

**CUMBRIA POLICE AUTHORITY
Audit and Performance Committee**

27 July 2005

Agenda Item No 7

COLLABORATION PROJECT WITH LANCASHIRE CONSTABULARY

A report by the Chief Constable

Summary

This report describes the external pressures for and potential benefits of collaborative working. It proposes that the scope for collaborative working be explored further with Lancashire Constabulary, and recommends clear strategic criteria and governance arrangements for the work.

2. Recommendations

That approval be given to:

- a. Assess the scope for collaborative working with Lancashire Constabulary
- b. Apply the governance standards set out in Appendix 1.

3. Details

3.1 Drivers for Collaborative Working

Collaborative working in front line functions is a major component of *Building Communities, Beating Crime*, the government's vision for policing in the 21st Century. It is a key strategic enabler to improve police capacity and performance, particularly at Level 2.

Collaborative provision of support services is one of the main strands of the *Police Service Efficiency Strategy 2005-2008*. It is promoted as a means to achieve cashable efficiency targets without damaging operational performance.

Guidance on collaborative working states that this approach can potentially:

- a. Reduce the combined cost of an activity or service
- b. Develop process efficiencies
- c. Enable knowledge sharing and opportunities for learning

- d. Facilitate consistent application of best practice
- e. Provide purchasing power for outsourcing
- f. Create products for outsourcing which are attractive to the market
- g. Reduce implementation costs for new projects
- h. Eliminate duplication of effort – freeing up resources for other priorities
- i. Provide opportunities for extra funding from the government (if available)
- j. Access help and advice from Home Office experts e.g. PSU
- k. Provide sufficient capacity to introduce major innovation
- l. Enable creation of teams with scarce specialisms
- m. Benchmark activities and services and their costs.

3.2 Collaboration Project with Lancashire Constabulary

The Chief Constables of Cumbria and Lancashire have begun discussing how collaborative working might improve policing services across both counties. They have examined best practice advice, and the experiences of other forces, to develop joint proposals for:

- Strategic objectives and principles
- A statement of preferred partner status
- Governance arrangements
- Methodologies to pursue collaborative working
- Initial scoping work

These are set out in the proposed strategy and governance agreement in Appendix 1.

The proposed approach aims to be flexible and initially cautious, reflecting uncertainty about the impact of the Her Majesty's Inspector's police structure review.

It was originally intended to report the proposals to both Cumbria and Lancashire Constabularies in June 2005. However, this was not achieved in Cumbria. Lancashire Police Authority received and agreed the proposals for strategy and governance on June 30. Any amendments identified by Cumbria Police Authority will be reported back to Lancashire promptly.

3.3 Starting the Initial Scoping Work

Resources have not yet been dedicated to the project by either constabulary. The proposed areas for initial scoping are non-contentious areas, and there is a demand within either constabulary to investigate collaborative working. It is proposed that the lead officers for the areas below carry out initial feasibility discussions. Initial work on feasibility will consider the range of collaborative approaches – from shared learning to combined services.

Proposals for Initial Scoping

Proposed Areas for Scoping	Lead Officers	Rationale
Firearms Training	C: Chief Supt John Taylor L: Supt D Copely	Impact of DOCTRINE Request by ACC (Ops) Cumbria
IT/IM	C: Nathan Parry L: S Fillingham	Police Service Efficiency Strategy Request by Director IT/IM Cumbria
Surveillance	C: Supt Jon Rush L: DI J Middleham	Request by ACC (Ops) Cumbria

Michael Baxter
Chief Constable



Collaboration Project

Strategy and Governance

1. Executive Summary

This document sets out the proposed approach to developing collaborative working between Cumbria and Lancashire Constabularies, for approval by their Police Authorities.

2. Introduction

Cumbria and Lancashire Constabularies are committed to deliver the best possible policing services to their communities.

Collaborative working between neighbouring forces is a key strategic enabler to improve policing performance and secure Best Value. It is a major component of *Building Communities, Beating Crime*, the government's vision for policing in the 21st Century, and the *Police Service Efficiency Strategy 2005-2008*.

The Chief Constables of Cumbria and Lancashire have begun discussing how collaborative working might improve policing services across both counties. They have examined best practice advice, and the experiences of other forces, to develop proposals for:

- Strategic objectives and principles
- A statement of preferred partner status
- Governance arrangements
- Methodologies to pursue collaborative working
- Initial scoping work

3. Strategic Objectives

3.1 Collaborative working will be pursued where it will:

- Improve both Constabulary's services and performance.
AND/OR
- Generate efficiencies in the short, medium or long term.
AND/OR
- Provide the most effective response to an emerging demand or opportunity.

