

The survey with license holders detailed in section 5.3 above covered the whole BCH area. 260 hard copy responses were received, with further responses received via Survey Monkey.

Public Contact 101 timeline

June 2014 <http://www.cambridgeshire-pcc.gov.uk/tell-us-think-101-says-commissioner/>



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive

Date: 26 November 2015

OPERATION OF THE ROAD CASUALTY REDUCTION AND SUPPORT FUND

1. Purpose

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on progress to date and proposed future operation of the Road Casualty Reduction and Support Fund (“the Fund”).

2. Recommendation

2.1 The Board is recommended to support the proposed action and the recommended future method of operation of the Fund.

3. Background

3.1 At the Commissioner’s Finance Sub-Group (“FSG”) meeting on 25 June 2015 it was agreed that Cambridgeshire Constabulary’s (“Constabulary”) 2014/15 underspend from the collaborated Bedfordshire Police, Constabulary’s and Hertfordshire Constabulary’s (BCH) Cameras, Tickets and Collisions (“CTC”) unit would go into the Fund. This was approved at the Board meeting on 27 August 2015 and the Police and Crime Commissioner (the “Commissioner”) signed decision notice CPCC 2015-025. FSG wish to drive significant improvements in efficiency and effectiveness of policing whilst funding a range of activities such as Speedwatch, Road Victims Trust and initiatives to improve driver behaviour and the prevention of collisions. It was agreed that the funding of these initiatives will come from this new earmarked Fund which is ring-fenced for this specific purpose and funded from the underspend on the collaborated function as noted above.

3.2 A paper on the proposed future operation of the Fund was presented to and agreed at the FSG meeting on 30 September 2015 and the recommendations from this meeting are presented to the Board for its consideration.

5. Strategies Driving the Fund

5.1 The fund is driven by three strategies:

- Road Safety Strategy
- Victim Support Strategy
- Efficient and effective operation of roads policing and other policing units

5.2 The Commissioner's Strategic Advisor and the Constabulary's Temporary Deputy Chief Constable have worked closely with road safety partners who sit on the Cambridgeshire and Peterborough Road Safety Partnership ("the Partnership") to create a joint declaration (see Appendix 1). The declaration sets out the Partnership's intention to work together as agencies to reduce the number of collisions on the roads and therefore the number of people killed or seriously injured. The declaration reflects the contents of the Cambridgeshire and Peterborough Road Safety Strategy 2015-20.

5.3 With respect to supporting victims, the Constabulary will need to comply with a new amendment to the Code of Practice for Victims of Crime. The change, which came into force on 16 November 2015, provides victims of careless and drink driving with an entitlement to be referred to support to help them cope and recover from the crime they have experienced.

5.4 Resources shall be provided from the Fund where required to ensure the efficient and effective operation of roads policing and other policing units as managed by the Constabulary and the BCH Joint Protective Services (the "JPS") unit.

6. Proposed Fund Operation Arrangements

6.1 The Partnership is a key stakeholder and their views on the operation of the Fund were sought by the Strategic Advisor at their board meeting on 7 October 2015. It was agreed that any road safety intervention spends from the Fund should be made in line with the strategies and principles referred to in section 5 above.

6.2 It is recognised that expertise lies with the Partnership and it is therefore proposed that the Commissioner consults with the Partnership about delegating a proportion of the fund to them to manage from 2016/17. It is envisaged that the Partnership would be supported to make recommendations regarding spending. The final sign off for any proposals would lie with the Commissioner and Chief Constable who will consider individual bids on their compliance with the purposes of the Fund, their affordability and their contribution to casualty reduction and support. This is a similar arrangement to the Commissioner's Youth Fund.

6.3 Proposals for support for victims or Constabulary initiatives at the BCH and Eastern region level will be considered where these fit with the commissioning intentions and strategies / principles set out in section 5.

6.4 Any grants will be made subject to a grant agreement to be signed by both parties prior to funding being provided by the Commissioner. This will set out the purpose and extent of the grant, payment arrangements, financial conditions, eligible expenditure, and arrangements for management, monitoring and reporting.

6.5 Recipients of funding will be required to provide a half-yearly return to the Commissioner for the duration of the funding, reporting on financial expenditure and

outcomes in the period. The Deputy Commissioner and the Commissioner's Chief Finance Officer will review the returns. The extent to which the previous funding to an organisation resulted in successful outcomes will be considered when decisions are made on future funding of that organisation by the Commissioner.

