



Creating a safer
Cambridgeshire

To: Business Coordination Board

From: Chief Constable

Date: 14 March 2017

Corporate Development

1. Purpose

1.1 The purpose of this paper is to update the Business Coordination Board (“the Board”) on progress with improving the capacity and capability of Cambridgeshire Constabulary’s Corporate Development Department.

2. Recommendation

2.1 The Board is recommended to note the contents of this report.

3. Background

3.1 In 2016, Cambridgeshire Constabulary completed a review of service provision by the Corporate Development Department, in light of new chief officer priorities and working practices, and to ensure the department was fit for purpose to 2020.

3.2 This paper provides a high level overview of the agreed plan to improve the capacity and capability of the force’s Corporate Development Department.

4. Functions of Corporate Development

4.1 The role of the Corporate Development Department is to objectively support Cambridgeshire Constabulary in delivering its vision through the effective coordination of force activities, helping the organisation to continuously improve.

4.2 The main functions of the Department are:

- Supporting and challenging force governance arrangements.
- Assisting the senior team in the development of organisational strategy and policy, and leading production of the force delivery plan.

- Helping the force to understand demands for its services and manage these effectively.
- Identifying 'what works' to ensure continuous improvement can be achieved.
- Maintaining oversight of change programmes and projects that impact on the force.
- Providing reassurance to FEB and the OPCC through the delivery of assurance processes.
- Analysing performance and risk to inform decision making.
- Providing legal services to the force.
- Improving information standards across the force.
- Supporting organisational development, in particular leadership development.

5. Operating Model

5.1 A new operating model for the Department was signed off by chief officers on 9 January 2017. This involves some additional investment in specialist resources to support the force (some permanent and some fixed-term).

5.2 The Department has committed to delivering a 10% efficiency saving in 2017/18 despite the agreed growth through robust management of a high vacancy rate (10%). In the longer term, there is an aspiration to derive an income from some of the specialist resources available, making parts of the model self-sustaining.

5.3 Full details of the operating model can be provided to the OPCC once staff consultation has been completed. The resource cost of the operating model for 2017/18 is expected to be £1.15m.

5.4 The scheme below illustrates the new operating model.

Governance and Inspection	Information Standards	What Works
<ul style="list-style-type: none"> • OPCC liaison • HMIC liaison • Joint Audit Committee liaison • Self-assessment • Legal services • Risk management • Policy** • Strategy • Business planning • Accountability management • Ethics, equality and inclusion • Force management statements 	<ul style="list-style-type: none"> • NCRS/NSIR compliance • Crime data integrity • Auditing • NCRS training • ADR oversight • Freedom of Information requests 	<ul style="list-style-type: none"> • Management information* • Performance analysis* • Strategic analysis* • Freedom of Information requests • Understanding demand • Evaluation* • Continuous improvement • Change • Benefits realisation* • Futures • Evidence-based policing • Academic collaboration • Organisational development • Athena MI implementation

*Excluding requirements of collaborated functions

**Delayed IMD transfer

5.5 The Board agreed on 16 December 2016 for the force to proceed with a procurement exercise to assist 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. Following a

procurement exercise, it has now been agreed that the work of the Corporate Development Department on demand will be underpinned by a suite of software solutions from the company Process Evolution.

5.6 Recruitment into the new operating model is progressing, with a number of live vacancies at this time. It is expected that the model will be fully populated by 1 September 2017.

6. Recommendation

6.1 The Board is recommended to note the contents of this report.

BIBLIOGRAPHY

Contact Officer	Dr Natalie Benton, Temporary Head of Corporate Development
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