



Police and Crime Commissioner
CAMBRIDGESHIRE AND PETERBOROUGH
Darryl Preston



Creating a safer
Cambridgeshire

Annual Value for Money Statement

2023/24

1. Context

- 1.1 The Constabulary's Value for Money (VfM) Strategy was refreshed and approved at the Force Executive Board (FEB) in November 2023. The strategy formalises the work that the Constabulary undertakes in respect of VfM enabling greater demonstration as to how VfM is being achieved.
- 1.2 The VfM Strategy includes the production of an Annual VfM Statement to summarise the activities undertaken in respect of VfM, significant pieces of work and how they drive benefit for the Constabulary. This Annual Statement covers the 2023/24 financial year.

2. 2023/24 VfM Activity

- 2.1 This section of the report provides an overview of the areas of VfM that can be reported on from 2023/24.

Chief Officer Team / SLT

- 2.2 During 2023/24 the Chief Officer Team has continued its commitment to providing greater focus on VfM through the SLT meeting with the savings programme being a regular focus and dedicated VfM focus on a 6 monthly basis.

Governance Arrangements

- 2.3 The OPCC and Constabulary has a strong Corporate Framework where governance arrangements consider VfM in decision making. This includes the CAMSTRA business planning process, the Change Board chaired by the DCC

and upwards to the Force Executive Board (FEB) and PCC's Business Coordination Board (BCB). These arrangements provide a formal route for investment, change, innovation and new initiatives to be overseen with the benefits tracking and VfM forming part of the arrangements.

- 2.4 The Change and Research Team (part of the Organisational Improvement Centre) developed a new Change and Business Management Framework during the year which was approved and adopted. The purpose of the framework is to provide all stakeholders with comprehensive guidance that facilitates consistent and effective management of change initiatives and benefits included within the Cambridgeshire Constabulary 'Change' Corporate Portfolio. The framework adopts a seven-stage approach to managing a project or programme throughout its lifecycle covering start up, pre-delivery, delivery, and post-delivery requirements.

Project for the Web Tool

- 2.5 The Constabulary began implementing a project management tool called 'Project for the Web' with the objectives being to facilitate improved project management, benefit tracking and project delivery with much enhanced management information reporting. This replaces the previous excel based VfM register with a much more intuitive project register against which VfM can be reviewed. The Project for the Web tool is part of the approach in delivering the Change and Business Management Framework.

Independent Assurance

- 2.6 As part of the 2023/24 internal audit plan the Constabulary requested a review of the arrangement in place for VfM. The review was undertaken independently by RSM on an advisory basis focussing on project and programme management. The conclusion by RSM was that:

"Our review confirmed that whilst controls require further embedding, the early indications were that the Constabulary was making good progress with regards to the new project management framework, created in August 2023. However, testing of 10 VFM projects that were originally requested from November 2021 to August 2023 found a lack of a consistent process and evidence throughout, in the majority of cases, this was as a result of legacy issues such as resourcing and the absence of a defined process for staff to follow.

Similarly, review of six and 12 month post implementation reviews (PIRs) found that they were not consistently completed.

Noting the improvements required, work has begun to establish the Change and Research Team (CRT) Project Cycle which we observed as in draft. The

Project Cycle is a flow chart that outlines the approach to requesting and delivering projects, including the responsible parties and key decisions required.

The CRT are also acquiring a new project management system, due to be in place by December 2023. This will allow for the projects to be centralised and formally structured in line with the CRT Project Cycle. The development of the CRT Project Cycle and the system is intended to allow the organisation to have better control over projects, produce highlight reports, and monitor progress”.