7. Commissioning Intentions

7.1 It is recognised that the Fund has been created part way through the financial year and consultations with the Partnership about their future role in informing allocations are still in train. Therefore the first round of funding allocations were proposed through the FSG meeting on 29 October 2015 and will be brought to the Board meeting on 15 December 2015 for consideration. An outline of these allocations is as follows:

- Support for the operation of the volunteer-run Speedwatch – £14k to fund 60 per cent of a Cambridgeshire police staff post.
- £146k to upgrade static Automatic Number Plate Recognition cameras.
- £5k for a trial in Fenland equipping six patrol cars with defibrillators. No training is required for their use and they may save lives when Cambridgeshire Police officers come across an incident where they can be deployed.
- Safety Camera Vans. The vans were originally supplied through the road safety partnership and are not part of Cambridgeshire Constabulary's substantive fleet. Two are to be replaced at a total cost of £83k.

7.2 The Partnership has submitted an initial bid for £20k to be spent this financial year. The Partnership proposes to enhance the Christmas Drink Drive campaign and then undertake an education programme covering the new drug driving law to young drivers in January/February 2016. This will coincide with the police enforcement/publicity and internal training programme. The Partnership are also exploring a potential bid for a contribution to a regional research project on the collision prevention. The Commissioner will be invited to make a decision on this bid in line with the processes set out in section 6.2.

7.3 An estimated £1k has also been identified to provide a grant to "Brake", the national charity, in order to reimburse them for the packs they provide for the families of the deceased. These packs complement the support provided by Road Policing Unit Family Liaison Officers and Volunteers from the Road Victims Trust. This grant will be made under our Crime and Disorder Reduction grant-making powers¹ and therefore a Decision Notice will be required from the Commissioner.

7.4 It is also intended to fund continued support for the Road Victims' Trust from the Fund under our Crime and Disorder Reduction grant-making powers; the Trust was previously awarded a £41k Crime and Disorder Reduction Grant from the Community Safety Fund. This charity supports the bereaved families of fatal road traffic incidents.

7.5 Finally a small amount of funding may be required to ensure the Constabulary complies with the new amendments to the Code of Practice for Victims of Crime as noted in

¹ Schedule 9 of the Police Reform and Social Responsibility Act 2011

paragraph 5.3 above. Scoping work is ongoing to look at what resources this may require to deliver with a preference to equity of provision across the BCH tri-force area.

8. Financial Implications and Reporting Mechanism

- 8.1 The creation of the Fund will allow the funding of these road casualty reduction and support activities to be achieved from the most appropriate source.
- 8.2 Road casualty reduction and support initiatives will be reviewed by the Commissioner as part of his grant funding allocations for reduction of crime and support for victims in the context of all grants and reported as part of the overall grant programme in terms of maintaining the coherence and transparency of the process.
- 8.3 The Fund has been credited with the Constabulary's CTC underspend of £515k in 2014/15. As this was the first full year of CTC being collaborated, future revenue is difficult to predict.

9. Recommendation

- 9.1 The Board is recommended to support the proposed action and the recommended future method of operation of the Fund.

BIBLIOGRAPHY

Source Documents	<p>Finance Sub-Group Minutes 25 June 2015, 30 September 2015 and 29 October 2015</p> <p>Business Coordination Board 27 August 2015</p> <p>Financial statements 2014/15</p> <p>http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2015-2/bcb-27th-august-</p> <p>Cambridgeshire multi-agency joint strategic vision for road safety 2015: http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2015/08/15-08-27-BCB-Agenda-Item-8.0-Creation-of-Casualty-Reduction-and-Support-Fund.pdf</p> <p>Cambridgeshire and Peterborough Road Safety Partnership 2015-20 Road Safety Strategy http://www.cambridgeshire-pcc.gov.uk/work/business-coordination-board/2015-2/bcb-february-xxth-2015/</p>
Contact Officer	<p>Josie Gowler</p> <p>Chief Finance Officer, Office of the Police and Crime Commissioner</p>

APPENDIX 1

Cambridgeshire and Peterborough Road Safety Partnership Strategic Declaration

“Every death and life changing injury which happens as a result of a road collision on a Cambridgeshire road is one too many.”

We want to reduce the number of collisions on our roads and therefore the number of people killed or seriously injured as a result and the subsequent impact on individuals, their families and the community.

