



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 28 October 2020

## **POLICE AND CRIME PLAN TRANSFORMATION THEME – CAMBRIDGESHIRE CONSTABULARY WORK TO DELIVER ACTIONS**

### **1. Purpose**

1.1 The purpose of this report is to provide an update to the Business Coordination Board (the “Board”) on Cambridgeshire Constabulary’s (the “Constabulary”) activity to support the Police and Crime Plan (the “Plan”) objective of Transformation.

### **2. Recommendation**

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

### **3. Background and Governance**

3.1 The monthly Change Board, chaired by the Deputy Chief Constable (DCC), continues to develop and oversee all Change impacting upon Cambridgeshire.

3.2 The Board provides an opportunity for innovation from across the organisation, for example in recent months presentations from front line Constables have been received in relation to proposals ranging from the development of a new case management Office for kiosk (mobile phone) examinations, to the implementation of a new process to consistently recognise and reward staff (QSR – Quality Service Reports).

- 3.3 Attendance includes representation from the Collaborated Digital Innovation Team, Delivery Management Office and 7 Force programmes, to ensure all collaborated projects continue to be tracked in force and understood in force.
- 3.4 The Constabulary planning cycle is built from the Strategic Threat and Risk Assessment (STRA), Force Management Statement (FMS) and Financial Planning Cycle and has continued to develop to ensure a single joined up business cycle, with financial planning an integral part. The STRA priority projects reported on last quarter have continued to gain traction and are covered in greater detail within this report.
- 3.5 The first Constabulary 'Think Tank' event was completed on 21<sup>st</sup> September 2020, and as a consequence of this the Organisational Improvement Centre are collating the product of discussions to formulate a small number of Target Operating Models for further consultation.
- 3.6 In addition to the Constabulary Change Board, collaborated projects are tracked through attendance at the Digital Engagement and Transformation Boards, and good practice and innovation is shared across Bedfordshire, Cambridgeshire and Hertfordshire (BCH) at the monthly Checkpoint Change Board managed by the Delivery Management Office.

*Continue to drive transformation within Cambridgeshire Constabulary*

#### **4. Organisational Improvement Centre**

- 4.1 The Organisational Improvement Centre (OIC) has continued to develop with the new model now fully implemented.
- 4.2 A structure and governance for the management of organisational learning has been implemented. All learning is captured by the OIC, held on a register and fed into the monthly OIC Review Group for discussion. Recommendations are then fed to the Force Operations Board for sign off and tracking, with an update monthly report being provided to the Force Executive Board.
- 4.3 The inaugural Business Assurance Meeting was held in September 2020. This is a quarterly meeting chaired by the Head of the OIC, and is designed to deliver governance and structure to the reporting of AFIs, recommendations and actions principally from the Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), non-financial audits and from the STRA process.

*Continue to drive transformation within Cambridgeshire Constabulary*

#### **5. STRA Projects**

- 5.1 The STRA projects have been split into two phases, the first requires projects to progress expeditiously to a proof of concept in order that an evaluation can be completed prior to adoption into the Policing model for 2021/22.
- 5.2 Phase two projects remain in the design phase with further development to take place prior to a proof of concept, however the intention being that these will also be considered for the 2021/22 model.

## **Phase One:**

### **5.1 Bronze Cell (Local Command Cells)**

5.1.1 The command cells were identified as good practice from the Constabulary's response to Covid 19. Two cells have been implemented and staffed north and south and provide additional support in the day to day management of the local area. This includes supporting people, resources and attendance management, and providing enhanced tactical support through crime and incident planning and the development of patrol plans.

### **5.2 Neighbourhood Support Unit**

5.2.1 The objective for the Neighbourhood Support Team (NST) is to create single teams across the force located North and South to replace and provide additional resilience to the former Community Action Team (CAT) and Impact Teams. The new NST provides a consistency in approach north and south and directed through close governance with the Intelligence and Serious Crime Department and Local Neighbourhood Teams, will tackle priorities covering neighbourhood issues, Organised Crime Groups (OCG)/County Line disruption and high harm offenders. Terms of reference, role profiles, tasking processes and accommodation for the teams has all be resolved and implemented with a soft launch. An alteration to shift patterns is to be implemented and once complete there will be wider communications to ensure the role of the NST is correctly understood across the force.

