



Creating a safer
Cambridgeshire

To: Business Coordination Board

From: Chief Constable

Date: 11 February 2021

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 the Transformation pillar of the Police and Crime Plan (the “Plan”) from Cambridgeshire Constabulary (the “Constabulary”).

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. The Board provides an opportunity for innovation from across the organisation, where in recent months presentations from front line officers have been received in relation to an extremely broad range of subjects. Proposals include:

- Improvements to how we securely store sensitive and explicit material gathered during the course of criminal investigations.

- A change in custody footwear provided to detainees from plimsoles to disposable sliders. These are easier for the custody staff to manage and represent a £5k saving over the course of a year.
 - The introduction of Continuous Professional Development Units (CPDU) for detectives. This concept has been agreed by the Change Board and remitted to the Target Operating Model implementation phase to explore how this can best be incorporated into the organisation.
- 3.2 Attendance at the Change Board includes representation from the Collaborated Digital Innovation Team, Delivery Management Office and 7 Force (7F) programmes to ensure all collaborated projects continue to be tracked in force and understood in force.
- 3.3 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 either been fully implemented or are near completion.
- 3.4 The findings of the first Constabulary ‘Think Tank’ event in September 2020 have been developed to formulate a preferred Target Operating Model for 2021/22 which has been agreed by the Chief Officer Team and is now commencing an implementation phase. A summary overview of the core changes is detailed below.
- 3.5 In addition to the Constabulary Change Board, collaborated projects are tracked through attendance at the Digital Engagement and Transformation Boards, where good practice and innovation is shared across Bedfordshire, Cambridgeshire and Hertfordshire (BCH) at the monthly Checkpoint Change Board managed by the Delivery Management Office.

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4. The Enterprise Strategy

- 4.1 The Enterprise Strategy, led by DCC Jane Gyford, Chief Superintendent Mark Greenhalgh, and Director of Finance and Resources Jon Lee, will encourage officers and staff to suggest improvements to their working environment to save or even raise money – and ensure the public of Cambridgeshire are getting value for money from their police service. The Enterprise Strategy was initially presented to the Chief Officer Team in August 2020; It is believed that this is the first of its kind in UK Policing.
- 4.2 The Chief Officer Team approved the Strategy and it was formally launched in September 2020.
- 4.3 Detective Chief Superintendent Mark Greenhalgh was appointed as the Constabulary Lead and Detective Superintendent Jon Hutchinson supporting as Tactical Lead. Each of the four identified pillars within the strategy had an Operational Lead assigned. They are:
- Income generation – Detective Inspector Amerjit Singh
 - Funding – T/Chief Inspector Paul Rogerson
 - Savings and Efficiencies – Sergeant Jo Grant
 - Innovation – Detective Inspector Tom Rowe

- 4.4 The concept was launched to the Constabulary with an internal communication and marketing plan that included a lead article on the Constabulary Intranet. This was complemented with further messaging to leaders through face to face briefings from the DCC at the Change Board.
- 4.5 The Change Board provides governance for new ways of working that are initiated through the Enterprise Strategy. The Board's Terms of Reference being to ensure change and learning is implemented within structured and coordinated processes, where progress and delivery are tracked and the benefits of the change being measured and realised.
- 4.6 Whilst the existence of a physical strategy helps provide vision, structure and direction, the crucial element has been to create a catalyst that inspires everyone in the organisation be more "business-like" in their approach. This includes people taking personal responsibility for areas where they need to spend, considering alternative solutions and truly understanding business cases/efficiency behind proposals.

