



Joint thinking, joint working

THE REGIONAL COLLABORATION BOARD MEETING

Thursday, 28th February 2013

Commenced at 2.00 p.m.

At the Regional Programme Team Offices, Thorpe Park

Notes of the Meeting

1. **Present:**
- | | |
|---------------------------|---------------------------------------|
| CC Tim Hollis | HP |
| Matthew Grove | HP PCC |
| John Bates | HP Office of the PCC Treasurer |
| T/CC Tim Madgwick | NYP |
| Julia Mulligan (Chair) | NYP PCC |
| Jeremy Holderness | NYP Office of the PCC Chief Executive |
| CC David Crompton | SYP |
| T/CC John Parkinson | WYP |
| Mark Burns-Williamson | WYP PCC |
| Fraser Sampson | WYP Office of the PCC Chief Executive |
| T/DCC Mark Whyman | Head of Collaboration |
| T/Ch Supt Simon Whitehead | Regional Programme Director |
| Sara Hodgson | PA to Head of Collaboration |
- Guests**
- | | |
|---------------------|--|
| Will Naylor | NYP PCC's Project and Policy Manager |
| Justin Partridge | HP RLO |
| Sally Collins | HP Deputy RLO |
| Supt Martin Deacon | WYP Business Change Manager |
| Kevin Morton | Regional Director for Scientific Support |
| Emily Wilson | SSS Project Officer |
| Ch Insp Jim Haylett | Regional Performance and Business Benefits Manager |
- Apologies :**
- | | |
|----------------|---------------------------------------|
| Kevin Sharp | HP Office of the PCC Chief Executive |
| Shaun Wright | SYP PCC |
| Erika Redfearn | SYP Office of the PCC Chief Executive |

ACTION

2. **Notes of Last Meeting – 21st January 2013**

Agreed, however NYP clarified that within their force the budget for Print and Stores is separate to the procurement budget, and will be retained by the NYP PCC.

3. **Matters Arising**

Mr Sampson presented the paper provided by the Chief Executives on the Protocol for the Publication of Information of the Regional Collaboration Board which was an action that arose from the last meeting.

The protocol recommendations were agreed, however it was noted that:

- In future all RCB papers must have the appropriate GPMS markings;
- The RCB agenda be split into public and private;
- There may be occasions when some wording from the public section of the meeting will need to be redacted prior to publishing them on websites.

MW/SH
MW/SH

ALL

4. YatH SSS Implementation Progression, Risk and Challenges

DCC Whyman and Mr Morton gave an overview of where the project is up to and the seriousness of the risks which could lead to harm to the public, reduced crime detection and reputational damage. It was reported that following the last meeting when the go ahead was given to proceed with SSS implementation, a message had been issued as a collective from the PCCs and Chief Constables but subsequent messages were issued which caused confusion with HR leads and Unions which had resulted in no further action having taken place.

Discussion ensued including:

- SYP's CC on behalf of the PCC reported that they were happy to try and deal with any of the short term issues that have been outlined and creating operational difficulties, but they wish to reserve their position in terms of the long term until some due diligence work had been done.
- Concerns were raised that when it is reported that CCs and PCCs are committed to the piece of work all bar due diligence work or there are other criteria to take into effect, the Unions raise queries as to what it means and what the implications are. Clarity with time frames and to deliver the model would be helpful, with a follow up to look at alternative methods of delivery.
- The Chair stated there were two issues with the reaffirmed commitment to the project. One is the matter of mixed messages going out following the issue of a joint message which was clearly not intentional and the other the model of delivery, currently the 'hybrid' for which the question is: Does the Board wish to look at alternative lead force models and what would the timescales be?
- West Yorkshire's CC and PCC together with Humberside's CC and PCC and North Yorkshire's CC and PCC affirmed their commitment to collaboration preferably as four forces, but the WYPCC wanted to explore the best model for delivery going forward.
- HPCC stated that HP did not wish to hand over their business to another force by means of a lead force delivery model to become a customer; this would not be true collaboration as HP wants to be part of the governance. Need to be clear as to what each individual force wants to achieve.
- WYP's focus is to try and resolve the SSS HQ by means of a single employment framework being utilised at Calder Park. Mr Parkinson

presented the WYP's report and some of the reasoning behind it and the options. A recommendation was made that a small working group be formed to look at the delivery model and employment framework.