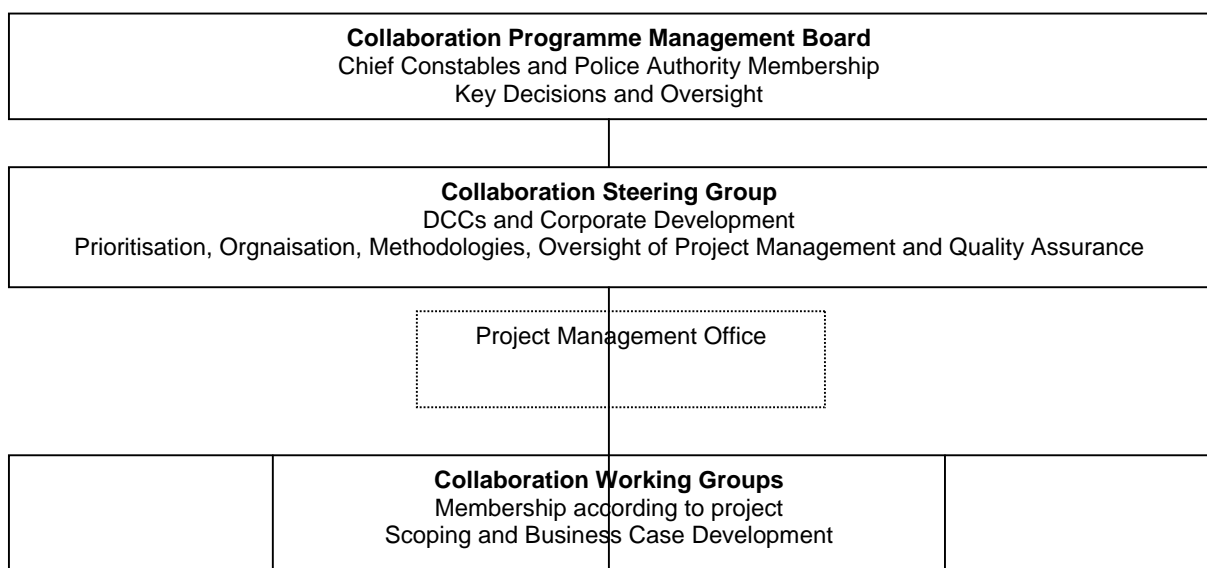
4. Strategic Principles

- 4.1 Opportunities for low-risk quick wins from collaborative working will be pursued to support learning and relationship building.
- 4.2 The development of collaborative working will include consideration of:
 - A cross section of policing and support functions
 - The full range of collaboration models, including knowledge sharing, joint management and provision of services to each other.
- 4.3 The costs and savings arising from collaborative working will normally be split between the Constabularies in line with their annual revenue budgets.

5. Statement of Preferred Partner Status

- 5.1 Cumbria and Lancashire will recognise each other as preferred strategic partners in promoting collaborative working. They will proactively pursue the development of collaborative working with each other.
- 5.2 The preferred partner statement won't prevent either Constabulary from entering into collaborative arrangements with another police force, other bodies, joint collaboration with a third party, or entering into regional or national collaborative arrangements, where these deliver greater benefits.

6. Governance Arrangements



7. Methodology

- 7.1 Both Constabularies will approach Government Office North West and the Home Office to recognise their collaborative working and to lobby for pump-prime funding.
- 7.2 Each Constabulary will identify one dedicated individual to take collaborative working forward.
- 7.3 The Collaboration Steering Group will identify potential areas for collaborative working, with reference to the strategic objectives and principles. These will be subject to scoping studies, which will involve all relevant stakeholders. The development of a full business case to Programme Board will follow where appropriate.
- 7.4 Where business cases for collaborative working are accepted, work will proceed using a project-managed approach.
- 7.5 A joint communications plan for staff and members of the public in Cumbria and Lancashire will be developed and implemented.

8. Initial Scoping Work

- 8.1 The Chief Constables have identified some policing and support functions which are appropriate for scoping studies:

Improve both Constabulary's services and performance

Surveillance

Generate efficiencies

Information Technology and Management

Provide the most effective response to an emerging demand or opportunity

Firearms Training