



**To:** Business Coordination Board

**From:** Chief Executive

**Date:** 25 February 2020

## **POLICE & CRIME PLAN – TRANSFORMATION THEME**

### **1. Purpose**

1.1 The purpose of this report is to:

- Update the Business Coordination Board (“the Board”) on OPCC activity to deliver the ‘broader partnership support’ priorities set out in the Transformation section of the Police and Crime Plan (“the Plan”).

### **2. Recommendations**

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

### **3. Background**

3.1 Under the Police Reform and Social Responsibility Act 2011, the Police and Crime Commissioner (“the Commissioner”) is required to produce a Police and Plan. The Commissioner’s Plan became effective from the 1<sup>st</sup> April 2017 and is structured around four key strategic themes: Victims, Offenders, Communities, and Transformation. Each theme has its own aim and has a framework through a series of shared outcomes to enable all agencies with a part to play in community safety and criminal justice, to strategically direct the future delivery of services through these common goals. Each theme is supported by key objectives and priorities for action.

3.2 The Constabulary has a key role in delivering the Plan and on April 4, 2019 brought a set of refreshed comprehensive Constabulary priorities to this Board.

3.3 The progress around these Constabulary priorities is reported in a separate paper – see Agenda item 10.1.

**4. Work with partners to realise the benefits for community safety which can be derived from improved governance and integrated delivery.**

4.1 As chair of Cambridgeshire and Peterborough's Countywide Community Safety Strategic Board ("the CCSSB"), the Police and Crime Commissioner ("the PCC") has set a clear direction in terms of countywide partnership groups not only managing risk but also co-ordinating prevention work.

4.2 A **partnership matrix** has been developed which embraces the public health approach of:

- **Tertiary prevention** – where specific partnerships have been put in place to reduce threat, risk and harm in priority areas agreed through the local Community Safety Agreement.
- **Secondary prevention** – developing the role of Community Safety Partnerships ("CSPs"), Living Well Partnerships ("LWPs") to promote integrated early intervention
- **Primary prevention** – work with communities including schools to build resilience and ability to deter crime;

4.3 The CCSSB work links closely with the broader Think Communities approach. Think Communities aims to reduce demand by building specific communities' existing strengths and ensuring local public services seamlessly wrap support around people and places when and where it is needed.

4.4 Think Communities is a system underpinned by a culture of understanding and responding to local needs utilising existing resources. Creating this change will require front line staff to be able to act more flexibly to work with clients and communities to resolve entrenched issues that matter to them.

4.5 Think Communities is about creating "a public sector workforce that listens, engages with and aligns to communities and each other, through mobilisations of citizens and communities into positive action. For Think Communities to work it requires the system to commit to delivering services in ways that support communities to drive lasting change".

4.6 The Think Communities approach requires eight streams of work to be driven forward:

- Strategic Coherence & System Facilitation
- Communications
- Community Engagement
- Data and Intelligence
- Estates and Buildings
- Funding and Resources
- Technology and Digital
- Workforce Reform

- 4.7 A Think Communities Executive Board has been established and will facilitate joint working. The OPCC is providing representation, and where required leadership at this Board.
- 4.8 It is increasingly clear that Health and Wellbeing Board, Safeguarding Boards and CSPs are operating in a similar space with respect to vulnerability. Moving forward there are opportunities to look at formal alignment of their cultures, structures and the direct action they deliver, commission or coordinate.
- 4.9 The OPCC continues to engage with and support continued dialogue regarding the transformation of CSPs, Health and Wellbeing Boards, and Safeguarding Boards directly and through partnership mechanisms such as the Countywide Community Safety Strategic Board.
- 4.10 Investment from the PCC, and the securing of external grants, has been used to promote “industrialisation” of prevention processes and convergence of pathways across Cambridgeshire and Peterborough. Successes include:
- Convergence of the approach to working with complex adults via the Making Every Adult Matter (“MEAM”) work).
  - Continued development of Cambridgeshire’s Victim and Witness Hub ensuring it is able to provide a seamless pathway of support for victims of crime
  - Improvement of housing pathways from the criminal justice system.
  - Huntingdonshire’s work to explore how place-based boards can be taken forward and align the objectives of CSPs, LWPs and Think Communities.
  - Successfully securing Early Intervention Youth funding of almost £400k for 2019/20 to provided trusted relationship support to those who are at high risk of child exploitation. The PCC has agreed to provide an extra £90k in 2020 /21 to enable this service to run for a full 12 months and undergo evaluation
  - Supporting a new a risk-based review of service for those affected by domestic abuse. New approaches are being proposed in partnership to manage the risk within the resource envelope available.
  - Supporting the expansion of the use of Mental Health Treatment Requirements
  - Supporting the Road Safety Partnership to refresh their strategy to ensure future prevention work has maximum impact

