

LEICESTERSHIRE POLICE AUTHORITY

PAPER MARKED

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Meeting **POLICE AUTHORITY**

Date **28 JUNE 2010, 2.00 pm**

Report of **CHIEF CONSTABLE**

Subject **SUB-REGIONAL COLLABORATION UPDATE**

Purpose

1. This report outlines the position in relation to collaborative arrangements between Leicestershire Constabulary and Northamptonshire Police.
2. In December 2009 chief officers from Leicestershire and Northamptonshire met and proposed a programme of services for consideration for collaborative enterprise. A programme board was established, including the Deputy Chief Constables from each Force (Temporary Chief Constable Chris Eyre retained the lead for Leicestershire) and other senior colleagues and Police Authority representatives. The Board has subsequently been chaired by the Regional Deputy Chief Constable, Peter Goodman, to encourage consistency across the region.
3. The Project Board reports to the Strategic Financial Planning Group as previously agreed by the Police Authority.
4. A senior responsible officer has been assigned to the project areas to enable professional insight and ownership for each project. There are six projects currently under review:
 - (a) Professional Standards – Anti Corruption
 - (b) High Tech Crime
 - (c) Police National Database
 - (d) Joint Firearms and Training
 - (e) Command and Control System
 - (f) Specialist Driver Training
5. The original collaborative aims were:
 - Improved efficiencies in both forces, realising cashable and non-cashable savings by April 2011 and beyond.
 - Improved effectiveness for both forces aligning resources against risk
 - Improved resilience for both forces
 - Service improvement which increases public confidence
 - Service delivery plans which improve and enhance customer focus and satisfaction, supporting the delivery of the 'second to none' principles in Leicestershire and 'making the difference' principles in Northamptonshire.

- A service structure and operating methods which are 'fit for purpose' taking account of new and emerging developments and which will meet future foreseeable demands for the next 3-10 years.
6. These aims have been revised to provide greater focus on the need to realise savings as well as deliver operational benefits, including public confidence:
- Realise savings
 - Demonstrate increased capability
 - Ensure effective delivery
 - Efficient management of risk

7. The following provides an update on the individual projects:

(a) Professional Standards – Anti-Corruption

The objectives of this project are to increase the capability of the Leicestershire Constabulary and Northamptonshire Police Anti-Corruption Units. This includes alignment and streamlining of policies and processes and exploring efficiency opportunities in training costs, software and equipment. This complements an East Midlands-wide project to align and make savings across the Professional Standards portfolio. To this end, progress has been made in vetting processes.

A comparative analysis has been undertaken and this has identified areas for mutual support and gaps in capacity. A learning visit has been undertaken to Bedfordshire and Hertfordshire Police. A critical review is now being undertaken to establish if there is a business case for further collaboration given the resourcing gaps identified.

(b) High Tech Crime

A Project Manager is now in place. Scoping work has been completed and phased Project Plan has now been produced. The project is scheduled to run from July to November 2010 in four phases:

Phase 1 - Business Processes (commence July 2010)

Challenge, review and re-model to ensure a sound business case.

Phase 2 – Managerial Collaboration (Aug to Sept 2010)

Engage CPS and Judiciary; renegotiate protocols; develop revised infrastructure, IT and training.

Phase 3 – Operational Collaboration (Sept to Oct 2010)

Consolidate and share working practices/case management; adopt threat, harm and risk approach; and demonstrate additional resilience and capability.

Phase 4 – Identify Additional Partner from Region (Oct to Nov 2010)

Consider establishment of regional e-forensic services and potential of a regional hub.

(c) Police National Database

Leicestershire and Northamptonshire will implement complementary technologies for the confidential networking element of the Police National Database (PND). One set of hardware will be implemented at Leicestershire, the other at Northamptonshire. This will provide load balancing and resilience capability at the same cost as each force had

originally budgeted to spend on independent solutions. In the medium to long term the forces are seeking to participate in a full regional collaboration, led by Nottinghamshire, of the Identity Access Management (IAM) and public key infrastructure (PKI) elements of the PND infrastructure.

Phase 1 (April to May 2010) – Project Initiation

- A project team and governance arrangements have been agreed
- Detailed scoping of development plan and network design produced and resources allocated

This phase is complete although we are now expecting a PKI user access solution to be provided by NPIA rather than Nottinghamshire.

Phase 2 (June to Aug 2010) – Procure and Test

Procurement is complete and some hardware has been delivered. The IAM solution to enable data download to PND is installed and the first test download was scheduled for the end of June.

Phase 3 (Sept to Dec 2010) – Develop and Quality Assure

This phase is on schedule to commence in September.

(d) Joint Firearms

A considerable amount of work has been undertaken, led by a project team made up of staff representing both forces and a range of disciplines, including operational staff, finance and human resources colleagues. The project board has reviewed proposals and tasked the project team with refining proposals to ensure the developing business case takes account of the need for proposals to:

- Be operationally beneficial for both forces
- Savings are accrued to both forces
- There is provision of a single training base

Revised proposals will be presented to the two Chief Constables in July to consider the merits of the business case.

(e) Command and Control

Leicestershire and Northamptonshire currently use a command and control system called Vantage. Although working on the same basic platform, each force has developed their own system to take account of the markedly different policies, processes and procedures that drive their individual businesses (e.g. crime and incident attendance policies).

Both forces have agreed to introduce a common Steria Storm platform that should enable them to engage more fully in collaborative work once implemented.

The aim is to implement a new command and control system to deliver efficiency savings by sharing services and improved joint working between each force. The joint approach to procurement helps in this regard, although there is significant development needed to achieve joint configuration and interoperability.

There is a project board to manage this transition and the Force Change Board oversees wider integration and interdependence issues.

The project is on schedule, running to budget, and on track to provide a stable and effective command and control platform.

(f) Specialist Driver Training

Police driving is subject to a range of nationally agreed standards. For some time the various forces in the East Midlands have supported and collaborated with each other. This has enabled capability to be enhanced with individual forces taking the lead in specific driving disciplines or indeed sharing resources and facilities, ie skid pan.

Leicestershire and Northamptonshire are now working in a more focused way to establish opportunities for a more forward-thinking approach to shared services in driver training. This has enabled questions and challenges about different interpretations and investments to achieve specific standards, ie advanced driving provision, specialist pursuit tactics etc.

Conclusion

8. Both Leicestershire Constabulary and Northamptonshire Police are committed to working in collaboration with other forces across the region. The complexity of formalising such arrangements within a sound and sustainable business case cannot be underestimated. The detailed work under way will help to establish with confidence, if there is a business case in each specific case.
9. The financial pressures outlined in the June budget and anticipated through the Comprehensive Spending Review in the autumn only add to the complexity. Conversely, if there are truly saving and operational benefits to be had, then collaboration presents an added incentive.

Recommendation

10. The Authority is asked to note the report and acknowledge that the Chief Constable and Strategic Financial Planning Group should continue to oversee and scrutinise the collaborative arrangements and the specific business cases.

Implications

Financial:	None directly from this paper, but each business case will require proper and comprehensive costing/benefits.
Legal:	The Police and Crime Act 2009 provides a legal framework for collaboration.
Risk Management:	Each collaborative business case will contain a risk management assessment.
Diversity:	None

Background Papers

Paper H to Police Authority 26 January 2010.

Officer to Contact

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