



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive

Date: 21 September 2016

COLLABORATION UPDATE – BEDFORDSHIRE, CAMBRIDGESHIRE AND HERTFORDSHIRE and SEVEN FORCE

1. Purpose

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on the progress of collaboration in Bedfordshire, Cambridgeshire and Hertfordshire (“BCH”) and across the Eastern Region.

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 (“PCCs”) and Chief Constables of 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. The three are already collaborating on a number of areas including Armed Policing, Procurement, the Professional Standards Department and Roads Policing.
- 3.3 Since December 2013 several further Section 22A agreements have been approved by BCH, comprising:
- Public Contact (call handling)
 - Human Resources and Learning and Development (“HR&L&D”)
 - Firearms and Explosives Licensing
 - Information and Communications Technology (“ICT”)
 - Information Management Department (“IMD”)
 - Criminal Justice and Custody
- 3.4 Collaboration between Bedfordshire, Cambridgeshire and Hertfordshire is delivering a significant contribution to the overall goal of the three forces to scale back office costs by up to £20m each year from a baseline of £120m. Total collaboration savings for 2017/18 to 2019/20 including Joint Protective Service and the Eastern Regions Special Operations Unit (“ERSOU”) are predicted to reach £5.0m.
- 3.5 Wider collaboration across the Eastern Region covers the counties of Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent (“Seven Forces”). A collaboration team has been set up and an initial collaboration covering the areas of procurement, vetting and the anti-corruption element of the Professional Standards Department is being developed. The collaboration is in an early stage of development, but the expectation is that it will deliver savings in the longer term. A Section 22A collaboration agreement for the seven force collaboration programme was signed in March 2016.

4. BCH Collaboration Update

- 4.1 **Human Resources / Learning and Development:** The BCH collaborated HR Department staff operating model has been in place since 1 December 2015 and a new Director of HR joined in April 2016. Work on the implementation of the changes to deliver the target operating model is underway as well as delivering the full range of ‘business as usual’ HR services to customers across the three forces. A risk exists of greater demand on HR given changes as a result of the Chancellor’s statement and increase tactical demand being placed on supervisors and leaders to pick up ‘orphaned’ tasks. Another area of risk for the programme is the delayed procurement and implementation of the new HR IT systems that are required in order to deliver a number of business benefits including the realisation of cost efficiencies. Timescales for the various systems are becoming clearer, and a detailed impact assessment and Project Exception Report processes are in place.

- 4.2 **Finance/HR ERP system:** An Independent Review has been agreed for October 2016, to take place at the end of the Solution Design Phase of the project and before commencement of the Build Phase. Solution Design workshops are complete for the finance system and the solution design document approved by stakeholders. The current timeline provides a pathway for Cambridgeshire to go live with the Finance system in January 2017 with Bedfordshire and Hertfordshire to follow in April 2017. Phased implementation of remaining systems commences in April 2017 with planned implementation by October 2017.
- 4.3 **Public Contact:** Joint management processes are in place for Public Contact across BCH. Cambridgeshire's performance for 101 and 999 remain strong and waiting time for second has shown improvement. Proposals for further collaboration are being considered.
- 4.4 **ICT:** Work has continued across many areas of the forces, supporting collaboration activities and progressing infrastructure convergence sub-projects. Progress has been made on identifying options for savings including decommissioning of systems and renegotiation of contracts. Capital investment for the ICT enablers in 2016/17 has been secured. Work regarding benefits realisation is continuing. Resourcing pressures remain within the department to meet the key deliverables required for Athena, Public Contact, Infrastructure Convergence, HR & Finance and other projects, however work progresses on ICT enablers and identified dependencies for all schemes. Progress on a new single ICT Senior Management Team is being made and plans are in progress for the three-force ICT implementation.
- 4.5 **Information Management Department:** Progress is ongoing to design and implement a single tri-force structure and processes to manage Information Standards, Information Access Services, Disclosure and Barring Service, Police National Computer ("PNC") Administration, Records Management and Information Assurance. The staff consultation period and assessment of counter proposals has been completed. Forward planning of the recruitment processes is complete. Delivery of the final model to UNISON and staff is being planned and will be followed by implementation of recruitment processes and ongoing communications.
- 4.6 **Custody:** A shared management structure is in place and a common shift pattern has been consulted upon and this consultation concluded on 24 August 2016. It is hoped that the new rota may be implemented in January 2017.
- 4.7 **Criminal Justice Phase 1:** A single senior management team has been implemented and brings consistent leadership, supporting the three Local Criminal Justice Boards with a consistent approach including in relation to national initiatives. By centralising the digital administration services, resilience has been improved as well as service delivery for the provision of key evidence used during the court process. The Digital Justice team enables the maximisation of the use of technology available e.g. virtual courts and video links for victims and witnesses to give evidence at court. Policies are being aligned and best practice shared.
- Criminal Justice Phase 2:** Work is currently being undertaken to complete the business case for Phase 2, outlining a proposed model which could be implemented from April 2017. This business case will be submitted for consideration at the Strategic Alliance Summit on 28 September 2016. Another key focus of work is to

