



Agenda

10 DECEMBER 2010

Bridgebury House, Woburn Road, Kempston, Bedford MK43 9AX

For further information, or to see the papers, please contact the Police Authority:



CALL Janet Wardell on (01234) 842066



IN PERSON, (by appointment) 9am to 5pm, Monday to Friday



Bridgebury House has facilities for disabled people.

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To: **Members of the Bedfordshire Police Authority**

(Mr T Brown, Mrs F Chapman, Mr S Choudhry, Mr P Conniff, Reverend L Denny, Mrs P Fletcher, Ms A Graham, Mrs K Johnson, Mrs L Hockey, Mr P Hollick, Mrs S Holland, Mrs K Malik, Mr J Mingay, Mr M Pantling, Mr L Singh, Mrs C Turner and Mr J Williams)

A meeting of the **BEDFORDSHIRE POLICE AUTHORITY** will be held at Bridgebury House, Woburn Road, Kempston on **Friday 10 December 2010, at 10.00am**, the agenda for which is set out overleaf.

JOHN ATKINSON
Clerk to the Police Authority

AGENDA

(*indicates that a supporting document accompanies this Agenda)

GENERAL

1. Public Question Time – To receive any questions

2. Minutes

To confirm the minutes* of the meeting of the Police Authority held 22 October 2010
(Pages 5-16)

3. Matters Arising from the Minutes

Status Report* on the Progress of actions arising from the last meeting
(Pages 17 -18)

4. Declarations of Interest

To receive any personal or prejudicial interests from Members

5. Communications/Chairman's Correspondence

Oral report by Chair and Clerk to the Police Authority

MATTERS FOR DEBATE

6. Bedfordshire and Hertfordshire Collaboration Programme

(a) Procurement - Section 23 Agreement (Pages 19 – 38)

(b) Firearms Licensing - Section 23 Agreement (Pages 39-58)

(c) Roads Policing – Business Case (Pages 59-98)

(d) Single ACC Protective Services (Pages 99-104)

(e) Minutes of the Meeting of the Bedfordshire and Hertfordshire Police Authorities Joint Working Group held on 18 November (Pages 105-110)

EXCLUSION OF THE PRESS AND PUBLIC

To consider the exclusion of the press and public from the meeting on the grounds that the item to be discussed is confidential and involves the disclosure of exempt information as defined in paragraphs 7 of part 1 of Schedule 12A to the Local Government Act 1972. Papers are not being sent to the press or made available to the public

(f) Counter Terrorism and Domestic Extremism - Section 23 Agreement
(Pages 111-130)

7. Revenue Budget 2011/2012

Joint Report of Chief Executive/Treasurer and Chief Constable (To Follow)

8. Finance Committee

Minutes of the meeting held on 1 December 2010- Committee Chair
(To Follow)

9. Terms of Office of the Lay Independent Members of the Standards Committee

Report* of the Chief Executive **(Pages 131-134)**

MATTERS FOR NOTING

10 Joint Strategic Planning Working Group

Minutes of the meeting held on 1st December 2010 – Chair of the meeting
(To Follow)

11. Performance Committee

Minutes* of the meeting held on 2 November 2010 - Committee Chair
(Pages 135-144)

12. Complaints & Professional Standards Committee

Minutes* of the meeting held on 23 November 2010 - Committee Chair
(Pages 145-150)

13. Community Engagement Committee

Minutes of the meeting held on 2 December 2010 - Committee Chair
(To Follow)

14. Issuere Raised at recent meetings of the Luton Borough, Bedford Borough and Central Bedfordshire Councils

Oral Report by Representative

Bedfordshire Police Authority
10th December 2010
Item 2

BEDFORDSHIRE POLICE AUTHORITY

22 October 2010

PRESENT

Mr P Conniff (Chairman)

Mr T Brown, Mrs F Chapman, Mr S Choudhry, Reverend L Denny, Mrs P Fletcher, Ms A Graham, Mrs K Johnson, Mrs L Hockey, Mr P Hollick, Mrs S Holland, Mrs K Malik, Mr J Mingay, Mr M Pantling, Mr L Singh, Mrs C Turner and Mr J Williams

Officers in attendance

Chief Constable – Mrs G Parker
T/Deputy Chief Constable - Mr J Fletcher
Assistant Chief Constable (Protective Services) – Mrs K Govier
Assistant Chief Constable (Territorial Policing) – Mr A Richer
Assistant Director Resources – Mr P Wells
Chief Executive/Treasurer – Mrs S McMenemy
Director of Corporate Services Mr V Hislop –
Head of the Joint Bedfordshire and Hertfordshire Collaboration Programme
Chief Superintendent S Ottaway –

10/qp/56 **PUBLIC QUESTION TIME**

There were no public questions

10/qp/57 **MINUTES**

The minutes of the meeting of the Authority held on 16 July 2010 were confirmed subject to the attendance of Mrs L Hockey being recorded.

10/qp/58 **MATTERS ARISING**

The Authority received a monitoring report of the action taken to implement the decisions arising from the last meeting.

10/qp/59 **COMMUNICATIONS/CHAIRMAN'S CORRESPONDENCE**

Mr Martin Stuart

The Chair announced that Mr Martin Stuart was due that day to formally retire from the Police Service. Mr Stuart had joined Bedfordshire Police in 1997 and the Chair outlined some of his achievements over that time. He particularly highlighted the contribution he had made in the setting up of the Bedfordshire and Hertfordshire Major Crime Unit. On behalf of all Members he expressed his

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appreciation for the support that Mr Stuart had given the Authority and wished him well for the future.

Comprehensive Spending Review

The Chief Executive provided the Authority with the key headlines from the Comprehensive Spending Review announced earlier in the week. For Policing the central government police funding would be reduced by 20 per cent by 2014-15. If Police Authorities were to choose to increase the council tax in line with Government forecasts there would be real term reductions of 14 per cent over the next four years. For Bedfordshire this still meant that the assumptions that had been made so far around the future funding gap do not need to be significantly revised at this stage. A letter received yesterday from the Department for Communities and Local Government announced details of the policy to freeze council tax in 2011/12. The grant would be available to fund Police Authorities and other precepting authorities which choose to freeze precepts next year at a level equivalent to an increase in precepts of 2.5%

Meeting with the Mayor of Bedford

The Authority was advised that the Chair and Chief Constable had been invited to meet the Mayor of Bedford to explore joint working arrangements.

10/qp/60

DECLARATIONS OF INTEREST

There were no declarations of personal or prejudicial interests from Members.

10/qp/61

BEDFORDSHIRE AND HERTFORDSHIRE COLLABORATION PROGRAMME

For the benefit of new Members the T/Deputy Chief Constable outlined the process for approving collaborative ventures with Hertfordshire. He also alluded to the recent letter from Stephen Kershaw of the Home Office which aired a word of caution about ad hoc collaboration and the difficulties associated with different partners' ICT systems. Although a Joint ICT function was proposed he advised that this would not limit other collaborative opportunities from being pursued. He also advised that Bedfordshire was now widening the approach to collaboration and was pleased that Cambridgeshire was now a partner in the collaboration on procurement and that further collaborations with Cambridgeshire were actively being pursued.

Chief Superintendent Steve Ottaway, the Programme Director for the Joint Collaboration attended the meeting to present the following Section 23 Agreements and business cases for collaborative arrangements.

(a) Section 23 Agreements

Approval was sought for the inception of collaborative agreements in the areas ICT and Police Pension Administration in accordance with Section 23(1) of the Police Act 1996.

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Members were reminded that at the last meeting the Authority had approved the business case for a joint ICT department. Since that meeting a Head of the Joint Unit had successfully been appointed. The updated business case was submitted for consideration and Members noted that no significant amendments had been made. In supporting the proposal Members were reassured that all the HR issues had been dealt with appropriately and that environmental and energy issues had been taken into consideration. Members were also reassured that the phased approach to the establishment of the unit would provide sufficient capability and flexibility for Bedfordshire to continue to drive through its programme of efficiency savings initiatives. Members were satisfied with the governance arrangements and reassured that a satisfactory performance framework was in place. However Members questioned whether or not the Authority had in place a robust process for the evaluation of collaborative arrangements. The Chief Executive explained that the Joint Collaboration Working Group received an evaluation after 6 months of operation and then there after every year. Additionally the Authority would, through its Committee structure, refresh the appropriate Strategies to ensure they reflected current needs which would then provide the strategic direction for the combined unit. The Chief Executive agreed to present a flow diagram of the governance structure to the next meeting of the Authority.

In respect of the business case for the Police and Pensions Payroll unit Members were advised that this had been approved by the Chair of the Authority and the Chair of the Finance Committee in order to meet the timescale for implementation. An updated business case was submitted for Members to consider and Members noted that no significant amendments had been made. Members also noted that Bedfordshire was seen to be a leader in this area of work and this would provide the opportunity for wider collaboration to be explored.

RESOLVED

1. That the formal Section 23 agreement to support the creation of a Joint Bedfordshire Police and Hertfordshire Constabulary ICT Department from 1st December be approved.
2. That the formal Section 23 agreement to support the creation of a Joint Bedfordshire Police and Hertfordshire Constabulary Police Pension Administration and Payroll unit from 1st November be approved

(b) Business Cases

I. Procurement

A business case and associated benefits was considered on the creation of

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Bedfordshire, Cambridgeshire and Hertfordshire Procurement Department. The Department would be led by a Strategic Head of Department and a contracts team would be located in each of the three headquarters to allow senior managers to access advice and guidance as required. The three teams would develop the principles of category management in order to provide expertise in specialist areas.

The three Force Procurement Department would develop all buying processes across the three Forces, including the use of Government Procurement Cards and re-examine existing contracts to maximise savings.

A new Joint Stores facility would be based at Cambridgeshire Constabulary Headquarters, Huntingdon and would coordinate the purchase, storage and distribution of all uniform and equipment. Deliveries would be dispatched by couriers to their destinations across the three Forces.

£232k of ongoing annual revenue efficiencies were expected with further through the reduction of nine posts and other process changes. These savings will be achieved once the migration of the three stores into one was complete. Further efficiencies of £2 million will be delivered over five years

It was proposed that the Police Authorities carry out a formal review of progress once the first phase of the implementation plan has been completed in March 2011. At this time, subject to successful progress, a formal Section 23 agreement would be presented for consideration.

Following approval of the business case staff would be consulted and an implementation plan developed. Any issues would need to be addressed prior to the formal Section 23 Agreement being submitted for approval by the Authority.

Members welcomed the wider collaboration that had been pursued and questioned the impact this might have on the share of the savings. Members were assured that the NPIA guidance expected that the alignment of contracts should deliver 2.5% to 5% savings for each force involved. Both the risk and the savings would however be greater if a greater number of forces became partners and in such arrangements the NPIA had offered support to forces to ensure a fair distribution of savings. Members also sought assurance that small businesses would be encouraged to be part of the procurement process and were satisfied that a process was in place to invite tenders from small and medium enterprises which would be reinforced in the business case. In terms of the Governance arrangements these were to be covered in more detail in the Section 23 Agreement and would be similar to the structure used for the Bedfordshire and Hertfordshire collaborations.

RESOLVED

1. That the business case be approved and that Bedfordshire Police,

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Cambridgeshire Constabulary and Hertfordshire Constabulary commence work to bring about the Procurement Department as set out in the case presented. A formal Section 23 agreement would be presented to the three Police Authorities after Phase 1 of the implementation plan and prior to the commencement of formal operations. The Authorities reserve the right to review their commitment if there is any significant amendment to the case presented at this time.

2. That in order that the target date for implementation of 1st April 2011 be achieved the building adaptation work commence at Cambridgeshire Constabulary prior to the Section 23 agreement being formally approved.

II. Firearms

A business case and the associated benefits and risks were considered in respect of a proposed joint Bedfordshire and Hertfordshire Firearms Licensing Unit under a single management structure. The unit's Administration Office would be based at Harpenden Police Station where the present Hertfordshire Administration Unit was located. The Firearms Enquiry Officers based in Hertfordshire would continue to work remotely and those based in Bedfordshire would continue to work from Bedfordshire Police Headquarters.

The joint Firearms Licensing Unit would operate a risk assessed policy in respect of home visits for certificate renewals. At present the Firearms Enquiry Officers visited all persons wishing to renew certificates a process which was resource intensive and seldom identified reasons to refuse renewal. The new policy would focus visits on "high risk" groups or individuals where intelligence exists so as to make more efficient use of staff time. This policy was used by other forces and had been for a number of years without compromising public safety.

The establishment of a joint Bedfordshire and Hertfordshire Firearms Licensing Unit would mean an overall reduction of 3.81 posts in year one and a further post in year two once back record conversion is complete. However, because of the number of vacancies and use of temporary staff, the risk of redundancies had been greatly reduced.

The proposals would generate savings of approximately £173k in the first full year and £197k per annum thereafter.

Members' questions centred on the introduction of the change of practice and the risk to the public and were assured by the Chief Constable that Members should feel comfortable with this approach and considered that there was no increased risk to the public through its adoption. Members were satisfied with the governance arrangements as proposed and were assured that the Section 23 agreement would incorporate a clause stating that a review of the proportions of the costs/savings would be undertaken on an annual basis.

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RESOLVED

- 1 That the business case be approved and the Bedfordshire Police and Hertfordshire Constabulary commence work to bring about a joint unit with Bedfordshire as set out in the case presented. A formal Section 23 agreement would be presented to Bedfordshire and Hertfordshire Police Authorities prior to the commencement of operations. The Authorities reserve the right to review their commitment if there was any significant amendment to the case presented at this time.
- 2 That the appointment of an interim head of the Firearms Licensing Unit prior to the formal acceptance of the Section 23 agreement be approved.

(c) Matters raised at the joint Bedfordshire and Hertfordshire police Authorities Working Group held on 29th September

The Chair gave an oral report on the matters raised at the last meeting of the Joint Working Group. He particularly highlighted that following the decision not to consult regarding a merger between the two forces each Authority remained keen to move the current collaboration work forward but would look to collaborate with other forces and partners as well. The term 'preferred partner' would no longer be used when referring to the collaborations between the two forces as it was now known that this had dissuaded other forces from seeking a collaboration with either or both forces. The Group had been pleased that the Cambridgeshire Constabulary was actively discussing with both forces options for inclusion in the existing programme of collaboration as well as those that were currently being scoped.

EXCLUSION OF PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting during the discussion of the following item on the grounds that they are confidential and may involve the disclosure of exempt information as defined in paragraph 7 of part 1 of Schedule 12A to the Local Government Act 1972

(d) Business Case - Counter Terrorism and Domestic Extremism

A business case and the associated benefits and risks were considered in respect of a proposed joint Bedfordshire and Hertfordshire Counter Terrorism and Domestic Extremism Unit (CT & DE). The main base for the new unit would be located at currently leased premises in the Bedfordshire force area. Work in relation to all ports within the two counties would be carried out from existing premises in Bedfordshire.

The Joint CT&DE Unit enabled the two forces' resources to establish a capability which fits the national model for structuring force counter-terrorism resources. This included: a robust intelligence gathering, handling and development capability, providing a higher degree of support to investigators

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and partner agencies; greater capacity for covering higher-risk flights at Luton Airport; a resilient team to monitor the small ports and; a new single point of contact for Olympic-related intelligence. The business case had assumed a reduction in central funding of 10%.

It was proposed that implementation take place in January 2011, following formal adoption of the Section 23 agreement at the Authority's meeting in December. To achieve this, it was proposed to recruit provisionally a Head of Unit

The total annual savings of £141,929 were expected and set-up costs would be in the range of £75,000 to £170,000,

Members were particularly concerned about the impact of the reduced government funding in this area of the business such as the possible loss grant for Prevent funded Officers. On this point Members were assured that there would be no impact as the current structure of the collaboration provided sufficient resilience. However this may not be the case should further grant reductions be imposed.

RESOLVED

1. That the business case be approved and Bedfordshire Police and Hertfordshire Constabulary commence work to bring about a joint unit with Bedfordshire as set out in the case presented. A formal Section 23 agreement would be presented to Bedfordshire and Hertfordshire Police Authorities prior to the commencement of formal operations. The Authorities reserve the right to review their commitment if there is any significant amendment to the case presented at this time.
2. That the interim appointment of the Head of the collaborated CT&DE Unit prior to the formal Section 23 agreement be approved.

10/qp/62

REGIONAL COLLABORATION PROGRAMME

The Chair gave an orally report on the matters raised at the last meeting of the Eastern Region Joint Statutory Committee held on 7th October. He highlighted that the Section 23 Agreement to formally approve the Eastern Regional Special Operations Unit would be signed shortly by each force and Authority. He also mentioned that scoping was now underway for a regional vetting unit.

10/qp/63

JOINT STRATEGIC PLANNING WORKING GROUP

The joint report of the Chief Constable and Chief Executive was submitted which sought formal approval to the role of the joint Authority and Force Strategic Planning Working Group. The Group would be taking forward the three key principles emerging the Authority and Force away day held on 16th

September which were

- oversee development of the future strategic direction for the authority and force, including of the preparation of the 2011-15 strategic plan (covering four years to align to the financial challenge) including the 2011-12
- collaboration opportunities to be explored with relevant partners
- review level one policing, (which had since been agreed to be progressed through a functional policing model)

The group would also ensure that Programme 2011, the fundamental strategic change initiative aimed at designing a new policing model for Bedfordshire, would be aligned to the strategy being developed.

The report also highlighted that decisions of the group would be reported quarterly to the Performance and Planning Committee in order for decisions made by the group to be recorded in an open and transparent manner.

The draft terms of Reference for the Group were appended to the report.

RESOLVED

1. That approval be given to grant delegated authority regarding strategic planning and change to the joint Authority and Force Strategic Planning Working Group.
2. That the draft terms of reference for the joint Authority and Force Strategic Planning Working Group detailed in the report now submitted be approved.

10/qp/64

ENVIRONMENTAL STRATEGY

The Chief Constable presented for Members' consideration a revised Environmental Strategy and associated action plan.

It was noted that the action plan did not represent a definitive list of opportunities, nor was it complete. Further work was required in respect of measurement, outcomes and implementation dates.

It was proposed that the Finance Committee receive progress reports by exception on a quarterly basis and that a full report be provided to the Authority on an annual basis. Similar reports would be provided to the Force SLT.

Members welcomed the Strategy and acknowledged that a considerable amount of work had been undertaken in the preparation of the Strategy. In accepting that a number of areas were still to be developed Members considered that it would be useful if the Strategy contained some indicators to

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measure progress. Members also considered that the foreword to the Strategy would benefit from a definition of environment and separate statements on the environmental improvements that would be made in respect of energy use and the carbon footprint.

Members were assured that the Strategy was taken into account in when considering collaborative arrangements.

RESOLVED

1. That comments on the strategy detailed above be approved and incorporated into the final document.
2. That the Finance Committee receive progress reports by exception on a quarterly basis and an annual report be present to the full Authority.

10/qp/65 **Youth issues Group**

The Authority considered the recommendations and decisions of the meetings of the Youth Issues Group held on 27th July and 11 October. In noting the minutes Mr Denny asked that his attendance at the meeting of 11th October be recorded and Mr Pantling asked that his apologies also be recorded for that meeting.

Revised Terms of Reference

RESOLVED

That the revised Terms of Reference of the Youth Issues Panel be approved.

Generally

RESOLVED

That the minutes of the Youth Issues Group be received

10/qp/66 **PERFORMANCE COMMITTEE**

The Minutes of the meeting of the Performance Committee held on 10th August 2010 were considered.

RESOLVED

That the Minutes be received

10/qp/67 **COMPLAINTS AND PROFESSIONAL STANDARDS COMMITTEE**

The Minutes of the meeting of the Complaints and Professional Standards Committee held on 31st August 2010 were considered.

RESOLVED

That the Minutes be received

10/qp/68 **AUDIT AND BUSINESS ASSURANCE COMMITTEE**

The Minutes of the meeting of the Audit and Business Assurance Committee held on 8 June 2010 were considered.

RESOLVED

That the Minutes be received

10/qp/69 **COMMUNITY ENGAGEMENT COMMITTEE**

The Minutes of the meeting of the Community Engagement Committee held on 16 June 2010 were considered.

RESOLVED

That the Minutes be received

10/qp/70 **HUMAN RESOURCES COMMITTEE**

The Minutes of the meeting of the Human Resources Committee held on 7 October 2010 were considered. In discussing the Committee's decision to progress the permanent appointment for a DCC it was agreed that a review of the ACPO team structure should be undertaken to determine if the current structure continued to be fit for purpose.

