



To: Joint Audit Committee
From: Chief Finance Officer, OPCC
Date: 10 December 2015

COLLABORATION GOVERNANCE

1. Purpose

1.1 This report updates the Joint Audit Committee (“the Committee”) on the governance processes for Cambridgeshire’s collaboration with Bedfordshire and Hertfordshire.

2. Recommendation

2.1 The Committee is invited to note the report.

3. Background

3.1 In order to increase Cambridgeshire’s operational resilience and achieve the necessary savings targets, working with local forces and local authorities is the obvious way forward. Local people benefit from an improved, more effective and efficient service, while the savings generated help to protect local services. Bedfordshire, Cambridgeshire and Hertfordshire (“BCH”) are in a Strategic Alliance which is focusing on collaboration as an effective way of protecting frontline policing while helping to deal with present and future funding challenges.

3.2 Collaboration is delivering a significant contribution to the overall goal of the three forces to scale back office costs by up to £20m each year. The Strategic Alliance enables the three forces to develop plans to collaborate on a range of operational support and organisational support functions.

3.3 BCH are already collaborating on a number of areas including Armed Policing, Procurement, Professional Standards Department and Roads Policing. The alliance has also been progressing with the collaboration of Human Resources and Learning and Development as well as Firearms and Explosives Licensing and Public Contact, as discussed further below.

4 Collaboration Process

- 4.1 Business Cases have been prepared in line with the Five Case Treasury Model with external Assurance Reviews (i.e. Gateway Reviews) conducted to ensure value for money and effective management of risk. Engagement has been conducted and external consultancy support utilised in certain instances to ensure rigour and robustness. Equality Impact Assessments have been conducted for all the business cases. The BCH Strategic Alliance Summit has been involved in every stage of the development of the business case and has provided robust scrutiny in their development. This has been both through the Summit meetings themselves and also in monthly Engagement Sessions which have been held with Police and Crime Commissioners (“PCCs”) and their teams. In addition PCC-chaired governance boards have been established for Joint Protective Services, Operational Support and Organisational Support to provide more detailed scrutiny.
- 4.2 Further to evaluation and approval of the full business cases, implementation plans and section 22A Agreements have been drafted for Human Resources and Learning and Development, Firearms and Explosives Licensing and Public Contact. Legal advice has been obtained in respect of the draft S22A Agreements and BCH members assured that the S22A Agreements are legally sound and in line with Home Office Statutory Guidance on Police Collaboration (October 2012).
- 4.3 At the meeting between the Police and Crime Commissioners for BCH and the respective Chief Constables of those police forces (collectively known as “the Alliance”) on 27 November 2015 the members considered a proposal to share the Human Resources / Learning and Development, Firearms and Explosives Licensing and Public Contact functions. Draft S22A Agreements were considered and signed at the meeting. The Commissioner has signed Decision Notices to sign the S22A Agreements.
- 4.4 This paper provides a briefing and commentary on the governance arrangements enshrined within these S22A agreements.

