



Creating a safer
Cambridgeshire

To: Business Coordination Board

From: Chief Constable

Date: 28 July 2020

POLICE AND CRIME PLAN – TRANSFORMATION THEME – WORKING TO DELIVER ACTIONS

1. Purpose

1.1 The purpose of this paper is to provide an update to the Business Coordination Board (“the Board”) on Constabulary activity to support the Police and Crime Plan objective of Transformation.

2. Recommendation

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

3. Background and Governance

3.1 The monthly Change Board, chaired by the Deputy Chief Constable, continues to develop and oversee all Change impacting upon Cambridgeshire.

3.2 The Board provides an opportunity for innovation from across the organisation, for example in recent months presentations from front line Constables have been received and developed in relation to proposals ranging from new mapping apps, a noise analyser to assist in policing dangerous and anti-social driving, and a partnership-based project to identify appropriate short-term accommodation for those in mental health crisis who may fall short of the S136 (Mental Health Act) threshold.

3.3 Attendance includes representation from the Collaborated Digital Innovation Team, Delivery Management Office and 7 Force programmes, to ensure all collaborated projects continue to be tracked in force.

- 3.4 The Constabulary planning cycle is built from the Strategic Threat and Risk Assessment (STRA), Force Management Statement (FMS) and Financial Planning Cycle and has continued to develop to ensure a single joined up business cycle, with financial planning an integral part. The STRA Challenge Panels completed in April 2020 resulted in the identification of a series of priority change projects to deliver improvements.
- 3.5 The Change Board tracks all STRA projects which are detailed below in addition to further projects and improvements, some of which are detailed below.
- 3.6 In addition to the Constabulary Change Board, collaborated projects are tracked through attendance at the Digital Engagement and Transformation Boards, and good practice and innovation is shared across Bedfordshire, Cambridgeshire & Hertfordshire (BCH) at the monthly Checkpoint Change Board managed by the Delivery Management Office.

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4. **Organisational Improvement Centre**

The Review of the Corporate Development Department has been completed, and as a consequence a newly formed Organisational Improvement Centre launched on 15th June. The principle objectives of this department are to:

- Set and monitor the force strategic direction according to threat, risk and harm.
- Utilise Organisational learning
- Better understand performance and demand
- Make changes that are relevant and evidenced based so the service provided is the best it can be.

The establishment of the department includes additional resource into a new Change and Research Team to ensure projects can be more efficiently managed, and with a greater emphasis on meaningful benefits realisation. The team will consist of a manager and 6 members of staff, with additional opportunities for staff and/or officers to be seconded into the unit. The additional posts are currently being recruited, with interviews from Monday 13th July.

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5. **STRA (Strategic Threat and Risk Assessment) Projects**

The STRA Projects have been split into two phases, the first requires projects to progress expeditiously to a proof of concept in order that an evaluation can be completed prior to adoption into the Policing model for 2021/22.

Phase two projects remain in the design phase with further development to take place prior to a proof of concept, however the intention being that these will also be considered for the 2021/22 model.

Phase One:**5.1 Bronze cell (Local Command Cells)**

In a post COVID19 environment it is proposed that the Local Command Cells (LCC's) are responsible for scanning local crime and intelligence, development of patrol plans, tasking and tracking, sickness, welfare and overtime tracking and monitoring of National Crime Recording Standards (NCRS) compliance.

5.2 Neighbourhood Support Unit (currently the Community Action Team (CAT) and IMPACT teams)

The objective is to create a single Neighbourhood Support Team (NST) located North and South. A clear framework will be established to demonstrate connection and governance to Local Neighbourhood Teams, including delivery of neighbourhood policing through tiered and coordinated connection to Intelligence and Serious Crime Dept, demonstrating visible and end to end governance of risk, Organised Crime Group (OCG) management and problem solving.

5.3 Continuous Professional Development Unit (CPDU)

The vision for CPDUs is to create centres of training excellence embedded within local policing. Officers at all stages in their careers will have support from their CPD. Working in this way, the CPDUs will ensure that the frontline workforce in Cambridgeshire is the best trained, most up to date and most professional in UK policing. The implementation of this project may be phased with the highest priority being to have in place a model which provides enhanced support to the increasing student population driven by the Police Uplift Program.

5.4 Digital and Cyber Unit

There is an identified need for improved knowledge and confidence for frontline staff in relation to digital forensics. This is an ever changing and challenging area of policing. The proposal is to develop a pool of resources and expertise under one directorate, providing an investigative and support arm and expert central support to an omniscient workforce. The objective is to increase demand for the use of Digital Media Investigators, and improve the quality of submissions to the kiosks and Digital Forensic Unit, this is intended to improve quality investigations and generate efficiencies.

Phase Two:**5.5 Demand Hub**

The first phase of the demand Hub project will centre on delivering improvements in year, and on budget with no requirements for growth. The focus will be on improving efficiency, with a target to implement and complete early benefits realisation in December 2020.

The second phase will develop longer term solutions in relation to digital transformation, such as the Social Media Project. The opportunities and options for growth within call handling will be explored alongside the financial planning cycle.