RESOLVED

1. That the Minutes of the meeting be received.

2. That a review of the ACPO Team structure be undertaken to ensure it continued to be fit for purpose.

10/qp/71 **FINANCE COMMITTEE**

The Minutes of the meeting of the Finance Committee held on 13 October 2010 were considered.

RESOLVED

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That the Minutes of the meeting be received.

10/qp/72 EQUALITY AND DIVERSITY ADVISORY PANEL

The Minutes of the meeting of the Equality and Diversity Advisory Panel held on 12th October 2010 were considered.

RESOLVED

That the Minutes be received.

**10/qp/73 COMMENTS MADE AT RECENT MEETINGS THE BEDFORD BOROUGH
CENTRAL BEDFORDSHIRE AND LUTON BOROUGH COUNCIL COUNCILS
ON POLICE AUTHORITY MATTERS**

Mr Singh mentioned that the main issue raised by Members of the Luton Borough had been the need for the Authority to provide to the next meeting of the Council further information on how the Authority intends to meet the budget gap now that a merger with Hertfordshire Constabulary was not being pursued

Mr Mingay reported that the main issue raised by the Bedford Borough Council was in relation to the Council's concerns about the Authority taking forward any proposals for a merger and its wish for Bedfordshire Police to remain a separate force.

Mr Hollick reported that no major issues had been raised at the last meeting of the Central Bedfordshire Council but Members had commented on the lack of communication about the reorganisation of the SNT's and the perception that Police drivers were using mobile phones whilst driving. The Chief Constable had responded satisfactorily to Mr Hollick on both these matters

10/qp/74 ANIMAL WELFARE LAY VISITORS REPORT

The Authority noted the 2009/10 Annual Report of the Animal Welfare Lay Visitors scheme.

BEDFORDSHIRE POLICE AUTHORITY
STATUS REPORT

	ITEM	DECISION	ACTIONED BY	CURRENT POSITION
1	Bedfordshire & Hertfordshire Collaboration Programme	Flow Diagram of the Authority's governance structure for the evaluation of collaborative units to be provided at the next meeting of the Authority	Chief Executive	Due to both the Bedfordshire and Hertfordshire Collaboration Joint Working Group and the Joint Statutory Committee being reviewed this will come to the February meeting of the Authority
2	Counter Terrorism & Domestic Extremism	Section 23 Agreement to be presented to the December meeting of the Authority	Chief Constable	Item 6 (a) Refers



Meeting	Full Police Authority, Bedfordshire Cambridgeshire – TBC Planning & Policy Committee, Hertfordshire
Date	Bedfordshire - 10 th December 2010 Cambridgeshire – TBC Hertfordshire - 21 st January 2011
TITLE	Procurement Collaboration Update Paper
SUBMITTED BY	Steve Ottaway Programme Director Joint Bedfordshire and Hertfordshire Collaboration Programme
PURPOSE	For agreement
SUGGESTED RESOLUTION	That members note the progress in respect of the business case and approve the formal Section 23 agreement in order to allow the creation of a Joint Procurement Department for Bedfordshire Cambridgeshire and Hertfordshire.
BACKGROUND PAPERS	Business case – previously considered by Bedfordshire and Hertfordshire Police Authorities on 22 October 2010 and Cambridgeshire Police Authority on 19 November 2010

1. Purpose

1.1 To provide an update on progress against the business case for the creation of a Joint Procurement department for Bedfordshire, Cambridgeshire and Hertfordshire that was given in-principle approval in October 2010. The in-principle support was subject to review prior to approval of a formal Section 23 agreement to ensure there had been no significant amendment to the business case.

1.2 To provide confirmation that no significant amendment has been necessary to the business case.

1.3 To seek approval to the Section 23 agreement in order to allow the Unit to be formed with effect from 1st April 2011.

2. Background

2.1 The original business case considered in October/November 2010 outlined a proposal for the Procurement Departments in Bedfordshire Cambridgeshire and Hertfordshire to co-join into a single unit to be managed by a Strategic Head of Procurement.

2.2 The creation of this joint unit would follow a phased approach, with the first phase delivering a Joint Management Team and Contracts Teams serving the three Forces with a single uniform store providing a service to all officers and staff in the three organisations by the end of 2011.

2.3 Further efficiencies in the range of £2 million will be to be delivered over five years through the convergence of contracts and the standardisation of uniform and equipment. This figure may be increased dependent on ongoing contracts negotiated by regional and national ICT and uniform working groups.

2.4 The business case proposes that the Contracts Team will implement Category Management and provide a service across the three counties as expertise develops.

2.5 The following sections seek to update members of progress against the business case and to introduce the Section 23 agreement that has been drafted to allow the co-joined department to be introduced.

3. Progress since original business case was presented

3.1 Staffing

3.1.1 Staff from both forces have received face-to-face briefings regarding the proposals outlined in the business case and a formal consultation process has taken place. This consultation process led to one counter-proposal being submitted by staff from Hertfordshire. This related to the issue of uniform to new recruits in Bedfordshire and Hertfordshire, however as none of the three forces are recruiting in the foreseeable future the counterproposal was not accepted. Based on this information the staffing levels in the uniform store have been reduced by one storekeeper post.

3.1.2 At the end of the group consultation all staff from each of the three Procurement Departments received a face to face briefing and are now in the individual consultation phase.

3.1.3 The new post of Strategic Head of Procurement has been advertised in a specialist publication as well as in each of the three forces and it is anticipated that interviews will take place by the end of January. Following this appointment selection processes will take place for the other posts within the senior management team.

3.1.4 The necessary building adaptations at Huntingdon stores are about to commence in order to allow the migration of the Bedfordshire and Hertfordshire stores later this year

Set-up Costs

The set-up costs set out in the business case are unlikely to change significantly. Once the senior management team is recruited the HR costs will be able to be forecast more clearly. All cost will be incurred by the end of 2011.

3.3 Finance

There will be an immediate reduction of 10 posts and together with other process changes, there will be savings of £253,700 per annum.

3.4 Processes

A nominated ACPO lead will manage the Strategic Head of Department on a day-to-day basis. A Strategic Procurement Board consisting of the three ACPO leads and others such as Heads of Finance will meet on a quarterly basis and will manage organisational objectives. These meetings will be held more frequently during implementation.

3.5 Benefits

The establishment of a three Force Procurement Department will produce a number of organisational and financial benefits including:

- Adopting Category Management will significantly professionalise the Forces' approach to purchasing in all areas, delivering the best product to the user at the most competitive price.
- A multi-disciplinary Contracts Team, strategically placed in the three Forces, will ensure that resources are evenly distributed and readily available for internal customers within the three Force areas.
- It is recognised that the merging and assimilation of 750 contracts across the three Forces will take place over five years. The Contracts Team staffing ratios have been set to make this viable.
- The workload of the Contracts Team will diminish year-on-year as contracts are combined. As such, a reduction in staff numbers will be considered in proportion to the reduction in the number of contracts managed
- The 'Standardised Uniform' provision will produce cashable and non cashable savings
- Three-Force purchasing power can realistically be forecast to produce broader competition and cheaper pricing.

4. Section 23 Agreement

4.1 The attached Section 23 agreement has been developed in light of the experience gained from the other Bedfordshire and Hertfordshire collaborated units that have already been established.

5. Conclusion

5.1 The business case as originally presented has been further developed and tested through staff consultation. There has been one amendment to the overall proposal which is a reduction in the number of staff in the three force store to be based at Huntingdon.


5.2 There continues to be every confidence that the new three force Procurement Department will deliver the required level of service alongside ongoing efficiencies relating to the alignment of contracts and the standardisation of uniform and equipment.

6. Recommendation

6.1 That members approve the draft Section 23 agreement to allow the creation of a joint Procurement Department for Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary from 1st March 2011.

7. Background Papers

7.1 Attached is the Section 23 agreement for consideration.

Author: Steve Ottaway
Programme Director
Joint Bedfordshire and Hertfordshire Collaboration Programme
 01707 806150



Section 23 [of the Police Act 1996] Agreement

**Bedfordshire, Cambridgeshire & Hertfordshire
Joint Procurement Department**

(Governance & Collective Collateral Agreement)

Version 0.1	October 2010
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1. INTRODUCTION AND LEGAL CONTEXT

This agreement is made on **(TBC)** in respect of the Procurement (contracts and uniform stores) function between Bedfordshire, Cambridgeshire and Hertfordshire Police Authorities and the Chief Constables (The Consortium Members).

The Agreement of police authorities is a legal requirement for any collaboration between forces. Section 23(1) of the Police Act 1996 states:

"If it appears to the chief officers of police of two or more police forces that any police functions can more efficiently and effectively be discharged by members of those forces acting jointly, they may with the approval of the police authorities which maintain those forces, make an agreement for that purpose."

In such cases any expenditure incurred would be borne by the Consortium members in the proportions which they agree (23(2)).

The Consortium Members have agreed to enter into this consortium for the purpose of providing an effective procurement function for the police forces of Bedfordshire, Cambridgeshire and Hertfordshire.

2. TITLE OF COMBINED UNIT

The Procurement function for Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary will be known as the Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department (B, C&H Procurement).

3. TYPE OF AGREEMENT

The Consortium is based upon the joint procurement capability between Bedfordshire, Cambridgeshire and Hertfordshire police forces delivering the remit as set out at Appendix A.

4. LENGTH OF AGREEMENT

The Consortium shall come into force on 1st March 2011 and shall be effective until 31st March 2014 ("the initial term") unless otherwise determined in accordance with this agreement. After the initial term, it shall continue unless otherwise determined in accordance with the terms of this agreement.

5. REVIEW OF AGREEMENT

This agreement shall be reviewed by 28th February 2012 (the "initial review") and at least annually by the end of the calendar year thereafter, or earlier by agreement of the Consortium members.

6. TERMINATION OF AGREEMENT

Following the initial review, this agreement may be terminated on no less than 365 days notice given on any day by any of the Consortium Members. There will be no termination before the initial review therefore the earliest possible date of termination is 28th February 2013.

7. VARIATION OF AGREEMENT

This agreement may be varied with the consensus of the Consortium Members.

8. CONSEQUENCES OF THE DISSOLUTION OF THE CONSORTIUM

A Consortium Member (comprising both the chief constable and police authority) withdrawing from this Agreement shall be liable:

Item 6 a Appendix Beds Cambs Herts Procurement Department Section 23 v0 7 10 11 10 (2)

- 8.1.** To honour its share of any contractual obligations entered into as part of this agreement prior to the end of the notice period; and
- 8.2.** For all other contributions due from it to the other member Forces in respect of this agreement prior to and during the notice period.

9. TERMINATION BY MUTUAL AGREEMENT

Notwithstanding the provisions of clauses 4 and 5, this agreement may be terminated by the mutual agreement of the Consortium Members. The Consortium Members shall oversee the realisation and distribution of the Consortium assets following such a termination.

10. OWNERSHIP OF ASSETS

Legal title to all equipment and premises operated or used by the Consortium shall remain with the respective Consortium Members. Asset registers detailing all assets over the value of £10,000 will be provided by the Consortium Members on the day before they join as a record for use if the arrangement were to be dissolved.

New equipment over the value of £10,000 acquired on or after the start date will be recorded in an asset register detailing whether this is for use solely within the new department, and if so at which site, or for use by one or more Forces. On dissolution of the agreement the value of these assets will be distributed in accordance with clause 16.

11. POLICE STAFF EMPLOYEES

Police staff shall continue as employees of the original Consortium Member irrespective of their place of work. Their pay, welfare, pensions, terms & conditions, annual appraisals and all other respective employment and service matters shall remain the responsibility of that Consortium Member. The Consortium Members will agree a common approach to working practices and will introduce and publicise them as appropriate. The full direct costs associated with the staff shall form part of this agreement.

All complaints against staff from the Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement department will be dealt with in accordance with appropriate regulations, legislation and the Consortium Members' policies.

There will be no transfer of liability for the health and safety or conduct of staff arising from this agreement. Any liability for health and safety is with the Force in which the incident occurred. Any claim for vicarious liability will remain with the employing Force.

12. EMPLOYER'S LIABILITY

Each Consortium Member will remain liable in accordance with the law for the acts and omissions of its own police staff. Each Consortium Member will seek to minimise the likelihood of a claim occurring and will also assist the other Consortium Member in the defence of any such claim.

13. WHISTLEBLOWING

Police Officers and Staff from both police forces have the ability to report issues or raise concerns through the confidential reporting lines managed by the Bedfordshire & Hertfordshire and Cambridgeshire Professional Standards Departments.

14. MANAGEMENT OF THE ARRANGEMENT

The affairs, business and decision making of the Consortium shall be managed by a Joint Procurement Strategic Board. The strategic governance of the Consortium will be managed jointly by the Police Authorities via the respective chief officer leads.

The Joint Procurement Strategic Board will meet on a minimum of a quarterly basis with the Chair rotating between the two chief officer leads on an annual basis.

MEMBERSHIP OF JOINT PROCUREMENT STRATEGIC GROUP

- Director of Corporate Services - Bedfordshire
- Director of Resources - Cambridgeshire
- Director of Resources - Hertfordshire
- Strategic Head of Procurement
- Assistant Director (Resources) - Bedfordshire
- Head of Accounting Services – Cambridgeshire
- Head of Finance - Hertfordshire
- Senior Operational Managers from each Force

15. THE JOINT PROCUREMENT STRATEGIC GROUP *(terms of reference)*

The Joint Procurement Strategic Group will be responsible for the operation of the Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department and in particular for recommending approval of the annual budget to respective Police Authorities, staffing requirements, benefits realisation and value for money from service delivery. It will also recommend the award of contracts where the most economically advantageous tender is not acceptable.

The Joint Procurement Strategic Group will be responsible for the approval of proposals for future activities.

The Joint Procurement Strategic Group will hold the Strategic Head of Procurement accountable for the delivery of the core service, its financial performance and service delivery.

The Joint Procurement Strategic Group will provide reports and recommendations in respect of future budgets to the Police Authorities via the respective chief officer leads detailing how it has delivered its core service and managed its finances. In particular it will report on the realisation of the business benefits outlined in the original business case.

16. SERVICE DELIVERY MANAGEMENT

The day-to-day management of service delivery will be the responsibility of the Strategic Head of Procurement. This will be supported by the Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department Senior Management Team meeting that will include Finance and HR representation.

17. SHARING OF COSTS

All costs of the annual budget of the Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department for the respective financial year will be shared in line with the total net budgets of the three consortium members, namely:

Bedfordshire	25.9%%
Cambridgeshire	29.7%
Hertfordshire	44.4%

The same approach will be adopted to set-up costs incurred in the creation of the Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department, except for those relating to refurbishment of premises which will fall to the owning consortium member.

These proportions will be reviewed on an annual basis by the Joint Procurement Strategic Group through updating the rolling average of demand data with a more fundamental review taking place on a triennial basis.

In the event that the Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department's budget overspend exceeds 5% then additional contributions will be made on the basis of actual Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department activity levels for that financial year, as agreed by the Joint Procurement Strategic Group.

In the event that the Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department's budget underspends in a financial year, then this will be distrusted back to the forces on the percentage basis set out above.

18. PREMISES

The Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department will be based across the three Forces, predominantly at the three Headquarters sites with the main store facility situated at the Cambridgeshire Headquarters, Huntingdon.

19. LIABILITIES

Each Consortium Member shall indemnify the other Consortium Members against all losses, claims, damages, costs, charges, expenses, uninsured liabilities, demands or proceedings incurred, or brought as a result of its negligence or breach of its obligations under this agreement.

20. DETERMINATION OF DISPUTES AND ARBITRATION

Any dispute arising from the day to day management of the Consortium shall initially be referred to the Joint Procurement Strategic Group. If the Joint Procurement Strategic Group cannot resolve the dispute within eight weeks, it shall be referred to the respective Chief Constables who shall endeavour to resolve the matter by unanimous agreement. Failing such agreement within eight weeks of the dispute being referred to Chief Constables, the Chairs of the Police Authorities will be engaged to work with the Chief Constables to find agreement. The decision of the Chairs and Chiefs shall be final and binding.

21. SUPPORT FOR BEDFORDSHIRE, CAMBRIDGESHIRE AND HERTFORDSHIRE JOINT PROCUREMENT DEPARTMENT

Finance

Cambridgeshire will provide professional finance support to the Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department, including the compilation of financial

information, budget monitoring, forecasting and the production of the accounts for the collaboration in accordance with IAS 199.

Legal

All civil/insurance claims will be the responsibility of the home Force of the employee or asset for which the claim relates.

Legal advice not falling into the above category will be provided by the Bedfordshire and Hertfordshire Legal Services Department.

Human Resources

The Cambridgeshire HR team will provide HR advice and support to the Strategic Head of procurement. This team will direct specific work to the respective Force HR departments as required.

22. AUDIT AND RISK MANAGEMENT

All Consortium Members produce risk based internal audit plans. The risks relating to the Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department will feed into all Consortium Members' risk registers. An internal audit can be commissioned by any of the three Police Authorities and any findings will be shared with all Authorities and Forces. Records maintained by any Force in respect of the Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department will be accessible to internal audit from any of the three Police Authorities.

23. COLLECTIVE COLLATERAL AGREEMENT

The formation of the Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department is based upon negotiated agreement between a number of parties, across a range of issues. The subject of these agreements is detailed at Appendix C.

24. APPENDICES

APPENDIX A

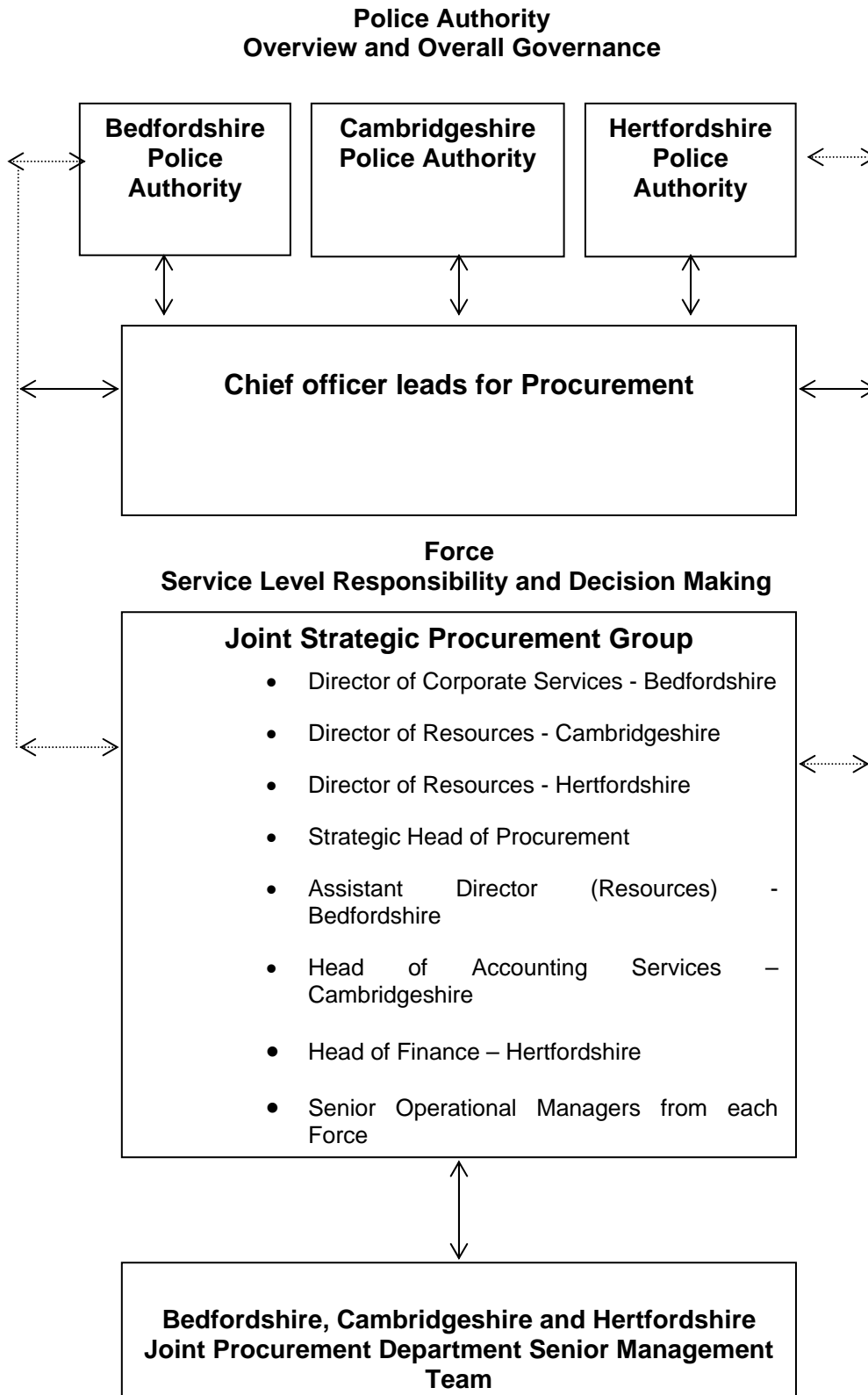
BEDFORDSHIRE, CAMBRIDGESHIRE AND HERTFORDSHIRE JOINT PROCUREMENT DEPARTMENT REMIT

The Joint Unit will:

- Have control over all ordering processes both locally and within the joint unit, including the use of Government Procurement Cards.
- Re-examine existing contracts to maximise savings.
- Merge and consolidate contracts as they approach renewal to maximise efficiencies.
- Provide support to internal clients using 'category management principles'
- Monitor and actively manage supplier performance.
- Ensure legal compliance within National and EU Public Procurement Regulations
- Coordinate the purchase and storage of all stock items.
- Provide effective maintenance of minimum stock levels to match demand.
- Provide receipt and distribution of consumable items across the three Forces via an integrated courier system.
- Provide (and where necessary tailor) uniform and other stock items via a three Force online ordering system.
- Provide professional advice and support in respect of all aspects of contract tendering and management at a strategic level and ensure such advice and support is appropriately provided at all other levels in the three Forces.

