

UPDATE ON REGIONAL COLLABORATION

PURPOSE OF THE REPORT

1. This report has been prepared to provide Members with an update on regional working and includes a detailed update on Fleet Services. This report has already been presented to the August Comprehensive Spending Review (CSR) Delivery Board, for their information.

BACKGROUND

2. Since Deloitte undertook a region wide review of services, a number of implementation projects and scoping activity has been commissioned. The initial aim of the projects was to achieve at least a 25% budgetary reduction across the function, using the 2010/11 budget as the baseline for tracking savings.
3. As a result of the CSR, each Force has been placed in a position where they need to reduce their budgets to achieve in-force savings, and have already made savings from their 2010/11 and 2011/12 budgets. Humberside is achieving this through the Choices and CSR savings plans. This has complicated the methodology for disaggregating savings delivered through 'in force' plans and those delivered through 'regional' plans. All savings that are hard wired into our Medium Term Financial Strategy (MTFS), to date, have been in Force savings.
4. Work is underway to agree a method of calculating the projected savings for each Force as a result of each regional collaboration work stream. Only when our financial lead has confidence that the Humberside element of the Regional savings identified can be delivered from each regional project, will they be included within the MTFS and can then contribute to the in-force CSR savings plan.

OVERVIEW OF IMPLEMENTATION PROJECTS

Regional Procurement

5. The projects aim is for the four existing procurement functions to be consolidated into a single regional procurement function, providing procurement services for all four forces including customer relationship management, strategic supplier relationship management and contract management.
6. Within the scope of the proposal are procurement, storage, distribution of uniform and equipment, print and reprographics. The total number of Full Time Equivalent (FTE) posts in scope of the project is 95.34, the total number of FTEs post implementation is expected to be 78.
7. The current cost of these functions is £9.45m

- 8 The projected potential savings over 4 years will be achieved as follows;
- A 10% reduction in the clothing budget amounting to £1,800,000
 - Staff savings amounting to £2,454,712
 - Regional contract savings amounting to £21,472,685
 - NPIA contract savings amounting to £1,606,312
9. Therefore the total forecasted potential four year saving for the Region is £27.33m.
- 10 The investment required to achieve the savings, which includes projected redundancy, remote working, technology, training and additional travelling costs is £1,019,000.

Regional Scientific Support

- 11 The projects aim is to deliver a single regional service to the four forces at a target spend that is at least 25% less than the existing combined 2010/11 high level budget, over a period of four years. This work will include options as to which services would be lost.
12. A recent update provided a revised timeline and projected savings. It is proposed that this project will be delivered over 2 years rather than 3 and will achieve savings amounting to £9.2m (27% saving), examining four key business areas; Management, SOCO, Fingerprints and Central Submissions. £8.8m of savings have already been identified with a review still to be completed of one of the areas; therefore the implementation plan is on track to deliver the projected savings.
13. There are currently 438 staff across the function and there will be 87 fewer staff once the service is rationalised to match results led by demand, and standardisation of attendance policies. It is considered that overall savings can be achieved without significant impact upon crime detection performance.
14. A detailed paper is to be presented to the Regional Chief Constables Group (RCCG) at the end of September to firm up the projected savings and provide clarity on the charging mechanisms to ensure equitable savings are achieved.

ICT 5th Domain and Data Network

15. To facilitate and enable regional working, there is a requirement to put in place an Information Communication Technology (ICT) infrastructure. Although each Force has its own infrastructure and network, these on their own will not facilitate regional working. Therefore there is a requirement to not only connect the four Forces networks within the region together (inter force network connectivity) but also to provide a way to authenticate staff that work in regional teams. This solution we have called the "5th domain" and sits on top of existing structures. By commissioning this infrastructure, it creates the foundation for regional collaboration to use both now and in the future.
16. It allows business areas as they move towards regional collaboration to maximise the benefits and efficiencies from regional working using the ICT foundation that will be in place. This is scheduled within the Regional Programme Plan to be completed by March 2012.

17. The approved investment to support this proposal is £201k capital investment/implementation costs, and £344k on going revenue.
18. In addition, support has been given to contribute £40k to the Yorkshire and Humberside Public Sector Network (PSN). This is a collaboration between police and other public sector partners, to jointly explore the opportunities of using existing IT infrastructure and cloud technology to achieve economies and savings.

HR Phases 2 & 3

19. The aim of the project is to create a common model for the delivery of HR services across the four forces, to enable the phased implementation of a regional solution.
20. Phase 1 involves forces moving to a common model that changes the relationship of HR to the business; centralises HR into a Shared Service Centre; empowers managers by delivering self service through the use of technology; links HR to the business through local qualified Operational HR Partners; simplifies HR Policy and Procedure and standardises HR processes, adopting lean management principles; enhances training of managers and supervisors and provides customer services.
21. Phase 2 involves Humberside Police and South Yorkshire Police creating a single function to contribute a further £2-3m cost savings. This proposal will be considered by a combined Command Team on 26/9/11. West Yorkshire Police and North Yorkshire Police are in the process of agreeing the scope of their partnership opportunities and will produce a work plan to exploit further cost savings potential over the next 2 years.
22. Phase 3 will involve developing a business case in 18 months time examining the long term regional options and will include the HR programme for a four-force collaboration and training programme.
23. Projected Savings
 - Phase 1 – Moving to at least a 1:40 ratio (one member of HR staff to every 40 members of staff employed), circa 27% headcount reduction, equating to £8.4m.
 - Phase 2 – Moving to a 1:45 ratio, circa 40% headcount reduction, equating to £4-6m.
 - Phase 3 – Move to the public sector lower quartile 1:60 ratio, circa 50% headcount reduction, £1-3m.
24. Total approximate cost saving of £15m.