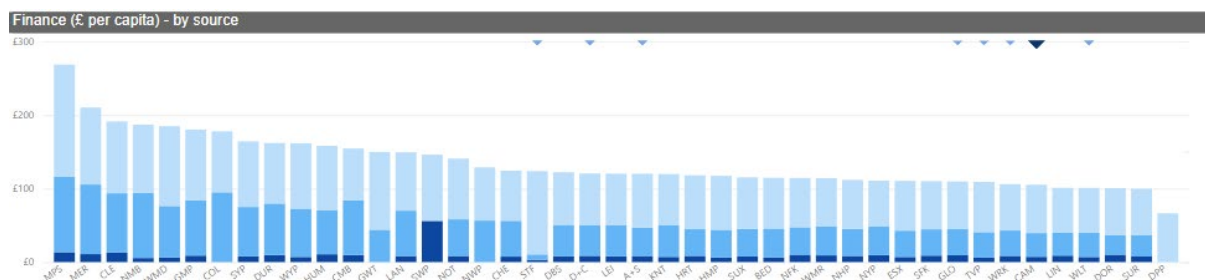
- 2.7 The findings from the audit are aligned to the work that the Constabulary has progressed and is embedding through the Change and Business Management Framework and Project for the Web tool.
- 2.8 The external auditors as part of their auditing standards are required to report annually on the Constabulary and OPCC arrangements to secure VfM making recommendations for improvement as necessary. Given the resourcing challenges faced by the Constabulary’s external auditors, the 2021/22 and 2022/23 annual accounts audit (which would normally be reported on during 2022/23 and 2023/24 respectively) have not yet started. Indeed there is a national audit backlog issue which shows limited signs of improving without intervention from the National Audit Office and central government.
- 2.9 Whilst the audit of the accounts has not yet started, the expectation remains that BDO (the auditors for 2021/22 and 2022/23) will not audit the accounts for these years. However, BDO have progressed audit work in respect of the VfM arrangements of the Constabulary. At the time of drafting this report the auditors report on VfM arrangements has not yet been provided by BDO.
- 2.10 The Constabulary’s external auditor changed from the 2023/24 financial with KPMG being appointed through the Public Sector Auditor Appointments (PSAA) procurement process. Good work has progressed with KPMG to undertake audit planning work during 2023/24 to enable them to audit the 2023/24 annual accounts and conduct their review of the Constabulary’s VfM arrangements. Better progress will therefore be able to be reported in next year’s Annual VfM Report although due to the audit failings in prior years the Constabulary is likely to receive a modified opinion on its annual accounts as a result, which is no fault or reflection on the Constabulary nor the quality of it’s accounts.
- 2.11 The Joint Audit Committee is aware and engaged in respect of the position regarding the audit of the annual accounts.
- 2.12 During 2023/24 the Constabulary’s latest Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection was undertaken by His Majesty’s Inspectorate

of Constabulary and Fire and Rescue Services (HMICFRS). The inspection provided an overall assessment of the Force’s performance. The PEEL inspection framework reports against five graded judgements which are outstanding, good, adequate, requires improvement and inadequate in several areas. The Constabulary’s HMICFRS judgments from the 2023/24 inspection are provided below.

Outstanding	Good	Adequate	Requires improvement	Inadequate
Police powers and public treatment	Preventing crime	Investigating crime	Leadership and force management	Responding to the public
	Developing a positive workplace	Protecting vulnerable people		Managing offenders

- 2.13 In response to the inspection the Constabulary is monitoring the delivery of improvement activity through the Business Assurance Meeting (BAM) to ensure sufficient pace and resolution to the HMICFRS findings. The Constabulary has also invested a further £400k in the 2024/25 budget in the Force Control Room (FCR) to support the planned improvements in responding to the public.
- 2.14 The funding context of the Constabulary needs to be considered alongside the PEEL outcomes. The Constabulary is one of the lowest funded police forces in the country. HMICFRS publishes benchmark data as part of its Value for Money Profiles and using the latest 2023 profiles Graph 1 shows Cambridgeshire as 6th lowest in terms of all Government funding (formula funding, police grant, other grant and council tax legacy grant). Coupled with this Cambridgeshire has one of the highest, if not the highest, level of population growth reported in the 2021 census. Cambridgeshire’s population grew by 11.1% compared to the England national average of 6.6%. The impact of this population growth is not recognised in the government grant received by the Constabulary.
- 2.15 Improvements in the areas rated as inadequate will be made although this remains a challenge for the key reasons outlined in 2.14 -funding levels and population growth.

Graph 1 – All Government Grant Funding per Head of Population – 6th lowest for Cambs (2022 VfM Profiles)



Delivery of Budget Savings

- 2.16 Table 1 sets out the budget savings that were identified in the Medium-Term Financial Strategy (MTFS) and how the Constabulary has performed in delivering these savings. In total £4.4m of savings has been delivered against the planned £4.2m for 2023/24 putting the Constabulary in a robust starting position moving into 2024/25.
- 2.17 The delivery of these savings has been vital in setting a balanced budget but also in terms of demonstrating the VfM achieved by the Constabulary in minimising as far as possible the cost base whilst an efficient and effective police service within the funding available.
- 2.18 Further budget savings have been identified in 2024/25 totalling £4.3m which are being progressed by the Constabulary.

