

REGIONAL COLLABORATION

PURPOSE OF THE REPORT

1. The purpose of this report is to provide, in conjunction with a presentation (Agenda Item 6b) by the Regional Programme Director (C/Supt Alan Ford), an update for Members on Regional collaboration. This includes consideration of the reasons for collaboration, collaboration undertaken to date, the regional shift in emphasis and future working.
2. The aim of this report and presentation is to bring all Members up to speed on the issues, to promote a discussion on current developments and to reassure Members. Members are asked to discuss, in particular, the benefits of the programme of collaborative working within the Region, the changing emphasis from increasing capability to reducing overall costs, and the inclusion of benefits within future local plans.
3. In addition, Members will be aware, following the last meeting of the full Police Authority on 28 June 2011, that progress is being made on collaboration between Humberside Police and South Yorkshire Police in respect of Information & Communication Technology (ICT) and Human Resources (HR) issues.

BACKGROUND

4. In 2004, the Home Secretary (Charles Clarke at that time) asked her Majesty's Inspectorate of Constabulary (HMIC) to conduct a comprehensive assessment into the ability of the police service to provide effective and sustainable protective services to a common standard in the future. The result was Sir Dennis O'Connor's 'Closing the Gap' report, which questioned whether the existing force structure was fit for purpose in the 21st Century and gave rise to proposals for the merger of regional forces. The report identified areas where there was the greatest need for improvement in Protective Services, such as counter terrorism, serious and organised crime and strategic roads policing, amongst others. The 'merger' approach was subsequently dropped by the Government, with the emphasis moving to collaboration between forces and police authorities.
5. The forces within the Yorkshire and Humber Region carried out research at that time in to how best to improve the delivery of Protective Services, with the initial focus being specifically on serious and organised crime and strategic roads policing. As a consequence, the Regional Roads Policing Team (RRPT) has been operational for the last few years, tackling cross-border criminals that use the Region's roads. The Regional Intelligence Unit (RIU) and Serious Organised Crime Team (SOC) have also been developed, and work in partnership with other agencies such as Her Majesty's Revenue and Customs (HMRC) and the Serious Organised Crime Agency (SOCA).
6. There are four clear strands running through the principles of joint working:
 - Reducing overall costs whilst maintaining service delivery

- Supporting local teams in tackling serious and organised crime and cross border criminality
 - Improving the service we provide to the public
 - Delivering value for money
7. In the last 12-18 months all forces and police authorities faced the challenge of improving public confidence and providing greater value for money at a time when the Comprehensive Spending Review was going to lead to significant reductions in policing budgets. In order to improve capability in specialist policing services and make efficiency savings, the momentum for regional collaboration needed to therefore increasingly focus on back and middle office functions. The Joint Police Authorities Committee (JPAC) and the police authorities individually agreed the Regional Efficiency and Productivity Strategy and an external review was undertaken by consultancy firm Deloitte, to identify in both the operational and support areas of business what could be done to achieve greater effectiveness and value for money. This work was funded in part by a financial commitment from the Regional Improvement and Efficiency Partnership. Deloitte examined 12 activities in each of the four forces, as follows:

Operations: Specialist Crime, Operations Support, Scientific Support, Criminal Justice and Customer Contact

Support Services: Finance, Human Resources, Learning and Development, Estates, Procurement, Fleet and Information & Communication Technology (ICT)

8. Following decisions made by the Regional Collaboration Board (RCB) and Joint Police Authorities Committee (JPAC) in September 2010, project managers were appointed to undertake the development of implementation plans for Scientific Support, Procurement and Fleet Services. The remit of each project was the development of an implementation plan for a single regional function with a minimum 25% cashable efficiency against a financial baseline of April 2010 over a four-year period (to 2014/15). JPAC then approved plans for Scientific Support and Procurement to become collaborative projects following appropriate and ongoing staff and union consultation.
9. Eight other projects were commissioned (ICT, HR, Finance, Operations Support, Specialist Crime, Estates, Criminal Justice and Learning and Development) to develop savings plans which incorporate options to achieve the same minimum 25% cashable efficiency. Lead officers are in place and outline cases are in development. Customer contact was not taken forward.
10. There is an ongoing scoping exercise to identify the definitive 2/3/4 force collaborative programme with a targeted completion date of August 2011 to develop the programme. As part of this, the Regional Programme Team (RPT) has developed a matrix which is currently being progressed.
11. Two-force collaboration work being undertaken by South Yorkshire and Humberside is being progressed through JPAC, although a working group has also been set up between the two police authorities in order to shape the future direction, oversee implementation and enable a link into both police authorities and also JPAC.