We will take an evidence-based approach through:

- effective and sustainable **prevention and early intervention** – by influencing the way people behave when they drive, cycle on or walk near roads
- **working together in partnership** to influence environmental factors such as speed limits and road layout
- providing a swift and **joined-up response** to road collisions which gives people the best chance of recovery
- **supporting the victims** of road collisions and their families to enable them to cope and recover from their experience
- timely **information sharing and resources**
- ensuring all sectors (voluntary, community and private) are able to **play their part** and understand the value they can add.

We acknowledge that the social and economic cost of road collisions is felt by a wide range of statutory and non-statutory agencies – not just those emergency services immediately involved – but those who are responsible for providing support through recovery in particular the health-care system.

We, as partner organisations, accept our joint responsibility to deliver against our declaration and the principles of the Cambridgeshire and Peterborough Road Safety Strategy (2015-20) and reduce the likelihood of further harm to the public on our roads.



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive

Date: 16 December 2015

APPOINTMENT OF LEGALLY QUALIFIED CHAIRS FOR POLICE MISCONDUCT HEARINGS

1. Purpose

1.1 The purpose of this report is to provide the Business Coordination Board (“the Board”) with the details of the Police and Crime Commissioner’s (“the Commissioner”) recruitment process to appoint Legally Qualified Chairs (LQCs) to serve on Police Misconduct Panels.

2. Recommendation

2.1 The Board is recommended to:

- Endorse the steps taken in the recruitment and selection process to identify candidates for appointment as LQCs;
- Approve the appointment of the 17 candidates identified at paragraph 5.6 as LQCs;
- Approve the day-to-day maintenance of the list of nominations by Cambridgeshire Office of the Police and Crime Commissioner (OPCC).

2.2 The Commissioner is asked to sign a Decision Notice to appoint the 17 LQCs.

3. Background

3.1 As part of the Home Secretary’s reforms of the police disciplinary system, new powers were introduced in March 2015 relating to the police misconduct hearings. The overall purpose of The Police (Conduct) Regulations 2012 (amended by Police (Conduct)

(Amendment) Regulations 2015¹ (“the Regulations”) is to bring more transparency, independence and justice to the disciplinary system.

- 3.2 The Regulations, amongst other provisions, brought into effect that where a police officer² had been served with a requisite notice on or after the 1st May 2015 that their case would be referred to a hearing, that hearing would be held in public (unless there are particular circumstances of the case outweigh the public interest in holding the hearing in public). In respect of such hearings, the Regulations further provide that from the 1st January 2016 these hearings would be conducted by a LQCs, a member of a police force of at least the rank of superintendent and an independent member selected by the appropriate authority.
- 3.3 Under the Regulations, Police and Crime Commissioners are responsible for appointing LQCs and thereafter for maintaining and administering the list of the LQCs.
- 3.4 Chairs are not judicial appointments but must fulfil a judicial appointment eligibility condition as set out in section 50 of the Tribunals, Courts and Enforcement Act, on a 5-year basis i.e possess a relevant legal qualification for the requisite period.

4. Recruitment Approach

- 4.1 Whilst it was for individual Commissioners to appoint the LQCs, there was a recognition across the Eastern Region³ that there were economies of scale to be achieved in undertaking a regional recruitment exercise to appoint a pool of LQCs for the region.
- 4.2 Representatives from each of the six regional Offices of the Police and Crime Commissioners (OPCC) began working together on the recruitment exercise in early August 2015. OPCC representatives, working with their respective Professional Standards Department, had undertaken some projection modelling on the number of LQCs likely to be required for the regional pool. Taken together, it was agreed that 20 LQCs would be a sufficient number for the Eastern Region based on an initial four year appointment term.
- 4.3 In addition, it was agreed that all costs involved in the recruitment would be split equally between the six Commissioners. There was also agreement as to the fees and expenses paid to the LQCs, that being in accordance with Home Office guidance⁴, of being lower than, but not exceeding the fee rate specified for Police Appeals Tribunal chairs, these being:
 - £366 for a full sitting of more than 4 hours (excluding meal breaks);
 - £181 for a half day sitting of four hours or less (excluding meal breaks);
 - £52.50 may be claimed for each hour spent in preparatory or report writing.

