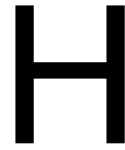


# **LEICESTERSHIRE POLICE AUTHORITY**

PAPER MARKED



Meeting                **POLICE AUTHORITY**

Date                    **TUESDAY 26 JANUARY 2010 – 2.00 PM**

Report of             **CHIEF CONSTABLE**

Subject                **LEICESTERSHIRE NORTHAMPTONSHIRE SUB-REGIONAL  
COLLABORATION OPPORTUNITIES**

## **Purpose of Report**

1. This report provides the Authority with an overview in preparing the ground for sub-regional collaboration between Leicestershire Constabulary and Northamptonshire Police.

## **Background**

2. The HMIC report 'Closing the Gap' identified that forces, in particular smaller forces, were struggling to provide the necessary protective services, and that the history of ad hoc mutual aid between forces to cope with shortfall was not sufficient.
3. Responding to the report, the Home Office's initial intention was to follow the report's main recommendation and pursue amalgamations. This strategy was set aside in June 2006 in favour of cross-border police collaborations, designed to deal with the gaps.
4. In November 2006 the five East Midlands forces agreed to fund and form a collaborative partnership to explore opportunities regionally. In practice, regional projects have proved hard to deliver, taking a significant amount of time to achieve, with a number of projects stalling over disagreement, H.R or technical issues. HMIC recognised some of the issues in 'Getting Together' June 2009, confirming that collaboration was a core part of the policing approach and that collaboration worked best on a voluntary basis.

## **Business Case – Sub-Regional Collaboration**

5. Collaboration if effectively initiated has significant benefits in terms of increasing operational resilience and if effectively initiated has significant benefits in terms of increasing operational resilience and flexibility, pooling expertise and reducing costs through economies of scale. It is recognised that as the policing landscape evolves, collaboration is becoming an ever-more important part of the way policing is delivered.
6. Sub-regional collaboration is not an alternative to regional collaboration but complements it. Essentially there are some functions / services that through

their nature are geographically based. Local or sub-regional collaboration can provide an opportunity to build an enhanced or more efficient capability.

7. The financial environment in which forces now find themselves has reinforced the need for practical solutions to collaboration. Not only do forces need to collaborate in terms of capacity/capability gaps around protective services and operational resilience, the pressure is now foremost from significant budget shortfalls across the region.

#### Preferred Partner Approach

8. Nationally Hertfordshire's consortium with Bedfordshire has led the way in sub-regional collaboration. A joint collaboration programme team was established in 2007. Collaborative projects have included a joint Dog Unit, a joint Professional Standards Department, a joint Firearms Unit, and a joint Scientific Services Unit, with significant savings being made year on year.
9. In the round, Leicestershire Constabulary and Northamptonshire Police fit favourably with criteria deemed necessary for sub-regional collaborative initiatives.
10. The Regions three other Forces -Nottinghamshire, Lincolnshire and Derbyshire are also pursuing sub-regional collaboration.

#### Legislation

11. Section 5 of the Police and Crime Act 2009 (replaced Section 23 of the Police Act 1996) provides for collaborative agreements between police forces and between two or more police authorities.
12. Collaboration agreements fall into two distinct types - police force collaboration agreements (PFCAs) and police authority collaboration agreements (PACAs). PFCAs are focused on providing collaborative operational services (e.g. firearms or investigation officers) or operational support (e.g. dog training, control room or forensic services). PACAs are focused on support functions that explicitly include premises, equipment, police staff, services and facilities. In practice the overlap is so extensive that most collaborations will require a PFCA and a PACA to be completed in parallel.