5. Target Operating Model 2021/22

- 5.1 Following the Think Tank event in September 2020, the results were collated and five options for Target Operating Models (TOM) were drafted for further consideration. On 1st December 2020 the Chief Officer Team signed off the preferred option. This is a high-level target operating model and the project has now moved to a more detailed design and implementation phase.
- 5.2 The TOM builds on the foundations and structure of the Local Policing Review and does not represent wholesale change or redesign. The design seeks to address threats and risks which have been identified through the STRA business planning cycle.
- 5.3 A significant change is the creation of a People and Professionalism Department. The initial set up and management will be overseen by a Chief Superintendent with a view to reviewing progress after 6-8 months. This Department will have responsibilities including the delivery of force values, continuous professional development and learning across the organisation, positive action, delivery of Ethics, Diversity, Equality and Inclusion (EDEI) and health and wellbeing.
- 5.4 The current Partnerships and Operational Support department will be divided in recognition of the extensive portfolio currently managed. An Operational Support Department and Partnership and Prevention Department will be created in its place.
- 5.5 The STRA projects, i.e Local Command Cells, Continuing Professional Development Units (CPDU), Digital and Cyber Team and Neighbourhood Support Teams are all adopted as business as usual. The progress of these projects was reported on in more detail in October 2020. They are now embedded as business as usual, with one on going risk being managed within the Digital and Cyber Team relating to outstanding recruitment.
- 5.6 The delivery of Integrated Offender Management requires review, in particular in relation to objectives and partnerships. Whilst tactical delivery is best served locally, as is currently the position, the links with Neighbourhoods will remain strong. However, clear strategic ownership and direction is required, which is proposed to sit within the Partnerships and Prevention Department.

- 5.7 The Management of Registered Sex Offenders and Multi-Agency Public Protection Arrangements (MAPPA) will move to the Protecting Vulnerable People Department to align resources with the relevant expertise in management and ensure consistency across the force area. Resources will remain locally based and continue to work with and build on existing neighbourhood team relationships.
- 5.8 The Neighbourhood Policing Change Programme (NPCP) continues alongside the Target Operating Model implementation phase. The NPCP has been established to change the delivery of Neighbourhood Policing for the Constabulary in order to meet a challenging savings target whilst not compromising the delivery of critical and core policing functions. The programme makes proposals in the areas of Police Community Support Officers (PCSO), Community Safety Officers (CSO) and Station Enquiry Officers (SEO). The TOM design provides some support to the NPCP through the identification of two additional Inspector posts for neighbourhoods, part funded from Uplift.
- 5.9 The force response to the investigation into missing people continues to be subject to a review overseen by the Head of Crime and Head of Protecting Vulnerable People (PVP). Options for a change in tactical delivery, including the creation of dedicated resources, are currently in development for implementation in advance of April 2021.
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6. STRA Projects

- 6.1 As stated above, the phase one projects have now all been implemented. In addition, the two slower time phase two projects continue to make progress. The Missing from Home (MFH) review is covered above, and the second phase two project relates to the implementation of the Demand Hub review.

6.2 Demand Hub

- 6.2.1 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).
- 6.2.2 Threat, Harm, Risk, Investigation, Vulnerability and Engagement (THRIVE+) training was delivered to all call handlers and dispatchers in November 2020.
- 6.2.3 The online crime report form went live in November and is working well, subject to regular review. This is expected to create additional time and capacity for staff to carry out other core activities, however, it has not been live for long enough to fully assess this.
- 6.2.4 Progress has been made in relation to the implementation of the i360 forecasting software. The software enables the business area to determine if we have the right people at the right time. This is a function that the Demand Hub has not had for some time and is a tool that will support efficiencies within the Business Area.
- 6.2.5 The Strategic Analysis Team have undertaken a shift pattern review to ensure the pattern best fits demand, findings will be reported in January 2021.
- 6.2.6 The scheduled contact trial in Northern is entering the final month of a three-month trial. Prior to evaluation, the early indications are that this has resulted in a reduction

in incidents allocated for dispatch and an increase in capacity on the northern operations desk.

- 6.2.7 Progress has been made in the Investigation Management Unit (IMU) in a number of areas over the last three months: improvements in allocation rate times, an operator checklist has been signed off for implementation to ensure greater consistency across the unit, process mapping has been completed and a work process manual is close to completion for a January roll-out, a data quality form to assess errors made by officers is currently in a trial period prior to wider roll-out and, lastly, a performance tool has been developed so that quantitative data can be added to the current qualitative method of assessing performance.