¹ S.I. 2015/626

http://www.legislation.gov.uk/ukxi/2015/626/pdfs/ukxi_20150626_en.pdf

² other than senior police officers

³ Norfolk, Suffolk, Cambridgeshire, Bedfordshire, Essex, Hertfordshire

⁴ <https://www.gov.uk/government/publications/circular-0062015-changes-to-home-office-guidance-on-police-misconduct-unsatisfactory-performance-and-attendance-management-procedures>

4.4 Regular telephone conferences between the OPCC representatives were held to ensure delivery against the tasks and timescales in the project plan, collective decisions made regarding actions and the monitoring of the associated budget.

5. Recruitment exercise

5.1 The LQC Job Description and Person Specification are set out at Appendix 1. The advert for the LQCs ran for three weeks and was placed in two legal publications (on-line and hard copy) and on the six OPCC websites. The Association of Police and Crime Commissioner’s website also hosted a broader advert with signposting to the Norfolk OPCC website (host website).

5.2 153 application forms were received. Representatives from each of the OPCCs shortlisted those for interview by considering and discussing the applicants against the essential and desirable shortlisting criteria set out in the Person Specification. This resulted in agreement of the 25 candidates to be invited to interview, for the pool of 20.

5.3 Interviews took place over three days on the 16th, 22nd and 23rd October 2015. The Interview Panel consisted of Gavin Miles, Deputy Chief Executive, Hertfordshire OPCC (Chair); Rachel Wilkinson, the Joint Director of Human Resources for Norfolk and Suffolk Constabularies; and Carolyn Dhanraj, Independent Member.

5.4 Carolyn Dhanraj also completed a report upon the recruitment process with a view to demonstrating that the process was open, transparent and merit based. Her report attached as Appendix 1 concluded:

“I am wholly satisfied that the Eastern Region Office of the Police and Crime Commissioners (Bedfordshire, Cambridgeshire, Hertfordshire, Essex, Norfolk and Suffolk), fulfilled their joint responsibility to ensure the assessment process to select Legally Qualified Chairs for Misconduct Hearings was undertaken in a fair, open and transparent manner. The appointments were based on merit and on the skills, understanding and ability to perform this crucial role.”

5.5 The Interview Panel recommended 18 candidates for appointment. Since that point one of the candidates has withdrawn from the process.

5.6 The names of the candidates recommended by the interview panel for appointment and remaining in the process are:

John Bassett	Maurice Cohen	Hannah Graves	James Tunbridge
Angela Black	Monica Daley-Campbell	Graham Humby	Alexandra Ward
Karen Booth	Neil Dalton	Trevor Jones	
Colin Chapman	Steven Evans	Sarah Moore	
Hazel Clark	Siobhan Goodrich	Peter Nicholls	

- 5.7 References for all the recorded candidates have been taken up and have been found to be satisfactory.
- 5.8 Following consideration of guidance issued by the National Police Chiefs’ Council (NPCC) and following consideration by Regional Chief Constables that they were content to accept that advice, officers from the six OPCCs in the Region determined upon accepting the NPCC advice, that vetting of the LQCs was not necessary.
- 5.9 LQCs must attend mandatory training before being appointed to a Police Misconduct Panel. Training has been organised nationally by the College of Policing, with the majority of appointees receiving training in November, and the remainder early in the New Year.
- 5.10 The final anticipated recruitment and training costs are in the region of £17,000, which will be divided equally between the six OPCCs at around £2,800 each. It is for the individual police forces to pay the LQCs fees and expenses.

6. Maintenance of list of Legally Qualified Chairs

- 6.1 The list of Independent Members for Police Misconduct Panels is currently maintained for the Region by the Cambridgeshire OPCC. The new list of LQCs will need to be maintained on a day-to-day basis. It has been agreed by the Regional OPCCs that the most sensible and practical arrangement would be for Cambridgeshire OPCC to maintain the new list of LQCs also.

7. Recommendation

- 7.1 The Board is recommended to:
 - Endorse the steps taken in the recruitment and selection process to identify candidates for appointment as LQCs;
 - Approve the appointment of the 17 candidates identified at paragraph 5.6 as LQCs;
 - Approve the day-to-day maintenance of the list of nominations by Cambridgeshire OPCC.
- 7.2 The Commissioner is asked to sign a Decision Notice to appoint the 17 LQCs.