Enterprise Strategy

- 2.19 The Constabulary continues to promote its Enterprise Strategy. Notable activity during 2023/24 includes:
- The Memorandum of Understanding (MoU) with the Home Office to deliver learning with other England and Wales police forces as well as overseas forces. During 2023/24 the Constabulary achieved £127k of cost recovery through the MoU. This helps to reduce the Constabulary's cost base to the benefit of the Cambridgeshire public.
 - Entering into an MoU with the Peterborough Business Improvement District (BID) for the provision of additional policing services enabling £50k (2023/24 being pro rata) of cost recovery for the Constabulary.
 - Development of Ethics Cards with a private sector specialist company for the benefit of training and development of police officers in respect

of ethical scenarios and dilemmas. The cards are supported by an App which officers will have access to real time. This is a first for policing and an agreement is being developed with the specialist company that will provide a revenue benefit to the Constabulary if the product is rolled out more widely across UK policing. The agreement will be finalised in 2024/25.

- Promoting the Policing Pathways App with other police forces to achieve further cost recovery. The App is for use on the mobile devices of new recruits as they progress through the recruitment process. This has had significant benefit in maintaining engagement with potential new starters as well as better preparing successful candidates when they start. The app is scalable at low cost and provides the Constabulary the opportunity to recover cost.

Blue Light Commercial Savings and Cost Avoidance

2.20 The Constabulary is part of the national Blue Light Commercial service which joins up procurement on a national scale where appropriate. The areas of the Constabulary’s participation in BLC are set out below. During the 2023/24 financial year BLC delivered £157k of benefit to the Constabulary. This can be broken down into £55k cashable savings, £23k cost avoidance and £79k revenue generation.

	Training	Vehicles	Fuel Cards	Windscreens	Contingent Labour	Safeguard
# Participating Forces	42	43	43	43	21	38
Cambridgeshire Constabulary	✓	✓	✓	✓	✗	✓

