



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 25 February 2020

### **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 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 BCH and 7F) and local initiatives, risks and opportunities. It has developed a programme of organisational improvement, providing a forum to identify and share organisational learning, drive academic engagement, innovation, use of evidence based policing, provide guidance and oversight and will track benefits.

3.2 In support of the DCC membership of the Change Board includes all ranks in Cambs 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, 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 in the last months has seen a number of projects raised, some completed, some still in train. Some of these are listed below, others are not quite ready to be brought to BCB.

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

- 4.1 **7 force procurement** – The procurement function for 7 forces (BCH, Essex, Kent, Norfolk, Suffolk) goes live on 6<sup>th</sup> January 2020. All procurements over £50k will be managed by 7 Force procurement. There will be an increased focus on contract and supplier management. The Strategic Procurement Governance Board will have oversight of all procurement in the region and must approve procurements over £1m before going to tender and award of contract. It is anticipated that the creation of this 7 Force procurement function will enable greater buying power and will deliver significant savings. – *Seek opportunities for alignment and collaboration within BCH and 7 forces programme, Monitoring of the Constabulary’s saving plan covering local policing, estates and collaboration.*
- 4.2 **CARA** is a domestic violence project that seeks to refer perpetrators of low level domestic abuse to allow them to reflect upon their behaviours. Entry requirements are strict and participants will be screened for suitability, however this is a step towards educating offenders as opposed to simply prosecuting them. Research has suggested that DV offenders are more likely to change their ways and cause less harm to others if remedial work is undertaken, as opposed to punishment in court which often does not result in a custodial sentence. – *Look to evolve and refine our approach to Domestic Abuse, whilst ensuring this remains focussed on risk and harm.*
- 4.3 **Out of Court Disposal Team** – This newly formed team has been created to provide specialist advice and resource to investigators on district. In a similar vein to CARA, it is recognised that often remedial sanctions protect victims and the community in a more effective way than a court sanction, giving offenders the opportunity to change the way they think and behave. The additional benefit to the organisation is that disposals out of court will usually take up far less officer time, both in terms of putting court files together and abstractions to court itself to give evidence. Frequently this remedial work can be offered through our partner agencies whom the new team are working very closely with. *Identify and share with partners thorough collaborative working best practice/training tools, Develop the workforce with the right skills & demographics to react to the challenges of the future*
- 4.4 **Review commissioned around Demand Hub** – As part of the STRA process, the Demand Hub entered a significant bid in order to meet the pressures they are currently experiencing. This has attracted the attention of the Chief Officer Team, who have commissioned an independent review into the functions of the Demand Hub, how it carries out its daily business, the improvements that could be made without additional cost and where there does need to be growth in order to meet the needs of the public

and the organisation – *Develop a clearer understanding of the demand placed on the police.*

- 4.5 **STRA (Strategic Threat and Risk Assessment)** is a planning tool adopted by the Constabulary in July 2019, and has recently been signed off on 5<sup>th</sup> December. This planning has determined the Force’s operational requirements and compliments the Force Management Statement published in May 2019. The STRA will now inform all business planning on an annual basis. Historically, Cambridgeshire has not had a process like this in place, leading to Force restructure programs as and when they have been deemed necessary. – *Closer linking of the MTFs and Force Management Statement increasing the ability of the Commissioner and Chief Constable to base resourcing decisions on an understanding of demand*
- 4.6 **Extraordinary Finance assessment** has now been completed by DCC Gyford. This has been produced using the findings of the STRA and subsequent extraordinary finance meetings. This finance assessment will be put before the OPCC in a separate document, but again transforms the way Cambridgeshire Constabulary are scrutinising their finances and associated savings. *Monitoring of the Constabulary’s saving plan covering local policing, estates and collaboration.*
- 4.7 **Organised Crime Group Mapping (OCGM)** – A business change to the collection of national data relating to modern slavery, human trafficking (MSHT) and County Lines data. Transition has been made from a spreadsheet based tracker aggregation process to one fully managed within the PND for OCGs. This change in process means that information collected on OCGs is now shared nationally. It also means that the national picture on organised crime is available in real time, where previously it was 3-6 months behind. Work is underway to complete the work in relation to MSHT and County Lines, increasing the Constabulary’s capability to safeguard vulnerable victim and identify and pursue offenders. – *Further develop Constabulary and Countywide Community Strategic Partnership planning to inform priorities & objectives and work with partners to more effectively deliver community safety. Develop robust multiagency mechanisms to pursue those high harm perpetrators.*
- 4.8 **Stalking Protection Orders (SPOs)** – Came into force on 20<sup>th</sup> January. These new orders allow courts in England and Wales to move quicker to ban stalkers from contacting victims or visiting their home, place of work or study, giving victims more time to recover. SPOs can also force stalker to seek professional help. Orders will usually last a minimum of 2 years, breaching one can result in up to 5 years imprisonment. Courts also have the ability to impose an interim SPO until a full order has been obtained – *Look to evolve and refine our approach to Domestic Abuse, whilst ensuring this remains focussed on risk and harm.*
- 4.9 **CREST** – This company have been commissioned by the force to conduct a review in to the force governance structure across BCH and seek to make improvements. This work is underway and the outcome is still pending. *Identify and share with partners thorough collaborative working best practice/training tools*
- 4.10 **Health and Wellbeing** – This is an area of constant transformation and there are a huge number of initiatives in this area. These include approval for a “wellbeing co-ordinator” post (soon to be advertised), who will give more structure and consistency to all projects across the force. Wellbeing rooms have now been set up across the force for everybody

to use for quiet contemplation or to read relevant material. The Wellbeing Champions Network is now well established, with champions completing a 2 day course in mental health first aid. Wellness support plans are now incorporated into My Conversation where appropriate, in order to support those with mental health needs. *Develop health & wellbeing strategies & deliver against the tactical plans to support our workforce*

- 4.11 **GoodSAM** – This newly launched trial provides a secure facility for members of the public to be able to click on a link sent to them by the control room, which in turn activates their phone camera and enables a live stream. This enables officers and staff receiving it to view footage in live time in order to make tactical decisions, assess risk, and provide advice to the person streaming the footage. GoodSAM has already been successfully used during a major fire incident, where the images sent using GoodSAM enabled an assessment of the fire cause to be made, therefore informing the response of the fire service. Other success stories include using the service to identify the location of a mental health crisis and gaining critical evidence in relation to a stabbing. *Explore technologies and research to continue to reduce demand on the service.*
- 4.12 **“Accomplish” Young Mentoring** – This is a project soon to be rolled out with senior leaders from the organisation mentoring young people with troubled backgrounds in a local youth project. CI Steve Kerridge is running the scheme from the police side of things, and both the Chief Constable and DCC Gyford are mentoring young people. It is anticipated that this will have a positive impact on both the youths being mentored and the community around them. The first cohort is due to be mentored in the near future. *Interact and seek to positively influence young people.*
- 4.13 **Gang injunction** – Cambridgeshire achieved its first gang injunction in relation to a Peterborough teen in order to disrupt the “Paston Boys” gang. Interim injunctions have also been obtained against four other members of the gang, with conditions attached to these. The prohibitive injunctions will protect the community against the actions of the gang. *Further develop Constabulary and Countywide Community Strategic Partnership planning to inform priorities & objectives and work with partners to more effectively deliver community safety. Develop robust multiagency mechanisms to pursue those high harm perpetrators.*

## 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>	Detective Sergeant Chris Bockham Inspector Nikki Hall