



**Version 2**

**MEMORANDUM OF UNDERSTANDING  
FOR  
ORGANISATIONAL AND OPERATIONAL SHARED  
SERVICES**

**Agreement between:**

**Bedfordshire Police  
Bedfordshire Police and Crime Commissioner**

**Cambridgeshire Constabulary  
Cambridgeshire Police and Crime Commissioner**

**Hertfordshire Constabulary  
Hertfordshire Police and Crime Commissioner**



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## **1. INTRODUCTION**

- i. This Memorandum of Understanding (MoU) is made in respect of the continuing Strategic Policing Alliance between Bedfordshire, Cambridgeshire and Hertfordshire Police and Crime Commissioners and the respective Chief Constables (Consortium members).
- ii. The purpose of this Memorandum of Understanding (MoU) is to put in place clear arrangements and practices that will foster an effective and cooperative working relationship between the Consortium members in respect of organisational and operational support service collaboration.
- iii. This agreement is intended to be complimentary to, and consistent with, the MoU signed between the Consortium members dated 14 June 2013 in relation to Joint Protective Services and Professional Standards.
- iv. Through the 2011 Police Reform and Social Responsibility Act the presumption is now in favour of collaboration, i.e. joint working should be taken forward where in the opinion of chief officers or policing body collaboration delivers greater efficiency or effectiveness.
- v. Local policing (incident response, neighbourhood policing and volume crime investigation) is outside the scope of collaboration as it needs to be tailored to local priorities and styles of delivery.
- vi. Functions associated with crime investigation, public protection and intelligence may be considered as part of this programme at an appropriate point but it is acknowledged that constraints, such as local partnership working, will affect the level of joint provision.
- vii. This document signifies a high level commitment to develop shared collaborated services for organisational and operational support across the six corporations sole. It will inform the production of appropriate Section 22 agreements which will provide the legally binding framework.
- viii. The Strategic Policing Requirement, Alliance and Constabulary led threat, risk and harm strategic assessments, together with the democratic voice of the public through the Police and Crime Commissioner, will inform each area's Police and Crime Plan. The three Police and Crime Plans' objectives will inform the priorities of protective services, organisational support and operational support. Performances mechanisms will ensure accountability of delivery of these priorities. This will be achieved through an effective governance framework and the use of regularly reviewed Collaboration Service Agreements to ensure priorities are delivered to meet the objectives in the individual plans.

## **2. OBJECTIVES**

- i. To provide effective and efficient operational and organisational services at reduced cost.
- ii. The shared strategic intent is to deliver a target operating model which protects and enables local policing in each Force area by sharing organisational and operational support services.

- iii. To provide agreed levels of service to support frontline policing whilst meeting the funding challenge.
- iv. To maintain adequate provision of organisational and operational support services through collaboration. Service delivery in shared areas will be measured and improved against agreed Collaboration Service Agreements.
- v. To assist in achieving the aims contained within each Police and Crime Commissioner's Plan whilst also having regard to the requirements of the Strategic Policing Requirement.

### **3. KEY PRINCIPLES FOR COLLABORATION**

- i. In three service areas (i.e. protective services, organisational support and operational support) creating a collaborative shared service solution will be the 'norm' unless there is complete agreement that there are compelling reasons for this to not be the case. Collaboration will be the default assumption unless it proved that this approach is not beneficial to all of the forces.
- ii. It is recognised that different types of benefits may accrue to each of the partner forces from individual collaborative arrangements, depending on the particular needs of each Force. Each project will ideally be designed to bring benefits for each Force. However, all partners accept that the wider benefit of extensive collaboration should outweigh potential concerns on individual projects.
- iii. That value for money (efficiency and effectiveness) is at the heart of all decisions.
- iv. To transform the delivery of support services through process improvement and modern common technological solutions to free-up operational hours.
- v. To ensure the span of command for senior officers is stretching, realistic and cognisant of operational and / or statutory need.
- vi. To reach appropriate unified solutions to ensure standardised and culturally aligned solutions are delivered with minimal variation in service provision to the partner forces, whilst recognising the need for difference in each Force's local policing style.
- vii. To design solutions which are either scaleable beyond the partner forces, sustainable into the medium-term or which can be converted into a different type of business entity.
- viii. To maintain a sense of urgency in change delivery but not at the detriment of local policing delivery within any of the partner forces.
- ix. Whilst the main focus will always be on building a collaborative approach solely between the three forces other alternatives should always be considered. However, no partner Force will look to collaborate with a further Force (or other organisation) without first seeking to involve and take account of the views of the other partners.