APPENDIX B

REPORTING FRAMEWORK FOR BEDFORDSHIRE, CAMBRIDGESHIRE AND HERTFORDSHIRE JOINT PROCUREMENT DEPARTMENT



APPENDIX C

COLLATERAL COLLECTIVE AGREEMENT

This Collateral Collective Agreement is between the Police Authorities, the Chief Constables and the Unison trade union in Bedfordshire Police, Cambridgeshire Constabulary and Hertfordshire Constabulary. It forms part of the agreement to progress the establishment of a Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department across the three Forces.

It relates to:

- Role profiles,
- Working practices and procedures
- Complaints.

The detail within each of these areas has been subject to negotiation and agreement and is or will be documented in the Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department operating manual.

APPENDIX D

*Part A – s23 police force collaboration agreement (PFCA) to the
Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department*

IN WITNESS whereof the Members have signed below on the date indicated.

Police force	Chief officer	Signature	Date
Bedfordshire Police			
Cambridgeshire Constabulary			
Hertfordshire Constabulary			

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Part B – s23A police authority collaboration agreement (PACA) to the Bedfordshire, Cambridgeshire and Hertfordshire Joint Procurement Department

IN WITNESS whereof the Members have signed below on the date indicated.

Police Authority	Police Authority Chair			Police Authority Chief Executive		
	Name	Signature	Date	Name	Signature	Date
Bedfordshire Police Authority						
Cambridgeshire Police Authority						
Hertfordshire Police Authority						



Meeting	Full Police Authority, Bedfordshire Policy and Planning Committee, Hertfordshire
Date	Bedfordshire – 10 th December 2010 Hertfordshire – 21st January 2011
TITLE	Firearms Licensing Collaboration Update Paper
SUBMITTED BY	Steve Ottaway Programme Director Joint Bedfordshire and Hertfordshire Collaboration Programme
PURPOSE	For agreement
SUGGESTED RESOLUTION	That members note the progress in respect of the business case and approve the formal Section 23 agreement in order to allow the creation of a Joint Firearms Licensing Department for Bedfordshire and Hertfordshire.
BACKGROUND PAPERS	Business case – previously considered by Full Police Authority, Bedfordshire and Resources Committee, Hertfordshire on 22 nd October 2010.

1. Purpose

1.1 To provide an update on progress against the business case for the creation of a Joint Firearms Licensing Unit for Bedfordshire and Hertfordshire that was given in-principle approval in October 2010. The in-principle support was subject to review prior to

approval of a formal Section 23 agreement to ensure there had been no significant amendment to the business case.

1.2 To provide confirmation that no significant amendment has been necessary to the business case.

1.3 To seek approval to the Section 23 agreement in order to allow the Unit to be formed with effect from 1st February 2011.

2. Background

2.1 The original business case considered in October 2010 outlined a proposal for the Firearms Licensing Units in Bedfordshire and Hertfordshire to co-join into a single unit. The proposals set out in the business case were to deliver annual efficiency savings of £173k in the first year and £198k in the second and subsequent years.

2.2 The business case proposed that the Firearms Licensing Unit would have its administration function at Harpenden Police Station and the Firearms Enquiry Officers would continue to work remotely.

2.3 The following sections seek to update members of progress against the business case and to introduce the Section 23 agreement that has been drafted to allow the co-joined department to be introduced.

3. Progress since business case presented in October

3.1 Staffing

3.1.1 Staff from both forces have received face to face briefings on the proposals outlined in the business case and a formal consultation process has taken place. This consultation process has led to two counter-proposals being submitted by staff from Hertfordshire. As a result some changes have been made to the way in which the business case would be implemented and there have been minor changes to the overall structure and savings delivered.

3.1.2 The thrust of the change is for the Administration Team to be reduced in number in the first year from the proposed 9 to 8 administration staff with an option to employ an additional member of staff (at a lower grade) in the first year should the need arise to support the transfer of files into electronic format. This would be reviewed at the end of the first year to identify staff needs for subsequent years. This change will not impact on staff currently employed in this area of work.

3.1.3 Recruitment for the Firearms Licensing Manager who will lead this joint unit is scheduled to take place on 10th December with the appointment being temporary subject to both Police Authorities approving the Section 23 agreement.

3.1.4 The unit will be able to go live on 1st February 2011 – should approval be given.

3.2 Set-up Costs

3.2.1 There are no anticipated changes to the forecast set-up costs.

3.3 Finance

3.3.1 The original projected ongoing annual efficiencies were going to be £173k in the first year and £198k in subsequent years. The first year savings have not been altered by the change to staffing as there is a the need to pay an additional £3,600 licence fee each year for the use of the Core Document Management System (used in the uploading of hard copy files on to an electronic system) which equates to the saving from the staff changes. From year two onwards the saving will be £194k.

3.4 Processes

3.4.1 Membership of the Joint Firearms Licensing Unit Strategic Group has been agreed and the group is set to meet for the first time early in 2011. The Strategic Group will be attended by the ACPO leads for Firearms Licensing from both Forces who will chair the group on an annual rotational basis.

3.4.2 Initially the Strategic Group will meet on a bi-monthly basis as the Firearms Licensing Manager develops plans and protocols for the delivery of the efficiency plan. As the plans start to deliver,

the frequency of the meetings will be adjusted to match the speed of the delivery of the plans and protocols. It is also hoped that in time this Group can be absorbed into other governance structures in order to reduce bureaucracy and management time.

3.5 Benefits

3.5.1 The establishment of a joint Firearms Licensing Unit will produce a number of operational and financial benefits (as set out above). The operational benefits will include:

- A single Administration department will be able to focus on an intelligence led approach to licence applications giving the correct proportion of time to the areas of work that need it the most thus ensuring public safety.
- An in built resilience by having all administration staff in one location.
- A clearly defined and resilient management structure with delegated authority from the Chief Constables.

4. Section 23 Agreement

4.1 The attached Section 23 agreement has been developed in conjunction with the two Chief Executives, building on experience gained from the other collaborated units that are now live. It was supported by the Bedfordshire and Hertfordshire Police Authorities' Collaboration Joint Working Group when it met on 18th November 2010.

5. Conclusion

5.1 The business case as presented in October has been further developed and tested through staff consultation. Whilst there has been a change to the unit structure there is no significant amendment to the overall proposal. There continues to be every confidence that the co-joined unit will deliver the required level of service alongside ongoing efficiencies of £173k in the first full year (2011/12) and £194k per annum from year two.

6. Recommendation

6.1 That members approve the draft Section 23 agreement to allow the creation of a joint Firearms Licensing Unit for Bedfordshire Police and Hertfordshire Constabulary from 1st February 2011.

7. Background Papers

7.1 Attached is the Section 23 agreement for consideration.

Author: Steve Ottaway
Programme Director
Joint Bedfordshire and Hertfordshire Collaboration Programme
☎ 01707 806150



Section 23 Agreement

Bedfordshire & Hertfordshire Joint Firearms Licensing Unit

(Governance & Collective Collateral Agreement)

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INTRODUCTION AND LEGAL CONTEXT

This agreement is made on the TBC in respect of the Firearms Licensing Unit capability between Bedfordshire and Hertfordshire Police Authorities and the Chief Constables (the Consortium Members).

The agreement of Police Authorities is a legal requirement for any collaboration between forces. Section 23(1) of the Police Act 1996 states:

"If it appears to the chief officers of police of two or more police forces that any police functions can more efficiently and effectively be discharged by members of those forces acting jointly, they may with the approval of the police authorities which maintain those forces, make an agreement for that purpose."

In such a case any expenditure incurred would be borne by the Consortium Members in the proportions which they agree (23(2)).

The Consortium Members have agreed to enter into this consortium for the purpose of providing an effective Firearms Licensing capability for the counties of Bedfordshire and Hertfordshire.

1. TITLE OF COMBINED UNIT

The Firearms Licensing Consortium for Bedfordshire and Hertfordshire will be known as the Bedfordshire and Hertfordshire Firearms Licensing Unit (B&H FLU).

2. TYPE OF AGREEMENT

This Consortium is based upon the joint Firearms Licensing capability between Bedfordshire and Hertfordshire delivering the remit shown at Appendix A.

3. LENGTH OF AGREEMENT

The Consortium shall come into force on 1st February 2011 and shall be effective until 31st March 2014 ("the initial term") unless otherwise determined in accordance with this agreement. After the initial term it shall continue, unless otherwise determined in accordance with the terms of this agreement.

4. REVIEW OF AGREEMENT

This agreement shall be reviewed by 31st January 2012 (the "initial review") and at least annually by the end of the calendar year thereafter, or earlier by agreement of the consortium members.

5. TERMINATION OF AGREEMENT

Following the initial review, this agreement may be terminated on no less than 365 days notice given on any day by either of the Consortium Members to expire no earlier than 31st January 2013.

6. VARIATION OF AGREEMENT

This agreement may be varied with the consensus of the Consortium Members.

7. CONSEQUENCES OF THE DISSOLUTION OF THE CONSORTIUM

A Consortium Member withdrawing from this agreement shall be liable:

- 7.1.** To honour its share of any contractual obligations entered into as part of this agreement prior to the end of the notice period; and
- 7.2.** For all other contributions due from it to the other member force in respect of this agreement prior to and during the notice period.

8. TERMINATION BY MUTUAL AGREEMENT

Notwithstanding the provisions of clauses 4 and 5, this agreement may be terminated by the mutual agreement of the Consortium Members. The Consortium Members shall oversee the realisation and distribution of the Consortium assets following such a termination.

9. OWNERSHIP OF ASSETS

Legal title to all vehicles, equipment and premises operated or used by the Consortium shall remain with the respective Consortium Members. Asset registers will be provided by the Consortium members on the day before they join as a record for use if the arrangement were to be dissolved.

New equipment over the value of £10,000 acquired on or after the start date will be recorded in an asset register detailing whether this is for use solely within the new Unit, and if so at which site, or for use by one or both Forces. On dissolution of the agreement the value of these assets will be distributed in accordance with clause 16.

10. POLICE STAFF EMPLOYEES

Police staff shall continue as employees of the original Consortium Member irrespective of their place of work. Their pay, welfare, pensions, terms & conditions, annual appraisals and all other respective employment and service matters shall remain the responsibility of that Consortium Member. The Consortium Members will agree a common approach to working practices and will introduce and publicise them as appropriate. The full direct costs associated with the officers and staff shall form part of this agreement.

All complaints against staff from the Bedfordshire and Hertfordshire Firearms Licensing Unit will be dealt with in accordance with appropriate regulations, legislation and the Consortium Members' policies.

There will be no transfer of liability for the health and safety or conduct of staff arising from this agreement. Any liability from health and safety is with the Force in which the incident occurred. Any claim for vicarious liability will remain with the employing Force.

11. EMPLOYER'S LIABILITY

Each Consortium Member will remain liable in accordance with the law for the acts and omissions of its own police staff. Each Consortium Member will seek to minimise the likelihood of a claim occurring and will also assist the other Consortium Member in the defence of any such claim.

12. WHISTLEBLOWING

Police Staff from both police forces have the ability to report issues or raise concerns through a confidential reporting line which is managed by the Bedfordshire and Hertfordshire Professional Standards Department.

13. CHIEF CONSTABLE'S DIRECTION AND CONTROL

For any incident or operation involving the Bedfordshire and Hertfordshire Firearms Licensing Unit undertaken within Bedfordshire, the Chief Constable of Bedfordshire Police will have direction and control over all Bedfordshire and Hertfordshire staff deployed to that incident or operation.

For any incident or operation involving the Bedfordshire and Hertfordshire Firearms Licensing Unit undertaken within Hertfordshire, the Chief Constable of Hertfordshire Constabulary will have direction and control over all Bedfordshire and Hertfordshire staff deployed to that incident or operation.

There will be no transfer of liability for the health and safety or conduct of staff arising from this operational activity as part of this agreement.

Any liability from non-operational health and safety is with the force in which the incident occurred.

Any claim for vicarious liability will remain with the employing force.

14. MANAGEMENT OF THE ARRANGEMENT

The affairs, business and decision making of the Consortium shall be managed by a Joint Board (the Board). The strategic governance of the Consortium will be managed jointly by the Police Authorities via the Bedfordshire and Hertfordshire Police Authorities' Joint Collaboration Working Group (hereafter referred to as the Joint Collaboration Working Group).

All decisions of the Board and the Joint Collaboration Working Group shall be taken by unanimous agreement. The Board and the Joint Collaboration Working Group shall ensure that a written record is taken of all decisions made. The Board shall meet at least biannually in October and May. The Joint Collaboration Working Group will receive reports at least biannually in December and July.

The Board will be made up of the following with each Consortium Member having one seat for each representative only:

ACPO Officer responsible for Firearms Licensing,
Firearms Licensing Manager
Superintendent – Criminal Justice, Hertfordshire
Superintendent – Criminal Justice, Bedfordshire
Finance representative,
Human Resources representative.

The Board will be chaired each year on rotation by the ACPO officer responsible for Firearms Licensing from one of the Consortium Member Forces.

15. THE BOARD *(terms of reference)*

The Board will be responsible for the strategic operational direction of the Bedfordshire and Hertfordshire Firearms Licensing Unit and in particular for recommending approval of the Item 6 b Appendix Firearms Licensing Section 23 agreement v1 4 - 30 11 10

annual budget to respective police authorities, staffing requirements, benefits realisation and value for money from service delivery. It will also recommend the award of contracts where the most economically advantageous tender is not acceptable.

The Board will be responsible for the approval of business plans and proposals for future activities.

The Board will hold the Head of the Bedfordshire and Hertfordshire Firearms Licensing Unit accountable for the delivery of the core service, its financial performance and service delivery.

The Board will provide reports and recommendations in respect of future budgets to the Police Authorities via the Joint Collaboration Working Group detailing how it has delivered its core service and managed its finances. In particular it will report on the realisation of the business benefits outlined in the original business case. Individual Police Authorities will receive specific performance reports through their own Authority's routine performance scrutiny regimes. A reporting framework is provided at Appendix B.

In order to map in with the other planning and budget setting cycles the Board will meet in May (at which time performance and benefit realisation from the previous year will be reviewed) and October (at which time year-to-date performance and budgetary requirements for the next year will be reviewed and identified). These reviews will inform the review of the agreement in clause 4.

16. SERVICE DELIVERY MANAGEMENT

The day-to-day management of service delivery will be the responsibility of the Hertfordshire Superintendent – Criminal Justice. This will be supported by routine management meeting process for the Criminal Justice Department (including Finance and HR representation) and supplemented by the Bedfordshire Superintendent – Criminal Justice.

17. SHARING OF COSTS

Subject to Clauses 17 and 18, all costs, up to an overspend of 5% of the annual budget of the combined unit for the respective financial year, will be shared on the following proportions with invoices being raised as agreed appropriate by the respective Heads of Finance:

Bedfordshire 40%
Hertfordshire 60%

The same approach will be adopted to set-up costs incurred in the creation of the combined unit, except for those relating to refurbishment of premises which will fall to the owning consortium member.

These proportions will be reviewed on an annual basis by the Policy Board through updating the rolling average of demand data with a more fundamental review taking place on a triennial basis.

In the event that the Bedfordshire and Hertfordshire Firearms Licensing Units budget overspend exceeds 5% then additional contributions will be made on the basis of actual unit activity levels for that financial year, as agreed by the Board.

In the event that Bedfordshire and Hertfordshire Firearms Licensing Unit budget under spends in a financial year the virement rules laid out in the Financial Regulations of Hertfordshire Police Authority, as the finance lead, will apply.

18. PREMISES

The Bedfordshire and Hertfordshire Firearms Licensing Unit will have one operational base at Harpenden Police Station however Firearms Enquiry Officers will work from remote locations in Hertfordshire and Bedfordshire. A rent will be payable by Bedfordshire Police in respect of the actual use of the administration facilities at Harpenden Police Station.

19. LIABILITIES

Each Consortium Member shall indemnify the other Consortium Member against all losses, claims, damages, costs, charges, expenses, uninsured liabilities, demands or proceedings incurred, or brought as a result of its negligence or breach of its obligations under this agreement.

20. DETERMINATION OF DISPUTES AND ARBITRATION

Any disputes arising from the day to day management of the Consortium shall initially be referred to the Board. If the Board cannot resolve the dispute within eight weeks, it shall be referred to the respective Chief Constables who shall endeavour to resolve the matter by unanimous agreement. Failing such agreement within eight weeks of the dispute being referred to Chief Constables, the Chairs of the Police Authorities will be engaged to work with the Chief Constables to find agreement. The decision of the Chairs and Chiefs shall be final and binding.

21. SUPPORT FOR JOINT FIREARMS LICENSING UNIT

Finance

Hertfordshire will provide financial support to the Bedfordshire and Hertfordshire Firearms Licensing Unit including the compilation of financial information, budget monitoring, forecasting and the production of the accounts for the collaboration in accordance with FRS9.

Legal

All civil/insurance claims will be the responsibility of the home force of the employee or asset for which the claim relates.

Legal advice not falling into the above category will be provided by the Bedfordshire and Hertfordshire Legal Services Department.

Logistics

The administration and logistics for the Bedfordshire and Hertfordshire Firearms Licensing Unit will be undertaken jointly by the two forces.

Human Resources

The joint Bedfordshire and Hertfordshire Collaborative HR team will provide HR advice and support to the Firearms Licensing Manager in the Bedfordshire and Hertfordshire Firearms Licensing Unit. This team will direct specific work to the respective Force HR departments as required.

The full detail of the support will be subject to a Service Level Agreement separate to this agreement.

22. AUDIT

Both Consortium Members produce risk based internal audit plans. The risks relating to the Bedfordshire and Hertfordshire Firearms Licensing Unit will feed into both Consortium Members' risk registers. An internal audit can be commissioned by either Police Authority and any findings will be shared with both authorities and forces. Records maintained by either force in respect of the Bedfordshire and Hertfordshire Firearms Licensing Unit will be accessible to internal audit from either authority.

23. COLLECTIVE COLLATERAL AGREEMENT

The formation of the Bedfordshire and Hertfordshire Firearms Licensing Unit is based upon negotiated agreement between a number of parties, across a range of issues. The subject of these agreements is detailed at Appendix C.