progress moving towards a 'digital' file submission process for Remand hearings with the Crown Prosecution Service and other Criminal Justice partners.

- 4.8 **Firearms Licencing:** Collaboration started on 1 December 2015. The project has delivered over £200k in savings, with £110k originally predicted. A Post Implementation Review ("PIR") is being planned for late 2016.

5. **Seven Force Collaboration Update**

- 5.1 The Eastern Region has combined funding of £1.3 billion which is comparable to Metropolitan Police Service funding. The Seven Force Programme continues to make positive progress in business cases and on delivering broader benefits that sit outside the business case process. Updates on key collaboration areas are as follows.

- 5.2 **Procurement:** The Procurement Outline Business Case ("OBC") was prepared and circulated to stakeholders in April 2016 and recommended a single collaborated procurement function across the seven forces and the exploration of the alignment of contracts. The business case received broad support from all 14 Corporations Sole. It was proposed at the Eastern Region meeting on 26 July 2016 that preparation of a Full Business Case ("FBC") proceed for the appointment of a permanent head who will then develop a second FBC for the structural collaboration of the whole function. This FBC will not however contain the detailed design, costings and processes of that function and staff will not undergo consultation and reorganisation as a result of it. It was agreed that there was a need for PCC and Chief Constable leadership in ensuring that convergence rather than divergence of business activity is the norm and that the business case should tackle the tension between standardisation and the need at times for local difference. Work is being commissioned to assist in securing the benefits of procurement across the seven forces by carrying out a full assessment of the planned procurement activity over the seven forces, including procurement of IT systems and infrastructure. This will also assist in achieving ICT convergence.

- 5.3 **Criminal Justice:** Progress is being made towards production of an OBC, which is planned for October 2016. Work is currently being undertaken to explore how PCCs can best engage with the Criminal Justice Service devolution agenda across the Eastern Region.

- 5.4 **ICT:** There is a business need to achieve a common platform for the support of common IT systems and applications, and a convergence strategy is being developed. The creation of a design authority supported by the seven forces is a critical measure to support this work and has already been set up.

- 5.5 **Vetting:** the OBC for vetting has been circulated to all Corporations Sole. Whilst preparing the OBC, it became apparent that there are early opportunities to deliver benefits across the seven forces that can be realised irrespective of a business case for structural change. These opportunities are a) to standardise the approach to charging contractors for vetting applications and b) to introduce a "Schengen" style fully transferable vetting clearance across the seven forces; the latter is an operational decision for Chief Constables and has been approved. Preparation of the FBC is continuing, with expected delivery in the autumn.

5.6 During the approval process for the Seven Force Strategic Collaboration Programme it was agreed there would be a review conducted once PCCs had been in post for a reasonable time following the elections. It was subsequently agreed a review would be presented in October 2016. It is proposed the report will have the following core elements:

- An updated strategic assessment
- An assessment of the programme to date including emerging costs, benefits and risks
- An updated overarching business case
- Proposed options to take forward the programme

5.7 The seven force collaboration programme has been funded until March 2017 and secondments for police staff have been offered for the period up to that date.

6. Recommendation

6.1 The Board is recommended to note the report.

6.2 The Commissioner is recommended to notify the Police and Crime Panel of forthcoming decisions regarding potential further regional collaboration and deeper BCH collaboration.

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| Contact Officer | Josie Gowler, Chief Finance Officer and Deputy Chief Executive, 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 http://www.cambridgeshire-pcc.gov.uk/decisions/s22a-agreement-under-the-police-act-1996-as-amended-to-be-a-member-of-the-seven-force-strategic-collaboration-programme/ |