- x. Agreements already reached between the three forces will not change nor will implementation of any new agreements be delayed to suit a potential additional collaboration partner, unless all three partners agree to this for sound business reasons.
- xi. Economies of scale mean that delivery of functions will be from fewer locations than currently, but the precise configuration will be dealt with on a case by case basis.

#### **4. ACCOUNTABILITY**

- i. To ensure clear direction and control the Chief Constable of Cambridgeshire will lead organisational support services, the Chief Constable of Bedfordshire will lead protective services and the Chief Constable of Hertfordshire will lead operational support services. Statutory guidance on collaboration supports this lead force approach.
- ii. Section 22 agreements will be developed which define each Chief Constable's leadership role. These agreements will be informed by Bedfordshire, Cambridgeshire and Hertfordshire's individual Schemes of Corporate Governance which set out delegation limits and ability to move money across existing budgets. As set out in legislation Chief Constables must work within the direction set by the respective Police and Crime Commissioners' Police and Crime Plans. Underlying Collaboration Service Agreements will be used to ensure services are delivered effectively, efficiently and economically once shared.
- iii. Through the Chief Constables' Joint Chief Officer Board and the Police and Crime Commissioners' Alliance Summit, the Corporations Sole involved will have oversight of business case development and implementation.
- iv. Business cases and Section 22a agreements will be progressed for specific business areas within the organisational support services and operational support services. Existing protective services and other specific Section 23 and 22 agreements remain in place.
- v. The Chief Constables' Joint Chief Officer Board will be responsible for overall project management and delivery. The Chief Constables' Joint Chief Officer Team Meeting will ensure coherence between local policing, protective services, operational support services and organisational support services. Deputy Chief Constables will implement the changes through a joint Change Portfolio Board.

#### **5. DECISION MAKING**

- i. Each new aspect of collaboration has to pass through appropriate decision making procedures. Support is required from all six Corporations Sole. The Alliance Summit provides a forum to achieve this.
- ii. Policing bodies have overriding authority in determining questions of economy, efficiency and effectiveness.

- iii. National standards set out in HM Treasury and Office of Government Commerce Guidance will be used to develop business cases i.e. the Five Case Model.
- vi. The lead Chief Constable will be charged with completing these business cases and working with the Chief Executives on the relevant Section 22a agreements. Resources will be used on a flexible basis from across the three forces to deliver the business cases and to implement them once agreed.

## **6. *TRANSPARENCY***

- i. The Commissioner's Police and Crime Plans should describe their commitment to shared services and through this mechanism Police and Crime Panels should be made aware of this direction.
- ii. Collaboration agreements will be displayed on each Commissioners website, in line with the duty to publish information regarding these.
- iii. Police and Crime Panels should be informed of the signing of new collaboration agreements.

## **7. *TERMINATION***

- i. Unless with the agreement of all Consortium members, individual parties must give no less than 365 days' notice if they wish to leave this collaboration. An initial review of this MOU will take place at least annually. A Member withdrawing from this collaborative MOU shall be liable:
  - To honour its share of any contractual obligations and agreements entered into as part of the collaboration prior to the end of the notice period; and
  - For all other contributions due from it to the other member forces in respect of the administration, delivery and governance of the collaboration prior to and during the notice period.

## 8. SIGNATURES

<b>Organisation</b>	<b>Name</b>	<b>Signature</b>	<b>Date</b>
Chief Constable, Bedfordshire Police			
Police and Crime Commissioner, Bedfordshire			
Chief Executive, Bedfordshire Office of Police and Crime Commissioner			
Chief Constable, Cambridgeshire Constabulary			
Police and Crime Commissioner Cambridgeshire			
Chief Executive, Cambridgeshire Office of Police and Crime Commissioner			
Chief Constable, Hertfordshire Constabulary			
Police and Crime Commissioner Hertfordshire			
Chief Executive, Hertfordshire Office of Police and Crime Commissioner			