



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 18 September 2018

### **Police and Crime Plan Priority Update: Transformation**

#### **1. Purpose**

1.1 The purpose of this paper is to provide an update to the Business Coordination Board ("the Board") on Constabulary activity to support the Police and Crime Plan objective of Transformation.

#### **2. Recommendation**

2.1 The Board is invited to note the contents of the report.

#### **3. Background**

3.1 A monthly Change Board, chaired by the Deputy Chief Constable (DCC), was set up in June 2019 to drive, support and maintain an overview on organisational change, ensuring the force identifies and responds to national, regional (including Bedfordshire, Cambridgeshire and Hertfordshire – BCH and 7Force) and local initiatives, risks and opportunities. It will develop a programme of organisational improvement, identify and share organisational learning, drive academic engagement, innovation, use of evidence based policing, provide guidance and oversight and will track benefits. The work of this Board will help.

- 3.2 In support of the DCC, membership will include all ranks in Cambridgeshire constabulary and Organisational Support down to Superintendent and staff equivalents including Operational Policing, Corporate Development, Finance, Estates, Corporate Communications, HR, as well as representation from ICT, BCH Portfolio and 7F.
- 3.3 The agenda includes initiation requests/updates; innovation suggestions; transformation; talent schemes; financial, estates, Her Majesty's inspectorate of Constabulary Fire and Rescue Services (HMICFRS), BCH Portfolio, 7F and benefits updates; specific topical reviews/updates; and a review of the Change Register which has been developed and populated.
- 3.4 The Change Board is in its infancy and over the next few months, the board and the processes around it will develop to become seamless in the manner transformation is approached, and support and guidance is provided throughout the force.

#### **4. Tactical update**

##### **4.1 Look to evolve and refine our approach to Domestic Abuse, whilst ensuring this remains focussed on risk and harm**

On Monday 8<sup>th</sup> July 2019, the Constabulary introduced a significant change to the way it dealt with Domestic Incidents; differentiating the response to incidents involving Intimate Partner Violence and Family Related Violence. Previously, there was a 'one size fits all' approach, often leading to completion of multiple forms and referrals being received into the Multi Agency Safeguarding Hub (MASH) in numerous ways. Whilst a risk assessment was consistently and adequately completed, there was no distinction made between intimate partner and family related violence in relation to the initial response & paperwork completed. A process has now been implemented to reflect the differences and with it the process of risk assessing has changed. The Force Control Room Inspector is now spending more time risk assessing at the outset of the process as a district supervisor will finalise the Incident log and Domestic Abuse Stalking and Harassment (DASH) form. This has streamlined the process for officers and seen the paperwork they are required to complete reduce, whilst not changing the emphasis on safeguarding or increasing any elements of risk.

##### **4.2 Interact and seek to positively influence young people**

The constabulary has been looking at new ways of involving our cadets and ensuring they really feel part of the policing family. The Partnership and Ops team alongside the local Neighbourhood teams are working together to support Op Sceptre, the National Awareness Campaign around knife crime. For the first time this year, the cadets will be involved in test purchase operations. Aside from the cadet schemes evolving in line with developments in Citizens in policing and Employer Support Policing Inspector Paul Rogerson has been key at driving change, working with our partners on an initiative to support young people. He announced in July this year that cash recovered from criminals will be used to support disadvantaged or troubled families and other vulnerable people across Cambridgeshire. Various churches across the county have been awarded £2,000 each thanks to Proceeds of Crime Act funding and a scheme by Cinnamon Network – a registered charity. The partnership between the force and the charity allows the churches to start projects addressing community issues.

As of January 2020, four Cambridge churches will run the Kids Matter project which supports disadvantaged or troubled families through a parenting programme. This project also supports work by officers to tackle Serious Street Based Violence (SSBV), a force priority aimed at addressing the county's knife concerns and preventing young people from carrying weapons or becoming victims of criminal exploitation. The Kids Matter project provides early intervention for families with children who are at future risk of engaging in SSBV, as well as families at risk of breakdown or worse. The project will be run by St Barnabas Church in Mill Road, St John the Evangelist in Hills Road, St James in Wulfstan Way and St Andrew's Church in Cherry Hinton. Volunteers will deliver six-week courses and work together with local children's centres, schools and GP surgeries, from whom referrals are made to the programme.

#### **4.3 Explore technologies and research to continue to reduce demand on the service.**

The Local Policing Review (LPR) delivered a new way of working in contact management and introduced the Demand Hub. Since its inception Superintendent Sutherland has been innovative in finding way to cope with the increased demand and work with other departments to reduce demand. In a department where last year there were 500,000 public communications, over 300 spontaneous firearms incidents, 42,000 Investigations/Crimes Recorded, 150,000 incident logs created the fact that 40% of incidents resolved within the Demand Hub shows the considerable amount of work the staff undertake.

The Demand Hub has now created two full time positions to manage Neighbourhood Policing (NHP) demand as well as appointed a Digital Communications Officer. A new Command and Control system tag has been created that allows for the expeditious identification of spurious 999 calls that can then be used as examples in an ongoing campaign to educate the public about the correct use of the 999 system.

The Incident Review Team (IRT) working within the Demand Hub has freed approximately 5000 hours of front line time by introducing a digital submission process for shoplifting CCTV, removing the need for officers to attend locations to manually collect digital evidence in cases where a shoplifter has not been detained.

Since the LPR, the Demand Hub has introduced two technological innovations to manage and reduce demand. Firstly, perhaps the most innovative use of technology in the efficient deployment of resources and thus reducing the demand of such expensive necessities as a regional helicopter is the What3words App. This pin points the location of a person and enables officers to locate them in rural locations with the utmost of ease. It is working well within Cambridgeshire who were one of the early adopters of this technology which has now received national acclaim. This system has now been incorporated into AADL (recovery services) to reduce recovery response times and free officers to return to duties- the Demand Hub has met with representatives of W3W (What 3 Words )and the AA to ensure that this is embedded in working practices.

Secondly, the Demand Hub has introduced EBIT (Evidenced Based Investigation Tool) in conjunction with Cambridge University, to apply algorithmic tools to assist accurate decision making on crime allocation. This is allowing for more crimes with a very low solvability to be ethically and safely investigated within the Demand Hub, without unnecessarily allocating out to front line officers, allowing them to focus on more

serious and solvable crimes. The Constabulary is now leading on further development of EBIT with Cambridge University.

## 5. Recommendation

5.1 The Board is invited to note the contents of the report.

## BIBLIOGRAPHY

<b>Source Documents</b>	N/A
<b>Contact Officer(s)</b>	Chief Inspector Chris Savage Inspector Nikki Hall