BIBLIOGRAPHY

Source Documents	The Police (Conduct) Regulations 2012 (amended by Police (Conduct) (Amendment) Regulations 2015 http://www.legislation.gov.uk/uksi/2015/626/pdfs/uksi_20150626_en.pdf
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	<p>Home Office Guidance on Misconduct and Special Case Hearings Held in Public, Recruitment of Legally-Qualified Chairs and Orders to restrict or prohibit compensation payments to senior officers</p> <p>https://www.gov.uk/government/publications/circular-0062015-changes-to-home-office-guidance-on-police-misconduct-unsatisfactory-performance-and-attendance-management-procedures</p>
Contact Officer	Aly Flowers, Senior Policy and Performance Officer, Office of Cambridgeshire Police and Crime Commissioner



Cambridgeshire
Police & Crime
Commissioner

To: Business Co-ordination Board

From: Chief Executive Officer

Date: 16 December 2015

INNOVATION FUND BIDS REVIEW

1. Introduction

1.1 This report provides further information to the Business Co-ordination Board (the "Board") on the Innovation Fund bids that the Finance Sub Group (the "FSG") agreed to support and strengthen at its meeting on 29 October 2015 and subsequently reviewed at its meeting on 26 November 2015, and also one further bid that has been received since that date.

2. Recommendation

2.1 The Board is recommended to approve the Innovation Fund bids to enable the Police and Crime Commissioner (the "Commissioner") and the Commissioner's Director of Finance to sign the bids as follows:

- Cambs EOI number 80: 'Roll out of evidence-based approach to conditional pre-trial diversion within the context of devolution in Cambridgeshire'
- Cambs EOI number 97: 'Beds, Cambs and Herts strategic alliance delivery of an integrated multi-force finance/human resources system'
- Herts EOI number 65: 'Delivery of an integrated multi-force customer relationship management system as an enabler of the wider innovative collaboration through shared process, intelligent call-handling and self-service'
- Bedfordshire (Eastern Regions Special Operations Unit ("ERSOU")) EOI number 23: 'Eastern Region Integrated CAB/SPOC/AO Workflow'
- The bid for support of the 7 Force Strategic Collaboration Programme

2.2 The Commissioner signs the Decision Notice to sign the Innovation Fund bids.

3. Background

- 3.1 The Home Office launched the Expressions of Interest (“EOI”) stage for the Police Innovation Fund 2016/17 on 1 September 2015. An Expression of Interest is an opportunity for Forces/PCCs to make known those ideas which they thought, at that stage, could be worked up into a formal bid to the Police Innovation Fund 2016/17 when the window opened in December 2015. The Home Office is looking to support ‘proof-of-concept bids’ as well as ‘implementation-ready bids’.
- 3.2 Bids were submitted by the deadline of 18 September and feedback received from the Home Office on 20 October 2015.
- 3.3 At its meeting on 29 October 2015, FSG agreed to support and strengthen the following bids:
- Cambs EOI Number 22: ‘A common site security system that is fit for the future, meeting the operational needs of any given facility at any time while reducing the fiscal footprint’. This bid was subsequently withdrawn and passed to the Collaboration Team to implement as a slower-time project.
 - Cambs EOI number 80: ‘Roll out of evidence-based approach to conditional pre-trial diversion within the context of devolution in Cambridgeshire’
 - Cambs EOI number 97: ‘Beds, Cambs and Herts strategic alliance delivery of an integrated multi-force finance/human resources system’
 - Herts EOI number 65: ‘Delivery of an integrated multi-force customer relationship management system as an enabler of the wider innovative collaboration through shared process, intelligent call-handling and self-service’
- 3.4 These EOIs were submitted to the Home Office; the Home Office subsequently supplied feedback on each specific EOI and provided generic feedback applying to all EOIs. This feedback was then incorporated into the bids.
- 3.5 At its meeting on 26 November 2015, FSG considered the following additional bid:
- Bedfordshire (Eastern Regions Special Operations Unit (“ERSOU”)) EOI number 23: ‘Eastern Region Integrated CAB/SPOC/AO Workflow’
- 3.6 A further bid in support of the 7 Force Strategic Collaboration Programme was notified to the PCC on 9 December 2015 and is currently being worked up. Brief details of this bid are shown below and the full bid will be presented as a late Board paper or tabled at the Board meeting, depending on when it becomes available.
- 3.7 The final deadline for bids into the Innovation Fund is 5pm on 18 December 2015.
- 3.8 The National Police Volunteer Cadet (“NPVC”) team have also made a bid into the Innovation Fund; the Commissioner wrote a letter of support to the NPVC Office Manager on 9 December 2015; no further action is required in respect of this bid.

