



Creating a safer
Cambridgeshire

To: Joint Audit Committee
From: Chief Constable
Date: 14 December 2017

Collaboration Update – Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary

1. Purpose

1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on the progress with collaboration between Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary (“BCH”).

2. Recommendation

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

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 have signed Memorandums of Understanding

confirming their strategic intent to collaborate in a range of areas under the broad headings of Joint Protective Services, Organisational Support Services and Operational Support Services.

- 3.3 The aim of the strategic alliance of BCH is, by 2017, for frontline local policing services in Bedfordshire, Cambridgeshire and Hertfordshire to be enabled by the best people, processes, technology and culture, with all protective, operational support and organisational support services being delivered in a shared services model with increased automation, self-service and economy.
- 3.4 The agreed objectives of the strategic alliance are to:
- To provide effective and efficient operational and organisational services at reduced cost.
 - To deliver a target operating model which protects and enables local policing in each force area by sharing organisational and operational support services.
 - To provide agreed levels of service to support frontline policing whilst meeting the funding challenge.
 - To maintain adequate provision of organisational and operational support services through collaboration. Service delivery in shared areas will be measured and improved against agreed Collaboration Service Agreements.
 - To assist in achieving the aims contained within each PCC's Plan whilst also having regard to the requirements of the Strategic Policing Requirement.
- 3.5 Joint Protective Services is led by Bedfordshire Police, and includes Armed Policing Unit; Cameras, Tickets and Collisions; Civil Contingencies Unit; Dog Unit; Major Crime Unit; National Police Air Service; Operational Planning Support Unit; Roads Policing Unit; Automatic Number Plate Recognition (ANPR); Forensic Collision Investigation Unit; Scientific Services Unit.
- 3.6 Organisational Support Services is led by Cambridgeshire Constabulary, and includes at this time Professional Standards, Human Resources, Information Management and ICT.
- 3.7 Operational Support Services is led by Hertfordshire Constabulary, and includes at this time, Criminal Justice, Custody, Digital Contact and Mobilisation, and Public Contact.
- 3.8 Key highlights since the last report in December 2016 are moving to single Senior Leadership Team for ICT and ICT convergence go live, go live of the collaborated Information Management Department in March 2017, and go live of phase 2 of Criminal Justice (casework) in June 2017.
- 3.9 Wider collaboration across the Eastern Region covers the counties of Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent (the "Seven Forces"). An update was provided to the Board on progress with seven force collaboration in September 2017, and is therefore not covered here.

4. BCH Collaboration Update

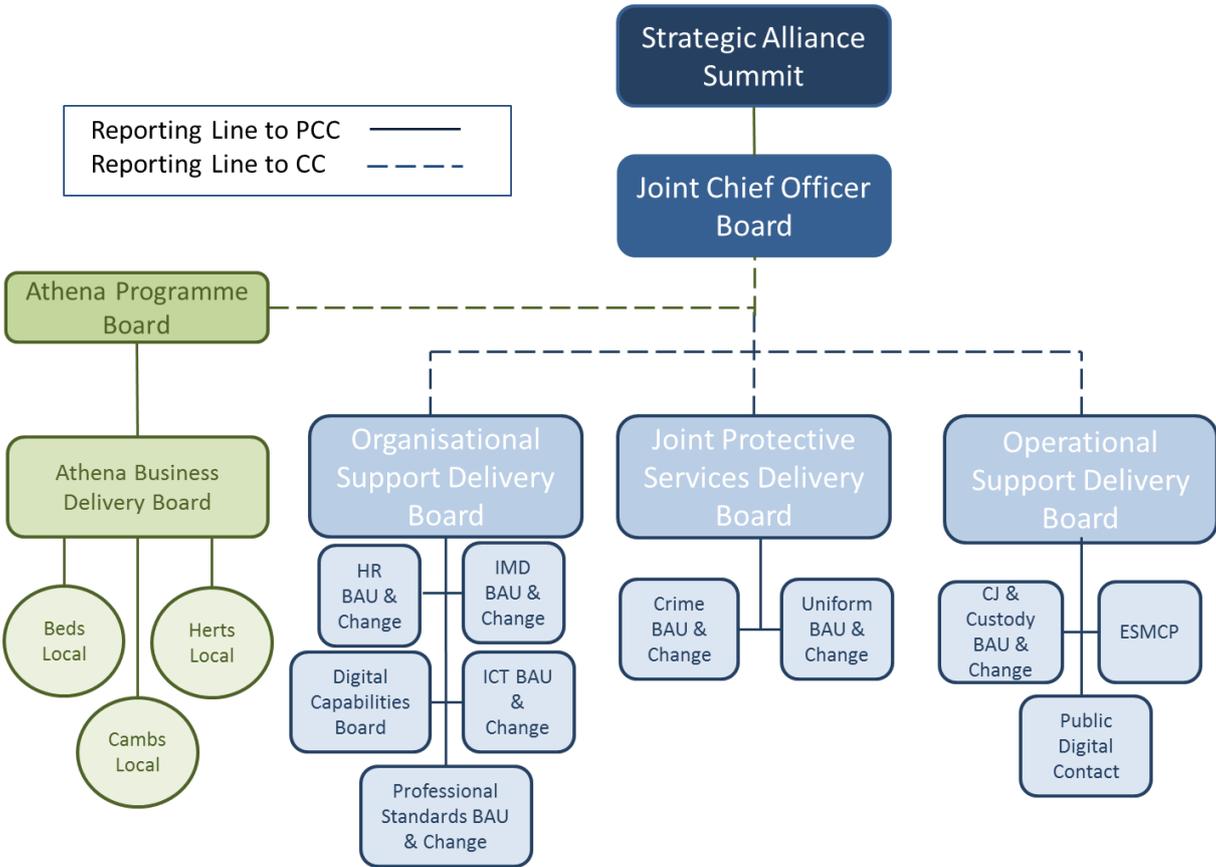
4.1 The table below provides updates on current BCH change projects since the last report in 2017.