APPENDIX A

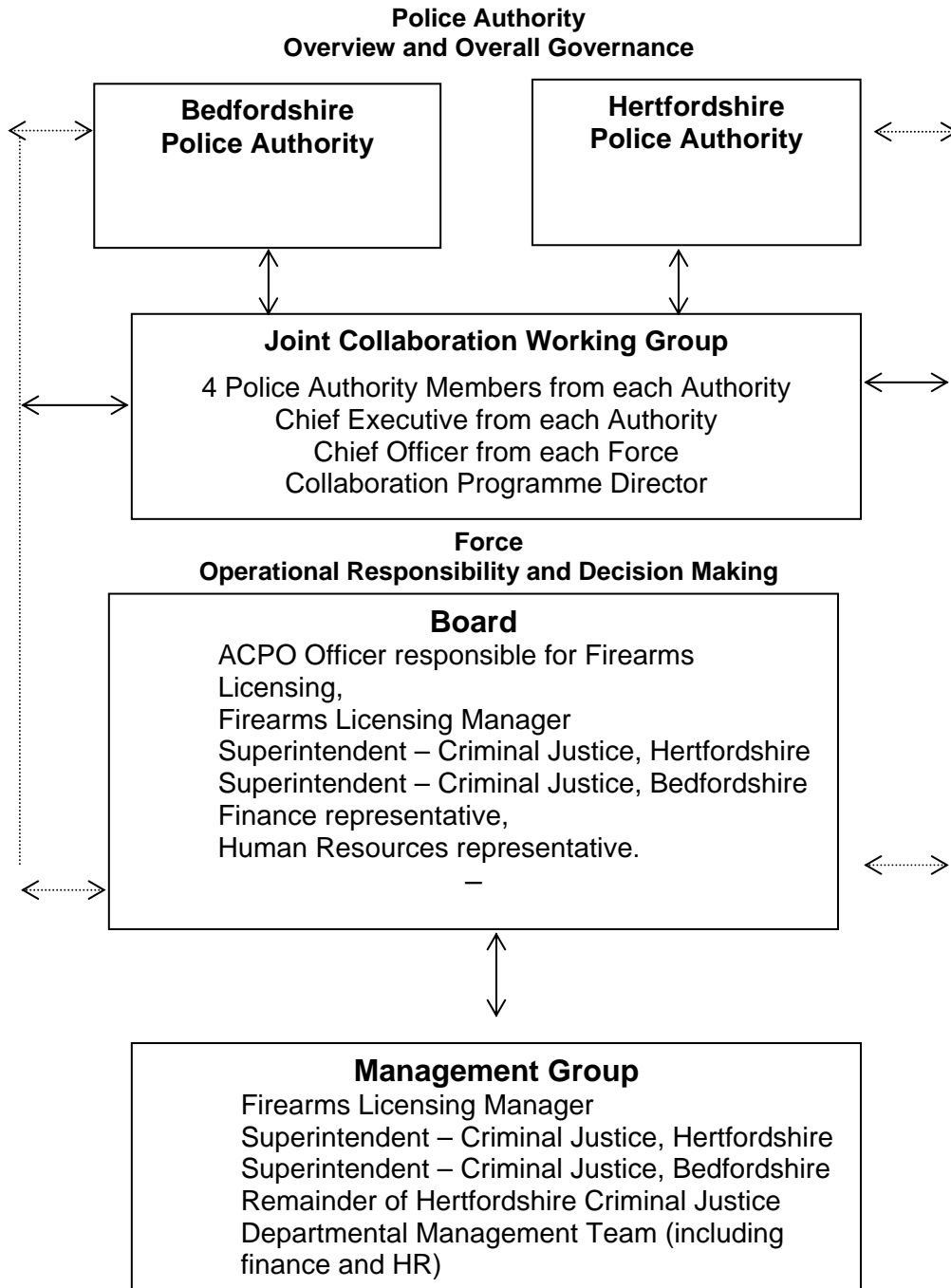
**BEDFORDSHIRE AND HERTFORDSHIRE FIREARMS LICENSING UNIT
REMIT**

The remit of the joint Bedfordshire and Hertfordshire Firearms Licensing Unit will be as follows:

1. To provide an efficient and effective service to the public for the granting and renewal of all types of firearms, shotguns and explosives certificates.
2. To ensure that all relevant firearms acts are complied with and to deal with any breaches.
3. To undertake the necessary enquiries in respect of licensed dealers and clubs.
4. To effectively deal with intelligence from various sources.
5. To act promptly and firmly to protect the public in the light of any breaches of Firearms Licensing legislation and thereby increase public confidence in the police.

APPENDIX B

REPORTING FRAMEWORK FOR BEDFORDSHIRE AND HERTFORDSHIRE FIREARMS LICENSING UNIT



APPENDIX C

COLLATERAL COLLECTIVE AGREEMENT

This Collateral Collective Agreement is between the Police Authorities, the Chief Constables and the Police Federations of Bedfordshire Police and Hertfordshire Constabulary. It forms part of the agreement to progress the establishment of a Bedfordshire and Hertfordshire Firearms Licensing Unit across the two forces.

It relates to:

- Shift patterns,
- Appropriate compensation for officers,
- Role profiles,
- Delivery of an induction training package for officers,
- Working practices and procedures,
- Complaints and discipline.

The detail within each of these areas has been subject to negotiation and agreement and is or will be documented in the Bedfordshire and Hertfordshire Firearms Licensing Unit Operating Manual.

APPENDIX D

*Part A – s23 police force collaboration agreement (PFCA) to the
Bedfordshire and Hertfordshire Firearms Licensing Unit*

IN WITNESS whereof the Members have signed below on the date indicated.

Police force	Chief officer	Signature	Date
Bedfordshire Police			
Hertfordshire Constabulary			

*Part B – s23A police authority collaboration agreement (PACA) to the
Bedfordshire and Hertfordshire Firearms Licensing Unit*

IN WITNESS whereof the Members have signed below on the date indicated.

Police Authority	Police Authority Chair			Police Authority Chief Executive		
	Name	Signature	Date	Name	Signature	Date
Bedfordshire Police Authority						
Hertfordshire Police Authority						



MEETING	Bedfordshire – Full Police Authority Hertfordshire – Policy and Planning Committee
DATE	Bedfordshire – 10 th December 2010 Hertfordshire – 21st January 2011
TITLE	Business Case proposing the establishment of a Joint Bedfordshire and Hertfordshire Road Policing Unit.
SUBMITTED BY	Steve Ottaway Programme Director Bedfordshire and Hertfordshire Joint Collaboration Programme.
SUGGESTED RESOLUTION	That members agree the Business Case and instruct Bedfordshire Police and Hertfordshire Constabulary to work to bring about a joint unit as set out in the case presented. A formal Section 23 agreement will be presented to Bedfordshire and Hertfordshire Police Authorities prior to the commencement of formal operations. The Bedfordshire and Hertfordshire Police Authorities reserve the right to review their commitment if there is any significant amendment to the case presented at this time.
BACKGROUND PAPERS	Detailed business case (attached)

1. PURPOSE

- 1.1 To enable the Bedfordshire and Hertfordshire Police Authorities to make a decision in relation to the proposed formation of a Bedfordshire and Hertfordshire Road Policing Unit.

2. BACKGROUND

- 2.1 In September 2009 Bedfordshire Police and Hertfordshire Constabulary formed a joint team to review a range of functions with a view to collaboration. This followed the success of the creation of the Bedfordshire and Hertfordshire Major Crime Unit that went live in November 2007.
- 2.2 The attached business case sets out proposals for the creation of a Bedfordshire and Hertfordshire Road policing Unit.

3. PROPOSALS

The Bedfordshire and Hertfordshire Road Policing Unit will deliver a joint resource across six areas of service provision:

- 3.1 It is proposed to establish a single management team comprising a Chief Inspector and Inspector, reporting directly to the head of Bedfordshire and Hertfordshire Protective Services.
- 3.2 A joint traffic patrol team, comprising 128 officers, will be available to provide 24 hour specialist road policing cover from bases in Kempston, Stevenage and Watford.
- 3.3 A proposed joint Automatic Number Plate Recognition (ANPR) Intercept team, rationalising resources, and based at Hitchin Police Station, will enhance both counties' capacity to work proactively to 'deny criminal's the use of the road network' on a daily basis as well as deploying a larger ANPR capability to pre-planned operations.

ANPR development will be under the control of a single Inspector who will lead on the strategic improvement, development and deployment of ANPR technology and link directly into the intelligence facilities in both Forces.

- 3.4 It is proposed that a Joint Road Collisions Investigation Unit operates from Hitchin Police Station providing resilience in staffing for the most serious collisions from a geographically central location.
- 3.5 The proposal presents the opportunity to convert five constable posts to police staff posts in Hertfordshire to create a Joint Traffic Management Unit of 10 multi-skilled staff, harnessing expertise from both Forces.

- 3.6 It is proposed to create a Joint Vehicle Recovery Unit based at Hertfordshire Constabulary Headquarters to fully realise the benefits of the Joint Vehicle Recovery contract introduced in April 2009 by the two Forces.
- 3.7 The proposals outlined above have been developed following extensive research and consultation with managers and practitioners in Bedfordshire and Hertfordshire. National publications such as the Road Death Investigation Manual have also been used to benchmark proposed service delivery.
- 3.8 It is proposed that the Police Authorities carry out a formal review of progress once the first phase of the implementation plan has been completed in February 2011. At this time, subject to successful progress, a formal Section 23 agreement will be presented for consideration.

4. DIVERSITY IMPLICATIONS

- 4.1 There are no identified diversity implications arising from this proposal and Human Resources staff and representatives of UNISON will be involved in all staff consultation processes.

5. FINANCIAL IMPLICATIONS

- 5.1 The Bedfordshire and Hertfordshire Road Policing Unit will produce around £745k ongoing annual revenue efficiencies through the reduction of staff and officer posts, fleet savings and the civilianisation of six police constable roles. The full efficiencies will first be realised by 2013/14 with circa £703k achieved in 2011/12 and £724k 2012/13.
- 5.2 This phased approach is delivered by phasing the civilianisation of the six Constable posts which will maintain business continuity through the transition period, reduce training costs and avoid Hertfordshire having to absorb the officers at a time when officer numbers are being reduced.

6. RISK ASSESSMENT INCLUDING A SUSTAINABILITY IMPACT ASSESSMENT

- 6.1 The business case has been prepared using a robust risk management process designed to identify and mitigate all potential organisational, financial and legal risks.
- 6.2 Some efficiencies may be phased as replacement of constables with police staff will need to be managed so as to ensure business continuity is maintained. These are clearly outlined in the business case.

7. CONCLUSION

- 7.1 The creation of a Bedfordshire and Hertfordshire Road Policing Unit will deliver financial and operational benefits to the two Forces. It provides resilience across the six key work streams and delivers a template for Road Policing fit for the challenges of the next three to ten years.

8. RECOMMENDATION

- 8.1 It is recommended that members agree the business case and instruct Bedfordshire Police and Hertfordshire Constabulary to work to bring about the Joint Road Policing Unit as set out in the case presented. A formal Section 23 agreement will be presented to both Police Authorities prior to the commencement of formal operations. The Authorities reserve the right to review their commitment if there is any significant amendment to the case presented at this time.
- 8.2 As stated above, in order that the target date for the phased commencement of implementation can begin in February 2011 it will be necessary for some building adaptation work to commence at Hitchin Police Station prior to the Section 23 agreement being formally approved.
- 8.3 It is recommended that members agree that building work commences prior to the formal approval of the Section 23 agreement.

9. ASSOCIATED PAPERS

- 9.1 Attached is the detailed business case to support the recommendation.

Author

Steve Ottaway
Programme Director
Joint Bedfordshire and Hertfordshire Collaboration Programme

 01707 806150



Business Case – Executive Summary

Work Strand	Road Policing
Current arrangements	<p>Road Policing provision in Bedfordshire and Hertfordshire is mirrored across both Forces in six specialist work strands, resourced as described:</p> <ul style="list-style-type: none"> • Strategic Roads Policing Management Team • Traffic Patrol Function • ANPR Intercept and Development Teams • Road Collision/Death Investigation Unit • Traffic Management Unit • Vehicle Recovery Unit <p>Bedfordshire 1 Temporary Chief Inspector 1 Inspector 6 Sergeants 52 Constables 10 Police Staff</p> <p>Total 70 Officers and Staff</p> <p>Hertfordshire 1 Chief Inspector 4 Inspectors 13 Sergeants 112.44 Constables 9 Police Staff</p> <p>Total 139.44 Officers and Staff</p> <p>(Total 209.44 officers and staff Beds/Herts combined)</p> <p>Key differences</p> <p>All Bedfordshire Road Policing Units operate from Halsey Road Police Station, Kempston with the exception of the three Traffic Management Unit staff who are co-located with the Casualty Reduction Partnership at Manton Lane, Bedford.</p>

	<p>Hertfordshire units are split between four locations:</p> <p>Traffic Patrol bases are located at Stevenage and North Watford Police Stations. The ANPR teams operate from Welwyn Garden City Police Station. The Management Team, Vehicle Recovery Unit, Traffic Management Officers and Road Death Investigation Unit are all sited at Welwyn Garden City Police HQ.</p>
Business case proposal	<p>A fully collaborated Road Policing Unit with all officers and staff providing a joint service to both counties in integrated teams across all six areas of service delivery, including:</p> <ul style="list-style-type: none"> • Traffic Patrol officers working from three operational bases at Kempston, Stevenage and North Watford. • A joint ANPR capability operating from Hitchin Police Station alongside a co-located Road Collision/Death Investigation Team, at the same location. • A joint Vehicle Recovery Unit operating from Welwyn Garden City Police Station.
Efficiencies	<p>Circa £745,000 (6%) ongoing annual revenue efficiencies – fully realised from 2013/14. First full year efficiency circa £703,000.</p> <p>Phased reduction of 15.44 FTE police officer posts and 2.0 FTE police staff posts, including the civilianisation of 6 Police Officer roles.</p> <p>Rationalisation of vehicle fleet by nine vehicles.</p>
Set-up costs	<p>Fixed set up costs (subject to confirmation) - £180,000 (including refurbishment work at Hitchin Police Station and upgrading ICT networking systems)</p> <p>HR costs of between £23,000 and £84,000.</p>
Implementation issues	<ol style="list-style-type: none"> 1) Consultation with staff and management of reduction in numbers. 2) Change of shift pattern for up to 55 operational Bedfordshire Police Officers 3) Recruitment to newly created police staff posts
Target go-live date	Phased implementation to commence February 2011 .



Business Case

Name of Project	Road Policing
Date	26.11.10
Version	1.11
Author	Inspector Nigel Dalkin

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1 Introduction

Bedfordshire Police and Hertfordshire Constabulary have been developing a proposal to improve the services provided by their respective Road Policing Units (RPU) across the two counties.

This paper sets out the proposal to establish a joint Road Policing Unit for Bedfordshire Police and Hertfordshire Constabulary, together with arrangements for deployment from agreed bases utilising a shift pattern that will allow cover 24/7 and better match resources to demand. It sets out the proposed structure and remit of the unit, together with supporting demand data, budgetary details and human resources implications. The joint unit will be a shared service with staff from both Forces working alongside each other, in line with the approach adopted in previous collaborative units.

2 Background

The Joint Bedfordshire and Hertfordshire Police Authorities' Strategy on collaboration, which was approved in September 2008, sets out how collaborative arrangements between Bedfordshire Police and Hertfordshire Constabulary would be managed. This collaborative arrangement is designed to deliver the following outcomes:

- Improved effectiveness for the both Forces;
- Improved resilience for both Forces;
- Improved efficiencies in both Forces, realising cashable and non-cashable savings for re-investment;
- A service structure and operating methods which are 'fit for purpose', taking account of new and emerging developments and which would meet future foreseeable demands for the next three to ten years;
- Methods of operating which are equally viable under any Force or governance structure.

3 Options Considered

For the purposes of this business case the Road Policing functions have been split into six areas of business:

- Strategic Road Policing Management Team (SMT)
- Traffic Patrol Function
- ANPR / Intercept & Development Teams
- Road Collision/Death Investigation Unit
- Traffic Management Unit (TMU)
- Vehicle Recovery Unit (VRU)

A detailed options appraisal process has been carried out under the governance of the Joint Collaboration Programme Board. Given the breadth of this work only preferred options are covered here although the full Options Paper is available on request.

3.1 Strategic Roads Policing Management Team

3.1.1 Proposed Option

One Strategic Road Policing Chief Inspector managing a collaborated RPU Team and reporting directly to the Superintendent, Joint Uniform Protective Services.

One Strategic Road Policing Inspector with specific line management responsibility for Vehicle Recovery, Road Collision/ Death Investigation Unit and Traffic Management.

The strategic RPU Inspector would deputise for the RPU Chief Inspector in their absence.

The management team is completed by the Inspectors in charge of traffic patrol and ANPR functions. These posts are detailed in the relevant later sections of this report.

3.1.2 Workload

Bedfordshire Police	Hertfordshire Constabulary
Strategic Road Policing Management Team	Strategic Road Policing Management Team
<ul style="list-style-type: none"> • Strategic line management of all RPU functions • Inclusion in Senior Investigating Officer (SIO) rota. 	<ul style="list-style-type: none"> • Strategic line management of all RPU functions. • Inclusion in Senior Investigating Officer (SIO) rota.

3.1.3 Current Structure

Management Team					
Bedfordshire Police			Hertfordshire Constabulary		
Police Officers – as at October 2010			Police Officers – as at October 2010		
Rank	Number		Rank	Number	
	Est.	Actuals		Est.	Actuals
Chief Inspector	-	1.0	Chief Inspector	1.0	1.0
Inspector	1.0	-	Inspector	1.0	1.0
Total	1.0	1.0	Total	2.0	2.0

*The Bedfordshire Chief Inspector post is at present a 'temporary' posting and is occupied by an existing RPU inspector.

3.1.4 Budgets

Management Team					
Bedfordshire Police			Hertfordshire Constabulary		
Police Officer	£70,400		Police Officer	£137,800	
Total	£70,400		Total	£137,800	

Apportionment	33.81%	Apportionment	66.19%
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3.1.5 Structure of proposed Strategic Road Policing Management Team

Collaborated Management Team Structure		
Position	FTE	Budget
Chief Inspector	1.0	£74,000
Inspector	1.0	£66,700
Total	2.0	£140,700
Total Savings	1.0	£67,500

3.1.6 Location

The strategic RPU Chief Inspector would be based at Welwyn Garden City Police Headquarters using the existing office facilities. The Strategic Roads Policing Inspector would be based at Halsey Road, Kempston. The existing RPU Chief Inspector's office at Halsey Road would be retained as a work base for the purposes of meetings and satellite working.

Remit of Strategic Road Policing Management Team

Strategic Management and leadership of all RPU functions, with the RPU Strategic Inspector having direct management responsibility for Traffic Management and Vehicle Recovery Units and inclusion on the Senior Investigator Officer call-out rota.

3.2 Traffic Patrol Function

3.2.1 Proposed option for Traffic Patrol Function

Resources	Halsey Road, Kempston	North Watford (Herts)	Stevenage (Herts)	Totals
Inspectors	1	1	1	3
Sergeants	5	5	5	15
Constables	30 (5 teams x 6 PCs)	40 (5 teams x 8 PCs)	40 (5 teams x 8 PCs)	110
	36	46	46	128

One Base Inspector at each of the three locations with direct management responsibility for the Sergeants and Constables.

Hertfordshire's high traffic volumes and long stretches of motorway precipitate the requirement for larger patrol numbers based at Stevenage and North Watford. This proposal requires the transfer of Bedfordshire RPU officers from a 4 on, 4 off shift pattern consisting of 12 hour days and nights to a 5 team variable shift pattern. The present shift pattern generates 183 rest days per officer per year and means that at any given time at least 50 percent of RPU staff are on rest days.

Transition to a 5 shift pattern system, adopted now by the majority of Forces, has multiple organisational benefits e.g. rest days are reduced by 26% or 48 days per officer. With the addition of abstractions for annual leave and court etc this still leaves officers available for core RPU work for 178 days, a 28 day or 22% increase in availability for every Bedfordshire Officer over and above the 4 on 4 off system.

The present position in Bedfordshire, with only two Inspectors, leaves substantial periods of any 24 hour period without Inspector cover. This is replicated in Hertfordshire, with two Base Inspectors. The collaborated pool of three Inspectors would provide a 50% improvement in availability across both Forces. One Inspector would still have to cover both counties on 20% of duty days but this represents a significant improvement on the present position.

The prioritising of patrol areas, setting of enhanced, joint minimum staffing levels, annual allocation etc would be conducted by the Implementation Team.