4. Expression of Interest Number 80: ‘Roll out of evidence-based approach to conditional pre-trial diversion within the context of devolution in Cambridgeshire’

- 4.1 Summary: An integrated, multi-agency offender pathway will be established with appropriate escalatory processes to ensure that the causes of early offending behaviour can be tackled effectively as early as possible. Rather than entering a 'revolving' door of offending, the root causes of an individual's offending behaviour will be addressed, while holding over the prospect of prosecution to ensure compliance.
- 4.2 When early offending behaviour comes to the attention of agencies, whether police or other agencies, the offender can be held to account for their behaviour. At the same time, the causes can be addressed rather than waiting for the problems to escalate and require more costly interventions. In addition to out of court disposal routes, where an individual meets the appropriate criteria, including a prosecutable offence which would be unlikely to attract a custodial sentence, the prosecution will be held over on condition of complying with conditions. If these are not met the prosecution will continue.
- 4.3 A virtual "hub" will be established. A small co-ordination point will co-ordinate the roll out of an integrated, multi-agency offender pathway and monitor the implementation of the diversion scheme. A coordinated response to need will ensure the delivery of more appropriate interventions by fewer agencies, where previously many organisations may have acted independently, often duplicating services and giving conflicting advice and assistance. Key to this delivery is putting the needs of individuals at the heart of every decision and working together to deliver this in the most effective way.
- 4.4 We will use our experience and learning from our effective approach to restorative justice, the victims' hub, out of court disposals and our Multi-agency Safeguarding Hub to roll out this multiagency integrated approach. This will be informed by the evidence base from the Operation Turning Point randomised control trial which demonstrates the impact on cost effectiveness of a pre-trial diversion scheme. We will also use evidence from Project CARA and the Choices and Consequences Programme.
- 4.5 This project will not work in isolation. It is part of a wider devolution proposal. It will be implemented over two years. The objective over those two years will be to drive sustainability to develop the integrated pathways and working practices which enable the system to work more effectively as a whole after this period.
- 4.6 The project will focus on three key outcomes in terms of reducing reoffending:
- Reducing the number of offenders
 - Reducing reoffending
 - Reducing demand and costs associated with reoffending.
- 4.7 This is an implementation-ready bid. Benefits include:
- Multi-agency working to ensure conditions for pre-trial diversion that are more consistently matched to offending pathways and victims' need
 - Savings from court processes (early findings from the randomised control trial in the West Midlands show savings of £1000 per case), and longer-term savings across agencies

- Increased victim satisfaction (early findings from the randomised control trial in the West Midlands show victims are more likely to think what happened in their case is going to stop the offender from doing it again)
- More offenders brought to justice
- Reducing police time spent on issues they are not trained for, ensuring that the issues causing offending behaviour are tackled by the most appropriate agency
- Reducing demand across all services.

4.8 Key financial highlights comprise:

- The total cost to deliver the proposal for 2016/17 is £933k, rising to £977k in 2017/18 and then falling to £823k from 2018/19 to 2020/21. These costs are forecasts pending receipt and analysis of the Commissioner's grant settlement for 2016-17 and beyond.
- Efficiency savings of £1.8m per year are expected from 2017/18 onwards

5. **Expression of Interest Number 97: 'Beds, Cambs and Herts strategic alliance delivery of an integrated multi-force finance/human resources system'**

5.1 Summary: The proposed solution is an integrated ERP providing a single platform to support agreed single processes across all related back office functions. To achieve the savings identified within the Full Business Case for HR, L&D and the Occupational Health Unit the system will need to be fully operational during the 3rd quarter of 2017/18.

5.2 The requirements for the proposed solution are METIS compliant and therefore have been through a process where existing ways of working have been reimaged to reflect an operating environment where our workforce are enabled with mobile technology, operating within the principles of agile working in both collaborated and none collaborated teams. The solution will provide a single interface to Athena and tuServ in support of frontline operational policing. Against this background of transformation, and what we know about the ability of ERP technology and its architecture to drive out efficiency, we are confident that the proposed solution will transform service delivery within organisational support functions realising significant cashable savings. The self-service portal will transform how our workforce operate introducing a degree of self-sufficiency not possible within our current architecture.

5.3 The proposal has also been widened to directly cover Client Relationship Management and the Occupational Health Unit, which will result in a full integrated end to end solution, providing real time information. The solution will now be internally hosted as an integrated part of the BCH ICT strategy which is acknowledged as being a lead collaborated partnership at the forefront of digitally enabled technology supporting frontline policing and providing a better service to the public.