6.3 Social Media Project

- 6.3.1 The Police Service have until June 2021 to comply with the European Electronic Communications Code. It will be a requirement to record any crime, incident and intelligence data communicated through social media. A Seven Force (7F) procurement program has been established to explore options for software to support this new requirement.
- 6.3.2 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, Cambridgeshire are moving ahead of the region to establish a digital desk within the Demand Hub to run a proof of concept. The results of this will be fed into the region for learning. This is an exciting opportunity to better engage with elements of our community who may be more comfortable contacting the Police through social media platforms. Experience from national pilots would indicate that this will create fresh demand.
- 6.3.3 A delay to satisfy data protection requirements has been overcome and contracts for the purchase of the relevant software and training were signed before the Christmas break. Training will be delivered in January 2021 with a view to the digital desks going live before the end of the month.

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7. Digital Transformation

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

7.2 Emergency Services Mobile Communications Network Plan

- 7.2.1 The Emergency Services Mobile Communication Programme (ESMCP) has been in flight for a number of years. The strategic aim of ESMCP is to deliver a much better voice and data service to the emergency services, replacing the reliable but limited and ageing Airwave system.
- 7.2.2 The regional structure has now been agreed and the project now sits under Seven Force (7F). The lead Superintendent has been appointed, with resources for the team currently in a recruitment phase. It has been agreed that the governance within BCH will be through the Digital Innovation Team, where points of contact are currently

being identified. All tasking and action will then come via the single point of contact for dissemination to local change teams.

- 7.2.3 Whilst detailed resource requirements for Cambridgeshire have not yet been confirmed or requested, it is clear that a dedicated Change Team resource will be required, which has been identified. In addition, there is a pressing requirement to identify an officer to commence coverage testing. This may be a restricted duties officer and suitable candidates are currently being identified.
- 7.2.4 This programme is being accelerated by the Home Office with the timeline potentially being brought forward for transition. An expected cut off for Airwaves is now expected to be 2025. The national programme is currently working on a viable plan, and full business case, which is expected in March 2021.

7.3 Single Online Home

- 7.3.1 The project team are continuing to meet on a monthly basis with the national project strategic lead to keep updated on progress of the Single Online Home (SOH) integration hub, which will enable Athena integration (as well as other system integrations).
- 7.3.2 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 Anti-Social Behaviour reporting), meaning reduced functionality at a reduced cost.
- 7.3.3 A position paper in relation to the Athena integration and the general status in relation to BCH on-boarding was reviewed by the Joint Chief Officer Board (JCOB) in November, with a further delay agreed to January 2022. This will allow time for the Athena integration to be fully implemented with Essex running a pilot due in the spring of 2021. Parallel to this, improvements have been made to the current online provision particularly in relation to online crime reporting, firearms licensing and Clare's Law applications.

7.4 Digital Assets Management System (DAMS)

- 7.4.1 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.
- 7.4.2 Phase two 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 has been finalised, along with training guides, and the Major Crime Unit) have successfully trialled their first case. A phase three plan is being developed to use the same process for other complex case files, with the next area for scoping being Eastern Region Serious Organised Crime Unit.
- 7.4.3 Alongside this, the 7F DAMS project seeks to find a longer-term solution. The decision was made at the 7F Summit in July to undertake a pilot, and a three-month pilot is on track to commence in January 2021. The Full Business Case will follow the pilot in 2021.

7.5 Digital Interviewing

- 7.5.1 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 Body Worn Video (BWV) for mobile interviews, BWV for out of custody suspect interviews was rolled out on 1st November 2020, with Bedfordshire and Hertfordshire joining on 7th December 2020.
- 7.5.2 The overall project has been delayed by three months against the March 2021 timeline as a consequence of the Covid-19 related national shortage of laptops.