### **5.3 Continuous Professional Development Unit (CPDU)**

5.3.1 The vision for CPDUs is to create centres of training excellence embedded within local policing. Officers at all stages in their careers will have support from their CPD.

5.3.2 Following a successful recruitment process the two CPDUs are now fully staffed with a Sgt and 5 experienced constables in the north and south. The initial primary focus is on the development on students and young in-service officers and the soft feedback is extremely positive from front line staff. By providing bespoke 1-1 support to officers at the right time, this reassures the officers, supports their development, improves public service and builds capacity for front line supervision.

5.3.3 Learning and development have recently agreed to run a number of additional tutor training courses, providing further resilience and support to developing officers in the front line under the guidance of the CPDUs.

### **5.4 Digital and Cyber Unit**

5.4.1 This is the most complex of the four priority projects and is on target for implementation in December 2020. There is an identified need for improved knowledge and confidence for frontline staff in relation to digital forensics. The formation of this unit is intended to fill this gap, enhance the utilisation of Digital Media Investigators and Advisors (DMI and DMA), promote more effective use of the kiosks for digital downloads, and provide support for a better working relationship with the Digital Forensic Unit. The Constabulary's digital resources will therefore be pooled under one command, at present to be located at Thorpe Wood where the estate supports ISO accreditation requirements.

- 5.4.2 This project also brings together the investigators within the current Fraud and Police Online Investigation Team (POLIT) services, so all digital expertise falls within a single command.

**Phase Two:**

**5.5 Demand Hub**

- 5.5.1 The first phase of the Demand Hub project will centre on delivering improvements in year, and on budget with no requirements for growth.
- 5.5.2 Work to meet the Objectives from the Demand Hub Development Plans is progressing in relation to all areas of Contact Handling, Force Control Room (FCR) and Investigation Management Unit (IMU).
- 5.5.3 Progress has been made in relation to the implementation of the i360 forecasting software. The software enables the business area to determine that we have the right people at the right time. This is a function that the Demand Hub has not had for some time. It is a tool that will support efficiencies within the Business Area.
- 5.5.4 The new Grade and Deployment Procedure agreed by Change Board is ready to go-live but delayed until December whilst a technical issue in relation to STORM is resolved.
- 5.5.5 The Scheduled Contact trial has been extended from Fenland to cover all of Northern area. This has resulted in an increase in staff availability for the Force Control Room (FCR) North Ops Desk meaning that dispatch times should reduce subject to continued District and Incident Resolution Team (IRT) involvement and appropriate grading of incidents.
- 5.5.6 In the Investigation Management Unit (IMU) staff have been briefed on process change and officers and staff successfully recruited to vacancies. IMU Assistants are taking on more responsibilities freeing up Operators for core processes. Changes have been made to secondary call handling with Callers being given options to leave a message or wait until a call handler is available. The impact of the change will be reviewed to determine if the expected efficiencies are realised.

**5.6 Response to Missing Persons**

- 5.6.1 The proof of concept will explore the nature of a proactive approach to missing persons rather than the traditional response approach. It is accepted that improvements are required to shift the emphasis to prevention and early intervention in order to properly understand why people go missing and to safeguard the vulnerable.
- 5.6.2 The role of Young Person Early Intervention Officer has been reviewed and designed and a successful recruitment process completed for this role. Partnership engagement has progressed regarding this new role.
- 5.6.3 The force approach to the investigation into missing people was subject to further debate and discussion during the STRA Think Tank event on 21<sup>st</sup> September 2020, and further proposals for review of initial response and management of the investigation into missing people are currently under consideration.

