



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive

Date: 27 October 2015

UPDATE ON BUSINESS CASE PROGRESS: HUMAN RESOURCES AND LEARNING AND DEVELOPMENT; PUBLIC CONTACT; FIREARMS LICENSING

1. Purpose

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on the progress towards implementation of the collaboration business cases for Human Resources and Learning and Development, Public Contact and for Firearms Licensing.

2. Recommendation

2.1 The Board is recommended to note the report.

2.2 The Police and Crime Commissioner (“the Commissioner”) is recommended to notify the Police and Crime Panel of forthcoming decisions regarding these areas of business.

3. Background

3.1 The Statutory Guidance for Police Collaboration 2012 sets out the legal context for collaboration:

“The legal requirements for police collaboration can be found in sections 22A to 23I of the Police Act 1996, as amended by the Policing and Crime Act 2009 and the Police Reform and Social Responsibility Act 2011.”

“The 2011 Act inserted sections 22B and 22C into the 1996 Act, which place new duties on chief officers and policing bodies to keep collaboration opportunities under review and to collaborate where it is in the interests of the efficiency or effectiveness of their own and other police force areas. This is a stronger duty than the previous one for police authorities, who were required only to support collaboration by their own forces.”

- 3.2 The Police and Crime Commissioners (PCC) and Chief Constables for Bedfordshire, Cambridgeshire and Hertfordshire signed a Memorandum of Understanding in December 2013 confirming their strategic intent to extend their collaboration in a range of areas under the broad headings of Operational and Organisational Support Services. Decision Making Notice CPCC 2013-021 refers.
- 3.3 Public Contact (call handling), ICT, Human Resources and Learning and Development (HR&L&D) and Firearms Licensing and Explosives are all areas that fall within either Operational or Organisational Support. Each of the functions has been considered in considerable detail and been subject to the production of a full business case using the Five Case Model which is an approach advocated by HM Treasury. By adopting this standardised approach, discipline and structure is introduced into the decision making process.
- 3.4 A report was submitted to the Police and Crime Panel on 18 March 2015 indicating that outline business cases had been approved for HR, Public Contact, ICT and FBC for Firearms licensing.
- 3.5 Implementation plans and draft S22A collaboration agreements are now being prepared for these areas of business. Once the S22A agreements are signed the collaboration of the functions will commence and a Decision Notice will require signing by the Commissioner.
- 4. Human Resources and Learning and Development**
- 4.1 A full business case has been prepared for the Human Resources and Learning and Development functions, proposing a collaborated function in conjunction with Bedfordshire and Hertfordshire.
- 4.2 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, managing change programmes, health and safety, and application of regulations, terms and conditions in a unified way.
- 4.3 The project will deliver the proposed savings and levels of service through several means, the key high level enablers for the savings are that:
- 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
- 4.4 The total annual operating cost of the function across all three forces is £13.783m. The proposed future operating model is forecast to cost £9.484m, a saving across the three forces of £4.299m. The saving to Cambridgeshire Constabulary is estimated to

be ¹£1.033m per annum although this figure is based on an apportionment of costs formula based upon the Net Revenue Expenditure of each force which does change each year as the forces' budgets change. There will, of course, be implementation costs in the early stages.

- 4.5 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. In addition, the opportunity for common transformative ICT will allow for a greater level of self-service and reduce the reliance upon centralised HR functions.

5. Public Contact

- 5.1 A full business case has been prepared for Public Contact, proposing a collaborated function in conjunction with Bedfordshire and Hertfordshire. The public contact function includes handling 101 and 999 calls, incident management, despatching resources and crime recording.
- 5.2 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.
- 5.3 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 Hinchbrook and Hertfordshire Constabulary HQ at Welwyn Garden City.
- 5.4 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.
- 5.5 The total annual operating cost of the function across all three forces is £27.66m. The proposed future operating model is forecast to save £4.47m of which the saving to Cambridgeshire is ¹£2.54m, although this figure is based on an apportionment of costs formula based upon the Net Revenue Expenditure of each force which does change each year as the forces' budgets change. There will, of course, be implementation costs in the early stages.

6. Firearms Licensing

- 6.1 A full business case has been prepared for Firearms Licensing, proposing 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.

¹ Anticipated savings identified from original business case and subject to change
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6.2 The total annual operating cost of the function across all three forces is £712k. The proposed future operating model is forecast to cost £391k, a saving across BCH of £321k. The saving to Cambridgeshire Constabulary is estimated to be £174k although this figure is based upon an apportionment of costs formula based upon Net Revenue Expenditure and demand, both of which change every year. In addition, the full savings can only be realised after some computerisation of the process of applying for a licence which is dependent upon national ICT improvements.

6.3 In addition to the financial benefit of collaboration, a collaborated function will be more efficient and resilient and enable the public to access the application process online.

7. Recommendation

7.1 The Board is recommended to note the report.

7.2 The Commissioner is recommended to notify the Police and Crime Panel of forthcoming decisions regarding these areas of business.

Contact Officer	Jim Haylett, Office of the Police and Crime Commissioner
Background Papers	http://library.college.police.uk/docs/homeoffice/police-collaboration-october-2012.pdf http://www.cambridgeshire-pcc.gov.uk/wp-content/uploads/2013/12/Beds_Cambs_Herts-MoU-Org-and-Op-Support.pdf