



Creating a safer
Cambridgeshire

To: Business Coordination Board

From: Chief Constable

Date: 19 July 2018

Implementation of the Local Policing Review and Athena in Cambridgeshire Constabulary

1. Purpose of Paper

- 1.1 To update the Business Co-ordination Board (the 'Board') on the implementation of the Local Policing Review (April 2018) and Athena (May 2018).

2. Recommendation

- 2.1 It is recommended that the Board note the contents of this paper.

3. LPR Update

- 3.1 The Local Policing Review (LPR) commenced in autumn 2016 with the purpose of undertaking a review of the force operating model, recommending and subsequently implementing a new and sustainable operating model to effectively deliver the Police and Crime Plan as well as delivering the necessary financial savings as required within the Constabulary Medium Term Financial Plan (MTFP).

- 3.2 The business cases were approved and were broken into six areas as follows:

Neighbourhood Policing

- Geographic including Investigations
- Public Protection
- Central Intelligence Bureau
- Authorities and Investigation Standards
- Demand Hub

- 3.3 The new policing model reduces the number of officers from the rank of Chief Superintendent down to Sergeant, with the exception at the rank of Inspector which increases by one. The most significant reduction is at the rank of Sergeant which reduces by 20 posts.
 - 3.4 The proposed LPR policing model meets the savings requirements that have been set in line with the MTFP. Furthermore, it secures sufficient additional savings to fund up to a further 50 Constables. The savings are delivered from a range of approaches which are summarised below. On top of financial savings, there are efficiency and other operational benefits to the proposed model. A full benefits realisation plan is aligned to the LPR.
 - 3.5 To note and for clarity, as a result of the precept increase, further financial modelling has been undertaken and that will permit the additional increase in Police Constable numbers by a further 55. These additional officers will be posted into Neighbourhood Policing Teams and Investigative roles in line with the force priorities and will be recruited during years one and two of the LPR calendar.
 - 3.6 The streamlining of the rank structure is delivered as a result of the previous policing model containing six districts and a separate crime command comprising of a number separate teams now becoming a single policing command, with the geographic area split into north and south. It significantly reduces centralised and specialist functions, returning them to a localised model of policing which is significantly more efficient and effective.
 - 3.7 In line with a new model of neighbourhood policing, Police Community Support Officer numbers will reduce over three years to 80, however it is anticipated that a number of the current PCSO cohort will be supported and take up a role within the constabulary as a warranted constable.
 - 3.8 Each District Council area retains a front counter provision, albeit with a plan to reduce opening hours in line with demand and the changing profile of public contact.
 - 3.9 The Demand Hub brings together the Force Control Room (FCR), Police Service Centre (PSC) and Investigation Management Unit (IMU), the latter two relocated from Copse Court in Peterborough to a co-located site in the Control Room building at Force Headquarters. This will create significant operational efficiencies as well as financial ones both in the short and medium term. It will also allow the most efficient and effective implementation of Athena in line with the collaboratively agreed preferred approach.
- ## 4 LPR Operational Benefits
- 4.1 The proposed policing model will bring a number of benefits, a summary of which are outlined below.

- 4.2 Additional warranted officers to assist in responding to the increase in demand.
- 4.3 Additional resource in areas of force priority and risk including child abuse, exploitation, rape investigation, multiagency safeguarding and emergency response.
- 4.4 Creation of Demand Hub which will enhance the service provided to the public, most effectively lead Athena and deliver a collocated function that improves the management of demand.
- 4.5 Additional analytical provision to better understand and inform strategic and tactical responses to demand.
- 4.6 Retention of a front counter provision within every district council area.
- 4.7 Focused and consistent model of neighbourhood policing, underpinned by an understanding of communities and community need, flexible to respond to prioritised community demand as required. Improved level of problem solving achieved through investment in training.
- 4.8 Improved team working with a model that provides increased resources at times of demand and structured such that there is a 'one team' approach.
- 4.9 Delivers an operational model that is financial affordable, building in capability to improve investigative standards.

5 Athena Update

- 5.1 The Constabulary launched the Athena system on 23 May 2018, alongside its alliance partners in Bedfordshire and Hertfordshire.
- 5.2 Athena is an integrated computer system and aligned business processes that manage investigations, intelligence, custody procedures and case file administration, with one system replacing numerous local systems.
- 5.3 There are 9 forces in the Athena Consortium, including all Eastern Region Forces, Warwickshire and West Mercia. Norfolk, Suffolk, Essex, Warwickshire and West Mercia have already gone live.
- 5.4 Aligned to Athena is an interface to allow access via TuServe. TuServe is a tool that enables access to many force systems from mobile devices.

6. Athena Benefits

- 6.1 Removing the need for staff to research and input into numerous systems, removing duplication and improving data quality.
- 6.2 Increasing the ability of officers and staff to access data themselves without having to request assistance from others, for example, requesting basic intelligence reports which in future they will be able to obtain themselves on Athena. This increased self-service functionality will reduce demands on other areas of the business.
- 6.3 Improving the ability of staff to carry out risk assessments in their dealings with victims or offenders through their ability to access information held by other Athena forces in a timelier manner.

- 6.4 Improving the tasking and briefing process, by moving from a manual to an automated process, and improving ownership and continuity.
- 6.5 Improving functionality in the use of automatic flagging notifications to aid in the gathering of intelligence, instead of the current requirement to trawl through various systems.

7. LPR Implementation

- 7.1 The LPR went live on Monday 30th April, including the implementation of new shift patterns, working locations, Demand Hub and operating model.
- 7.2 As a result of extensive engagement with staff and staff associations, the significant staffing changes were completed with no formal challenges relating to fairness.
- 7.3 The transition of the PSC and IMU to the Demand Hub at HQ went very smoothly, with all building works, ICT and technical installations completed on time. The logistical and staffing transition went well.
- 7.4 Whilst still very early days, initial indications are that the new model has resulted in an increase in available resource, with an improvement in overall response times noted during the month of May as well as improved response times to incidents of Domestic Abuse.
- 7.5 Commentary from the public and partners has been positive.

8.0 Athena Implementation

- 8.1 Athena went live as planned on 23rd May 2018. The go-live went well and commentary from supplier Northgate and the Implementation Team was positive, indicating that this was the smoothest go-live of all forces to date, albeit with each lessons have been learnt.
- 8.2 Athena has seen significant functional change and in some aspects wholesale process change, in particular relating to case and criminal justice.
- 8.3 Athena go-live coincided with go-live of digital case file within the criminal justice arena, resulting in all but a few complex cases now being completely digital / electronic.
- 8.4 Whilst the initial implementation went well, Athena has presented challenges to the organisation as indeed any new and major ICT and process change is likely to, with function and process taking significantly longer until staff become more familiar with its use and the associated process changes that accompany it.
- 8.5 To mitigate some of the risks and challenges associated with implementation, a Helpdesk support function remains in place, and experienced and additionally trained super-users remain in place to support staff as they gain familiarity and confidence with the new system.
- 8.6 There have been some technical challenges post go-live however these have and continue to be resolved but it has resulted in the system being taken down for periods of time across all Athena forces.

9.0 Summary

- 9.1 The window of time between the LPR organisational restructure and Athena go-live was a period of only some three weeks which has resulted in unprecedented organisational and process change. It is unreasonable to think that a change of this scale will not need time to settle and embed.
- 9.2 A governance and command structure remains in place to oversee the changes and to monitor progress and resolve issues as they arise.

10.0 Recommendation

- 10.1 It is recommended that the Board note the contents of this paper.

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