	Social Value
All Forces	✓

Table 1 – 2023/24 Budget Savings and Delivery

Area, Dept	Category	Saving	Full year Savings	Notes
Investigations & Safeguarding				
ISCD, PVP	Police Staff Reduction	-123,889	-113,259	Remove Digital Progression, YPEIO, Information Manager posts and regrading saving
Safeguarding & Command	Supplies & Services	-7,500	-7,500	Warrants reduction
Investigations & Safeguarding Total		-131,389	-120,759	
LP - Operations				
Business Support	Supplies & Services	-85,600	-81,100	PPE £65.5k, other medical costs £6.1k, Special ops equipment £5k, Service Contracts £3k, Photographic £1.5k, hire of vehicles/plant
Demand Hub	Supplies & Services	-8,000	-5,000	Damage to property £5k, Dangerous dogs £3k
Northern Hub	Police Staff Reduction	-69,815	0	2fte Station Enquiry Officer removal
Northern Hub	Supplies & Services	-11,000	-4,000	Medical Statements £7k, Witness Intermediaries £4k
Operational Support	Police Staff Reduction	-30,225	0	0.97fte Resource Support Officer removal
Operational Support	Supplies & Services	-18,606	-7,180	Ops Equipment £9.8k, Conference & Seminars £2.95k, Consultants £2.38k, Airwaves £2k, Training £1.5k
Partnerships & Prevention	Corporate Hospitality	-6,580	-5,158	Consultants £4.38k, Conferences & Seminars £1.95k, Hospitality £0.25k
Southern Hub	Other Supplies & Services	-3,700	0	Other supplies & Services £2k, Conference & Seminar £1.7k
LP - Operations Total		-233,526	-102,438	
Corporate	Contingency	-706,542	-706,542	Budget targeted for national initiatives in 2022/23 released in 2023/24 with balance sheet reserves created to meet initiatives and project costs
Corporate	Additional income through Enterprise Strategy	-220,000	-127,441	Income expected in 2023/24 - predominantly from the MoU with the Home Office. Came in lower than anticipated
Corporate	Subscriptions	-23,000	0	Reduced requirement 23/24
Corporate	Airwaves	-100,000	-100,000	Hardware Reduction on Airwave costs
Corporate	Supplies & Services	-70,425	-63,265	Software licences £45.4k, Subscriptions £4.2k, Consultants £20k, Paper £5k
Corporate Total		-1,119,967	-997,248	
Estates	Premises Costs	-135,375	-135,375	Rates re-alignment - net saving delivered
Estates Total		-135,375	-135,375	
Finance	Police Staff Reduction	-19,694	-19,694	0.38fte Project Accountant
Finance	Supplies & Services	-900	-900	Subsistence £0.6k, Admin Charges £0.3k
Finance Total		-20,594	-20,594	
OIC	Police Staff Reduction	-43,635	-17,147	0.62fte Telephone Research Assistant, 0.5fte Deputy Force Crime Registrar
OIC Total		-43,635	-17,147	
Ops	Police Staff Reduction	-16,500	-16,500	0.5fte Civilian Investigators
Ops Total		-16,500	-16,500	
People & Professionalism	Police Staff Reduction	-71,997	-34,530	Inclusion Co-ordinator, Ethics post
People & Professionalism Total		-71,997	-34,530	
Regional Collaboration	7 Force Collaboration	-649,041	-649,041	Transition to a 7F Network instead of a full collaboration with 7F resources reduced accordingly
General	BCH Management Accounts Team decollaboration	-108,601	-108,601	BCH Management Accounts Team disbanded and BCH costs reduced accordingly. Note Org Support Finance responsibility now sits with Cams Finance where £80k additional resource was budgeted in the MTFS
BCH	BCH Business Planning Savings	-639,000	-294,643	HR / LD savings confirmed removed from budget £73k recognised as delivered. 1fte post Dogs Unit, 5fte posts RPU and 5fte posts MCU, SOCO reduction. ICT savings under review with portfolio leads
Collaboration Total		-1,396,642	-1,052,285	
Capital Financing	Investment Interest Saving	-200,000	-1,216,790	Interest rate increase - budgeted saving exceeded due to sustained high interest rates and cash balances in 2023/24
OPCC Grants	Community Safety Budget Removal	-500,000	-500,000	Budget removed per MTFS and Prevention Reserve created on the balance sheet to fund associated initiatives
PCC Total		-700,000	-1,716,790	
Other Adjustments		-282,721	-151,497	Work ongoing to assess delivery
Total overall		-4,152,345	-4,365,163	

Major Capital Investments

2.21 The Constabulary began the year with several major capital projects underway both locally and in collaboration with Bedfordshire and Hertfordshire. These projects will cost many millions of pounds and represent the largest investment in the PCC's estate in recent years. Given the scale of these projects, and the continued challenging economic conditions (high interest rates and for much of the year high inflation), the Constabulary's project management approach has focussed on due diligence of the project

costs to ensure VfM. The two largest projects are summarised below along with the approach being taken to secure VfM.

Cambridge Southern Police Station (CSPS)

- 2.22 CSPS is a project to relocate the geographic hub in the south of the county from the city centre Parkside police station to an out-of-town police station. The relocation will include the provision of modern state of the art custody facilities. The project has achieved land acquisition, planning permission, a necessary planning variation due to a required change in the design and a material start on site.
- 2.23 The project costs at the end of 2022/23 became a significant issue as the economy reopened following the Covid-19 pandemic and then the war in Ukraine affected the supply and prices of material. The projected £35m budget simply became insufficient. The Constabulary has therefore continued a significant amount of due diligence work in the design and project costings to achieve an affordable project cost which is fixed, as far as possible.
- 2.24 The capital budget for the scheme has been adjusted to reflect these escalating cost pressures as has the financing costs. The Constabulary is expecting to achieve contract signature with the main contractor in the first half of 2024/25 with the construction planned to complete in 2026. A significant amount of work has been undertaken to ensure VfM in delivering an affordable scheme, containing costs and delivering all of the outcomes required of a new police station and custody facility. Social value for the local community will also be part of the final contract arrangements.
- 2.25 CSPS project benefits will be refreshed during 2024/25 following contract signature to review baselines and enable the effective tracking of the benefits once the construction is complete.

