



Cambridgeshire
Police & Crime
Commissioner

To: Business Co-ordination Board

From: Chief Constable

Date: 22 October 2013

TRI FORCE COLLABORATION UPDATE

1. Purpose

- 1.1 The paper is intended to provide an update on the tri force collaboration of Protective Services, covering all of the joint (JPS) units together with the collaborated Procurement function within Organisational Support.

2. Background

- 2.1 Cambridgeshire joined a tri-force alliance with Bedfordshire and Hertfordshire in 2011. The Strategic Policing Alliance, agreed by each of the previous three Authorities, set out how collaborative arrangements between Bedfordshire, Hertfordshire and Cambridgeshire were to be managed and stated that the following outcomes should be delivered by any collaborative arrangements:

- Improved effectiveness for all three forces;
- Improved resilience for all three forces;
- Improved cash savings in all three forces, realising cashable and non-cashable savings for re-investment;
- A service structure and operating methods which are 'fit for purpose', taking account of new and emerging developments and which will meet future foreseeable demands for the next 3-10 years;

- Plans which close the gaps identified within the respective Protective Services Improvement Plans (where applicable);
 - Methods of operating which are equally viable under any force or governance structure;
 - Improved and enhanced customer service across the three counties.
- 2.2 The decision was taken to collaborate Protective Services as this area gave the greatest potential to realise savings through the sharing of resources across the forces. It also built on the existing bi-force collaborations already undertaken between Bedfordshire and Hertfordshire.
- 2.3 A collaboration programme was subsequently instigated which covered the following units:
- 2.3.1 Major Crime
 - 2.3.2 Professional Standards Department
 - 2.3.3 Scientific Services
 - 2.3.4 Armed Policing Unit
 - 2.3.5 Counter Terrorism and Domestic Extremism
 - 2.3.6 Dogs
 - 2.3.7 Operational Planning and Support Unit (OPSU)
 - 2.3.8 Visual Evidence
 - 2.3.9 Roads Policing Unit (RPU)
 - 2.3.10 Cameras Tickets and Collisions (CTC)
 - 2.3.11 Serious and Organised Crime (SOC)
- 2.4 A paper submitted to the last BCB provided an update for the units of Major Crime, Professional Standards, Scientific Support and Firearms. In order to provide a complete picture across JPS, the previous updates for these units are included within this paper.

3 Major Crime

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

Murder

Manslaughter

Attempted murder

Stranger rapes which require the setting up of a HOLMES facility

Crimes in action (Kidnap, Extortion and Product Contamination)

The 'manhunt' element of fail-to-stop, fatal road traffic collisions

Series of armed robberies

Work-related death

Corporate manslaughter and

Any other enquiry deemed appropriate by ACPO.

- 3.2 The unit has dealt with many complex and high profile crimes without a break in resilience and judges have handed sentences totalling almost 800 years to offenders convicted through the work of the major crime unit. A comprehensive review of the service is underway and this is due to deliver early November 2013.

4 Professional Standards (PSD)

- 4.1 The unit was launched in January 2012 with central functions operating from Biggleswade Police Station. The team was made up from officers and staff from each of the three forces and is headed by a Superintendent from Cambridgeshire. The aim of the unit was to 'deliver increased capacity to safeguard standards and integrity, support officers, staff and volunteers, as well as generating savings of approximately £640,000 per year for the three forces.
- 4.2 A post implementation review (PIR) was carried out in November 2012 to 'look back' since implementation and ascertain the degree of success from the implementation of the projects, in particular, the extent to which they met their objectives, delivered planned levels of benefit and addressed the specific requirements as originally defined in the approved business cases.
- 4.3 The review indicated that the unit was fit for purpose, was following national guidance and was working to the remit of the business case. The unit was projected to exceed the savings identified by circa £180k, albeit that some investigations were being conducted outside the remit of PSD. The IPCC stated that they were comfortable with the new working arrangements and praised the clarity of performance information being produced. (i.e. one performance report for the three Police Authorities).
- 4.4 Further potential savings were identified within the PIR and therefore a further review was recommended. An internal management review has begun which has already identified some potential changes. The review has taken account of the last service specification and is in line with the section 22a agreement. The

review is due to be discussed by management in the near future; the outcome will be presented to the Board in due course.