*Continue to drive transformation within Cambridgeshire Constabulary*

## **6 Digital Transformation**

The Constabulary are actively engaged in a number of national and local digital policing projects, predominantly managed by the collaborated Digital Innovation Team.

### **6.1 Emergency Services Mobile Communications Network Plan (ESMCP)**

6.1.1 The regional structure has now been agreed and the project now sits under 7 Force (7F). The lead superintendent has been appointed, with resources for the team to be confirmed.

6.1.2 Coverage testing has commenced across BCH and is progressing well. The Integrated Communication Control Server (ICCS) upgrade will commence in early October, Cambridgeshire have been the first control room to be upgraded across BCH.

6.1.3 This project is gaining traction with mention at the national silver meetings that the Home Office intend to accelerate this further. A date for implementation has been brought forward to June 2023. There has been some feedback from Policing nationally regarding the viability of accelerated implementation and this has been taken on board by the National Programme and a re-write is under way; this has not yet been released.

### **6.2 Single Online Home (SOH).**

6.2.1 The project team are continuing to meet on a monthly basis with the national project strategic lead to keep updated on progress of the SOH integration hub which will enable Athena integration (as well as other system integrations).

6.2.2 The national programme team are discussing a new approach to on-boarding with forces. This is 'SOH Core' and offers an option to on-board to a set of core services (including crime and ASB reporting), meaning reduced functionality at a reduced cost.

6.2.3 A position paper in relation to the Athena integration and general status in relation to BCH on-boarding will be taken to Joint Chief Officer Board (JCOB) in November.

### **6.3 Digital Assets Management System (DAMS)**

6.3.1 The Bedfordshire, Cambridgeshire and Hertfordshire (BCH) project team are continuing to progress work with the Crown Prosecution Service (CPS) to transfer digital media via evidence.com as a result of Covid 19.

6.3.2 Phase 2 of this project is focusing on Major Crime. A process for the use of evidence.com for the digital transfer of file cases via a 'zip file' to the CPS has been agreed. The Service Level Agreement (SLA) has been finalised, along with training guides, and the Major Crime Unit (MCU) have trialled their first case.

6.3.3 A phase 3 plan is being developed to use the same process as Major Crime for other complex case files, the next area for scoping being Eastern Region Serious Organised Crime Unit (ERSOU).

6.3.4 Alongside this the 7F DAMS project seeks to find a longer-term solution. The decision was made at the 7F Summit on 27th July to undertake a pilot. This is currently being scoped and planned to start in January for 3 months.

6.3.5 BCH will lead on CCTV for the pilot, with Norfolk and Suffolk leading on the integration for Body Worn Video (BWV).

6.3.6 An independent review of the supplier is underway to consider its capacity and capability to deliver at scale across the 7 regional forces. The Full Business Case (FBC) will follow the pilot in 2021.

#### 6.4 **Digital Interviewing**

6.4.1 The objective of this project is to procure a network disc free digital interviewing solution for fixed and mobile interviewing across BCH. Following a successful pilot in Cambridgeshire on the use of BWV for mobile interviews BWV for out of custody suspect interviews will roll out in Cambridgeshire on 1<sup>st</sup> November 2020.

6.4.2 The overall project is on-track to deliver to the March 2021 timeline.

#### 6.5 **Social Media Project**

6.5.1 The European Electronic Communications Code will be established in UK law December 2020, and the Police have until June 2021 to comply with the requirements. It will be a requirement to record crime, incident and intelligence data which is communicated through social media. A 7F procurement program has been established to explore options for software to support this new requirement.

6.5.2 A local delivery group in Cambridgeshire has also been established, and through an existing relationship held by Corporate Communications with a supplier of this service – Hootsuite – Cambridgeshire are moving ahead of the region to establish a digital desk within the Demand Hub and run a proof of concept. The results of this will be fed into the region for learning. In addition to the forthcoming legal requirement this is seen as an exciting opportunity to better engage with elements of our community who may be more comfortable contacting the Police through social media. Experience from national pilots would indicate this will create fresh demand.