- HP's PCC passed his comments on the WYP report and raised a number of concerns. Mr Grove's aim is to have a Scientific Service that all can be proud of so that residents can be informed that the region is leading a country and it is achieving more for them with less of their money, with assurance that they are being served well.
- Additional concern was raised that not all PCCs were present to resolve the issues and that all PCCs have different views and that not all thoughts were being discussed. Recommended that PCCs hold separate meetings to discuss and resolve issues about the models for collaboration going forward.
- That outsourcing would not be a preferable option for the WYPCC.
- It was acknowledged that SYP's PCC had shared his view with WYP's PCC that he did not think it would be sustainable for SYP to remain the lead employer moving forward under the current model and necessitated the need to look at alternatives.
- Mr Hollis reminded all present that he had been involved with regional working for eight years along with some of the ex Police Authority Chairs and Chief Executives present. The journey for SSS has been well progressed both in terms of the implementation and the savings that are achievable and these are in jeopardy. The work forces are asking what the RCB are going to do, it is absolutely clear that the PCCs and the CCs are responsible for what decisions are made. Colleagues were reminded that in the first meeting of the group in December last year, the CCs acknowledged and recognised that under the new regime, it is a new world of governance, new factors have come in to take into account. There is a collective need for clarity of purpose in order for the Chiefs to work to that end. The RCB is not just coming to a blank sheet of paper, the PCCs have come into organisations which have been up and running for a long time, are complex and are actually driving ahead at full power in many respects and the RCB is in jeopardy of taking away momentum. People present are talking about joint commitment; the fact is that is not the message that is going out to the work forces who are interpreting those messages in their own way. The risk is of undermining the RCG and putting the public in jeopardy.

Mr Hollis advised the group that at a YatH Chief Officers Conference in 2012 it was acknowledged that the hybrid employment framework was not sustainable and ACO Ian Watson, HR Lead for the Region agreed to review the arrangements. Mr Watson had been forwarded a copy of the WYP report for which he had some issues. Responsibility rests with the RCB. What do we do to try and recover the situation?

Mr Hollis reported that he had been at a conference regarding HMI inspections and they will be visiting each force's police environment for which collaboration will be a crucial part of the way forward to save big

sums of money. Yorkshire and the Humber are recognised as a market leader nationally and there is a grave danger of that reputation being lost.

With the challenge ahead the RCB needs to take stock again and see how a clearer message can be given to the work force to give them confidence and how Mr Morton can be supported. The priorities for this project are to protect the public by providing an operational service, deliver savings and lastly the staff.

- NYPCC asked how the Board is going to work together in a constructive working relationship and highlighted that some of the PCCs are learning as they go.

NYPCC expressed serious reservations in the recommendations of a lead force model where they would become a customer of a monopoly where pricing would be involved. However, the document was helpful in providing a starting point for the region to work on.

NYPCC showed concern regarding the communications that took place following the last meeting where a joint message was agreed and then individual forces issued separate messages. To resolve this matter the Board needs to agree a comms protocol and all need to be comfortable with it.

The Board needs to build trust; if the members cannot look each other in the eye collaboration could fall apart.

- WYP CC reiterated the commitment of WYP, there never has been and never intended to be any attempt that WYP wanted to monopolise or take over Scientific Service delivery that is not the case. The issue for WYP is that there needs to be some action around the employment framework and it was seen as necessary to do this before 1st April due to the legal agreement containing a notification period of 12 months from that date. The CC acknowledged that it did not engage everybody but aimed to mitigate the ongoing internal risk that WYP was facing around some of the important issues. The document was initially given to WYPCC to get an understanding of some of the issues. It was at the request of the Head of Collaboration and in an effort to be transparent and build trust that it be shared.

WYPCC continued: he, like the CC of HP had been involved with collaboration from the beginning, but the reality is that the Police and Crime Commissioners were elected in November. We have all got to come to terms with trying to reconcile those different views in a genuine way to take the collaboration forward. He reported that he had also seen the comments from the HMIC and it would not be good news for anyone if the issues do not get sorted and very quickly.

- The NYPCC established from the SYP CC that the due diligence work taking place in South Yorkshire is planned to have been completed by the end of the financial year but not guaranteed.
- The Chair stated that there was a possibility for all to jointly agree

different terms around the Section 22A, If the Board could agree to a straight forward 52 weeks without the financial year cut off might give people more time to make considerations around what they need to do.