5 Scientific Support

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

6 Armed Policing Unit (APU)

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

7 Counter Terrorism and Domestic Extremism (CT/DE)

- 7.1 Bedfordshire and Hertfordshire CT Units collaborated in 2011 and following agreement at the Strategic Alliance Portfolio Board in March 2012, a business case was developed for a joint tri force CT/DE Unit.
- 7.2 The tri force collaborated unit went live in November 2012 with planned savings of £240k per annum. The new unit amalgamated existing structures into a single unit, headed by a Detective Chief Inspector, reporting to the Detective Chief Superintendent Joint Protective Services as the strategic lead for the delivery of the CONTEST strategy.

8 Dogs

- 8.1 Following agreement of the business case by the Strategic Alliance Portfolio Board, a tri force dog unit was implemented and went live in April 2013.
- 8.2 The new unit is responsible for providing proactive and reactive police dog support to operational and local policing throughout the three force area and the unit is tasked to support local and force priorities. These priorities are firearms, public order, missing persons and serious acquisitive crime (SAC).
- 8.3 The command base of the new unit is located at Alconbury in Cambridgeshire, with officers and dogs continuing to routinely deploy from their home address.
- 8.4 The initial business case detailed forecasted savings of £1.1m, however during the implementation phase, the adoption of an alternative proposal that provided increased capability, led to revised annual savings of £740k.

9 Operational Planning and Support Unit (OPSU)

- 9.1 This unit provides management and support of level two and three police operations and public event planning. These include national, countywide and cross border events or operations that require large numbers of resources, such as public order. The team is also the point of contact between forces and national and international partner agencies in the operational planning field.
- 9.2 The tri-force Operational Planning and Support Unit went live in March 2013 with planned savings of £175k. The new unit has two bases at Alconbury in Cambridgeshire and Hitchin in Hertfordshire.

10 Visual Evidence

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

11 Roads Policing Unit (RPU)

- 11.1 Following consideration of the scoping and options paper, a business case was developed for a tri-force roads policing unit that covered the following elements of Roads Policing: Patrol; ANPR; Collision Investigation; Vehicle Recovery; Traffic Management and Vehicle Examination. Whilst functionally separate, together they form the strategic capability to deliver:
- Response;
 - Proactive intelligence led tasking and deployment via Automatic Number Plate Recognition (ANPR) and;
 - Collision prevention and investigation.
- 11.2 The remit of the collaborated ANPR is to be intelligence led and as well as offering resilience to the Patrol function, ANPR is the primary resource for tackling criminality in relation to the roads' network. To this end, some of the savings realised with the Patrol function have been re-invested in ANPR.
- 11.3 The ANPR Intercept unit was resourced according to the following considerations:

- Balancing cash savings with increasing capacity to fight crime;
- Recognising that effectiveness in fighting crime is not a pure function of increasing Intercept numbers but rather, ensuring sufficient resources are properly tasked and;
- Proposed numbers allowed a shift system to provide resilience for the Patrol function where necessary.

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

12 Cameras, Tickets and Collisions (CTC)

- 12.1 The joint CTC unit brings together a number of functions that were previously carried out individually by forces. These include camera enforcement, tickets and prosecutions and collisions administration.
- 12.2 The business case forecast savings of £0.5m with the potential to develop revenue of circa £0.2m.
- 12.3 The new joint unit went live in April 2013 with the unit's administration, support and camera enforcement being based at Stevenage. Satellite bases for Bedfordshire and Cambridgeshire are located at Halsey Road and Monks Wood.
- 12.4 The unit's main role is to increase road safety, working with Road Policing and local partners to change attitudes and behaviour on the roads. The

responsibilities of the new unit include the administration of speed management on the roads across the three forces, through fixed and mobile speed cameras, processing tickets for endorsable and non endorsable offences and the administration of traffic offence reports. The unit is also responsible for preparing road traffic offence files for court, investigating some camera offences and collisions, as well as assisting the public with enquiries and insurance claims.

13 Serious and Organised Crime (SOC)

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

14 Procurement

- 14.1 Procurement was first formally collaborated in February 2011, however, the Strategic Head of Procurement was not appointed until May 2012.
- 14.2 The Collaborative Procurement function is split between each respective county Headquarters, with two Contracts Managers in charge of staff across the three Counties.
- 14.3 To date, the Procurement Team has worked at aligning contracts to enable economies of scale and co-contracting has taken place for 19 strategic contracts. This has realised total savings of £2m in the first two years of collaboration.

- 14.4 BCH Procurement is now following a new 10 year strategic plan, aimed at significant cost reduction. This will be achieved at a tri-county level and involve further work with the East of England consortium and the use of national frameworks.

15 Recommendation

- 15.1 It is recommended that the Board notes the report.