3.2.2 Workload

Bedfordshire Police Traffic Patrol Function (Initial response to :)	Hertfordshire Constabulary Traffic Patrol Function (Initial response to :)
<ul style="list-style-type: none"> • 28 Fatal Road Traffic Collisions (RTC's) in 2008/09 • 24 Fatal RTC's in 2009/2010 • 242 Serious Injury RTC's in 2008/09 • 224 Serious Injury RTC's 2009/2010 	<ul style="list-style-type: none"> • 35 Fatal RTC's in 2008/09 • 37 Fatal RTC's in 2009/10 • 433 Serious Injury RTC's in 2008/2009

<ul style="list-style-type: none"> • Officers are required to meet a minimum score of 200 credits per month. Priority arrests e.g. Burglary, attract 30 credits. Officers have consistently met these targets over the last 2 years. • Routine Enforcement of Road Traffic Act Offences (RTA Offences) across strategic road network. • RPU officers are all trained in the use of TASER and are the first response when deployment is needed. Deployments since August 2009 average 8 per month. • Heavy Goods Vehicle (HGV) counter terrorism checks • Execution of all European Arrest warrants • Conveyance of all extradition prisoners to City of Westminster Magistrates Court 	<ul style="list-style-type: none"> • 365 Serious Injury RTCs in 2009/2010 • Officer performance is focused on the maintenance of two arrests per officer per month. This target was met in 2008-2009 however since this time arrests have settled on an average of 1.7 per officer per month. • Routine Enforcement of Road Traffic Act Offences (RTA Offences) across strategic road network. • HGV counter terrorism checks
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3.2.3 Current Structure

Traffic Patrol Function					
Bedfordshire Police			Hertfordshire Constabulary		
Police Officers – as at October 2010			Police Officers – as at October 2010		
Rank	Number		Rank	Number	
	Est.	Current Strength		Est.	Current Strength
Inspector	1.0	1.0	Inspector	2.0	2.0
Sergeant	4.0	5.0	Sergeant	10.0	10.0
PC	32.0	30.0	PC	80.0	80.0
Total	37.0	36.0	Total	92.0	92.0

3.2.4 Budgets

Traffic Patrol Function			
Bedfordshire Police		Hertfordshire Constabulary	
Police Officer	£1,890,400	Police Officer	£4,576,290
Non Pay	£263,100	Non Pay	£643,324
Total	£2,153,500	Total	£5,219,614

Apportionment	29.21%	Apportionment	70.79%
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3.2.5 Structure of proposed Traffic Patrol Function

Collaborated Traffic Patrol Function Structure		
Position	FTE	Budget
Inspector	3.0	£213,000
Sergeant	15.0	£844,661
PC	110.0	£5,210,987
Overtime / Call Out	-	£161,745
Total	128.0	£6,430,393
Non Pay	-	£863,424
Total Budget	-	£7,293,817
Total Savings	1.0	£79,297

3.2.6 Location of Bases

Halsey Road, Kempston
North Watford
Stevenage

3.2.7 Remit of Joint Traffic Patrol Function

To operate as a single team across the two Forces providing:

- Initial attendance at all Fatal and Serious injury Collisions.
- Routine enforcement of Road Traffic Act Offences across the strategic road network.
- Participation in HGV/Counter Terrorism and Multi-Agency Partnership checks/campaigns.
- Support for routine general policing demands as required.

Minimum staffing numbers would be set, as is the case in other collaborated protective services, at a service level required to police both counties and, as such, Bedfordshire officers would be required to cover Hertfordshire patrol areas to ensure adequate cover and vice versa.

3.3 ANPR / Intercept & Development Teams

3.3.1 Proposed Option for ANPR/Intercept and Development Teams

One ANPR Inspector responsible for three Intercept Teams and ANPR development with existing administrative support, as part of a collaborated RPU.

The two Hertfordshire teams, currently at Welwyn Garden City Police Station and one Bedfordshire team, currently at Halsey Road to be co-located at Hitchin Police Station to form a single unit.

The current Hertfordshire ANPR Development constable would be re-posted in Hertfordshire with the vacancy being converted to a police staff post.

One Sergeant post in Hertfordshire would not be required and represents an efficiency.

The team would be tasked, as at present, by the respective Directors of Intelligence via fortnightly Force Tasking Groups, and actions would be managed by the ANPR Inspector. (The medium term goal being a Joint Force/ANPR Tasking Forum.)

At present joint operations are undertaken by Bedfordshire and Hertfordshire as preferred

partners. Similarly both counties supply resources to regional operations (Op Utah). The combined strength of three teams would be used routinely in targeted operations.

With responsibility for all ANPR operations, the ANPR Inspector would co-ordinate all ANPR led interventions with the flexibility of greater resources.

The ANPR Inspector would have responsibility for managing ANPR development across both Forces and have access to a dedicated business support assistant. Synchronisation of the 'back office' intelligence support systems would be an immediate objective for both the post holder and implementation team under the guidance of the strategic RPU Chief Inspector.

Note: Bedfordshire and Hertfordshire currently use different software solutions to access ANPR information. Work is being carried out to evaluate the costs of standardising the two systems and this will be made easier through the creation of the Bedfordshire and Hertfordshire ICT Department. Estimates obtained so far range between £30,000 and £70,000 for system convergence. Both Forces are currently transferring to GPRS and G3 connectivity to remove the need for static manual downloads at fixed sites. Future efficiencies will be generated by the merging of contracts with different software and hardware suppliers, offsetting the initial set-up costs.

3.3.2 Workload

Bedfordshire Police	Hertfordshire Constabulary
ANPR / Intercept Team	ANPR / Intercept Team
<ul style="list-style-type: none"> • The Intercept Team's targets are 200 credits per officer per month. Credits are allocated to officers on a sliding numerical scale. The credit value is determined by the force priorities. • 12 month rolling year on year data to June 2010 shows credits exceeding the 200 officer average by 10%. • Pro-active ANPR tasking from Director of Intelligence and Action (ACT) reports • Hertfordshire is the preferred partner for joint operations (approximately 2 per month). • Participation in regional initiatives and operations (approximately 1 per month). 	<ul style="list-style-type: none"> • Operation Sentinel has a target of 1,080 arrests and 1,080 vehicle seizures per annum. • 12 month rolling year on year data to June 2010 shows arrests averaging at 1065, vehicle seizures at 1577. • Pro-active ANPR tasking from Director of Intelligence and ACT reports • Bedfordshire is the preferred partner for joint operations (approximately 2 per month). • Participation in regional initiatives and operations (approximately 1 per month).
ANPR Development Team	ANPR Development Team
<ul style="list-style-type: none"> • Managing Force ANPR projects • Deployment of ANPR equipment • Maintains 21 static ANPR cameras • Oversees deployment of 8 re-deployable cameras • Currently developing 9 cameras over M1 J12 and static camera site in Bedford town centre. 	<ul style="list-style-type: none"> • Managing Force ANPR projects • Deployment of ANPR equipment • Maintains 60 static ANPR cameras • Oversees deployment of 13 re-deployable cameras • Currently developing 30 re-deployable camera sites over the next 3 years.

3.3.4 Current Structure

ANPR / Intercept Team & Development Team					
Bedfordshire Police			Hertfordshire Constabulary		
Police Officers/Staff – as at October 2010			Police Officers/Staff – as at October 2010		
Rank/Grade	Number		Rank/Grade	Number	
	Est.	Current Strength		Est.	Current Strength
Inspector	-	-	Inspector	1.0	1.0
Sergeant	1.0	1.0	Sergeant	3.0	2.0
PC	9.0	8.0	PC	17.0	16.0
Sc5	-	-	A3	1.0	1.0
Total	10.0	9.0	Total	22.0	20.0

3.3.5 Budgets

ANPR / Intercept Team & Development Team					
Bedfordshire Police			Hertfordshire Constabulary		
Police Officer	£507,500		Police Officer	£1,003,295	
Police Staff	-		Police Staff	£27,400	
Non Pay	£91,500		Non Pay	£429,916	
Total	£599,000		Total	£1,460,611	

Apportionment	29.08%	Apportionment	70.92%
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3.3.6 Structure of Proposed ANPR / Intercept Team & Development Team

Collaborated ANPR / Intercept Team & Development Team Structure		
Position	FTE	Budget
Inspector	1.0	£70,295
Sergeant	3.0	£170,915
PC	24.0	£1,083,152
A3	1.0	£27,400
A4	1.0	£32,277
Overtime	-	£35,400
Total	30.0	£1,419,439
Non Pay	-	£505,417
Total Budget		£1,924,856
Total Savings	2.0	£134,755

3.3.7 Location

Hitchin Police station was identified as the most appropriate location for servicing the needs of both counties due to its position on the border and proximity to the geographic centre of the two counties.

3.3.8 Remit of Joint ANPR / Intercept Team & Development Team

- Pro-active and pre-tasked work aimed at denying criminals the use of the road network across both counties.
- Pro-active deployment and maintenance of static and re-deployable cameras.
- Management of ANPR projects.

- Participation in regional ANPR initiatives

3.4 Road Collision/Death Investigation Unit

3.4.1 Proposed Option for Road Collision/Death Investigation Unit

One co-located unit based at Hitchin Police Station with a Police Staff Unit Manager.

The unit will be made up of one sergeant, sixteen Constables with a combination of Accident Investigator and Investigating Officer skills in five teams of three working an extended but not full shift pattern. There will also be one constable specialising in forensic vehicle examination and four Police Staff vehicle examiners.

The Unit Manager would report directly to the Strategic RPU Inspector and, as recommended best practice within the ACPO Road Death Investigation Manual, independently review all investigations.

The Unit Sergeant would directly line manage the 15 Constables and administer the allocation of work, whilst also being part of the SIO on call rota, thereby adding an additional expert resource and resilience to this function.

The Senior Forensic Vehicle Examiner would retain their 'expert witness' status and line manage the four Police Staff vehicle examiners.

At present Road Collision Investigation Unit (RCIU) officers in Bedfordshire work the 4 on, 4 off shift pattern. The inefficiency of this shift pattern is examined fully in 3.2.1. The new unit would move to a shift pattern that provides maximum cover at peak times and minimises out of hours call outs.

Each of the five shifts would be staffed by three Constables with separate and formally identified roles;

- Specialist Senior Collision Investigator
- Specialist Incident Investigator
- Incident Investigator (part trained/in training as a Collision Investigator)

This third Constable would be able to fill either role as need demands and each team could be guaranteed to send at least one Collision Investigator and one Incident Investigator to any collision.

This new structure represents a significant reduction however this is in line with the reducing numbers of road deaths in the two counties. Five years ago Bedfordshire and Hertfordshire officers investigated 90 road deaths per year and four years ago 82. In 2009/10 Bedfordshire and Hertfordshire officers investigated 61 road deaths, a very significant reduction.

Furthermore targets for Police and Safety Camera Partnerships have now been set for the next 10 years to 2020. (Using 2004-2008 figures as the baseline). In real terms this requires police and partners to reduce fatalities in Bedfordshire from the baseline of 29 deaths per annum to 18 and Hertfordshire from 52 deaths to 29 deaths a year (a combined target of 47 by 2020).

The training required to become a fully qualified 'Accident Investigator' is completed over a two year period. The course is modular and, excluding staff pay, costs £12,000. Therefore the retention of trained staff would need to be considered a priority in both current and future planning and the new structure caters for this.

3.4.2 Workload

Bedfordshire Police Road Collision Investigation Unit	Hertfordshire Constabulary Road Death Investigation Unit
<ul style="list-style-type: none"> • Road Deaths 2005 - 29 2006 - 32 2007 - 27 2008 - 28 2009 - 24 • Average 2 roads deaths per month • Scenes attended 2009 - 109 2010 - 120 • % scenes attended out of hours on call out. 2009-10 36% • % scenes attended when AI/IO on duty 2009-10 - 64% • Total vehicles examined 2009 - 1192 • Assignments per year (09) Accident investigators – 22 Investigating Officers - 13 • Serious Injury RTC's 2009-10 – 224 2008-09 – 242 	<ul style="list-style-type: none"> • Road Deaths 2005 - 61 2006 - 50 2007 - 52 2008 - 35 2009 - 37 • Average 3 road deaths per month • Scenes attended 2009 - 134 2008 - 153 • % scenes attended out of hours on call out. 2009-10 15% • % scenes attended when AI/IO on duty 2009-10 - 85% • Total vehicles examined 2009 - 1069 • Assignments per year (09) Accident investigators – 30 Investigating Officers - 30 • Serious Injury RTC's 2009-10 – 365 2008-09 – 433

3.4.3 Current Structure

Road Collision / Death Investigation Unit					
Bedfordshire Police			Hertfordshire Constabulary		
Police Officers/Staff - as at October 2010			Police Officers/Staff - as at October 2010		
Rank/Grade	Number		Rank/Grade	Number	
	Est.	Current Strength		Est.	Current Strength
-	-	-	A5	1.0	1.0
Sergeant	1.0	-	Sergeant	-	-
PC	11.0	8.0	PC	10.44	11.0
SC6/SO1	1.0	1.0	-	-	-
SC5/6	2.0	2.0	A4	2.0	2.0
SC5	1.0	1.0	A3	-	-
Total	16.0	12.0	Total	13.44	14.0

3.4.4 Budgets

Road Collision / Death Investigation Unit			
Bedfordshire Police		Hertfordshire Constabulary	
Police Officer	£603,900	Police Officer	£573,098
Police Staff	£126,200	Police Staff	£106,353
Non Pay	£24,000	Non Pay	£64,135
Total	£754,100	Total	£743,586

Apportionment	50.35%	Apportionment	49.65%
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3.4.5 Structure of proposed Road Collision / Death Investigation Unit

Collaborated Road Collision / Death Investigation Unit Structure		
Position	FTE	Budget
A5	1.0	£38,914
Sergeant	1.0	£56,200
PC	16.0	£807,943
A4/SC5/6	4.0	£124,038
Overtime	-	£27,200
Total	22.0	£1,054,295
Non Pay	-	£81,235
Total Budget	-	£1,135,530
Total Savings	7.44	£362,156

3.4.6 Location (See 3.3.7)

Hitchin Police Station has adequate office space to provide 19 workstations to be shared between 22 staff.

3.4.7 Remit of Joint Road Collision / Death Investigation Unit

- Attendance and investigation of all fatal RTCs and serious injury RTCs where appropriate, with the associated production of expert reports and files for court proceedings and inquests.
- Mechanical examinations of vehicles required above.
- Forensic examination of stolen vehicles and provision of associated expert reports.

3.5 Traffic Management Unit

3.5.1 Proposed Option for Traffic Management Unit

Bedfordshire TMU is currently staffed by one Police Staff Manager and two Police Staff Traffic Management Officers (TMOs). Hertfordshire TMOs have been reduced in October 2009 from 10 Constables to 5 Constables as part of the 2009 'Review of Roads Policing'.

The proposed option is to convert the five Hertfordshire constable posts, to police staff, with a current indicative Hay pay scale grading of A3 (SC5 Beds equivalent). This would be by means of a phased approach to allow for business continuity and proper succession planning by the Implementation Team.

TMO provision would be second line managed by the strategic RPU Inspector.

3.5.2 Workload

Bedfordshire Police	Hertfordshire Constabulary
Traffic Management Unit	Traffic Management Unit
<ul style="list-style-type: none"> • Formal consultation with all outside agencies with regards to Temporary Traffic Regulation Orders and road works • Formal consultation on road layouts for new and existing roads with all agencies and contractors • Liaison with Utility Companies for planned and unplanned work • Safety audits of Road works • Audits of injury collision hot spots • Co-ordination of community concern, complaints regarding speed • Major project consultation e.g. M1 widening J10-13 and A421 by-pass • Events on the highway e.g. Cycle Races, Time Trials • Liaison meetings with public and private bodies • Draft, Temporary and Sealed Traffic orders • Workload is demand driven, however the Bedfordshire Team are the Single Point of Contact (SPOC) for all speed related matters; Because of this they are sited with the Bedfordshire and Luton Casualty Reduction Partnership in Bedford. 	<ul style="list-style-type: none"> • Formal consultation with all outside agencies with regards to Temporary Traffic Regulation Orders and road works • Formal consultation on road layouts for new and existing roads with all agencies and contractors • Liaison with Utility Companies for planned and unplanned work • Safety audits of Road works • Audits of injury collision hot spots • Major project consultation e.g. M25 upgrade J18-21 • Events on the highway e.g. cycle races, time trials • Liaison meetings with public and private bodies • Draft, Temporary and Sealed Traffic orders • Breath Test Equipment repairs and calibration • Management of 100,000 abnormal loads through motorway and trunk road network per year. This function is managed within the Vehicle Recovery Unit in Bedfordshire and amounts to 8,000 notifications per year. (See below). • Calibration of speed devices. (In Bedfordshire this function is managed by a designated Traffic Patrol Sergeant). • The servicing of public meetings appears at this early stage to be the area of business from which they have had to retract following the doubling of geographical areas for TMO's in October 2009

3.5.3 Current Structure

Traffic Management Unit					
Bedfordshire Police			Hertfordshire Constabulary		
Police Officers/Staff – as at October 2010			Police Officers/Staff – as at October 2010		
Rank/Grade	Number		Rank/Grade	Number	
	Est.	Current Strength		Est.	Current Strength
PC	-	-	PC	5.0	5.0
SC6/SO1	2.0	1.0	A5	-	-
SC5/6	-	-	A4	-	-
SC5	1.0	2.0	A3	2.0	2.0
Total	3.0	3.0	Total	7.0	7.0

3.5.4 Budgets

Traffic Management Unit			
Bedfordshire Police		Hertfordshire Constabulary	
Police Officer	-	Police Officer	£248,050
Police Staff	£92,500	Police Staff	£54,484
Non Pay	£8,700	Non Pay	£86,010
Total	£101,200	Total	£388,544

Apportionment	20.66%	Apportionment	79.34%
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Structure of proposed Traffic Management Unit

Collaborated Traffic Management Unit Structure		
Position	FTE	Budget
SC6/SO1 Manager	1.0	£33,800
SC5/A4 TMO	7.0	£191,245
A3	2.0	£54,045
Total	10.0	£279,090
Non Pay	-	£94,710
Total Budget	-	£373,800
Total Savings	0.0	£115,944

3.5.5 Location

At present the Bedfordshire TMO manager and two TMOs are based with the Safety Camera Partnership in Manton Lane Bedford because of their key focus on 'speed reduction'. The five Hertfordshire TMO's have workspace allocated at Police Headquarters but predominantly operate from satellite stations within their Community Safety Partnership (CSP). One TMO with technical specialisms works in office space shared at present with the Vehicle Recovery Unit (VRU) while the 'Abnormal Loads' officer works from an office in Letchworth.

By virtue of the specific nature of TMO work and the current allocation of team members to servicing geographic areas, the multiple workplace locations are not problematic. However, collaboration is designed to provide staff resilience and the specific delivery of service would be a focus of the implementation phase with Unit members being expected to work across both counties.

3.5.6 Remit of Traffic Management Unit

- Formal consultation with outside agencies for all roadworks and new road layouts with accompanying safety audits.
- Audits of injury collision hotspots.
- Maintenance and collaboration of all breath test and speed detection devices.
- Management of abnormal loads.
- Attendance at public meetings

3.6 Vehicle Recovery Unit

3.6.1 Proposed Option for Vehicle Recovery Unit

A single unit based at Welwyn Garden City Police Station HQ, supervised by a police staff manager with six staff.

The Bedfordshire Vehicle Recovery Unit currently uses six garages for vehicle recovery and Hertfordshire use nine garages. Two of these garages are used by both Forces and as such are acquainted with the ELVIS system through their dealings with Hertfordshire. All garages are contracted via a Joint Vehicle Recovery Contract that came into operation in April 2009.

The new unit manager will have responsibility for all 13 garages which need monthly inspection under the terms of the contract and for integrating the four Bedfordshire garages that do not use ELVIS into the system, under this proposal. This person will not have the capacity to undertake routine data update/entry work.

Whilst the ELVIS system self populates 'recovery data' from command and control systems and 'scanned forms' from garages themselves, the original paperwork and financial data still requires manual reconciliation and storage/filing for three years. At present both unit managers spend a significant amount of time on this administration work.

The first additional member of staff will be required to conduct this routine system update work. The second additional member of staff will ensure that the administration of ELVIS matches demand. Between them, these two posts will provide effective resourcing of the office functions while allowing the unit manager to concentrate on management responsibilities.

Hertfordshire currently employs one temporary member of staff to service the existing workload. Inclusion of two permanent extra staff would remove the need for temporary staff and adequately cover the increased workload that will accompany the four new garages migrating to the ELVIS system.

It is anticipated that this posts can be funded by an increase in vehicles being recovered through the extension of powers across Bedfordshire (see benefits section).

