



Creating a safer
Cambridgeshire

To: Business Coordination Board

From: Chief Constable

Date: 16 December 2016

UNDERSTANDING DEMAND – PROPOSAL FOR PROCUREMENT OF SOFTWARE SOLUTION, TRAINING AND CONSULTANCY SUPPORT

1. Purpose

1.1 The purpose of this paper is to seek agreement from the Business Coordination Board (“the Board”) for Cambridgeshire Constabulary (“the Constabulary”) to proceed with a procurement exercise to assist the force in understanding current and future demand to underpin financial and workforce planning, and to support the Local Policing Review and future organisational improvement activity by building capacity and capability.

2. Recommendation

2.1 The Board is invited to consider approving a procurement exercise.

3. Background

3.1 In 2016, Cambridgeshire Constabulary was one of only eight police forces in England and Wales to receive an overall HMIC Efficiency judgment of ‘requires improvement’, in part due to an incomplete understanding of current and future demand for services.

3.2 The force has a strategy in place for understanding and managing demand, which has chief officer oversight.

3.3 The goal of the understanding demand workstream is:

“To understand current and future demand for policing in Cambridgeshire, to enable the force to match its human and financial resources to that demand, and to drive workforce planning and business transformation to better meet the needs of the public and achieve savings.”

- 3.4 The goal of the managing demand workstream is:
- “To act swiftly and appropriately on our evolving understanding of demand for policing, working in partnership with other agencies to develop the right capacity and capability to deliver the right services to the right people at the right times to address threat, harm and risk, meeting the needs of local people in an effective, efficient and legitimate way.”
- 3.5 The approach to date has been an incremental one, focusing on small parts of the organisation in isolation to understand current demand, and then identifying potential areas where demand can be reduced or redirected. This has included some work with partners. This approach was adopted as it required no underpinning financial support or dedication of permanent resources.
- 3.6 Although progress has been made in 2016, the rate of progress is slower than the force would like, due to limited capacity and capability.
- 3.7 The Chief Constable has recently commissioned a Local Policing Review. This will review the current force structure, operation and operational governance. The review will propose and (once agreed) implement a sustainable policing model for Cambridgeshire and Peterborough for the next three to five years in support of delivery of the new Police and Crime Plan. A full understanding of baseline and future demand is needed for the review to make evidence-based recommendations for change.
- 3.8 The Constabulary’s Force Executive Board has considered a number of options in relation to understanding demand, and recommended on 05/12/16 that permission be sought from the Board to commence a procurement exercise to support their preferred option.

4. Procurement Exercise

- 4.1 Good and outstanding forces have made substantial investment in understanding demand, in the main through procurement of consultancy services and software solutions.
- 4.2 The benefits of this approach are:
- i) The ability to access specialist knowledge about understanding demand.
 - ii) The ability to learn from the experiences of other forces.
 - iii) The ability to progress very quickly to a sound understanding of baseline demand.
 - iv) The transfer of knowledge to the Constabulary, allowing this understanding to be maintained and developed once consultancy has ceased.
 - v) Value for money – it is cheaper for consultants to deliver an understanding of baseline demand than it is for a force to deliver it alone.
- 4.3 Following a review of available software products and consultancy options, the force wishes to proceed with the following exercises.

Procurement 1: A predominantly capital tendering exercise to be completed in early January 2017

- Software solutions to enable the Constabulary to maintain a repository of information on demand in one place, and to be able interrogate this to make business decisions when local changes to the operating model are proposed.
- Training in the software solutions purchased, and ongoing helpdesk support and maintenance of the software (revenue).

Procurement 2: A revenue tendering exercise to be completed by end January 2017.

- Consultancy services to support the Local Policing Review, with a view to delivering proposals for an operating model for Cambridgeshire Constabulary underpinned by a full understanding of baseline, future and hidden demand, by 31/03/17.

4.4 Appropriate procurement routes exist through existing framework agreements and quotes received will be considered on merit against a series of criteria about the force’s requirements to ensure value for money.

5. BCH Considerations

5.1 In many situations, there is benefit in Cambridgeshire Constabulary acting in concert with its tri-force collaboration partners. The pros and cons of collaboration in this case in the context of the Constabulary’s position have been considered, and there has been no substantial benefit identified in proceeding with a BCH procurement exercise in this case. This has been confirmed with each force, ICT and Procurement.

6. Financial Considerations

6.1 Funds would have to be allocated in 2016/17 to allow the procurement to proceed on the defined timescales.

6.2 The force is currently considering whether it may be possible to recover some capital costs through a bid to the Police Transformation Fund in early 2017, should there be a further bidding round this financial year.

7 Recommendation

7.1 The Board is invited to consider approving a procurement exercise.

Contact Officer	Dr Natalie Benton, T/Head of Corporate Development Department, Cambridgeshire Constabulary
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