Project	Update
<i>Organisational Support</i>	
Finance/Human Resources ERP System	ABLE is an integrated HR and finance system. The finance system went live in 2017, with the HR element due to go live in November 2018.
Human Resources/Learning and Development	Work to making best use of ABLE outputs is ongoing, as is implementation of the PEQF and the Digital Learning System (DLS).
ICT	The collaborated target operating model is due to go live in Spring/Summer 2018.
Information Management	The collaborated function went live in March 2017. A post-implementation review is scheduled for August 2018, following Athena implementation.
<i>Operational Support</i>	
Public Contact	A collaborated strategic leadership team is in place. It was agreed in September 2016 that collaboration of Public Contact would be pushed back at least 2 years, subject to a review post-delivery of Athena.
ESMCP	This is the replacement for Airwave, and is not expected to go live before 2019.
Digital Contact and Mobilisation	This is a collection of projects to improve digital access to policing services including online reporting of crime for the public and TuServ, a system allowing officers to create and update systems at crime scenes. Various go live dates exist throughout 2018.
Criminal Justice Phase 2	The Administration of Justice collaborated department went live in June 2017.
Custody	The people structure was implemented in March 2017. The project team will remain in place until March 2018.
<i>Other</i>	
Athena	Athena is being delivered as part of a wider 9 force consortium (the Eastern Region and Warwickshire/West Mercia). Go live is expected in May 2018 for BCH, with training underway for all staff at this time. Athena is a single investigative management system

	replacing investigation, intelligence, safeguarding, case and custody.
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5. Collaboration Governance

5.1 Following the independent Concerto Review of BCH governance in 2017, improvements have been made to the governance of collaboration across the strategic alliance. The governance model in place as at December 2017 is shown below.



6. Risk and Benefits Management

- 6.1 The BCH Portfolio Office has a single risk and benefits management process in place, ensuring there is visibility of risk, regular review, prompt action to manage risk, and governance and accountability. This operates at the project, programme and portfolio level.
- 6.2 There is a single BCH benefits management strategy in place, with benefits trackers for Organisational Support and Operational Support. The Central Portfolio Office have specialist staff who work with all BCH functions to develop an understanding of the benefits and then identify, track, realise and sustain benefits realisation.

6.3 Police Transformation Funds in this financial year have allowed investment in continuous improvement analysts to support this process.

7. Cambridgeshire Spending and Savings

7.1 The table below shows the current and projected spending on collaboration and the expected savings to 2021 for Cambridgeshire Constabulary.

	2016/17	2017/18	2018/19	2019/20	2020/21
Spend on collaboration £m	21.998	37.280	38.284	38.903	40.181
Savings from collaboration £m	0.920	0.630	1.090	0.256	0.021

8. Recommendation

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

BIBLIOGRAPHY

Source Document(s)	
Contact Officer(s)	Niki Howard, Chief Finance Officer, Cambridgeshire Constabulary Karen Georgiou, Head of Portfolio Office, Bedfordshire Police Natalie Benton, Head of Corporate Development, Cambridgeshire Constabulary