HMIC CHALLENGE AND SUPPORT

12. Members will be aware of the recent Challenge and Support meeting on 23 June 2011, whereby Her Majesty's Inspectorate of Constabulary (HMIC) are undertaking a national

process to find evidence of collaboration progress on behalf of the Home Secretary. The process is about 'putting the reality behind the theory' of how much added value there is within collaboration and searching for the evidence of this.

13. It was clear from the meeting that savings were the key, although it was accepted that the benefits were far broader, i.e. 'added value'. The results of the work by HMIC will be published in a national thematic report in the autumn.
14. HMIC asked about:
 - Scope of the work (what is in/out)
 - Timescales (2/3/4 force savings)
 - Issues to be addressed (Police & Crime Commissioners, hard-wiring of collaboration, 2/3/4 force approaches)
 - Savings (differentiation between forces/region)
15. Discussions occurred around:
 - 'Added value' of collaboration (resilience, best practice and relationships)
 - Need for in-year savings from force work and collaboration in the future
 - Police authorities wanting the drive collaboration forward at a faster pace
16. It was also evident that the Yorkshire and Humber Region was at the forefront of collaboration, with plans that appeared more robust than most forces, and an indication that the Deloitte's work has provided the region with a wide scope for collaboration which should prove beneficial in achieving the ten-year savings and delivery plan.
17. There was now a need for the region and forces to gather all the benefits of collaboration and to put evidence and figures behind this. The Regional Programme Team are now developing and costing each individual project, tackling and resolving any obstacles that may occur in order to deliver the savings required whilst ensuring that the standard of service will not decrease. In parallel, the Regional Chief Executives are completing a refresh of the Regional Efficiency and Productivity Strategy, which will be submitted to a future meeting of JPAC.

LEGAL IMPLICATIONS

18. Section 23 of the Police Act 1996 requires a formal agreement to be in place for any significant collaboration between Forces or Authorities. As a consequence Stephen Hodgson (Force Solicitor) is working to develop a Section 23 Agreement on behalf of the four Chief Constables and the Joint Police Authorities Committee. This will provide a framework which will enable collaboration throughout the region.
19. Members of the Police Authority will be holding a Workshop on the afternoon of 19 July 2011, which will discuss and allow Members to input to the development of the Section 23 agreement.

OPTIONS, RISKS AND OPPORTUNITIES

20. Members are asked to discuss the benefits of the programme of collaborative working within the region, the changing emphasis from increasing capability to reducing overall costs, and the inclusion of benefits within future local plans.

21. The Police Authority Risk register contains a risk in respect of joint working/force collaboration (Ref: PAS1). The specific issues are around the challenge by HMIC in respect of collaboration and the need to develop the Regional programme plan.

POLICING PLAN AND PERFORMANCE

22. Regional collaboration links to Strategic Aim 4 – to deliver improved performance through the best use of resources – and Strategic Aim 5 – to maximise the capability to respond to regional and national threats.

FINANCIAL IMPLICATIONS

23. The implementation plans for Procurement and Scientific Support were approved for delivery by the Regional Collaboration Board (RCB) in December 2010 and endorsed by the Joint Police Authorities Committee (JPAC) in January 2011. The implementation plans for the two projects split the savings between those to be delivered in Force and those to be delivered ‘additionally’ as a result of a Yorkshire and Humber Regional collaborative solution.
24. The Regional Lead Officer for Finance is currently leading work in implementing a process to check savings progress across Regional projects. This work will be agreed with all Yorkshire and Humber Directors of Finance and Police Authority Treasurers.

EQUALITY AN DIVERSITY IMPLICATIONS

25. There are no expected equality and diversity implications.

CONCLUSIONS

26. This report (and the presentation at Agenda Item 7(b)) has provided an update for Members on regional collaboration. This includes consideration of the reasons for collaboration, collaboration undertaken to date, the regional shift in emphasis and future working.

RECOMMENDATIONS

27. It is recommended that Members:
- (i) Note the contents of this report;
 - (ii) Discuss the issues in conjunction with Agenda Item 7(b); and
 - (iii) Consider the potential opportunities offered through regional working.

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Background Papers: Deloitte: ‘Delivering value for money through collaboration’
(May 2010)

Implementation Plans for Scientific Support, Fleet and
Procurement (December 2010)