5.4 The benefits from implementation of an ERP solution range from the removal of multiple keying of data, to access to real time data and reporting. To example this, the ability to link officer deployable skills to real time deployment will enable us to deploy

the right officer, to the right place, at the right time, improving service on the frontline to members of the public.

- 5.5 This is an implementation-ready bid. Key financial highlights comprise:
- The estimated cost to deliver the proposal in 2016/17 is £4m (including capital expenditure of £2.4m), falling to £444k resource cost thereafter
 - Potential sustainable savings per annum are estimated at over £5m according to the EOI; bid figures are currently being prepared.
- 5.6 It was agreed at the FSG meeting on 26 November 2015 that costing of incidents and analysis of crime types, and the timing of the assurance review, would be discussed with the project team. This took place at the Organisational Support Governance Board meeting on 30 November 2015.
- 6. Expression of Interest Number 65: 'Delivery of an integrated multi-force customer relationship management system as an enabler of the wider innovative collaboration through shared process, intelligent call-handling and self-service'**
- 6.1 Summary: The collaboration between Bedfordshire, Cambridgeshire and Hertfordshire (BCH) has the objectives of improving efficiency, reducing the revenue budget, while maintaining or improving service. Technological enablement has been a cornerstone of delivering this.
- 6.2 Introducing a multi-force Customer Relationship Management System will specifically enable the following outcomes, linked to the collaborative objectives:
- Increase the operational hours available for use.
 - Reduce organisational risk by early identification, intervention and assessment.
 - Increased sharing of information, both within and outside the organisation.
- 6.3 These will deliver efficiencies of time and money savings, and improve service to the public by having greater data immediately available at first point of contact with the potential to expand to all parts of the customer journey.
- 6.4 This is a proof-of-concept bid. Key financial highlights are being prepared for the bid; the figures supplied in the EOI comprised:
- The estimated total cost to deliver the proposal is £2.4m
 - Potential sustainable savings per annum are estimated at £0.6m per year from 2017/18
 - £1.2m is likely to be sought from the Innovation Fund
- 7. Bedfordshire (Eastern Regions Special Operations Unit ("ERSOU")) EOI number 23: 'Eastern Region Integrated CAB/SPOC/AO Workflow Solution'**
- 7.1 Summary: Bedfordshire, Cambridgeshire and Hertfordshire currently have small separate teams of staff delivering the Covert Authorities Bureau ("CAB")/ Telecoms Single Point Of Contact ("SPOC") service and dedicated Authorising Officers. Norfolk/Suffolk have collaborated to deliver this capability but still have team

delivering the CAB/SPOC service in both forces. Beds, Cambs and Norfolk/Suffolk use a standalone workflow solution supplied by Charter Systems Ltd whilst Herts use an alternative product for telecoms data acquisition and a paper system within their CAB. The current arrangements restrict capability and capacity with each team providing 24/7 cover through on call arrangements that offer little or no resilience.

- 7.2 The acquisition and introduction of a fully integrated workflow solution would enable the brigading of resource through a collaborative regional model delivering cashable efficiencies whilst increasing capacity, capability and resilience. Charter Systems can provide the integrated workflow solution and its products are already used by many forces and LEA's on a standalone basis. The regional Chief Constables support the concept of a regional CAB/SPOC and AO capability but the current individual force workflow arrangements prevent this.
- 7.3 Essex (Eastern Region) currently collaborates with Kent (South East Region) to deliver the CAB/SPOC/AO function through their Serious Crime Directorate arrangements. Both forces are working with the Eastern Region ROCU (ERSOU) to exploit collaborative opportunities on a number of serious and organised crime capabilities and will shortly be accessing all Confidential Unit services through ERSOU. Both forces have indicated their preference to collaborate with the other Eastern Region forces in the delivery of the CAB/SPOC/AO function if an integrated workflow solution is adopted across the 7 forces.
- 7.4 A 7 force collaborative model would deliver significant efficiencies whilst increasing capacity, capability and resilience.
- 7.5 This is an implementation-ready bid. Capital costs are estimated as £918k in 2016/17 with resource costs estimated at £231k; no further costs are expected in later years. Savings of £407k are predicted in 2016/17.
- 7.6 FSG requested a breakdown of the costs before a decision could be made. This information and the final draft bid have now been received.