BCH Specialist Training Facility

- 2.26 This project, commonly referred to as Monks Wood due to the location, is a jointly funded project by BCH to relocate the Operational Support Unit's training facilities. The costs will be shared by the three BCH forces and Cambridgeshire owns the land upon which the new facility will be built. This is a landmark project as the first major capital investment undertaken by the BCH collaboration.
- 2.27 Like CSPS, the Monks Wood project has similarly been affected by the economic conditions with costs significantly exceeding budget, which has caused some consternation amongst the BCH forces. Value engineering has been undertaken as far as possible to contain costs to secure VfM and affordability. The project continues to progress to detailed design and contract

signature. The overriding benefit of the scheme will be the full and proper provision of training facilities to deliver the Strategic Policing Requirement in this area of the Constabulary's business.

Sustainability

- 2.28 The Constabulary has a Sustainability Strategy underpinned by 5 themes. Transition Plans have been developed for the Fleet, Estate and People and Behaviour themes setting out short, medium and long-term actions. The sustainability agenda for the Constabulary must strike a balance between affordability and carbon reduction measures since all activity in this area is having to be met from the same resources required to deliver operational policing.
- 2.29 Of note during 2023/24 the Constabulary progressed an EV pilot to remove 12 petrol / diesel vehicles from the fleet and to replace them with electric vehicles. A project management approach has been wrapped around the pilot to manage this new territory for the Constabulary and ensure lessons learned are well considered and documented. The pilot is in place in the North with the POLIT, CAISU and SCT/VCT team. Charging infrastructure has been installed through the Estates team and the pilot began in earnest in January 2024 and will be evaluated in the summer of 2024. This has been a considered approach due to the capital investment required in chargers and new electric vehicles to embed the arrangements and ensure they work before investing more fully in this area. The 2024/25 report will comment more fully on the outcomes of the pilot.
- 2.30 In addition to the electric vehicle pilot a shorter pilot working with Huntingdonshire District Council to trial the use of HVO (hydrogenated vegetable oil) fuel in an existing marked response vehicle was undertaken. Indications are that this was also successful and will be reported on further in 2024/25.
- 2.31 Alongside the work on the fleet the Estates team continue to upgrade and enhance building management systems and areas of buildings as works are undertaken to make the ageing estate more carbon efficient. One of the biggest gains for the Constabulary in terms of carbon reduction will be when the new CSPA is operational enabling operations to cease at Parkside Police Station. This will have a significant downward impact on the Constabulary's carbon emissions.
- 2.32 The Estates team are also exploring with our 7 Force Commercial Services collaboration a solar farm that would enable the Constabulary to supply the headquarters with self-generated green electricity whilst also reducing the annual cost of electricity.

Policing Productivity

- 2.33 The Home Office are undertaking a review into efficiency and productivity in policing. The Constabulary will support the review by providing evidence, examples and good practice. For Cambridgeshire these include:
- **Project Kaizen** – Project Kaizen Launched in November 2021 to improve the force’s strategic and tactical response to Domestic Abuse through digital solutions involving the reporting, recording and subsequent Referral of Domestic Abuse incidents/investigations.
 - a) Reduction in time (mins) spent by Response Officers on the DASH, Child Protection and Adult Protection referral processes
 - b) Improved process for Response Officers in terms of ease of completion of the DASH, Child Risk Assessment and Adult Risk Assessment on tuServ
 - c) Reduction in time taken for Referrals to be shared with Partner Agencies
 - d) MASH to receive High Risk DA and Child Risk Assessments as soon as completed by Response Officers and act on the information received
 - e) Consistent approach to Supervision where every DA Risk Assessment is reviewed against an agreed checklist. This will also inform the MASH's approach to safeguarding.

 - **Child Exploitation Hub** – CE hub is a new operational unit, The overarching aim is that the CE Hub will have greater, combined, ownership of both the assimilation of CSE and CCE related intelligence and responsibility for the authoritative onward tasking of safeguarding, disruption and enforcement activity by all units across the force.
 - a) Improve process/understanding of CSE and CCE intel/information flow process through clear processes and partnership working
 - b) Co-ordinated approach to CSE/CCE tasking of safeguarding, disruption and enforcement activity by all units reducing duplicated activity by business areas and Partner Agencies
 - c) Improve the understanding of Officers and staff forcewide about CSE/CCE and CE Hub Activity
 - d) Hub Engagement Officers develop Person Profiles/provide direct route for relevant young person enquiries

 - **Partnership and Vulnerability Hub** Two Hubs created within Force. These teams are locally based, accessible to frontline policing officers both in person and through digital channels. The teams are made up of officers drawn from a range of backgrounds, who work alongside and involve others in preventing crime, offending, re-offending, harm, and demand.
 - a) Improvement in existing problem solving and preventative policing capabilities that are embedded in front line policing
 - b) Improvement in services through appropriately utilising reactive and proactive approaches