#### 6.6 **GoodSAM**

6.6.1 GoodSAM 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 continues to be used to good effect in Cambridgeshire, including some excellent examples of working with partners. Having been adopted by the BCH digital innovation team as a pilot, a business case is now being presented to Joint Chief Officer Board (JCOB) to roll this out across BCH as business as usual with increased functionality.

#### 6.7 **Treadmatch**

6.7.1 This innovation provides a technical solution to obtaining and processing footmarks from detained people in custody. This tactic has historically been underutilised due in part to antiquated processes for collecting footwear impressions. The intelligence and evidence gathered is intended to improve response to crime investigations, most notably burglary. Cambridgeshire will lead a trial for BCH due to commence in

November 2020, with equipment being fitted at Thorpe Wood and Parkside Custody Facilities.

## **6.8 Virtual Reality Crime Scene Training**

6.8.1 A pilot to trial a Virtual Reality Crime Scene training tool is being progressed in partnership with Learning and Development and led by the Digital Innovation Team. This is in conjunction with the Home Office who have requested forces to trial the software. A meeting is planned with stakeholders across BCH on 29<sup>th</sup> October to demonstrate the package with a view to student officers receiving the training as part of the initial student training program.

## **6.9 National Law Enforcement Data Program (NLEDS)**

6.9.1 The national programme is undergoing re-planning to ensure that a reliable and robust replacement for Police National Computer (PNC) is in place prior to the legacy solution being decommissioned, from December 2022.

6.9.2 In order to make the change as easy possible, and to align with changes occurring locally, the programme is proposing a number of adoption options. These options will allow forces to manage the change in a way that will suit local circumstances and priorities, rather than only one way being imposed.

6.9.3 BCH technology and business leads have submitted a response, and results from this review are due in November 2020.

## **6.10 National Enabling Program (NEP)**

6.10.1 The programme will deliver the following strands in line with the National blueprint:

- Microsoft Office 365 capability
- Identity and Access Management solution
- National Management Centre connectivity

6.10.2 As a result of successfully delivering the following work strands:

- Technical & Business Pilots
- Acceleration phase to assist with the BCH policing response to Covid-19
- Implementing the MS Teams Video Conferencing functionality to all BCH users
- Federated access allowing BCH users to directly contact their peers in other forces and organisations directly via Teams.
- National Management Centre security monitoring
- Security Risk Model remediation
- Office 365 Configuration and NEP Blueprint alignment,

6.10.3 BCH have been able to submit the necessary evidence to request approval to begin a full rollout/migration across BCH for Office 365 (O365). A positive outcome is expected by the end of October.

6.10.4 Through the month of November, a large-scale user engagement and communications strategy will be delivered in preparation for a planned go live date of 7<sup>th</sup> December. This go live will enable users to request the creation of their own Teams, then following this, additional MS O365 functionality will be rolled out at regular intervals. This will

run alongside a programme of work that aims to establish a Change Network within BCH that will look to find specific solutions for business problems and realise further emerging benefits.

*Drive efficiency and effectiveness in policing through local, regional and national collaboration*

## **7 Additional Updates**

### **7.1 Advanced Detective Constable Program (ADCP)**

- 7.1.1 The Constabulary have launched the first direct entry for detectives scheme, with an objective to achieve two intakes before Police Education Qualifications Framework (PEQF) in order to bridge the gap in detective numbers across the organisation. A review of recent evaluations for similar programs in the region indicates a positive response to the scheme. In addition to increasing detective numbers the objective is to target a cohort of new students to the police who may not have sought to join through the regular route. In the first week since the advert has opened the level of interest has been exceptionally high with over 7.5k visits to the newly designed recruitment pages. Two virtual open events have been highly subscribed, over 100 people attended the first event on 13<sup>th</sup> October, 60% of whom were female. The recruitment advertisement is open until November, with the objective to achieve a first intake in April 2021. Students will complete a year one program similar to the standard year one syllabus, before entering year 2 which consists of expediated crime training and a series of attachments to investigation departments.

