



To: Business Coordination Board

From: Chief Executive

Date: 18 September 2019

POLICE & CRIME PLAN – TRANSFORMATION THEME - OPCC WORK TO DELIVER BROADER PARTNERSHIP SUPPORT

1. Purpose

1.1 The purpose of this report is to:

- Update the Business Coordination Board (“the Board”) on OPCC activity to deliver the ‘broader partnership support’ priorities set out in the Transformation section of the Police and Crime Plan (“the Plan”).

2. Recommendations

2.1 The Board is recommended to note the contents of the report.

3. Background

3.1 Under the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner (“the Commissioner”) is required to produce a Police and Plan. The Commissioner’s Plan became effective from the 1st April 2017 and is structured around four key strategic themes: Victims, Offenders, Communities, and Transformation. Each theme has its own aim and has a framework through a series of shared outcomes to enable all agencies with a part to play in community safety and criminal justice, to strategically direct the future delivery of services through these common goals. Each theme is supported by key objectives and priorities for action.

3.2 The Constabulary has a key role in delivering the Plan and on April 4, 2019 brought a set of refreshed comprehensive Constabulary priorities to this Board.

3.3 The progress around these Constabulary priorities is reported in a separate paper – see Agenda item 5.1.

4. Work with partners to realise the benefits for community safety which can be derived from improved governance and integrated delivery.

- 4.1 The Countywide Community Safety Agreement sets out the high risk areas of work where the complexity, or wider impact of those issues, suggests a countywide approach would add value. These areas are co-ordinated through a series of thematic delivery groups which report into the Cambridgeshire and Peterborough Countywide Community Safety Strategic Group Board (“the CCSSB”). Each group has been supported to develop a strategy, informed by an up to date needs assessment, and a delivery plan. Where resources are key to the effective management of the risks this structure and shared strategic narrative has enabled and prompted honest discussions with all partners. This approach has flushed out risks to ongoing funding and encouraged a joint commissioning approach within a number of areas.
- 4.2 One example is the wider domestic abuse support service which currently includes outreach embedded within third sector agencies and additional bespoke specialist support. However this is unfunded from March 2020 when the £1.6m additional funding from two successful bids to national government (Children Affected by Domestic Abuse & Domestic Abuse Housing Alliance) comes to an end. This is a significant risk going forward. Partners have agreed a domestic abuse strategy with a core offer and all resources are being pooled to deliver against this effectively shrinking together.
- 4.3 The current resources available to the Commissioner to play a key role across the high risk strategic priorities are limited. Much of the current Crime and Disorder Reduction Fund is committed as the Constabulary’s statutory contribution to areas such as the Youth Offending Service or Safeguarding Board arrangements. This means the influence the Commissioner has to leverage change comes through smaller contributions as part of co-commissioning arrangements.

5. Identify the best way for fire and policing to work together in the future.

- 5.1 The National Emergency Service Collaboration Working Group has showcased the benefits of different organisations coming together to improve the efficiency and effectiveness of the services they deliver to their communities. The Constabulary, Cambridgeshire Fire and Rescue Service and East of England Ambulance Service have fully supported this ethos and worked hard to build on their already strong relationships to improve services and save money.
- 5.2 In Cambridgeshire, a Police and Fire Interoperability Group was established to provide direction and momentum to joint working initiatives, covering such areas as arson, training operations and organisational support. In December 2017, a Memorandum of Understanding was signed between Police, Fire and Ambulance to formalise collaborative working arrangements and to demonstrate a strategic commitment to the principles of interoperability.
- 5.3 The Board and the Police and Crime Panel have received regular updates on the background to and progress on the proposed transfer of fire governance to the Police and Crime Commissioner. In October 2017, the Commissioner submitted a business case to the Home Secretary proposing that he take on the governance of the Fire and Rescue Service. The Business Case set out anticipated savings that could be driven from this recommendation along with the acceleration of the estates collaboration between the two services.

- 5.4 Following an independent assessment process, in March 2018 the Home Secretary announced that she considered that the Cambridgeshire proposal demonstrated that a transfer of governance would be in the interests of economy, efficiency and effectiveness and does not have an adverse effect upon public safety. However, the Home Secretary's decision has been subject to legal challenge by Cambridgeshire and Peterborough Fire Authority. The Fire Authority's judicial review of the Home Secretary's decision was dismissed by the High Court at the end of July. The Fire Authority has subsequently sought permission to appeal and has also submitted a further legal challenge.
- 5.5 The OPCC continues to monitor the impact of the delay in implementation. Collaboration at an operational level is continuing. The dialogue on potential further collaboration opportunities is ongoing.
- 5.6 The on-going interim arrangement to share the same Chief Finance Officer across the Fire Authority and the OPCC has continued.

6. Efficient Management of Estate.

- 6.1 The Commissioner has set out a number of principles which will form the basis of his Estates Strategy. These are being worked through whilst developing the Capital Programme to commence in 2020/21.
- 6.2 One of the principles is to maximise the use of estates, both operationally for policing and in conjunction with partners. Those that are surplus to operational requirements, currently Copse Court, Chord Park and Bretton, are subject to marketing. This will continue until confirmation of additional officers is received and the impact of this is mapped.
- 6.3 The Constabulary are reviewing their accommodation strategy which will feed into the Estates Strategy. This will cover not only the force's requirements but also partner and collaborated units. A strategic view bringing together money, income, operational requirements will form a strategy. The STRA process will inform this also.
- 6.4 It is recognised that the availability of capital monies is becoming tight and in order to minimise borrowing it is essential that estate enhancements are self-funded where possible. The significant investment in the new Southern Police Station will mean that the future requirement for capital financing will need to be effectively managed to minimise the impact upon the revenue budget. Where possible, all future capital estate investment will need to be managed prudently and where possible should be financed by more innovative estate utilisation.
- 6.5 The Constabulary will strive to improve business efficiency, making further savings through collaboration with BCH partners. JPS and L&D training are key areas of collaboration in this regard.
- 6.6 Other collaborations include ERSOU and the quarterly meetings of the 7F Estates Group are continuing.

7. Drive efficiency and effectiveness in policing through local, regional and national collaboration.

- 7.1 In addition to the BCH and 7 Force collaboration the Commissioner continues to lead national work, chairing the Police National Commercial Board and was recently shortlisted for the 'Outstanding Procurement Initiative' category in the 2019 Public Finance Awards. The Commercial Board is overseeing the progress of a full business case for the establishment of a Police Commercial Organisation. This is an ambitious, police-led, reshaping of commercial and procurement functions within policing including:

- National co-ordination of commercial strategy, ways of working, systems, best practice and professional development
 - Adoption of full category management approach
 - Strategic supplier management
 - Other wider commercial support (dispute resolution, revenue generation)
- 7.2 The new model could provide transformational change, greater economies of scale, more shared procurement and shared back office services – helping us to improve.
- 7.3 In addition to being Chair of the National Commercial Board, the PCC links effectively with the Association of Police and Crime Commissioners, and is a member of the Local Government Association and is a member of their Safer and Stronger Communities Board.
- 7.4 The PCC continues to chair the oversight group for the 7 Force collaboration programme and the BCH Strategic Alliance this enables him to monitor the local impact on Cambridgeshire of national programmes.
- 7.5 The PCC regularly engages with Ministers on a range of topics such as mental health, serious violence, hare coursing and suggestions around funding allocations.
- 8.0 Recommendations**
- 8.1 The Board is recommended to note the contents of the report.

BIBLIOGRAPHY

Source Document(s)	Police and Crime Plan http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/
Contact Officer(s)	Dorothy Gregson, Chief Executive, OPCC