- c) Improved SLT/COT confidence and understanding on Operational Performance
 - d) Increased resilience and presence across the force that is dedicated to vulnerability and prevention
 - e) Increased learning and engagement from the Hub with the Force, Partners and Customers/Public
- **Right Care Right Person** – Right Care, Right Person is an approach developed by Humberside Police to ensure people who call the police get the best support and service. RCRP was highlighted by HMICFRS as best practise and has been adopted as smarter practise by the College of Policing. The national roll out of RCRP has been endorsed by the Home Secretary and is underpinned by a national partnership agreement between the Home Office and Health. Change will be collaborating with key partners to review the force position on duty of care, and to set new policies, processes and standards of action in the RCRP incident types.
 - Welfare checks incidents.
 - AWOL & walk outs from healthcare facilities.
 - Patient transportation
 - The use of S136 Mental Health Act powers
 - a) To reduce the level of responses to non-policing related incident attendance
 - b) To improve officer and staff morale through not being required to respond to mental health incidents without the required knowledge and experience
 - c) Increase number of operational hours available for core policing activities
 - d) Improved communication between police and relevant partner agencies
 - **Strategic Interoperability Board (SIB)** – the Constabulary is a member of the three-emergency services SIB, made up of Police, Fire and Ambulance service representatives. The Deputy Chief Constable co-chairs the SIB which is now well established. The SIB offers opportunities for collaboration and joint working particularly in continuing professional development and training opportunities. In addition, good practice and knowledge sharing forms part of the SIB considerations, an example being an increased focus in 2023/24 on how Sustainability plans and activities are being developed by each service to reduce carbon emissions in order to inform each service's local plans.

2.34 The Home Office has committed further funding to create the Centre for Policing Productivity to develop productivity initiatives that are scalable across policing. The Constabulary will support the work of the CPP where possible.

3. Areas of Focus for 2024/25

- 3.1 VfM arrangements continue to be a focus within the Constabulary and for 2024/25 the areas of focus are set out below.

Delivery and Reporting of Projects

- 3.2 The Project for the Web tool outlined in 2.5 will be fully embedded and reporting from the system will be undertaken. Also, under the new Change and Business Management Framework there will be projects progressing to 6 monthly project reviews and possibly 12 monthly project reviews. These reviews will be reported through the appropriate governance routes and will feature in the Annual VfM Statement for 2024/25.

Benchmarking

- 3.3 Some benchmarking using the HMICFRS VfM profiles was undertaken in 2022/23, however capacity within the finance team did not allow this to be followed up further in 2023/24. This will be a focus for 2024/25 to inform the business planning and the new Head of Finance and a new Principal Accountant being recruited to will enable this work to take place. Any insights will be used to inform the business and financial planning as to possible areas the Constabulary may appear as an outlier.

BCH Business Planning Reviews

- 3.4 The BCH business planning process has improved with a much better understanding of collaborated function metrics such as:
- a) Baselining current service levels.
 - b) Staffing.
 - c) Threat, risk and harm considerations.
 - d) Transformation opportunities.
- 3.5 Improvements in the process, timing of the key milestones and senior officer engagement, and importantly a business planning approach beyond a single year are being built into the 2024/25 process to deliver a credible BCH MTFS from 2025/26 onwards. Benchmarking work by the BCH Joint Strategy and Transformation (JST) Team will also be undertaken as part of the process.

Financial Resilience

- 3.6 CIPFA's Financial Resilience Index (FRI) for police forces will be reviewed by the Constabulary to assess key elements of financial resilience, in particular balance sheet items. The FRI will also enable comparison against other forces, which will be a useful tool in more formally reporting on financial resilience as part of the VfM Strategy and to the external auditors.

Sustainability

- 3.7 The Constabulary's work towards achieving net carbon zero has begun in earnest in 2023/24 with the Electric Vehicle Pilot at Copse Court and work by Estates in making buildings more efficient to run. This work will continue in 2024/25 supported by the recruitment of a Strategic Sustainability Manager to provide much needed capacity to manage the agenda, develop initiatives with key stakeholders, drive projects forward and enhance the Constabulary's reporting in this area. This is another challenge given the lack of funding meaning VfM in all our sustainability activities is crucial.