3.6.2 Workload

Bedfordshire Police Vehicle Recovery Unit	Hertfordshire Constabulary Vehicle Recovery Unit
<ul style="list-style-type: none"> • Annual vehicle recovery 6,000 • Audit trail via Access database • Annual vehicle seizures 1,000 • Abnormal loads notifications 8,000 pa • Income from seizures £116K per annum 	<ul style="list-style-type: none"> • Annual vehicle recovery 12,000 • Audit trail via ELVIS • Annual vehicle seizures 8,000 • Abnormal Loads 100,000 per annum • Income from seizures and sales £265K p.a

3.6.3 Current Structure

Vehicle Recovery Unit					
Bedfordshire Police			Hertfordshire Constabulary		
Police Staff – as at <i>insert date</i>			Police Staff – as at <i>insert date</i>		
Grade*	Number		Grade*	Number	
	Est.	Current Strength		Est.	Current Strength
PO2 Manager	1.0	1.0	A4 Manager	1.0	1.0
SC5 Senior Administrative Officer	1.0	1.0	A3 Office Supervisor / Finance Officer	2.0	2.0
SC4 Administrative Assistants	1.0	1.0	A2	-	-
Total	3.0	3.0	Total	3.0	3.0

3.6.4 Budgets

Vehicle Recovery Unit			
Bedfordshire Police		Hertfordshire Constabulary*	
Police Staff	£81,000	Police Staff	£83,353
Non Pay	£33,100	Non Pay	£32,237
Total	£114,100	Total	£115,590

Apportionment	49.68%	Apportionment	50.32%
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3.6.5 Structure of proposed Vehicle Recovery Unit

Vehicle Recovery Unit		
Position	FTE	Budget
A4 / PO2 Manager	1.0	£32,264
A3 / SC5 Office Supervisor / Senior Administrator / Finance Officer	3.0	£78,000
A2 / SC4 Administrative Assistants	3.0	£64,200
Total Pay	7.0	£174,464
Non Pay		£69,537
Total Budget		£244,001
Total Gains	(1.0)	(£14,311)

In 2009/10 both units generated income amounting to £220,000. This represents a shortfall of only £24,000 to make the unit self funding. Streamlined procedures and the extension of powers to seize to a broader base of Bedfordshire officers could reasonably be expected to fill that gap (+760 vehicles).

3.6.6 Location

The preferred location would be Welwyn Garden City Police Headquarters because of the cost of moving the ELVIS hardware (full details set out below in Finance Set Up Costs)

Suitable accommodation for the additional staff has been identified by the Estates Department in an adjoining room and the costs of making this room fit for purpose are included in the set-up costs.

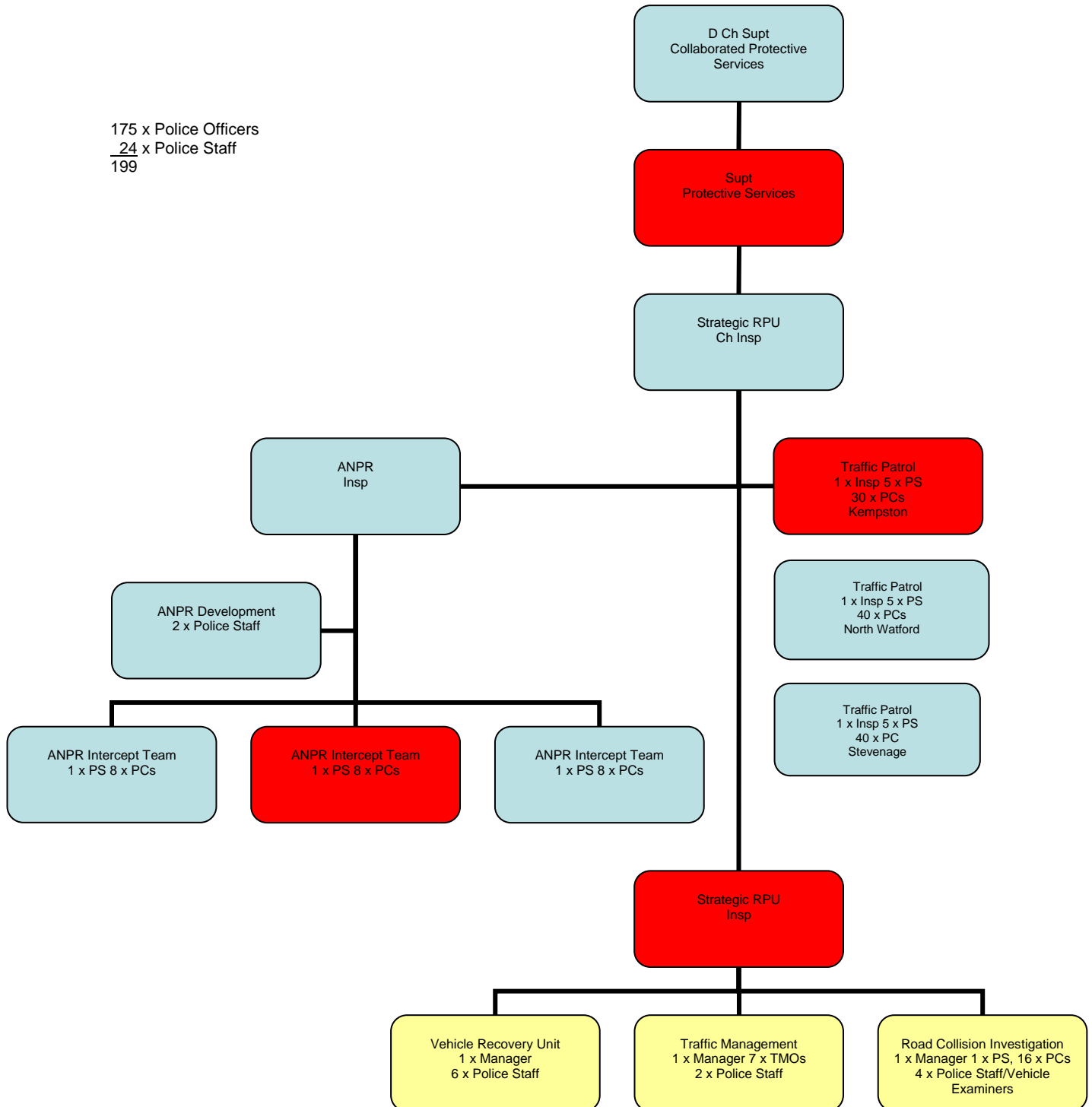
3.6.7 Remit of Vehicle Recovery Unit

- Management and co-ordination of recovered and seized vehicles using the ELVIS system as specified in the Bedfordshire and Hertfordshire Joint Vehicle Recovery Contract.
- Inspection and management of garages operating within the contract.

4 Structure / Governance

The Strategic lead for the Joint RPU unit will be the Detective Head of Bedfordshire and Hertfordshire Protective Services who will report directly to both ACPO teams.

175 x Police Officers
24 x Police Staff
 199



5 Benefits of Proposed Unit

5.1 Improvements in Capability

- The provision of a substantive Strategic RPU Chief Inspector with management responsibility for the policing requirements of both counties mirrors the position of the other units in the existing Protective Services Senior Management structure, and resilience is provided by the RPU Strategic Inspector.
- Moving to a five shift system with an establishment of 30 Constables at Halsey Road, will increase resilience and better match resources to demand at peak times.
- Three combined ANPR Intercept teams would deliver greater resilience during popular annual leave periods and unforeseen absences e.g. court, sickness and training.
- The new shift pattern adopted by Road Collision/Death Investigation Unit ensures that motorway cover will be increased to match peak flow times. With motorways under the greatest pressure to be opened to traffic, the ability to send additional staff has the potential to increase the speed of the investigation at the scene.
- At present only Bedfordshire officers on the Joint Firearms and Dogs unit and RPU officers are permitted to use the power to seize uninsured vehicles. As such, Bedfordshire officers seize on average 1000 vehicles per annum compared with 8000 vehicles seized by Hertfordshire officers. The additional investment in staff and agreed standard operating procedures would allow this 'power to seize' to be extended to additional Bedfordshire officers. This would allow Bedfordshire to mirror the National position across Forces, where all officers can exercise the power to seize, and ensure capacity within the back office functions to deal with the additional removals.

5.2 Improvements in Capacity

- The new RPU Chief Inspector and Inspector posts will strengthen resilience within the existing RPU management structure in both Forces and within the Protective Services Management Team, while providing direct police line management for the TMU and VRU.
- With Sergeants presently double crewing vehicles to meet minimum staffing requirements and incident attendance, the extended pool of Sergeants would provide more time to focus on core supervisory functions, including team management, performance monitoring and team development.
- The Bedfordshire ANPR team would move to a shift pattern that includes working on Sundays, providing a proactive resource 7 days a week.
- Hertfordshire TMOs have expressed concern regarding the volume of work undertaken since their geographical areas were increased in October 2009 and have specifically identified the servicing of public meetings to be the area of work from which they have had to retract.
The collaborative unit presents the opportunity to develop a 'whole team' approach rather than geographical specialisation. Bedfordshire adopts this 'sharing' of all work policy successfully and both Forces would intrinsically benefit from an enhanced pool of resources.

5.3 Efficiencies – Cashable

Reduction of 15.44 Police Officer Posts and two Police Staff posts (see table) combined with an increase of 7 Police Staff posts and non pay cost savings generating ongoing annual efficiencies of £745,000

Rank/Grade	Reduction in Posts	Staff Posts
Inspector	1.0	-
Constable	14.44	-
SC6/SO1/A4	1.0	-
SC5/A4	1.0	5.0
SC4/A2	-	2.0
Total	- 17.44	+ 7.0

Combined pay efficiencies amounted to £683,000. In addition non pay costs savings of £74,000, have been achieved through the reduction of 9 motor vehicles. This was offset by an increase of approximately £12,000, due to the introduction of annual ICT support system costs related to the necessary ICT requirements for the joint unit.

Overall efficiencies generated amount to approximately **£745,000**.

5.4 Efficiencies – Cash Releasing

- The pool of officers made available by collaborating the Traffic Patrol function for SIO duties would allow the Strategic RPU Chief Inspector to minimise their abstraction to perform these duties.
- The resilience afforded by a larger pool of Senior Investigation Officers (SIO), including Inspectors and Sergeants from both Forces, and a greater likelihood of an available resource being on duty, will reduce call-outs on both rest days and overtime (for Sergeants).
- Resilience within the supervisory structure of the Traffic Patrol Function will release time for Inspectors to work on SIO investigations and quality assure work submitted by Sergeants and Constables.
- The revised resourcing and shift pattern in the Road Collision/Death Investigation Unit would give flexibility in cover to meet abstractions and ensure succession planning for Collision Investigators who require a two year leading training period.
- Road Collision/Death Investigation staff would work more efficiently with a consistent structure that applies to everyone. No one group of three Constables is disadvantaged and every member of staff has an equal workload and equal chance of annual leave.
- Hertfordshire TMOs are currently abstracted for non TMO duties as they possess skills e.g., Police Motorcycle escorts for football or personnel carriers, which support other RPU functions. Whilst the replacement of these functions will need to be properly managed all duty time would be dedicated to TMO work without abstraction.
- The Hertfordshire TMU officer with responsibility for the maintenance and calibration of breath test and speed detection devices would take over responsibility for both Forces allowing the Bedfordshire Sergeants currently tasked with these duties to concentrate on core traffic patrol duties.
- In the Vehicle Recovery Unit, with Bedfordshire and Hertfordshire already sharing recovery services with two companies the appointment of one garage liaison manager would save the duplication of inspections presently undertaken by both

managers. Using the ELVIS software solution would remove the need for manual inputting of data as currently practised in Bedfordshire, with OASIS, OIS, and garages self populating the database.

5.5 Summary of Efficiencies

Cost and Benefit Allocation

Basis for Cost-Apportionment

At the Bedfordshire and Hertfordshire Police Authority's Joint Working Group meeting on 17 November 2008, it was agreed that the ratio of running cost allocation for future collaborative ventures was based on the total net budgets for the Forces, namely 35% Bedfordshire and 65% Hertfordshire. It was further agreed that this ratio be checked against the available long-term demand data for each collaborative initiative and that any significant discrepancies be explored to identify whether an alternative approach can be justified by exception in that specific area.

In the instance of Road Policing, there is sufficient demand data available to justify an alternative approach to the general principle with a new split ratio of 32% Bedfordshire, 68% Hertfordshire.

<i>Roads Policing</i>	Current Budget		Proposed Structure		Efficiencies	
Bedfordshire	3,792,300	31.98%	3,556,064	32.00%	236,236	6.23%
Hertfordshire	8,065,744	68.02%	7,556,639	68.00%	509,105	6.31%
Combined	£11,858,044	100%	£11,112,703	100%	£745,341	6%

Efficiency & Cross Charge Analysis	Bedfordshire	Hertfordshire	Total
	Current Structure	£3,792,300	£8,065,744
Proposed Structure	£3,556,064	£7,556,639	£11,112,703
Efficiencies	£236,236	£509,105	£745,341
Rent Payable for Hitchin Premises*	(£19,000)	£19,000	£0
Ongoing Annual Efficiencies	£217,236	£528,105	£745,341

Efficiency Savings Analysis	Total
Pay	£683,341
Non Pay *	£62,000
Total	£745,341

* Non pay savings were made through the reduction of fleet; (Hertfordshire reduced by six vehicles saving £50,000; Bedfordshire reduced by three vehicles saving £24,000). These savings were offset through the introduction of annual system maintenance costs amounting to approximately £12,000. Overall non pay savings therefore amounted to approximately £62,000

5.6 Speed of Achievement

Traffic Patrol Functions could be aligned following the selection procedure for the three Traffic Base Inspectors, subject to their agreed consultation with Bedfordshire Police Federation with relation to the shift pattern changes for Constables and Sergeants.

(This is also applicable to Road Collision/Death Investigation and ANPR Constables moving to a revised shift pattern).

The remaining units would be aligned subject to the completion of selection procedures and completion of building requirements at Hitchin Police Station and Welwyn Garden City Police Headquarters.

Key to implementation will be the appointment of the Strategic RPU Chief Inspector and Inspector and subject to approval of the Business Case and staff consultation this key first step can be achieved by end of January 2011.

6 Finance Set Up Costs

6.1 HR Set-Up Costs

Potential HR set up costs would include the cost of any police staff redundancies and relocation costs incurred by staff that move to a new work location. Potential redundancy costs might result from a reduction in the number of posts at a particular level in the proposed new structure or from it being unreasonable to expect staff to travel to a new location. It is unknown at this stage how many staff would be redeployed into alternative posts that could minimise any redundancy costs. An Out of Force compensation allowance will be paid to officers who are posted outside of their force boundary. This allowance is subject to review 31st March 2011.

Strategic Roads Policing Management Team

Inspector posting to Kempston – Out of Force compensation allowance

- Minimum to maximum cost range £nil - £1,500 per annum

Traffic Patrol Function

Inspector posting to Kempston – Out of Force compensation allowance

- Minimum to maximum cost range £nil - £1,500 per annum

ANPR Intercept and Development Team

Out of Force compensation allowance for postings of 1 x PS and 8 x PC to Hitchin.

- Minimum to maximum cost range £13,000 - £13,500 per annum

Roads Collision/Death Investigation Unit

Reduction of 1x RCIU Administrator (Sc5) and 1 x Accident Investigator/Investigating Officer (Sc6/SO1).

- Maximum redundancy cost £30,400, minimum cost nil if staff members are redeployed within their home force.

Out of Force compensation allowance for postings to Hitchin

- Anticipated costs of £10,000 per annum

Traffic Management Unit

No anticipated HR set up costs.

Vehicle Recovery Unit

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Reduction of 1 x (PO2/A4) VRU Manager.

- Maximum redundancy cost £13,500 (plus strain costs), minimum cost nil if staff members are redeployed within their home force

Relocation of 2 x Vehicle Recovery Administrator posts to Welwyn Garden City.

- Maximum cost £13,000 travel costs per annum, minimum cost nil, if staff choose not to relocate and are redeployed within their home Force

6.2 HR Cost Analysis Years 1 - 3

HR Cost Analysis By Function: Year 1	Minimum Cost	Maximum Cost
Strategic Roads Policing Management Team	-	£1,500
Traffic Patrol Function	-	£1,500
ANPR / Intercept Team & Development Team	£13,000	£13,500
Road Collision / Death Investigation Unit	£10,000	£40,400
Traffic Management Unit	-	-
Vehicle Recovery Unit	-	£26,500
TOTAL	£23,000	£83,400

	Year	Minimum Costs	Maximum Costs
HR Costs	1	£23,000	£83,400
	2	£23,000	£39,500
	3	£23,000	£39,500
TOTAL		£69,000	£162,400

6.3 Summary of Financial Implications

The tables below bring together unit efficiencies, one-off fixed costs and HR costs associated with staff located across the three Forces.

Strategic Roads Policing Management Team

A saving of £68,500 would be realised with the reduction of one Inspector post

Traffic Patrol Function

A saving of £36,000 would be realised with the reduction of two PC posts and the addition of one Sergeant post.

ANPR / Intercept Team & Development Team

A £109,289 saving is realised by the reduction of three police officer posts and addition of one police staff post.

Road Collision / Death Investigation Unit

A saving of £399,900 is realised by the reduction of one Sergeant post, five PC posts, one Police Staff Accident Investigator and one Administrative Assistant

Traffic Management Unit

Efficiencies of £125,000 per year would be realised once the full conversion of constable posts to police staff post is realised.

Vehicle Recovery Unit

In 2009/10 both units generated income amounting to £220,000. This represents a shortfall of only £24,000 to make the unit self funding. Streamlined procedures and extension of powers to seize to a broader base of Bedfordshire officers could reasonably be expected to fill that gap (+760 vehicles).

6.4 Savings by Function

Function	Savings
Management Team	£67,500
Traffic	£79,297
A N P R	£134,755
Road Death Collisions	£362,156
Traffic Management	£115,944
Vehicle recovery	(£14,311)
TOTAL	£745,341

It is anticipated the new joint unit will commence operation during the latter part of the financial year 2010/11 the exact date will determine the level of in-year savings. The table below outlines the phasing of the remaining efficiencies over the following financial years 2011/12 to 2013/14.

PHASED SAVINGS	Year	ANPR	TMU	CUMULATIVE EFFICIENCIES
PAY EFFICIENCIES	2011/12	£12,854	£63,963	£702,699
	2012/13		£21,321	£724,020
	2013/14		£21,321	£745,341
CUMULATIVE EFFICIENCIES 2013/2014		£12,854	£106,605	£745,341

6.5 Year 1 Set Up Costs

Year 1: Set Up Costs	I-C-T Network Computers	Hardware Software Upgrade	Accommodation Refurbishment / Construction	TOTAL
S M T	£900	-	-	£900
Traffic Patrol	£2,300	-	-	£2,300
A N P R	£2,900	£2,300	£60,000 *	£65,200
R C I U	£2,900	-	£62,500 *	£65,400
T M O	£1,100	-	£7,900	£9,000

V R U	£1,900	£35,000	-	£36,900
TOTAL	£12,000	£37,300	£130,400	£179,700

* Access Control costs are provided for within the refurbishment values shown in the table above, in addition these costs are over-estimated and subject to confirmation.

6.6 Cost Allocation of One-Off HR set-up and Fixed Costs

FUNCTION	Minimum Cost	Maximum Cost
HR Set-up Costs	£23,000	£83,400
Fixed Set-up Costs	£179,700	£179,700
TOTAL	£202,700	£263,100

FORCE	Minimum Cost		Maximum Cost	
	£	%	£	%
Bedfordshire: Revenue & HR Costs	£23,136	32%	£42,464	32%
Hertfordshire: Revenue & HR Costs	£49,164	68%	£90,236	68%
Hertfordshire: Capital Costs Hitchin/WGC HQ	£130,400	100%	£130,400	100%
Combined	£202,700		£263,100	

7 Human Resources

Summarised below are the key HR implications which will require consideration with the implementation of the business case. These key HR matters relating to the establishment of the joint unit will form part of the programme of issues that will be the subject of the negotiation/consultation process with individual staff members and officers, UNISON and Federation in Bedfordshire and Hertfordshire.