5.6 Response to Missing Persons

The proof of concept will explore the nature of a proactive approach to missing persons rather than the traditional response approach. It is accepted that improvements are required to shift the emphasis to prevention and early intervention in order to properly understand why people go missing and in order to safeguard the vulnerable. In particular young people who make up a significant proportion of missing and repeat missing reports.

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6. Digital Transformation

The Constabulary are actively engaged in a number of national and local digital policing projects, predominantly managed by the collaborated Digital Innovation Team.

6.1 Emergency Services Mobile Communications Network Plan (ESMCP).

This national program which includes the replacement to airwaves, is currently awaiting a national business case which has been delayed, potentially until the summer of 2021. There are currently three separate project directors in the region, which is in the process of reducing to one in order to provide greater clarity for the project and bring the region in line with the national picture. Whilst national progress continues to be slow the coverage testing has commenced in the region, with 'fit and forget' devices being installed in vehicles across the collaboration.

6.2 Single Online Home.

As with ESMCP this is a slow-moving national program to deliver to provide the public with a single way to engage with their local force online. The Home Office funding position for 2021/22 is currently expected by November. The local project team have commenced monthly meetings with the national project strategic lead and progress is being made with regard to establishing Athena integration to realise efficiencies in crime reporting practices.

6.3 Digital Assets Management System (DAMS)

The Bedfordshire, Cambridgeshire and Hertfordshire (BCH) DAMS project has delivered a solution to the transfer of digital evidence to the Crown Prosecution Service (CPS) both pre and post charge through evidence.com. A further phase of this project is now in progress to align Major Crime and Serious Collision investigations to this system removing the need to share high volumes of discs and other physical media storage devices.

Alongside this the 7F DAMS project seeks to find a longer-term solution, which includes consideration for extending the use of evidence.com. A full business case for this project is due in October 2020.

6.4 Digital Interviewing.

The objective of this project is to procure a network disc free digital interviewing solution for fixed and mobile interviewing across Bedfordshire, Cambridgeshire and Hertfordshire (BCH). Following a successful pilot in Cambridgeshire on the use of Body Worn Video (BWV) for mobile interviews the project is now progressing towards

procurement with an intended soft implementation to run from September 2020 to March 2021.

6.5 Social Media Project

The European Electronic Communications Code will be established in UK law December 2020, and the Police have until June 2021 to comply with the requirements. It will be a requirement to record crime, incident and intelligence data which is communicated through social media. A 7F procurement program has been established to explore options for software to support this new requirement. In addition, a local delivery group is being formed to explore two principle strands in relation to how this can best be managed within the demand hub, and to review the volume and procedures around Police held social media accounts. This legislation does not cover the Office of the Police and Crime Commissioner (OPCC) social media accounts.

6.6 GoodSAM

GoodSAM provides a secure facility for members of the public to be able to click on a link sent to them by the control room, which in turn activates their phone camera and enables a live stream. This enables officers and staff receiving it to view footage in live time in order to make tactical decisions, assess risk, and provide advice to the person streaming the footage. GoodSAM continues to be used to good effect, one such example being the deployment of a drone to provide aerial views of a commercial fire, this provided fast time information to the fire service regarding hotspots allowing them to more successfully tackle the fire and minimise loss. Agreement to procure the product beyond proof of concept has now been confirmed and this can now be considered business as usual.

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

7. Additional Updates

7.1 7 Force Procurement

The 7 Force Procurement function went live on 6th January 2020 to manage all procurement over £50,000. This is a team that combined all the procurement expertise, knowledge and skills across the 7 Force region (Cambs, Beds, Herts, Norfolk, Suffolk, Kent and Essex) to drive improvements and efficiencies in our procurement processes, ensure compliance, and amalgamate demand where appropriate to do so in order to achieve savings. The team have been critical in sourcing the supply of PPE for the region in response to Covid-19. As part of 7F procurement collaboration [REDACTED] has been appointed as BCH's Business and Local Commissioning Partner. This role is to act as the senior, locally based Procurement function interface between the OPCC's, Chief Officers, and the wider stakeholder community. By acting as a conduit between key internal stakeholders and the wider procurement function, [REDACTED], in her Business and Local Commissioning Partner role will ensure that Procurement are able to provide commercial input, guidance and support at the outset of all new requirements.

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7.2 7 force ICT Convergence

Cambridgeshire Constabulary is continuing to understand the opportunities for ICT alignment across the Eastern Region. Following the presentation of an Outline Business Case (OBC) earlier in the year it was decided that Cambridgeshire Constabulary would not progress with the recommended option as defined in the OBC. Further work has been commissioned with initial focus on a 4 force (Norfolk, Suffolk, Kent & Essex) ICT convergence with an option for Bedfordshire, Cambridgeshire and Hertfordshire to align at a future date. The reworked OBC is again being prepared by ATOS with a full review in benefits and savings.

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7.3 The Out of Court Disposal Team (OoCD) and Cautioning and Relationship Abuse (CARA).