## **5. Identify the best way for fire and policing to work together in the future.**

- 5.1 There is a comprehensive paper relating to Fire and Rescue governance at agenda item 11.0 that details the dialogue taking place about current and future working arrangements.

## **6. Efficient Management of Estate.**

- 6.1 The Commissioner has set out a number of principles which will form the basis of his Estates Strategy. These are being worked through whilst developing the Capital Programme to commence in 2020/21.

- 6.2 One of the principles is to maximise the use of estates, both operationally for policing and in conjunction with partners. A Deed of Variation to the lease of Hampton Police Station is to be agreed to allow subletting of surplus space to partner agencies. This would utilise space in an underutilised asset and potentially generate additional income. A lease has been drafted for part of the ground floor at Copse Court to be used by Embrace Child Victims of Crime charity. There is a rental income of £23,000 per annum for the lease which is for five years, the first two years are rent free.
- 6.3 The funding strategy for the capital programme currently assumes high levels of borrowing with associated interest and capital repayment costs impacting revenue budgets. The OPCC and Constabulary, through its Treasury Management Strategy, will aim to minimise these costs through internal rather than external borrowing when cash balances enable this. This has the effect of avoiding interest costs which typically exceed the returns on investment funds in the ongoing low interest rate environment.
- 6.4 The major capital project to build the Cambridgeshire Southern Police Station will seek to minimise the long-term borrowing requirement by maximising the value of the current site within Cambridge.
- 7. Drive efficiency and effectiveness in policing through local, regional and national collaboration.**
- 7.1 Collaboration has been and will continue to be entered into where there are clear benefits to be gained. Collaboration is a powerful mechanism for enhancing the quality of service provision and improving resilience. The benefits need to be clearly articulated, agreed, tracked and delivered.
- 7.2 It is recognised that the approach to commissioning of services from the Bedfordshire Cambridgeshire and Hertfordshire (BCH) collaboration can be strengthened. More work is needed to ensure that the services delivered through BCH are constantly reviewed and are affordable to the Force within the context of the STRA process.
- 7.3 The immediate opportunities for collaboration continue to be with:
- the tri-force collaboration of Bedfordshire, Cambridgeshire and Hertfordshire (BCH) forces;
  - at a seven force level (7F) that includes BCH, Norfolk, Suffolk, Essex and Kent; and
  - with Cambridgeshire Fire and Rescue Service.
- 7.3 In addition to the BCH and 7 Force collaboration the Commissioner continues to support national work. The National Commercial Organisation will be established this year which will reshape commercial and procurement functions within policing, a national fleet arrangement is being established and the Commissioner continues to link effectively with the Association of Police and Crime Commissioners.
- 7.4 The establishment of a 7 Force Procurement Function was approved by the Chief Constable and the Police Commissioner in January 2019. Following formal consultation with Procurement staff an amended structure and operating model has since been established. The 7F function will manage spend across the 7F Region, categorised by supply market and enables identification of opportunities for savings

through aggregation and consolidation, together with proactive management of the supply chain.

- 7.5 7Force programme collaboration agreement was extended in December 2019 and the programme continues to work towards converging ICT infrastructure, a single approach to vetting including the same vetting platform, the PEQF contract for the new recruitment process for police officers, interoperability of specialist resources and a single case management system for forensics.

## 8.0 Recommendations

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

## BIBLIOGRAPHY

<b>Source Document(s)</b>	<b>Police and Crime Plan</b> <a href="http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/">http://www.cambridgeshire-pcc.gov.uk/police-crime-plan/</a>
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