7.6 GoodSAM

- 7.6.1 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. The application also contains mapping to show the availability of the nearest defibrillator. GoodSAM continues to be used to good effect in Cambridgeshire, and a business case presented to the JCOB has been accepted to allow for the full roll out across BCH as business as usual with increased functionality. Forthcoming developments include linking streaming from BWV and helicopter footage and sharing footage with partner agencies.

7.7 National Law Enforcement Data Program (NLEDS)

- 7.7.1 The national programme is undergoing re-planning to ensure that a reliable and robust replacement for Police National Computer is in place prior to the legacy solution being decommissioned from December 2022. There are no significant updates to this project for this reporting period.

7.8 National Enabling Program (NEP)

- 7.8.1 The programme will deliver the following strands in line with the National blueprint:
- Microsoft Office 365 (M365) capability
 - Identity and Access Management solution
 - National Management Centre connectivity
- 7.8.2 Delivery of the programme across BCH is progressing well, and in-line with the national picture. In the last month the following M365 functionality has been rolled out to all users across BCH:
- **MS Forms:** An app to provide the ability to perform a variety of surveys, polls and quizzes.
 - **Sensitivity Marking (AIP):** M365 sensitivity labelling is a new nationally mandated sensitivity marking system for emails and documents and has replaced the previous email marking system. This enables new sensitivity labelling of emails and documents within Outlook, Word, Excel, PowerPoint etc. and will impact the way BCH Officers and Staff share information both internally and externally.
 - **Additionally, Skype has been removed.** Skype no longer launches automatically upon start-up of user's machines. This has been removed as the first step in decommissioning of Skype later in 2021. It has been promoted that going forward, whilst Skype will remain available in the short term, Teams should now be used for all virtual meetings and Instant Messaging.

- 7.8.3 **Migration Activity** has slowly begun to be rolled out. This will consist of user's Outlook accounts being migrated to the cloud, which will integrate them into MS Teams. In coordination with this, users will have to upgrade their mobile device software, thus allowing them to access certain M365 apps whilst on the move. By the end of January, it is also planned to have ICT enabled capability that allow users to request the creation of their own teams within MS Teams via the new portal.
- 7.8.4 **Accessibility and Inclusion** UAT is currently being undertaken by dedicated champions to establish where M365 can be used to replace and improve existing accessibility functionality being used within BCH.
- 7.8.5 The Team are now focussing on planning the release of further capability across BCH, with the hope that associated business change activities will ensure efficient and effective processes can be designed within business functions. Further roll out is reliant on ICT enablement to ensure all user's devices and MS accounts meet compatibility requirements.

7.9 Tuserv Developments

- 7.9.1 Cambridgeshire continue to drive innovative use of the tuserv platform. A new process to report sudden death has gone live in Cambridgeshire pending full functionality and links with Athena being in place, with version 10 due for roll out in February 2021. The development allows officers to use the familiar interface tuserv provides to generate detailed sudden death reports and then submit these direct to the coroner with enhanced information and supporting material, such as photography. The development has been rolled out with supportive material for attending officers and families to ensure improved service to families suffering bereavement.
- 7.9.2 The digital innovation team have developed a process, also for roll out in February 2021, to allow for remote taking of statements. This has been generated from Covid learning and allows officers to complete statements on tuserv and then email them to the witness for verification and return. This provides sufficient authentication for the criminal justice process without the need for officers to be face to face with witnesses.

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

8.0 Additional Updates

8.1 Change and Research Team Development

- 8.1.1 The Cambridgeshire Change and Research Team have now successfully embedded the additional staff recruited in September/October 2020 and have made significant progress in building change management process, benefits realisation and supporting projects. The team will be subject to an external review to be conducted by Bedfordshire Police commencing in January 2021.
- 8.1.2 The Change team are currently supporting a range of projects including:
- The Financial Improvement Plan led by the Chief Finance Officer.
 - Agile working workshops as part of the Covid-19 recovery project.
 - A review of the Professional Standards Department (PSD) to assess current and future demand and ensure PSD is correctly resourced and structured.