The Out of Court Disposal Team was designed to take a trauma informed approach to offender management and divert suitable and eligible offenders from the criminal justice system. The suite diverts between 400-500 offences per month into interventions for mental health, substance misuse and socio-economic factors. The crimes would have frequently been closed as no further action (NFA) in the past offering little resolution for the victim or consequence for the offender.

The OoCD has reintroduced CARA, a domestic abuse intervention which has been running for the last two weeks. In week one, 13 offenders were issued conditional cautions with conditions to attend CARA, and in week two 14 offenders were issued cautions and are awaiting intervention. Unlike other forces Cambridgeshire Constabulary has not sought to utilise community resolutions to facilitate CARA. Offenders who are both suitable and eligible will be offered a placement. These two criteria are supported by the OoCD carrying out the Barratt impulsivity scale which examines impulse control, and the coercive and control test which is over and above the DASH (Domestic Abuse, Stalking, Harassment and Honour based violence).

Covid-19 has created a significant challenge for court resources and as a consequence the OoCD Team are driving opportunities to take demand away from the court system through the increased and appropriate use of Out of Court disposal.

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

7.4 Domestic Abuse (DA) Response

The Constabulary continues to work to enhance its support to victims through the DA Alliance (legal advocacy) and Brightsky (Safeguarding Support) pilots, as well as use of Stalking Prevention Orders. There is a renewed emphasis on long-term perpetrator management with the continued development of the Domestic Abuse Perpetrator panel (Multi-Agency Perpetrator Management) and wider use of Out of Court disposals, particularly CARA, to examine and reform offending behaviour. The Constabulary continues to seek innovative ways to connect with victims and the public and has recently introduced multi-agency Facebook surgeries to engage with communities. DA Scrutiny and Delivery Groups continue to identify learning that can be replicated force

wide, whilst the DA Champions network has been enhanced to promote good practice amongst frontline teams, focusing on safeguarding and positive action.

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

7.5 Tackling High Harm Offenders.

Operation Arakan utilises the Cambridge/Crime Harm index (CHI) to identify those who have caused the most harm in the community. Once identified these nominals are sorted into two categories a short-term list and a long-term list. Those in the short-term list display behaviour which suggests they are on a current spree and reviewed every 5 weeks. Those long-term nominals are identified as causing longer term harm and managed over 3 months.

Both lists are reviewed and a layer of professional judgement is applied. Those remaining are owned by neighbourhood officers with bespoke plans to target in partnership with Integrated Offender Management (IOM) staff, probation, Youth Offending Service (YOS) and other agencies as required. There is strict governance around this approach and all actions are tracked.

The approach has been reviewed and proven to demonstrate significant reductions in offending.

Operation Rockledge follows the same methodology to look at CHI offenders with a propensity to carry knives.

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

7.6 Health and Wellbeing.

The Constabulary's strategic aim is that:

"We will actively support Police Officers and Staff of Cambridgeshire Constabulary throughout their career and ensure that a welfare & wellbeing focussed culture is embedded and becomes business as usual. This includes physical and mental health as well as the broader concept of wellbeing – which enables individuals to realise their potential, be resilient, and be able to make a productive contribution to the police workforce."

Strategic Lead Chief Supt Greenhalgh has set four objectives for 2020/21:

- Development of an organisational health and wellbeing culture that embraces prevention, early intervention and support for individuals.
- Improved awareness and reduced perceived stigma in respect of mental health.
- Developing emotional resilience for officers and staff to deal with increased demand and pressures of today's Policing environment.
- Effective sharing of innovation and best practice.

The Constabulary is aligned with the National Policing Wellbeing Service (Oscar Kilo) and a number of staff and officers have recently attended training courses and workshops which they have hosted. The constabulary is also working towards the Home Office 2021 vision to ensure a culture of support to all officers.

In order to deliver on the vision and these objectives the Constabulary has recently appointed a new full time Health and Wellbeing Co-ordinator Jamie Smith. She is already working closely with the Strategic Lead and key stakeholders.

The Constabulary now has a formal Wellbeing Champions Network of 50 officers and staff who offer peer to peer support, deliver talks to new recruits and generally promote wellbeing. The Wellbeing Champions have also worked with the Chaplaincy and Police Federation to finalise four wellbeing rooms, two of which are at the largest Operational Police Stations.

There is a new and re-established Force Wellbeing Working Group and a separate bespoke plan to ensure we are doing all we can to protect and support our workforce when facing Assaults and Racial Abuse.

The Constabulary adapted quickly to the changes in working practice that COVID 19 brought and appointed Chief Inspector Kate Firman as the Wellbeing Lead for the Constabulary. She has implemented a number of measures, working with officers and staff to ensure the workforce are updated and engaged with organisational learning. Subsequently capturing and sharing this with the Organisational Improvement Centre.

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8. Recommendation

8.1 The Board is invited to note the contents of the report.

BIBLIOGRAPHY

Source Documents	N/A
Contact Officer(s)	Supt Adam Gallop