- **The employment model.** As with other collaborative ventures, it is proposed a shared service unit will be established made up of officers and staff from both forces.
- **Structure of the unit and division of posts between the forces.** Decisions on the structure of the unit and the number of posts from each force will be required, taking into account any differences in the areas of work to be undertaken for each force and the workload in each area. Where there are to be mixed teams, it is recommended that these are established from the outset to assist integration and ensure knowledge and expertise is appropriately disseminated.
- **Consultation arrangements for police staff.** There are legal requirements to consult with staff associations, and staff, if it is proposed to relocate an individual's work-base to a location outside of their contractual mobility arrangements. The requirement is that consultation takes place before any decisions are made; hence it is important that the business case developed is seen as a proposed business case for consultation rather than a decision that has already been made. The timescale that should be allowed for proper and effective consultation, followed by a notice period is three months.
- **Potential staff redundancies.** Should a reduction in the number of posts be proposed and/or a change in location, this may result in staff redundancies. It is difficult to be definitive about the numbers of redundancies that may occur, or the cost at this stage as this will depend on a number of factors including the proposed new structure and how many staff may be successfully redeployed to other posts.

- **Changes to roles/role profiles.** If there are to be fundamental changes to roles, new roles profiles will be drawn up to reflect the revised roles and, where possible, use will be made of common role profiles for staff and officers of both forces. There may be concerns that the proposals would mean that there is less opportunity to specialise/a lack of opportunity to develop, and should be borne in mind in relation to issues of recruitment and retention.
- **Selection process.** A selection process to recruit officers/staff to any joint unit will be required. This could either be done on the basis of putting all officers/staff from both forces into one 'pot', or for each force to carry out the process separately. In any event there should be a common selection process whether paper based or by panel to ensure consistency of approach.
- **Posting of officers outside their force county boundary.** Legal advice obtained in the establishment of the Bedfordshire & Hertfordshire Major Crime Unit (B&HMCU) stated that it was possible to post officers outside their county boundary, but if challenged would need to be seen as 'reasonable'. Based on the approach used with the B&HMCU regarding a reasonable distance for posting of a police officer outside the county, any of the proposals for location of the combined unit should be acceptable. This would however require discussion with the Federation.
- **Travel costs.** Officers will normally be deployed to a base within the area covered by their force and do not receive home to work travel costs. An agreed approach to compensating officers who are posted outside of their force boundary is in place until 31st March 2011 and discussion is required with Federation with regard to the appropriate level of payment dependant once the unit's location is determined. Police staff are entitled to excess travel costs to a new location, indicative maximum possible costs are included in this paper.
- **Direction and Control.** Depending on how any joint unit is to be structured, there is the potential for Bedfordshire and Hertfordshire officers/staff to be managed by officers/staff from the other force and work on issues related to incidents and operations in either county. Such issues of direction and control will be covered by a Section 23 agreement. There will be no transfer of liability for the health and safety or conduct of staff.
- **Shift Pattern.** The proposed change to the shift pattern for Bedfordshire officers will form part of the programme of issues that will be the subject of consultation process with the Federations in Bedfordshire and Hertfordshire.
- **Terms and Conditions.** The pay, welfare, pensions, terms and conditions, annual appraisals and all other respective employment and service matters of officers and staff shall remain the responsibility of the home force.
- **Policies and procedures.** Officers and staff from both forces will be covered by the policies and procedures of their home force. Hence where an officer/member of staff manages both Bedfordshire and Hertfordshire officers/staff, he/she may need to apply different procedures depending on which force the officer/staff member is from. There is some potential for these to be more closely aligned and a fairness at work procedure (based on statutory requirements) and a common document for the reporting of absence will be used. Some scope exists for agreement to be reached between forces for further harmonisation of policies in the longer term.

8 Support Functions

HR support will be provided by the joint unit currently supporting the other joint units. The provision of financial support is currently under review and the outcome of this review will also cater for the needs of Road Policing.

9 Risks

The following table sets out the risks of this proposed collaboration that have been identified by the Programme Board together with the mitigation to those risks.

Risks	Mitigation
The numbers managed by the new Strategic RPU Chief Inspector will increase from 140 to 192.	Evidence from Lancashire and TVP where the Chief Inspector manages 186 and 250 staff respectively demonstrate its viability.
The Bedfordshire 4 on 4 off shift pattern is attractive to officers and if removed may lead some officers to seek re posting in Bedfordshire to units that still use the shift pattern.	Historically RPU Traffic Patrol function has been a desired aspirational posting.
Proportionate allocation of ANPR officers to meet strategic goals of both Forces.	A robust tasking and management process would be put in place to ensure operations are undertaken according to current levels of apportionment,
Road Collision/Death Investigation Team work load does not match demand.	New staffing levels have been set to meet current demand. A review of resourcing may be required if reductions in anticipated workload by the 2020 KPI's occur.
The training of Traffic Management Officers requires two years of continued assessment and a three part modular training course.	Business continuity would be a key driver for the Implementation Team
Transition to the ELVIS system for the 4 Bedfordshire Recovery Garages would need to be phased.	The Bedfordshire manual system would not be closed down until all garages were networked and trained in the ELVIS system.

10 Senior Management Approval

This business case was approved by the Collaboration Joint Working Group on 18th November 2010 and will be subject to the following approvals:

GROUP	DATE
Bedfordshire Police Authority	10 th December 2010
Hertfordshire Police Authority (Policy and Planning Committee)	21 st January 2011

11 Implementation

The appointment of the RPU Strategic Chief Inspector is essential to provide advice, guidance and direction as processes, policies and procedures are developed that would underpin the functioning of the Joint Roads Policing Unit.

In parallel work can commence on building upgrades and IT installation to accommodate the new Joint Unit.

12 Conclusions

The creation of a Bedfordshire and Hertfordshire Road Policing Unit will deliver financial and operational benefits to the two Forces. It provides resilience across the six key work streams and delivers a template for Road Policing fit for the challenges of the next three to ten years.

Some efficiencies may be phased as replacement of Constables with police staff will need to be managed so as to ensure business continuity is maintained. (See 6.4)

13 Next Steps

- Appoint Head of new Joint Unit and commence selection processes
- Consult with staff and UNISON and Bedfordshire and Hertfordshire Police Federations
- Develop a detailed implementation plan which would be managed by the project team in conjunction with the RPU Management Team and Senior Management Team for Collaborated Protective Services.
- Develop a Section 23 agreement for approval.

14 Consultation




Name	Title	Date of Consultation
Chief Inspector Donna Pierce	Strategic RPU (Herts)	16 th July 2010
ACC John Fletcher	ACC (Beds)	16 th August 2010
ACC Steve Devine	ACC (Herts)	19 th August 2010
CC Frank Whiteley	CC (Herts)	27 th August 2010
Insp Andy Piper	ANPR (Herts)	1 st September 2010
Ian Potter	Head of Estates (Herts)	2 nd September 2010
Dick Light	Road Death Investigation Unit (Herts)	9 th September 2010
Supt Andy Martin	Head of Uniform Collaborative Protected Services	10 th September 2010
T/Chief Insp Jane Aspin	Strategic RPU (Beds)	13 th September 2010
T/Insp Colin Bonner	Collision Investigation Unit (Beds)	1 st October 2010
John Price	Bedfordshire Federation	13 th October 2010
Voja Mihailovic	Hertfordshire Federation	13 th October 2010
Supt Andy Martin	RPU SMT	
Chief Inspector Donna Pierce		
T/Chief Insp Jane Aspin		9 th November 2010
C.C. Frank Whiteley	Chief Constable Herts	15 th November 2010
Police Authority Joint Collaboration Working Group	Joint Working Group	18 th November 2010

15 Glossary

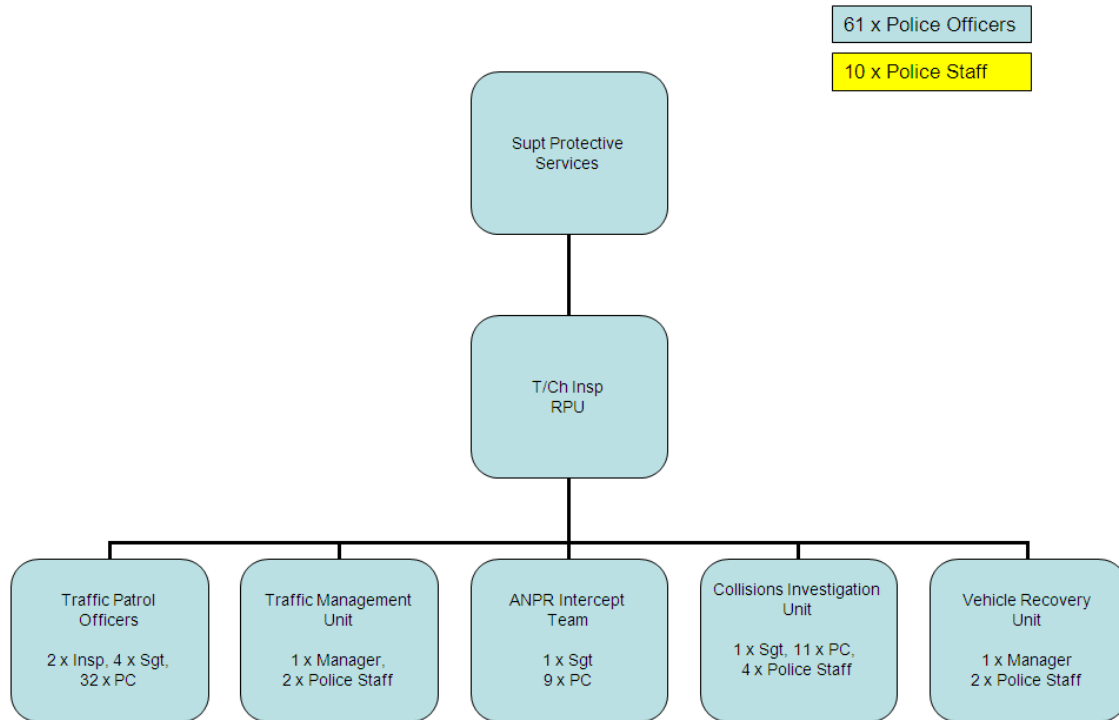
ANPR	Automated Number Plate Recognition
B&H MCU	Bedfordshire & Hertfordshire Major Crime Unit
CIU	Collision Investigation Unit
CSP	Community Safety Partnerships
ELVIS	Electronic Link Vehicle Inspection System
	National Vehicle Recovery Management System
RCIU	Road Collision Investigation Unit
RDIU	Road Death Investigation Unit

RPU	Roads Policing Unit
RTA	Road Traffic Act
RTC	Road Traffic Collision
SIO	Senior Investigating Officer
SMT	Strategic Roads Policing Management Team
SPOC	Single Point of Contact
TMO's	Traffic Management Officers
TMU	Traffic Management Unit
VRU	Vehicle Recovery Unit

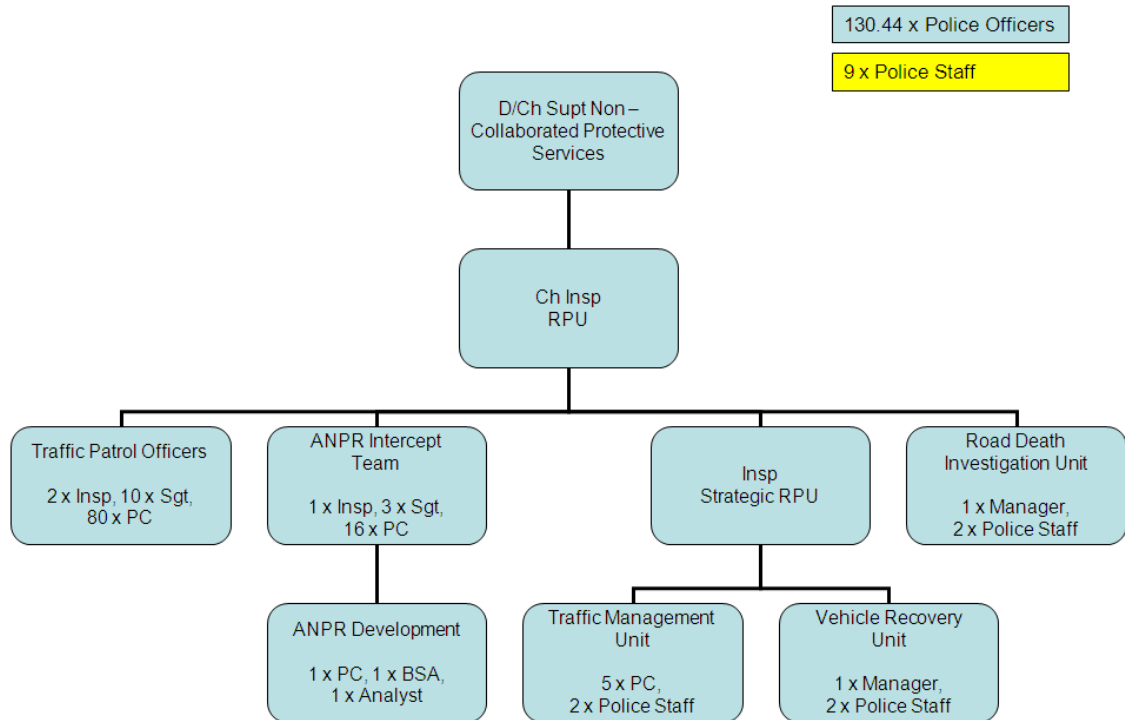
16 Appendices

A	Bedfordshire Structure Chart	 Bedfordshire RPU Structure Chart
B	Hertfordshire Structure Chart	 Hertfordshire RPU Structure Chart
C	Bedfordshire and Hertfordshire Collaborated RPU Structure Chart	 RPU Full Structure

Bedfordshire Police RPU Structure – Appendix A

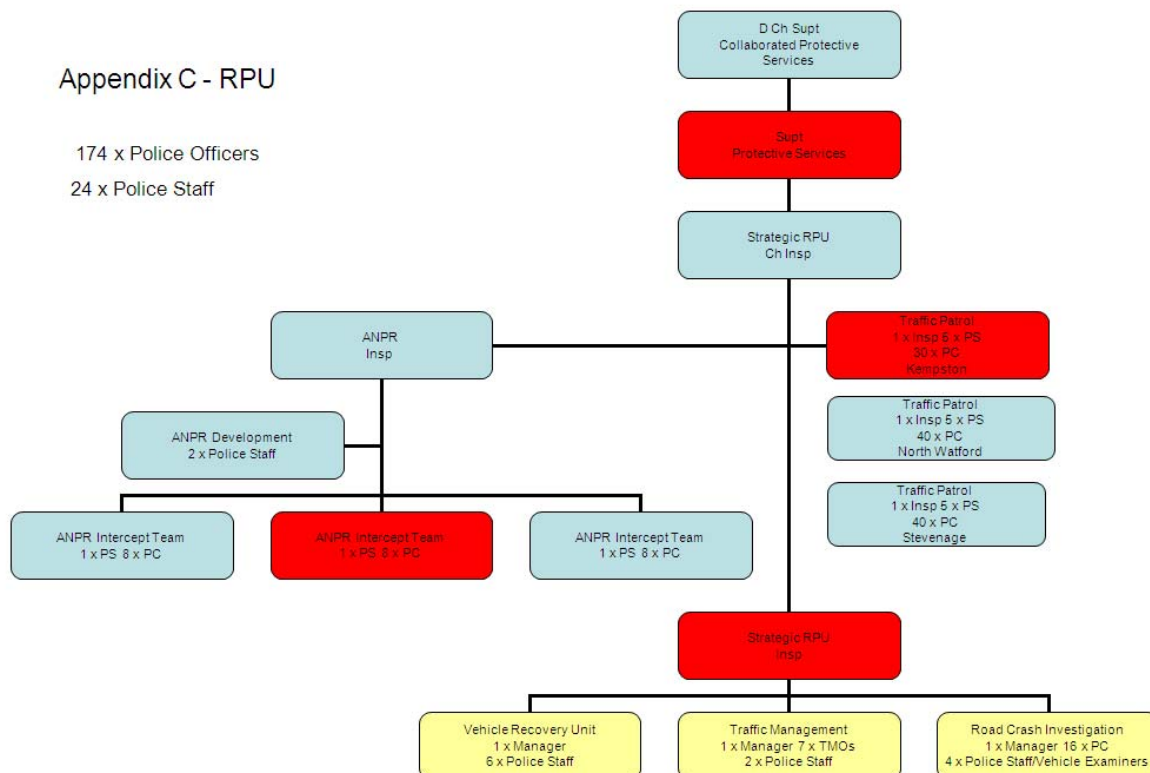


Hertfordshire Police RPU Structure – Appendix B



Appendix C - RPU

174 x Police Officers
24 x Police Staff





MEETING	Hertfordshire Chief Officer Personnel Committee Bedfordshire - TBC
DATE	Hertfordshire – 8 th December 2010 Bedfordshire - TBC
TITLE	Command of Collaborated Units – Appointment of a Joint ACC Protective Services
SUBMITTED BY	Steve Ottaway, Programme Director Joint Bedfordshire and Hertfordshire Collaboration Programme
SUGGESTED RESOLUTION	That members approve the proposal to appoint a single ACC Protective Services to complete a Joint Protective Services Directorate between the two Forces.

1. Introduction

- 1.1 This paper sets out a proposal to create a single ACC Protective Services post for Bedfordshire and Hertfordshire and details some of the issues that arise from this.
- 1.2 The report does not advocate further changes to the Chief Officer teams at this point as a result of collaborative work between Bedfordshire and Hertfordshire, awaiting the outcome of further discussions on Extended Collaboration within the wider Eastern region. However, a separate paper to Hertfordshire Chief Officer Personnel Committee does make recommendations for unrelated changes to the Hertfordshire Chief Officer team.

2. Background

- 2.1 As part of their collaborative work, Bedfordshire and Hertfordshire have created a joint Protective Services Department, that is now commanded by a joint Detective Chief Superintendent (DCS) post (from September 2010, DCS Andy Street, Bedfordshire). At this

time, collectively the joint units within this Department employ some 540 staff and have combined annual budgets of £27.7million

- 2.2 Relatively few Protective Service functions in the two Forces now stand outside this Department. The main ones that remain outside this structure are Roads Policing and associated specialisms, Serious and Organised crime, Counter Terrorism and some aspects of Intelligence. From mid-September 2010 both forces have dispensed with their internal Detective Chief Superintendent, Protective Services posts. DCS Street oversees those aspects of protective Services in Bedfordshire not currently within the joint Department whilst in Hertfordshire the residual internal protective services units report directly to the Hertfordshire ACC Protective Services.
- 2.3 Proposals to establish a joint Roads Policing Unit and to join up both forces Counter Terrorism capabilities within the Joint Protective Services Department are currently in an advanced stage of development. Further work is anticipated to join both Forces' Serious and Organised capabilities in due course. Any residual intelligence functions will also either become joint units at Force level or be absorbed within Local Policing units. Within a short time period it is envisaged that all Bedfordshire and Hertfordshire Protective Services will be within the joint Department which would make it the tenth largest such function in the country (based on the work for the "Options for Change" paper).
- 2.4 The command model for Protective Services has been amended as collaboration has grown from major crime only to a wide range of functions, with the Joint Detective Chief Superintendent post being established in January 2010. However, the governance structure still requires the two ACC Protective Services to attend the same meetings and to be jointly involved in decision making. Clearly this is inefficient and adds complexity whilst also running the risk of "double tasking" of the Joint Detective Chief Superintendent.
- 2.5 When the decision was made to create a Joint Detective Chief Superintendent post consideration was given to whether a Joint ACC Protective Services should also be appointed at that time. Such an appointment was felt to be a sensible extension of command arrangements but was not proceeded with at that time, pending the outcome of the "Options for Change" paper. Now decisions have been made on "Options for Change" it is appropriate to return to this issue as it is felt that we have past the "tipping point" in terms of complexity and efficiency of command.

3. Proposal

- 3.1 The proposal is to align all the operational joint units under a single ACC Protective Services. A likely structure chart for the Department is attached at Appendix A (taking into account current / planned collaborative working).
- 3.2 The Joint ACC Protective Services will continue to be a member of their existing Force and subject to their existing terms and conditions agreed with their own Police Authority. Their existing Chief Constable will act as line manager with performance targets and reviews being agreed with their counterpart in the other Force. The post holder will become a "de facto" member of both Chief Officer teams and will be expected to contribute to strategic debate in both Forces. They will carry Executive Authority in both Forces in terms of

command. In addition the joint post will assume all the regional ACPO responsibilities currently performed by the two posts until a review has been completed with the other Forces to ensure equity.