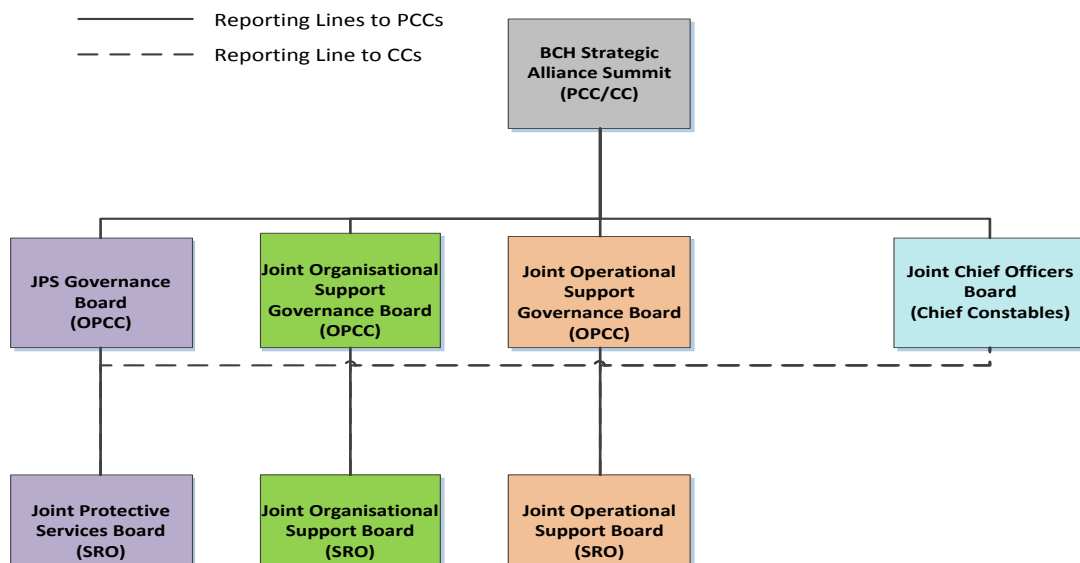
5. Governance Arrangements

- 5.1 The main clauses in the S22A agreements are as follows:
- Introduction and Legal Context, Definitions, Purpose and Structure of the Agreements
 - Details of the Collaborated Function. Terms of Reference for the functions and Head of Department, and the structure of the collaborated function, are set out in appendices to the agreement
 - Length and provisions for termination of the agreement should that become necessary
 - Protocols for dealing with Freedom of Information requests, data protection and information management
 - Insurance, Liability and Claims Handling and Health and Safety

- Budget monitoring, asset management and sharing of costs and savings – a detailed financial protocol is set out in an appendix to the agreement
- Disputes and Arbitration
- Staff and Establishment for the collaborated function
- Governance framework: the detailed processes for the scope and administrative arrangements of the Strategic Alliance Summits and the operation of the Joint Protective Services, Operational Support and Organisational Support Governance Boards
- Role of Joint Chief Officers Board (JCOB) which manages operational governance; the agreement reflects that accountability rests with the Chief Constables who make up JCOB

5.2 The collaboration agreements reflect the Shared Services Model. In this model, the services are shared by the Forces, there is no lead Force. TUPE transfers of staff are not intended so that additional costs and liabilities on the parties are minimised. The management and governance arrangements for Departments are shared and integrated. In this way, rights and obligations are also shared between the parties.

5.3 The diagram below shows the collaboration Governance Structure:



5.4 The s22A agreements also include a clause enabling other forces to join the BCH current agreements as regional working progresses.

5.5 An escalation paragraph has been included in the s22A agreements to deal with the eventuality of a strategic risk being triggered, for example the financial unviability of one collaboration partner. Risk register approaches are converging across BCH and a tri-force Joint Audit Committee meeting is scheduled for 3 March 2016.

5.6 The Human Resources / Learning and Development and Firearms and Explosives Licensing section 22A agreements reflect the final structures and processes of these collaborated functions. The section 22 agreement for contact management is an enabling section 22 to bring together the management teams to do the final detailed transition planning. A second section 22 will have to be signed for the final collaboration.

6. Next steps

6.1 The BCH Strategic Alliance is in transition from a governance body of change to a governance body of delivery. The PCC’s Chief Finance Officer and Chief Executive are working with the change team and the other corporations sole to develop the ongoing ‘business as usual’ agenda for the future delivery of collaboration.

6.2 Four other Full Business Cases have been signed-off by the Strategic Alliance Summit and section 22A agreements for these will follow in 2016:

- ICT (January 2016)
- Criminal Justice (February 2016)
- Custody (March 2016)
- Information Management (March 2016)

7. Recommendations

7.1 The Committee is invited to note the report.

BIBLIOGRAPHY

<p>Source documents</p>	<p>https://www.gov.uk/government/publications/statutory-guidance-for-police-collaboration</p> <p>Example Full Business Case: http://www.cambridgeshire-pcc.gov.uk/?s=full+business+case&submit=</p> <p>Signed Section 22 Agreements: http://www.cambridgeshire-pcc.gov.uk/collaboration/</p>
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