*Continue to drive transformation within Cambridgeshire Constabulary*

### **7.2 Health and Wellbeing.**

Strategic Lead Chief Supt Greenhalgh has set four objectives for 2020/21, and the recently appointed Health and Wellbeing Co-ordinator has made good progress over recent months in relation to each of the objectives.

1. Development of an organisational health and wellbeing culture that embraces prevention, early intervention and support for individuals.

A consultation process has taken place with officers, staff and volunteers. A program of debriefing and diffusing for staff has been developed to encourage prevention and early intervention, with a particular focus on response to traumatic incidents and also the cumulative effect of exposure to trauma.

2. Improved awareness and reduced perceived stigma in respect of mental health.

A process to review and understand wellbeing data has commenced to gain a greater understanding. This has supported the development of new campaigns to support physical, mental and emotional health including digital wellness and cultural barriers within the force.

Data gathering for a 'Let's Be Honest' campaign (a review of overall health and wellbeing in the force and recommendations to take forward in line with the strategic goals) has been completed, and creating a 'Stop the Stigma' Campaign in line with the Equality Act recommendations.

3. Developing emotional intelligence in order for greater self-awareness to enable officers and staff to deal with increased demand and pressures of today's Policing environment.

The stepping up program has been developed to ensure that supervisors have the necessary skills and support to do their job from the first day they start acting as a supervisor.

Work has commenced to finalise time off for training events and a rolling calendar of support for all staff, this will be taken to the sports club's AGM in October.

4. Develop the Wellbeing Champion network and ensure effective sharing of innovation and best practice.

The Wellbeing Champions Governance has been reviewed and a Network Handbook to support networks and define roles created. Volunteers to reinvigorate the disability network have come forward and are meeting ahead of the Stop the Stigma campaign.

The Wellbeing Portal is being reviewed by the wellbeing lead and corporate communications to ensure it is fit for purpose and information is easy to find.

*Continue to drive transformation within Cambridgeshire Constabulary*

### **7.3 Covid 19 Response – Agile Working Project**

- 7.3.1 The principal change project emerging from Covid 19 Recovery is the Agile Working Project.
- 7.3.2 Ten teams are participating in a formal pilot taking place between 14<sup>th</sup> September and 11<sup>th</sup> December 20. A series of focus groups to assess the impact/opportunities of agile working through the lens of the return to demand “normality” are currently being undertaken.
- 7.3.3 The Force is working to three tests to help determine the extent of agile working that can be successfully undertaken:
  - Test 1 – Desk-based assessment of all role profiles against 4 “grades” of agile working. *Complete.*
  - Test 2 – Operational assessment of suitability of roles by respective Senior Leadership Teams. *Single return awaited.*
  - Test 3 – Assessing demand amongst officers and staff to work away from Force estate if able to. *In progress*
- 7.3.4 Tests 1 and 2 will help determine the number of and role types that can work at varying levels of agile status. Test 3 given an indication of officer staff appetite to do so.
- 7.3.5 A number of outline options to look at the future use of estate are being developed based on early findings about projected agile working levels. An advanced strengths, weaknesses, opportunities and threats (SWOT) analysis of options is being planned to engage senior leadership teams and stakeholders in the next few weeks.
- 7.3.6 University of East Anglia (UEA) Researchers presented to the last Agile Working Project Group to follow up their recent report into Force agile working during the pandemic.

A model (“Grid”) developed from the work and an accompanying management checklist is being considered for release under a creative commons license that would acknowledge Cambridgeshire at UEA as the originators – referencing the Constabulary – but allow other people to incorporate it into their practice for free.

*Continue to drive transformation within Cambridgeshire Constabulary*

## **8 Recommendation**

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

### **BIBLIOGRAPHY**

<b>Source Document</b>	
<b>Contact Officers</b>	Supt Adam Gallop, Organisational Improvement Centre