8. Bid for support of the 7 Force Strategic Collaboration Programme

- 8.1 Summary: To drive out more savings/efficiencies that can be used by each force to sustain public service delivery and/or invest in changing policing demand e.g. the hidden harm agenda, cybercrime, fraud.
- 8.2 The current projected target savings to be achieved through local savings and this programme are £220m. Within the 7 forces, substantial successful collaboration already exists between the trio of Bedfordshire, Cambridgeshire and Hertfordshire, plus two pairings of Norfolk & Suffolk and Essex & Kent.
- 8.3 The 7 forces are also introducing the same core policing IT system of Athena: a fully integrated single policing database incorporating the key policing functions of: intelligence, investigation, custody & case preparation. Athena will be implemented across all 7 by November 2016. With Athena in place, providing instant cross border data access, this consortium of forces is uniquely placed in the UK to move to the next level of IT enabled cross border efficiency and effectiveness and ideally placed to test

the concept that, even in a post-collaborated environment, significant savings can still be made.

- 8.4 There are a number of challenges that are evident from our previous experience of the existing smaller scale collaborations and these are multiplied with the additional scale and complexity e.g:
- Savings/benefits – significant savings have already been driven out so we need to establish whether through harmonisation of our processes, alignment of ICT, single procurement, further economies of scale, reduced application purchases (and subsequent annual costs), reduced duplication in training, that the savings are actually worth the development and implementation costs.
 - Flexibility – a one size fits all approach will not work given the differing starting positions and needs/risks for each force. Our model will have to enable some degree of flexibility with regard to what works for each force / PCC.
 - Governance – with 7 Chief Constables and 7 PCCs, identifying a suitable arrangement that provides rigour and fulfilment of statutory “holding to account” duties, but is practical and agile enough to be manageable.
 - Competitive model – we need to identify an approach to transforming our services that will drive efficiency by enabling additional scale through other forces’ “on boarding” which will only be achieved if the services provided are competitive.
 - Scalability – if we can demonstrate that better value for money is still possible in a post local collaborative environment, our model will become scalable and transferable
- 8.5 The programme will develop business cases based on the Treasury Business Case Model, across the full range of functional areas (with the exception of local policing). On a case by case basis it will be determined whether, in the light of existing positions, structural collaboration/merging of the function will deliver required savings or whether there is greater net benefit in the harmonisation and standardisation of key processes based upon a reduced number of systems. Some of the functions to be reviewed are “enablers” for the 7 forces given the Athena base that we are working from e.g. Procurement, convergence of ICT and Athena related functions will provide benefits of themselves. In reviewing the other functions the type of function (e.g. operational, transactional, and strategic) will determine the nature of the collaborative model proposed.
- 8.6 The robustness of the Treasury Model approach will enable the 14 Corporations Sole involved to have confidence in the respective benefits of the options presented. This will be supported by the Gateway Review process. Within 12 months the programme will have established whether the challenges identified above can be overcome and the programme can become self-funding and replicable across the country.
- 8.7 A small team is being assembled to scope the best workstreams and develop potential business cases over the next 5 – 6 months.
- 8.8 This is a proof-of-concept bid. The team intends to submit the bid for circa £1.4m of which they will request circa £0.7m of bid funding. Further detailed financial analysis

is being prepared with the assistance of Chief Financial Officers across the seven forces, and will be shared when available.

9. Recommendation

9.1 The Board is recommended to approve the Innovation Fund bids to enable the Police and Crime Commissioner (the “Commissioner”) and the Commissioner’s Director of Finance to sign the bids as follows:

- Cambs EOI number 80: ‘Roll out of evidence-based approach to conditional pre-trial diversion within the context of devolution in Cambridgeshire’
- Cambs EOI number 97: ‘Beds, Cambs and Herts strategic alliance delivery of an integrated multi-force finance/human resources system’
- Herts EOI number 65: ‘Delivery of an integrated multi-force customer relationship management system as an enabler of the wider innovative collaboration through shared process, intelligent call-handling and self-service’
- Bedfordshire (Eastern Regions Special Operations Unit (“ERSOU”)) EOI number 23: ‘Eastern Region Integrated CAB/SPOC/AO Workflow’
- The bid for support of the 7 Force Strategic Collaboration Programme

9.2 The Commissioner signs the Decision Notice to sign the Innovation Fund bids.

Source Documents	Finance Sub-Group Minutes 29 October 2015 and 26 November 2015
Contact Officer	Josie Gowler Chief Finance Officer, Office of the Police and Crime Commissioner