

To: Cambridgeshire Police Authority

From: Chief Constable

Date: 13th December 2010

OPERATION REDESIGN

1.0 Purpose

- 1.1 The purpose of this report is to describe the emerging programme to fundamentally re-design the way in which local policing services are delivered across the whole of Cambridgeshire.
- 1.2 The Authority is invited to note the scale of the work in train and envisaged, and to endorse the approach being taken, which has as its underlying theme the need to maintain operational performance within a severely constricting budget.

2.0 Background

- 2.1 The current and anticipated financial context is set out in the Medium Term Financial Plan (MTFP) elsewhere on this agenda. The MTFP describes the Constabulary's response to the need for 'in-year' budget cuts and successive substantial budget cuts over four years.
- 2.2 The initial response of the Constabulary to these budget pressures was to form a Force Review Group (FRG) under the chairmanship of the Deputy Chief Constable. The FRG initially set out its work in two phases. Phase one involved examining every budget across the Constabulary within the current structure with a view to making cuts to fully meet the in year requirement and to make substantial headway in the anticipated 2011/12 budget requirement. Such an approach whilst effective at making budget cuts was never going to be able to achieve the full magnitude of the cuts required and would certainly compromise the ability of the Constabulary to continue to deliver an effective service. Phase two was therefore anticipated to be a more fundamental transformational review to identify the means of delivering an effective service in the longer term.
- 2.3 The Terms of Reference of the FRG have been broadened to capture the entire change programme currently in train in the Constabulary. This includes co-ordination of the collaboration initiative (in conjunction with Bedfordshire Police and Hertfordshire Constabulary - subject of a separate report on this agenda). The group is now known as the Force Development Board (FDB) and the work has been branded as Operation ReDesign.

3.0 Operation ReDesign

- 3.1 Cambridgeshire Constabulary along with many other police forces has been subject to a number of structural and process reviews over the years. The typical approach to such reviews has been to identify national best practice, including visits to other police forces where appropriate and incorporating that practice in services designed locally. This approach will be insufficient in the current context. The scale of the budget cuts which we are facing will require the Constabulary to rethink and fundamentally redesign its approach to delivering services.
- 3.2 Operation ReDesign is concerned with ensuring delivery of local policing within Cambridgeshire. This includes:-
- response policing where officers and staff are deployed immediately to real time incidents,
 - neighbourhood policing where local policing teams are embedded in local communities to investigate crime and anti-social behaviour,
 - engagement with partners and communities in problem solving, and
 - offender management (other than those engaged in serious and organised crime).
- 3.3 The outcomes from Operation ReDesign will be visible to the people of Cambridgeshire. The outcomes of the collaboration work will be less visible but nevertheless generate greater resilience. Both the ReDesign work and the collaboration work will make savings.
- 3.4 The Chief Constable has set Operation ReDesign the challenge of maximising operational hours. This is different to the historical approach of maximising police officer numbers. There is a clear recognition that future budgets will not be able to sustain the same number of officers and staff that we have had in the past. The objective of Operation ReDesign is to find ways of making officer and staff hours available to deliver services differently while maintaining and developing performance. This will require effective engagement with key stakeholders including staff and members of the public.
- 3.5 The strategic intent of Operation ReDesign is to:
- explore alternative delivery models to provide a flexible and responsive service,
 - rationalise structures and command,
 - make better use of people, technology and processes,
 - influence and change public expectations including shifting customer contact and engagement channels, and
 - collaborate with local authorities, community and voluntary groups and stakeholders to protect the vulnerable.
- 3.6 A team is being assembled to drive forward this work. New thinking is beginning to emerge. It is clear for example that the Constabulary does not exploit the use of the internet to provide services in the way that a number of

other service organisations are able to do. Such approaches are becoming common practice, and public take up of such services is increasing exponentially. Existing processes within the Constabulary are often seen by staff and the public alike as bureaucratic, and the need to make cuts coupled with the Government's declared intent to reduce bureaucracy, does provide an opportunity to re-examine each service currently being provided.

- 3.7 Another illustration which demonstrates that change is required relates to the attendance of officers and staff at incidents. The current grading criteria and operational processes mean that police officers and police staff routinely spend large amounts of time travelling to and from incidents, without the value of that travel and attendance having been reviewed by the Constabulary or the member of public concerned. The attendance policy will therefore need to be reviewed and changed to ensure that we continue to provide an emergency response to all acute matters requiring such a response, but that we also consider appointments for members of the public to attend police stations, joint partnership enquiry offices, mobile surgeries and the like, for routine matters. Such changes will be a challenge both to the way members of staff within the Constabulary understand their role and also to members of the public, who hitherto have always been able to rely on a police officer attending their home or place of work because that is the service model we have employed.
- 3.8 A number of other functions are currently the subject of investigation having achieved different levels of progress.
- 3.9 The provision of custody services across the force is the subject of a project to centralise the whole function under one command structure to provide both resilience and compliance with various regulatory regimes. This progress is being fully reported to the Custody Visitors Panel and Scrutiny Committee.
- 3.10 The current resource management function based on individual divisions is subject to a review which will see it centralised at force headquarters. This will ensure greater resilience and deliver a force wide perspective on managing resources at reduced cost.
- 3.11 Other work to examine the administrative support provided across the Constabulary and the way in which we manage day to day intelligence is underway.
- 3.12 The above sections serve to begin to illustrate some of the changes which will be required. Further details will be brought forward for consideration by the Authority in due course.

4.0 Conclusion

- 4.1 This report begins to set out some of the changes which will be necessary over the next 18 months in order to continue to deliver an effective policing service within Cambridgeshire within the available budget. This change will need to be delivered alongside other changes arising from the collaboration efforts with Bedfordshire and Hertfordshire.

5.0 Recommendation

- 5.1 The Authority is recommended to note the report and endorse the approach being taken to deliver an effective policing service within Cambridgeshire.

BIBLIOGRAPHY

Source Document(s)	Contact Officer	Location
	Deputy Chief Constable John Feavour	Cambridgeshire Constabulary Hinchingsbrooke Park Huntingdon PE29 6NP
<p>Originating Officer ...John Feavour.....</p> <p>Is it considered that this report contains 'exempt information' and should be considered in private? No</p> <p>If the answer is "YES", please state the nature of the exempt information and the relevant clause (s) by virtue of Part 1 of Revised Schedule 12A to the Local Government Act 1972.</p> <p>The attached report has been cleared with the undermentioned Officer/s (delete as appropriate) Chief Constable/Chief Executive Others</p> <p>Submitted on ...8th December 2011.....</p> <p>A report will not be sent to the Authority unless this box has been satisfactorily completed and all necessary consultation carried out - the responsibility for which rests with the originator (except for consultation with the Chairman and this will be undertaken by the Chief Executive).</p>		