OVERVIEW OF SCOPING ACTIVITY

Regional Specialist Operations Firearms

25. The first stage of work involves writing a regional firearms Strategic Threat and Risk Assessment (STRA) from which a judgement on the required capability can be undertaken. The capability assessment will involve reviewing 22 specialisms within the Firearms arena. The STRA is expected to be completed in September. Once complete the second stage will commence in which options for collaboration and interoperable working practices will be reviewed to include training, command,

tactical advice, spontaneous incident management, planned operations and planned exercises.

26. Cost savings have yet to be identified.

Criminal Justice Service

27. The aim of this project is to deliver a regional tripartite Justice Service (Police, Courts and Crown Prosecution Service) with a common development strategy, common policies, processes, resources, IT systems and line governance, through one head of profession for the region.
28. Scoping work is underway to examine the opportunities and potential savings. Within scope of the review is case progression, administration of Fixed Penalty Notices, citizen/witness care, criminal justice policy and procedure, out of court disposals/reducing re-offending, inter-agency dependencies and responsibilities and governance arrangements. It was anticipated that initial proposals would be brought to Chief Constables in August, however, more detailed work is required around costings, and therefore the report is expected by September 2011.
29. Cost savings have yet to be identified.

Specialist Operations Marine and Underwater Search

30. The aim of this project is to provide a two centre marine and underwater search capability within the Yorkshire & Humber Region. One hub is to be located near to the River Humber and a second to be centrally located between the North/West and South Yorkshire Forces. As the scoping work has only just been completed a decision has not yet been reached as to whether this will be viable to progress to a regional business case.
31. Scoping work is complete and the lead reviewer believes that option two (regionalisation with bases at Hull and Carrgate under a single governance) could be successful, and recommends that further work be carried out to extract in detail the necessary data required to prove whether it is viable.
32. The current overall cost of the three Marine Units is £829,330 and the potential savings are estimated to amount to be between £249k-296k.
33. This report has yet to be presented to the RCCG for discussion.

Phase 2 – Specialist Crime – Serious and Organised

34. The aim of this project proposes to deliver operational response to serious and organised crime through a single management structure, with 3 locally based hubs in West Yorkshire, South Yorkshire and Humberside Police areas. Resources included within the scope of the project are the Serious Crime Section, the Dedicated Surveillance Teams, Confidential Unit, High Tech Crime and Technical Support Unit.
35. It is not proposed to have a 'single' (in one place) regional Confidential Unit at this time, as it is not operationally viable. Instead the direction and control of the

Confidential Unit would be managed by the West Yorkshire hub, including the Technical Collections Department (TCD) Interceptors. The Confidential Unit hubs will remain in place alongside the operational covert assets.

36. This proposal has been delayed due to base lining the existing function and costing the regional proposal. It is scheduled to be presented to Chief Constables for decision at the end of September 2011.

Press and Media/Firearms Licensing/Vetting

37. Scoping of the above three areas has been commissioned by the Regional Delivery Group (RDG) to examine the opportunities and potential savings presented through regional collaboration. The result of scoping activity is to be reported to the RDG in December 2011.

Fleet

38. Members have requested a more detailed update on the current in-force and regional position in respect of Fleet. This update has been prepared by Mr Will Lambert, Fleet and Supplies Manager and can be found at appendix 1.

Regional Milestone Plan

39. At the Regional Collaboration Board on 25th August 2011 the first regional milestone plan was produced. The plan was agreed by the Board as a template, and it was reported that further work is underway with the Directors of Finance to determine the tolerances and the cost/savings that can be expected for each Force. Once this work is complete then these projected savings can be hard wired into the MTFS. It was agreed that the Milestone Plan would be taken to JPAC on 22 September.
40. A detailed programme report was also produced and it was agreed that this would be circulated informally to Board Members, as it would provide them with an ongoing commentary on progress. It was agreed that the milestone plan would be reviewed by the Board each time they meet, with exceptions being highlighted, monitored and managed. A copy of the milestone plan can be found at appendix 2.

OPTIONS, RISKS AND OPPORTUNITIES

41. This is an update report and therefore there are no options, risks or opportunities to consider.

POLICING PLAN AND PERFORMANCE

42. This report enables Members to be reassured that steady progress is underway to ensure that the Force is continuing to seek collaborative opportunities to make savings over and above those that can be achieved in force, albeit that the Force continues to adopt a cautious approach to ensure that any projected savings are tested, achievable and real.

IMPACTS ON OR LINKS TO COLLABORATION

43. This is an update report on collaborative working.

FINANCIAL IMPLICATIONS

44. There are financial implications identified within this report but the outlined impact on revenue and capital budgets is not yet clear. As outlined earlier in the report, work is progressing to ensure that projected savings can be built into the MTF5 and CRS 2015 programme in the coming months.

LEGAL IMPLICATIONS

45. Mr Stephen Hodgson, Force Solicitor of the Lead Force for legal matters sits on the Regional Delivery Group and is consulted when it is considered necessary.

EQUALITY AND DIVERSITY AND HUMAN RIGHTS

46. Equalities Impact Screening is in the process of being completed for all regional work streams.

CONCLUSION

47. The report provides a high level update on the activity that is underway regionally.

RECOMMENDATIONS

48. It is recommended that Members:
- (i) Discuss the report.
 - (ii) Consider and note the detailed update provided for Fleet by Mr Lambert in appendix 1.
 - (iii) Consider and note the detail contained within the Regional Milestone Plan in appendix 2.

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Background documents:

Appendix 1 – Vehicle Fleet Management Overview
Appendix 2 - Regional Milestone Plan