- The NPCP, STRA projects and TOM Implementation phase, all as referenced above.
- A review of audits has been conducted, in particular in relation to data protection compliance. The initial review into audits was completed in December, but has been paused pending recommendations from the BCH ICO Inspection due in January 2021.
- A review of Staff Office functions and support to the Chief Officer Team.
- A review of confidence and satisfaction data collection to ensure the opportunities to maximise depth and breadth of data collection are in place, in addition to considering the utilisation of more modern digital data collection methods.

8.1.3 Looking ahead to 2021, the programme plan will include additional project work, most notably:

- (ESMCP) (as detailed above)
- Police Education Qualification Framework (PEQF)
- Support to the Neighbourhood Policing Peer Review

8.2 Advanced Detective Constable Program (ADCP)

8.2.1 The Constabulary have launched the first scheme for direct entry for detectives, with an objective to achieve two intakes before PEQF. This is necessary 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. Interest in the scheme has been high and 41 candidates have successfully passed the final interview stage and are in the process of completing final checks. A course of 20 is scheduled to start in June 2021, with a further intake planned for January 2022.

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8.3 Covid-19 Response and Recovery

8.3.1 Whilst Covid-19 *recovery* work has slowed, given the necessity to remain on a firm *response* phase footing in response to the “second wave” and increasing infection rates, work to look at the Constabulary’s future approach to agile working has continued.

8.3.2 Following the completion of the “three tests” outlined in the previous paper, the Chief Officer Team formally approved an evidence base showing 37% of the workforce could effectively be agile to some degree, 21% up to 50% of working hours, and with 6% able to work predominantly away from police estate. This equates to roughly 750 officers and staff in total, with detailed assessment by role and departmental.

8.3.3 A formal proof of concept study looking in detail at ten diverse teams within the Constabulary, currently engaged in agile working practices, has recently been concluded. This work involved a series of focus groups facilitated by the Organisational Improvement Centre (OIC), where the results have been collated and presented in a closing report. The findings echo those of the earlier University of East Anglia (UEA) full force study in the summer – commissioned by the Constabulary – of a strong support for a more flexible working environment in future; recognising two twin inhibitors that require mitigation: challenges with technological enablement and the risk of isolation from peers, teams and the organisation. Despite this, there is a high level of desire amongst the workforce to be able to work more flexibly.

- 8.3.4 An outline of initial options, costs and benefits as to how the agile working evidence base could be applied to a future strategic estates position has been shared with the Chief Officer Team. A direction of further development towards a strategic outline case in 2021 has been set. An emerging direction of seeking to de-assign some teams who can work extremely flexibly but currently have inefficiently-used fixed office space at HQ, in favour of bringing in teams with less opportunity to do so into released capacity, is being pursued. There are estate efficiency savings to be made from this approach, including opportunities to reduce overheads and potentially release sums from sale of estate.
- 8.3.5 The UEA grid (referred to in previous paper) has been released under a creative commons licence, recognising the Constabulary.
- 8.3.6 BCH Human Resources have briefed Covid-19 Gold Commanders in BCH on their initial findings in response to a series of legal, welfare and health and safety questions posed by the three Constabularies on the implications and needs from a move to greater agile working.
- 8.3.7 The Senior Responsible Owner (Assistant Chief Constable (ACC) Evans) is currently determining who the incoming Project Lead will be in light of the Covid-19 Head of Recovery and Learning temporary role ceasing to continue as of 11th January.

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9. Recommendation

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

BIBLIOGRAPHY

Source Document	Police and Crime Plan https://www.cambridgeshire-pcc.gov.uk/police-crime-plan/
Contact Officer	Supt Adam Gallop, Organisation Improvement Centre, Cambridgeshire Constabulary