- NYPCC stated that there would be a danger that by serving notice it would look like a force was exiting. It was agreed that 52 weeks rolling notice period should apply, rather than notice to be giving the 1st April. A working group is to be set up to resolve the employment model.
- The CC of SYP wished to make it clear to the Board that no notice was being served by SYP during the meeting.
- The current position is causing a risk to the general public.

As a result of the discussions it was agreed that:

- The key consideration was the safety of communities in Yorkshire and the Humber Region and the provision of efficient and effective services to them.
- The implementation of SSS to proceed under the hybrid model.
- A joint message from the PCCs and CCs to staff be drawn up;
- WYP's PCC to speak to SYP's PCC to discuss the wording of the message.
- The message not to be issued to all regional employees until written consent had been received from all CCs and PCCs
- Where a joint message has been agreed to be issued, no individual statements be issued.
- Where individual questions are raised of PCCs/CCs that the response is in line with the regional message.
- The PCCs hold a separate meeting as soon as possible to discuss collaboration.
- That a working party be formed, led by T/Ch Supt Whitehead, supported by Mr Morton, to review the employment framework for SSS, using WYP's report as a starting point, but to look at all options and involve persons from all four forces.
- In response to the risk register an action plan be formulated to update the RCB as to how the risks identified will be managed. It was noted that through the agreement of the RCB for the SSS project to proceed risks were mitigated.

**KM
KM/EW**

MBW

SW/SH

ALL

PCCs/CCs

PCCs

SW

KM

5. Advice on Section 22A

Discussions took place regarding force's submitting notice to withdraw from the Section 22A with a query being raised that if a force did submit notice and within the preceding 12 months decided that they wished to withdraw the notice, would they be able to rejoin the other forces.

It was reported that the withdrawal of the notice would not be unilaterally reversible and that discussions would have to be taken by the other forces who were still in collaboration as to how to proceed.

Discussions took place thereafter as to change the agreement from a 12 month notice period being given by the 1st April to a rolling 52 weeks

period which would provide more flexibility to give time to resolve the employment framework and reduce risks.

A short break took place commencing at approximately 10.35 a.m. Mr Morton and Mrs Wilson left the meeting. The meeting reconvened at approximately 10.50 a.m. and Ch Insp Haylett joined the meeting.

SYP's CC reported that he had been in contact with SYP's PCC who was prepared for the Section 22A notice period to be amended to a rolling 52 week period rather than having to give one year's notice prior to 1st April.

It was unanimously agreed by the 8 parties that a rolling 52 week notice period would apply from 1st April 2013 and that the S22A agreement would be amended accordingly.

MW

6. **Mounted Business Case**

Before Chief Inspector Jim Haylett presented the Business Case Ch Supt Whitehead provided a context for mounted and advised all present that police officers and police staff were made aware of the work that was taking place in this area. Mr Whitehead pointed out that this was only one area of operational support services that could provide savings with a number of other areas which could be and are being reviewed which will also provide savings.

WYP's CC fully endorsed and supported the proposal.

SYP's CC stated that the proposal had clear optimal costs and that Plan 'B' was not as optimal. SYP unable to sign up to immediately, however a meeting needs to be arranged between SYP and WYP to progress

WYP/SYP

In response to a query by HP's PCC, it was confirmed that there would be flexibility for the SYP/WYP Mounted section to provide assistance at a realistic charging cost/fair rate to HP; however the spare capacity of the team could not be guaranteed.

All thanked Chief Inspector Haylett for his excellent work and wished him a long and happy retirement.

At 11.15 a.m. Ch Inspector Haylett left the meeting with Mr Morton and Mrs Wilson rejoining it.

7. **YatH SSS implementation Progression, Risk and Challenges**

Mr Morton presented to the Board the proposed words to be used with regards to the regional message from PCCs and CCs as previously discussed. There was a request for some amendments, once completed the message to be issued to PCCs and CCs for written approval from all prior to its release.

KM/EW/SH/
SW

It was reiterated that if all four forces agreed to the message wording no further individual statements were to be issued.

ALL

8. **Any Other Business**

The Chair on behalf of the Board acknowledged that the meeting was Chief Constable Hollis' last one prior to his retirement and thanked him for all his work on collaboration for which he has left a legacy and also wished John Parkinson well for the future as it would be his last meeting before retirement.

9. **Date of Next Meeting**

The next RCB meeting is to take place on 25th April commencing 9.00 a.m. at the Regional Programme Team Offices, NE Leeds. The meeting is to be chaired by West Yorkshire.