#### Collaborative Projects

13. Over recent months both Leicestershire Constabulary and Northamptonshire Police have been working to identify their own savings. Given the scale of the financial challenges ahead and the support of senior managers for the preferred partner model, both Forces' could gain substantially from closer working together. As a consequence Chief Officers, BCU Commanders and Departmental Heads in both forces identified several initiatives that could generate savings through collaborative efforts with a preferred partner.
14. At a Chief Officer meeting between the Forces in December, a shared collaborative vision was developed, with discussion around working practice and prioritisation of projects that would deliver 'quick wins'. It was agreed that six top 'projects' were worthy of initial scoping. A Senior Responsible Owner (SRO) was appointed for each proposed project. In essence both Forces would

work together on identified projects that had the best chance of producing benefits quickly in terms of capability, efficiency or both.

<b>Proposed Project</b>	<b>Partnership</b>	<b>Senior Responsible Officer (s)</b>	<b>Coordinating Collaboration Lead</b>
Firearms		ACC Derek Talbot	C/Supt Ian McNeill
Professional Standards		DCC Davina Logan	Supt Jez Leavesley
HR – Specialist Training		Mrs Ali Naylor	Supt Jez Leavesley
HiTec Crime		ACC Gordon Fraser	Supt Jez Leavesley
Command & Control Systems		ACC Martin Jelly	C/Supt Ian McNeill
Police National Database (PND)		Mr Paul Dawkins	C/Supt Ian McNeill

15. Scoping reports will be completed so that they can be developed into a joint outline business case for submission to a Joint Programme Board on 24<sup>th</sup> February 2010 at Northampton. At first glance the time frames for this work may appear optimistic. My view is that Departmental Heads already have a feel for whether sub-regional collaboration in these areas can deliver benefits, so they will be able to quantify and attribute cost and savings information to them sufficiently for an early decision at the Programme Board.
16. The joint programme board will be chaired on a rotational basis, by the two Deputy Chief Constables. For collaboration project teams to achieve the formal and informal agreements necessary to effective collaboration, close engagement with the respective Police Authorities is vital. Authorities from both forces are cordially invited to provide two members from each force to represent their respective Authority on the programme board.
17. The process by which the benefits from these projects might be accrued to either partner suggests that the notion of a 'virtual trading account' is developed, with a 5/13<sup>th</sup> - 8/13<sup>th</sup> split being proposed.
18. In order to ensure regional co-ordination and cross pollination of sub-regional projects where appropriate, the two forces regional collaboration leads will act as a conduit between the individual force and the regional team.

### Conclusion

19. Both Leicestershire Constabulary and Northamptonshire Police have been committed to working in collaboration with other forces across the region for a number of years. There has been some unease at the pace of change that has so far been achieved through five-force enterprise. Evidence nationally supports the proposition that change can be initiated and delivered more swiftly when only two forces are involved and projects are taken sequentially rather than together.
20. The size of the financial pressures facing the Forces' and the enthusiasm demonstrated by senior managers to drawing up potential collaboration initiatives suggests that such an undertaking is both necessary and supported.

## **Recommendation**

21. The Authority is recommended to
- i. support and approve the concept and principles of collaboration between Leicestershire Constabulary and Northamptonshire Police;
  - ii. acknowledge that under s23A(5) Police & Crime Act 2009 it is a pre condition of entering into any future PACA with Northamptonshire that there is agreement that the proposed collaboration is in the interest of the efficiency or effectiveness of one or more of the forces or authorities;
  - iii. consider the potential projects for collaboration outlined within this paper and support the prioritised list for further scoping;
  - iv. appoint two members to sit on the Joint Programme Board;
  - v. consider delegation of powers to the two nominated members to make decisions on behalf of the Authority at the Joint Programme Board; or alternatively vest decision making in the Finance and General Purposes Committee;
  - vi. consider the resource implications of collaborative work of any agreed prioritised projects.

## **Implications**

Financial: none directly from this paper, but implications follow from each collaborative exercise. Legal: paras 11 and 12 outline the legal position. Diversity: none at this stage. Risk Management: each collaboration opportunity will require risk assessment.

## **Background Papers**

None.

## **Officer to Contact**

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