

**LEICESTER, LEICESTERSHIRE AND RUTLAND POLICE AND  
CRIME PANEL – 31 JANUARY 2018**

**CROSS-FORCE COLLABORATION BETWEEN POLICE FORCES IN  
THE EAST MIDLANDS**

**REPORT OF THE SECRETARIAT**

**Purpose of this Report**

1. The purpose of this report is to seek the views of the Panel concerning scrutiny of cross-force collaboration which is taking place between Police Forces and Police and Crime Commissioners (PCCs) in the East Midlands region.

**Background**

2. The Police Act 1996 provides the legal framework for collaboration and gave duties to Chief Constables. A chief officer may enter into a collaboration agreement only with the approval of the Police and Crime Commissioner responsible for maintaining the chief officer's force. The Police Reform and Social Responsibility Act 2011 strengthened the duties on Chief Constables and PCCs to keep collaboration opportunities under review and to collaborate where it is in the interests of the efficiency or effectiveness of their own and other police force areas. Where collaboration is judged to be the best option, they must collaborate – even if they do not expect their own Force to benefit directly itself. This was designed to ensure that collaboration takes place wherever it is in the wider public interest. The Policing and Crime Act 2017 further provided for cross-Force and Blue Light collaboration.
3. The reports from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (formerly HMIC) 'Increasing Efficiency in the Police Service: The role of collaboration' (2012) and 'Policing in Austerity: Rising to the Challenge' (2013) identified the benefits of collaboration in terms of increased efficiency and effectiveness.

**Current collaborative arrangements**

4. Currently Leicestershire Police and the Leicestershire Police and Crime Commissioner are involved in a number of regional collaboration projects with other Forces and Police and Crime Commissioners in the East Midlands Region. These are listed below:

Five Force Collaborations

***(Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire)***

East Midlands Special Operations Unit (EMSOU)

East Midlands Legal Services

HR Occupational Health (EMCHRS OH)

EM Police Collaboration Team

Regional ICT Project Management Office (Regional IS PMO)

Four Force Collaborations

HR Learning and Development (EMCHRS L&D) (*Derbyshire, Leicestershire, Northamptonshire and Nottinghamshire*)

East Midlands Operational Support Service (EMOpSS) (*Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire*)

East Midlands Criminal Justice Service (EMCJS)  
(*Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire*)

Two-force collaboration

Shared HR Service Centre (**Derbyshire and Leicestershire**)

5. PCCs have established a Board for the East Midlands Regional Collaboration Programme and collaboration agreements are signed off by the Board.

**Regional Network of Police and Crime Panels**

6. In 2014, a Regional Network of Police and Crime Panels in the East Midlands was established, facilitated by Frontline Consulting. At each meeting of the Regional Network Officers and Members of Panels share information about their work programmes, explore challenges and problem solve together and discuss 'hot topics'.
7. At the Network meeting on 2 March 2017, it was proposed that a seminar on cross-Force collaboration be organised to ensure a common knowledge base across the Network and to receive an update on a recent review into governance of cross-Force collaboration. Although there is no reference within legislation to Police and Crime Panels collaborating, there also is nothing to prevent this.

**Regional Collaboration Seminar**

8. The Seminar took place on 28 November 2017 at County Hall, Nottingham and it was attended by Members and officers of the Derbyshire, Lincolnshire, Northamptonshire and Nottinghamshire Police and Crime Panels as well as the Nottinghamshire PCC Paddy Tipping. The key conclusions from the seminar were that there was:-
  - i) a perceived lack of clarity about cross-Force collaboration;
  - ii) a lack of readily accessible information about the extent of regional collaboration and its impact. (It was felt that Panels had struggled to cross-reference the views of their PCC with the other PCCs in the region about the current picture across the region.)
  - iii) a lack of coordination and a single point of contact for PCPs.
9. The issues identified for PCP scrutiny in relation to cross-force collaboration included:
  - governance arrangements;
  - cost of, benefits from and value for money of cross-Force collaboration;
  - work streams and leads from the Board;
  - monitoring arrangements and the ongoing collection of evidence;

- the best mechanism to challenge and support PCCs regarding their Forces' participation in cross-Force collaboration;
  - other collaboration eg blue light and fire.
10. At the conclusion of the Seminar, the various panels that were in attendance made the following proposals and requests of PCCs and their Offices:
- That there should be standardised ways of exchanging information between PCPs and PCCs including regular common presentations, reports, performance management, financial reporting and questions including regular progress reports, liaison and briefings from staff to be appointed to lead on cross-Force collaboration.
  - That each PCC should undertake routinely to report to their PCP, perhaps twice a year, on matters relating to cross-Force collaboration, including the development of a shared vision and business case, so that all Panels have access to the same information about strategy, approaches and outcomes. (This request would need to be made to the Leicestershire PCC in the same way other agenda items for Panel meetings are requested). A suggested list of questions were also developed which Panel members might wish to use and these are attached as an Appendix.
  - That a further seminar involving PCP representatives, PCCs, OPCCs and Chief Constables of the five Forces be held in 2018 to provide an update on the vision and business plan and progress with and outcomes from cross-Force collaboration.
  - The Panels also saw the value of holding a meeting of all PCC representatives from time to time to consider the nature and governance of and the impact and outcomes from cross-Force collaboration by their PCCs and the five Forces. Some members at the seminar made reference to the parallels with joint scrutiny, especially around health, although the powers clearly differ.

## **Conclusions**

11. Attendance at meetings of the Regional Network of Police and Crime Panels has provided useful information on regional collaboration by PCC's in the region. As such there would be merit in continued attendance at these Network meetings. Currently attendance from the Leicester, Leicestershire and Rutland Police and Crime Panel is by the chairman and the officer supporting the Panel. The Panel may wish to consider requesting the Vice-Chairman of the Panel or one of the two independent members to attend. A report on issues discussed at the Network would be made to the Panel.
12. The list of questions suggested for Panel members when scrutinising collaborative arrangements is welcomed as is the suggestion that each PCC should report to their respective PCCs at least every six months on the operation and effectiveness of collaborative arrangements. This would enable

the Panel to form a view of the benefits and impact of such arrangements on local communities.

13. Scrutiny of such collaborative arrangements at regional level was also discussed. One suggestion put forward is that a Seminar is held in 2018 when an update would be provided on the vision, business plans and outcomes of regional collaboration. In addition, it has been suggested that a regional scrutiny body should be established. The view of the Chairman of the Leicester, Leicestershire and Rutland Police and Crime Panel is that an annual regional seminar where members are briefed at a high level on collaborative arrangements coupled with the bi-annual reports from respective OPCCs and Chief Constables should suffice and a new regional body is not necessary. This position could be kept under review and if it is decided to proceed with developing regional scrutiny in due course, it will be necessary to carefully consider the governance for such an arrangement bearing in mind the statutory role of the Panel is to exercise its functions with a view to supporting the functions of the PCC for its own (geographical) police area.

### **Recommendations**

14. If members concur with the conclusions the following recommendations are put forward:-
  - a) That the Chairman and one other representative (Vice-Chairman or an Independent Member) be requested to attend meetings of the Regional Network of Police and Crime Panels and report back on issues raised at such meetings;
  - b) That the PCC be asked to submit six monthly reports on regional collaborative arrangements and the impact and effectiveness of such arrangements;
  - c) That at this point in time the need for a regional scrutiny body has not been made and that the Seminar proposed for 2018 when an update would be provided on the vision, business plans and outcomes of regional collaboration should provide sufficient oversight.

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### **Appendix**

List of questions to ask PCCs regarding cross-border collaboration.