



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 02 July 2020

## **UPDATE ON STRA PROCESS**

### **1. Purpose**

1.1 The purpose of this paper is to provide an update to the Business Coordination Board ("the Board") on Cambridgeshire Constabulary ("the Constabulary") activity regarding the STRA (Strategic Risk and Threat Assessment).

### **2. Recommendation**

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

### **3. Background**

3.1 **STRA (Strategic Threat and Risk Assessment)** is a planning tool adopted by the Constabulary in July 2019.

3.2 This planning has determined the Force's operational requirements and compliments the Force Management Statement published in May 2019. The STRA 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 MTFP/ MTFS and Force Management Statement increasing the ability of the Commissioner and Chief Constable to base resourcing decisions on an understanding of future demand.*

#### **4. 2020 progress**

- 4.1 The STRA is the year-in-year whole force process to provide chief officers with information relating to policing that they can use to make decisions about operational requirements, deployment policy and training. This has the benefit of ensuring that: resource needs (human, equipment and financial) are understood and can be prioritised against likely demand; threats and risk are managed efficiently and effectively, decisions are taken on preventative and corrective action as needed and ensure this is ultimately measured against the services the Force needs to deliver for the communities that it polices.
- 4.2 The timing of the 2020 STRA (January – June) was to support financial and business planning for 2021/22. Given the financial position of the Constabulary, there was a focus on savings and efficiencies, as well as income generation within a new Enterprise Strategy and growth requirements in respect of the Police Uplift Programme.
- 4.3 The four organisational pillars of the Corporate Plan were the basis for the headline key findings for discussion at the Challenge Panels (27/28 April). From the original 342 key findings drawn out from the STRA operational requirements submitted by every head of business and highlighted by the Organisational Improvement Centre, 40 were allocated recommendations and actions to be taken forward, with a target delivery date of 31 March 2021, the start of the financial year 2020/21. The residual 302 key findings are still being addressed and will be remitted to the head of business for resolution.
- 4.4 Progress with actions and recommendations will be tracked and monitored through the quarterly Business Assurance Meeting and escalated to the monthly Change Board, as appropriate. The final STRA report will be completed and signed off by the Chief Constable at the end of June 2020, with a Think Tank taken place in Mid-September 20 to mature the thinking regarding the STRA findings to determine the 2021 Target Operating Model.
- 4.5 To retain the integrity of the Constabulary financial and business planning for 2020/2021, the Force Management Statement (FMS) will be prepared for the end of July.
- 4.6 HMICFRS have postponed all inspection activity including the requirement to submit FMS until further notice, due to COVID19.

#### **5. Recommendation**

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

#### **BIBLIOGRAPHY**

<b>Source Documents</b>	N/A
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