- 3.3 The joint post would continue to sit within the current overall governance structure for collaborated units, providing updates to the respective Police Authorities and, as appropriate, to the Bedfordshire and Hertfordshire Police Authorities' Joint Collaboration Working Group.
- 3.4 Whilst introducing this joint post will create new complexities, as it is a new concept and some of the challenges faced by the Joint Detective Chief Superintendent will now transfer to the Joint ACC Protective Services (such as working to two different commands), the benefits of such a move include:
- Clarity of command within joint Protective Services
 - Accountability for service delivery, development and performance
 - Clarity of expectation re setting a performance framework
 - A single point of leadership to ensure consistency and 'corporacy' of functions as far as possible across both forces.
 - A single point to develop the 'one culture' within the collaborated functions
 - A single point of leadership for day to day matters within all collaborated functions
 - A single point for budget management within functions, including benefits realisation and future efficiencies
 - Enhancement of collaborated functions leadership team
 - More speedy problem solving
 - Dynamic decision making
 - Removal of risk of "double tasking"
 - Cost saving between the two Forces.
- 3.5 Bedfordshire and Hertfordshire are currently exploring extended collaboration with Cambridgeshire in regards to Protective Services amongst other functions. Cambridgeshire are content that implementing this proposal in the near future would not be a bar to extending this collaborative working. However, they would be interested in exploring a three way ACC Protective Services post in due course, should extended collaboration prevail.

4. Financial Impact of the Proposal

- 4.1 Currently the Bedfordshire ACC (annual average cost of £150k – including on-costs) is supported by a sergeant staff officer (£56k) and a Personal Assistant (PA) (£28k) both of whom are shared with the other ACC. The total costs to Bedfordshire of the ACC Protective Services and the associated support is circa £192k.
- 4.2 In Hertfordshire the ACC (annual average cost of £157k – including on-costs) is supported by an Inspector staff officer (£70k) and an Executive Assistant (EA) (£32k). However, as in Bedfordshire, there are also plans for the number of staff officers to be reduced. The total costs to Hertfordshire of the ACC Protective Services and the associated support (once cost savings implemented) will be £208k.

- 4.3 The total cost of two ACC Protective Services with shared support is, therefore, currently £400k.
- 4.4 Who is selected for the post of ACC Protective Services and where the post is located will determine the practical impact on the plans to share resources and the level of savings achieved. Nonetheless, it is recommended that the principle of sharing support is maintained with this post sharing a sergeant staff officer and an EA/PA.
- 4.5 Taken together the introduction of the single ACC Protective Services will generate total savings of between £192k and £208k per annum dependant on who is selected, where the post is based and how the support is provided. The costs of the joint post and support to it would be met in proportion to the standard apportionment formula (35% Bedfordshire / 65% Hertfordshire) making the annual savings for Bedfordshire between £122k and £119k and Hertfordshire between £73k and £83k.
- 4.6 Should Cambridgeshire subsequently join this arrangement, then the cost of supporting a single ACC Protective Services post would be split three ways in proportion to force net budgets (45% Hertfordshire, 31% Cambridgeshire, 24% Bedfordshire).

5. Approval Process

- 5.1 Consultation with the Home Office has shown that any proposal to appoint a joint ACC is one for the respective Police Authorities to consider with the Home Office and Regional HMIC being informed. It is for the Police Authorities to decide which will employ the joint post and the process to be used for selection.
- 5.2 The selection process proposed for consideration is as follows:
 - Current substantive ACCs in both Forces are invited to apply for the post
 - As these Officers have already been appointed as ACCs by their respective Police Authorities, selection for this post will be treated as a normal portfolio move for the two Chief Constables to manage
 - The two Chief Constables will select their preferred candidate by mutual agreement, following any agreed selection process, the nature of which will be determined by the Chief Constables
 - The Chief Constables will consult with their respective Police Authority Chairs before confirming the appointment.
 - The successful candidate would remain an employee of their current Force
 - Performance related objectives for the post holder will be drawn up with the Chief Constables and submitted to the employing Police Authority in line with PDR / Bonus arrangements.
 - The post holder's Chief Constable will remain free to develop the post holder or their Chief Officer teams more generally by moving him / her to another role, in line with normal practices.
 - As and when a future vacancy occurs for this post, the two Chief Constables will agree whether they wish to treat this as a normal portfolio move and repeat this process on whether they wish for this post to be advertised externally through a process managed by both Police Authorities.

6. Conclusion

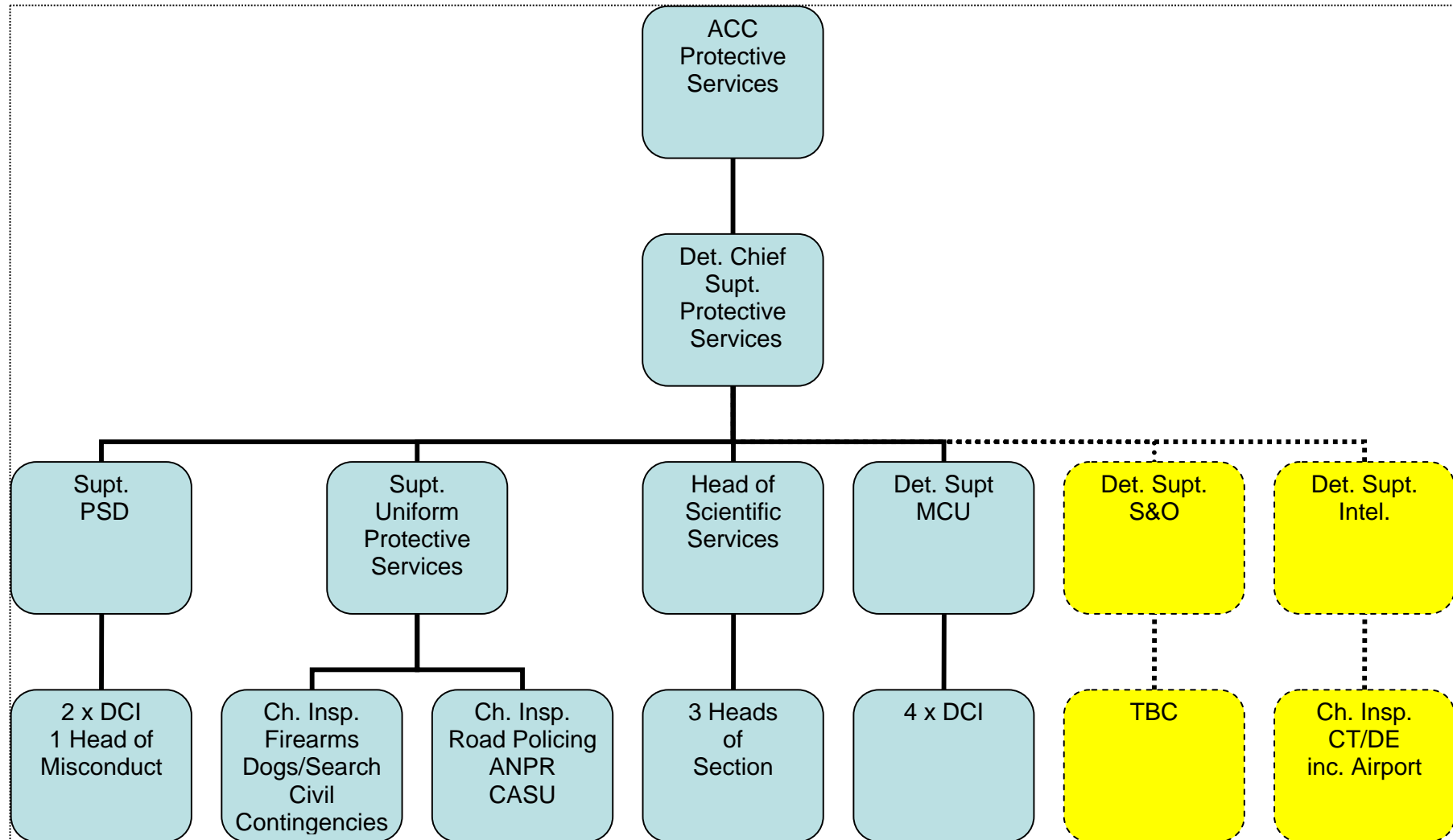
- 6.1 This proposal was supported by the two Chief Officer Teams at their meeting on 8 October 2010.
- 6.2 Subject to approval being given it is envisaged that the new structures will be in place from January 2011.

7. Resolution

- 7.1 That members endorse the proposal to appoint a single ACC Protective Services to complete the Joint Protective Services Directorate between the two Forces.

Author Steve Ottaway
Programme Director
Joint Bedfordshire and Hertfordshire Collaboration Programme
☎ 01707 806150

Appendix A



Notes: S&O and Intel subject to further work

**BEDFORDSHIRE & HERTFORDSHIRE POLICE AUTHORITIES JOINT COLLABORATION
WORKING GROUP HELD ON THURSDAY 18 NOVEMBER 2010.**

PRESENT:

Members (Hertfordshire)

Stuart Nagler Kevin McGetrick, Richard Smith, Ron Tindall

Members (Bedfordshire)

Peter Conniff, (Chair) Peter Hollick, Martin Pantling and Linda Hockey

Officers (Hertfordshire)

T/ACC Chris Miller, Steve Ottaway, Andrew White

Officers (Bedfordshire)

Stephanie McMenemy, T/DCC John Fletcher, Janet Wardell

APOLOGIES FOR ABSENCE:

Bedfordshire

Sarah-Jayne Holland

PART 1

1. MINUTES

The minutes of the meeting held 29 September 2010 were confirmed.

2. MATTERS ARISING

Item 11 –Future Role of the Joint Working Group

Stephanie McMenemy informed the Group that a meeting had recently been held with the Chief Executive of the Northamptonshire Police Authority to determine if that Authority would be interested in collaborative working particularly in the areas of the Transport and ICT. The Chief Executive of Northamptonshire PA agreed to seek the views of the Members of that Police Authority and the Chief Constable. Feedback was awaited.

3. UPDATE ON COLLABORATION PROGRAMME

The Group received a progress report from Steve Ottaway.

During the discussion of the progress of the programme the Group noted the inclusion of the new work strand around safety camera/ road safety /central ticket office/ collision administration and noted the local authorities funding position in respect of retaining safety cameras in each County.

RESOLVED

That progress of the Collaboration Programme be noted.

4 ROADS POLICING BUSINESS CASE

The Group considered the business case in respect of the formation of a joint Bedfordshire and Hertfordshire Roads Policing Unit. The Group also considered the appointment of an Interim Head of the Unit prior to the Section 23 being approved.

In welcoming the business case the Group questioned Steve Ottaway on whether or not Officers would support the proposed changes to shift patterns and were advised that the same shift pattern had been used successfully in other collaborated units and that the Federation had given its support to the change due to health and safety implications. Other matters raised by the Group related to the harmonisation of Policy and Procedures, the current requirement for Bedfordshire Traffic patrol Officers to carry tasers and whether or not this would be imposed on Hertfordshire Officers and whether or not there was sufficient capacity in the Road Collision Investigation Unit to deal with a potential increase in workload arising from reduced levels of local authority funding for maintaining current levels of street lighting. In response to each question Steve Ottaway advised that to date there were no significant changes flowing from the development of the Policy and Procedures, Hertfordshire Police Patrol Officers would not be expected to carry tasers although the taser policy was under review and would be aligned as a result of the reviews findings. In relation to traffic patrol overtime costs and comparative vehicle examination data and resilience in the Road Collisions Unit would be looked at as part of the performance review process. Members also raised efficiency and effectiveness matters

RESOLVED

1. That the Business case now be presented for consideration Bedfordshire Full Authority on 10th December and at the Hertfordshire's Policy and Planning Committee on 21st January.
2. That an Interim Head of the Unit be appointed prior to the section 23 Agreement being approved.

5 TWELVE MONTH REVIEW OF CIVIL CONTINGENCIES AND OPERATIONAL PLANNING UNIT

The joint Civil Contingencies and Public Order Planning Unit (including Search) had been operational since on 1st September 2009. In accordance with the Governance arrangements the Group considered a report reviewing the operation of the joint Unit over the past 12 months. The Group noted that some issues had been raised at the six month review and were satisfied that these were being addressed. The review concluded that the unit was delivering the financial benefits as set out in the business case and that the unit had the ability to respond to meet demand.

Future evaluations of the performance of the unit would now transfer to each Authority.

6. DRAFT SECTION 23 FOR FIRE ARMS LICENCING

The Group considered a Section 23 Agreement in respect of the formation of a joint Bedfordshire and Hertfordshire Firearms Licensing Department.

The Group noted the inclusion of new arrangements for governance of the collaboration which had received the support from the two Chief Executives. The Group was satisfied that

the collaboration would provide operational benefits for each partner and with the apportionment of the savings which were to be reviewed on an annual basis

Of concern to the Group was the current level of licensing fees which did not reflect the true cost of administering the process and it was agreed that both Authorities make a representation to the Policing Minister seeking an urgent review.

RESOLVED

- 1 The Group approve the Section 23 Agreement for submission to the Bedfordshire Full Authority on 10th December and to the Hertfordshire Policy and Planning Committee on 21st January.
- 2 That a representation be made to the Policing Minister seeking an urgent review of the licensing fees.

7 DRAFT SECTION 23 FOR COUNTER TERRORISM & DOMESTIC EXTREMISM

The Group considered a Section 23 Agreement in respect of a joint Counter Terrorism & Domestic Extremism unit

RESOLVED

That the Group approve the Section 23 Agreement for submission to the Bedfordshire Full Authority on 10th December and to the Hertfordshire Policy and Planning Committee on 21st January.

8 DRAFT SECTION 23 FOR PROCUREMENT

The Group considered a Section 23 Agreement in respect of the creation of a Bedfordshire, Cambridgeshire and Hertfordshire Procurement Department

During the discussion of the Agreement Stephanie McMenemy advised that the Chief Executives of the public bodies in Bedfordshire were currently looking at a number of work streams with a view to progressing joint working and that procurement was one of the areas being looked at.

RESOLVED

That the Group approve the Section 23 Agreement for submission to the Bedfordshire Authority on 10th December and at the Hertfordshire Policy and Planning Committee on 21st January.

9 NATIONAL REVIEW OF AIR SUPPORT

Steve Ottaway gave an update on the review by ACPO of the Air Support function. The Group noted that ACPO had recommended a borderless air support. The impact on the current arrangements were discussed. At this stage the financial implications were unknown.

10 PROGRAMME RISK LOG

Steve Ottaway updated the Group on the Collaboration Programme Risk Log and the main points of discussion were as follows

H/R/07 – In accordance with the decision at the last meeting the log would be amended increase this risk from 'low' to 'medium'

Fin /R/04 – This risk had been downgraded. The Group agreed that whilst this was no longer a risk for the two force collaboration the risk should be reviewed in six months time given that the potential for new partners to join the programme had increased.

11 REVISED JOINT BEDFORDSHIRE AND HERTFORDSHIRE CONSTABULARY COLLABORATION OPERATING FRAMEWORK

Stephanie McMenemy introduced a revised approach for both Authorities to adopt in respect of collaboration opportunities.

Based upon the current operating framework established in 2008 the revised approach to collaboration had been drawn up in recognition that collaboration between the two Forces alone would not address the funding gaps over the next four years and that the new Police and Crime Commissioners expected to have a duty to collaborate. The new operating framework would enable both Authorities and Forces to collaborate with others as well as rather than instead of with each other. The framework also set out some principles on the approach to be taken should new partners wished to be involved in collaborations that were either already established or in the progress of being established.

The Group was informed that Cambridgeshire would be making a decision shortly on joining the collaboration programme and if this was the case a steer was needed on whether Governance arrangements should be delegated to the Regional Joint Statutory Committee (JSC) as agreed by that body. On this point the Group considered that the current Governance arrangements worked well and therefore did not support any transfer to the JSC but it did feel that Cambridgeshire should be invited to join the established Joint Working Group.

A paper would be brought to the JSC on 11 January to consider the future of the Committee and the Group's view would be expressed.

In the event that a three force collaboration was to be established reviews would need to be undertaken on the timeliness decision of the making process, the format of Section 23 Agreements and membership of the group.

In terms of future scrutiny Stuart Nagler suggested that the Group may wish to consider visiting the collaborated units after 6 months.

RESOLVED

1. That subject to the Group's comments above the revised Operating framework be endorsed.
2. Andrew White would approach Cambridgeshire Police Authority offering membership

of the Collaboration Joint Working Group.

12 COMMAND OF COLLABORATED UNITS – APPOINTMENT OF A JOINT ACC PROTECTIVE SERVICES

The Group considered a proposal to create a single ACC Protective Services to command the Beds and Herts Protective Services Department. The creation of the post would streamline the current Governance arrangements. The structure for the department, the efficiency savings and appointments process were detailed in the report.

The Group considered that the timing of the appointment was crucial , particularly as Bedfordshire and Hertfordshire had permanent posts to fill in their ACPO Team

RESOLVED

That the proposal be endorsed and submitted for consideration to the Bedfordshire Police Authority on 10th December and the Hertfordshire Police Authority on 8th December

13 DATE OF NEXT & FUTURE MEETINGS

The next meeting scheduled for Wednesday 8th December was cancelled and the Group would next meet on Monday 24th January at 10.00am. In the event that Cambridgeshire agree to a three force collaboration representatives of that Authority and Force would be invited to the meeting.



Bedfordshire Police Authority

COMMITTEE AND MEETING DATE	POLICE AUTHORITY 10 December 2010
AGENDA ITEM No:	9
TITLE:	TERMS OF OFFICE OF THE INDEPENDENT MEMBERS OF THE STANDARDS COMMITTEE
DATE OF REPORT:	November 2010
REPORT OF:	CHEIF EXECUTIVE
AUTHOR:	JOHN ATKINSON
ACTION REQUIRED:	TO MAKE A DECISION
APPENDICES:	NONE

EXECUTIVE SUMMARY:

The Coalition Government has indicated that it intends to abolish Standards for England together with the arrangements under which complaints against Members are assessed by 2012 and this is expected to be included in the Decentralisation and Localism Bill which is about to be published. Until then, the current arrangements remain in force and the Authority is required to maintain a Standards Committee, which must include independent members. The term of office for the four lay independent members of the Authority's Standards Committee expire on 31 January 2011 and at this stage it does not make sense to advertise and the Authority is therefore requested to extend their appointment until the Standards regime becomes clearer.

RECOMMENDATIONS:

Recommendation 1

That subject to their agreement, the terms of office of the existing lay independent members of the Standards Committee be extended indefinitely

Recommendation 2

That the period of extension be subject to review once the effect of the Decentralisation and Localism Bill on the Standards Committee and the current arrangements for the assessment, investigation and determination of complaints against members of the Police Authority becomes clear.

1.0 REVIEW OF LAY INDEPENDENT STANDARDS COMMITTEE APPOINTMENTS

- 1.1 The terms of office of the four lay independent members of the Authority's Standards Committee expire on 31 January 2011.
- 1.2 The Coalition Government has indicated that it intends to abolish Standards for England together with the arrangements under which complaints against Members are assessed, investigated and determined by local Standards Committees. These changes require legislation and the relevant provisions will be included in the Decentralisation and Localism Bill which is about to be published.
- 1.3 It is anticipated that the Decentralisation and Localism Bill will receive Royal Assent in the summer or autumn of 2011. Until then, the current arrangements remain in force and the Authority is required to maintain a Standards Committee, which must include independent members.
- 1.4 Another factor that has a bearing on this situation is the proposal to abolish the Police Authority in May 2012.
- 1.5 The developing situation regarding the future of the Standards regime and the Authority itself means that it does not make sense to advertise and appoint new independent members to the Standards Committee at this time. It is likely that such a process would lead to short-term appointments. Therefore, it is recommended that the Authority should extend the terms of office of the existing independent members of the Standards Committee indefinitely. On the basis that by May 2012 it is likely that both the Standards Committee and the Police Authority will have been abolished.
- 1.6 However, the Authority should reserve the right to review these appointments once the future of the Standards regime becomes clear. It seems likely that the duty to maintain a Standards Committee will cease once the Decentralisation and Localism Bill receives Royal Assent and that any

complaints received after that date will not be subject to the existing arrangements for local assessment, investigation and determination. Transitional arrangements will come into force to deal with any complaints that remain outstanding at that date. For these reasons, it is important that the Police Authority can react to the situation as the effect of the legislation becomes apparent.

2.0 SERVICE AND FINANCIAL IMPLICATIONS

- 2.1 The Police Authority has been committed to delivering value for money (VFM), as evidenced through numerous independent inspections, and has identified VFM has a significant focus in the coming year. The recommendation is aligned to this priority, proposing that the Authority does not spend public money on the process of recruiting at a time when the Authority is unlikely to be able to gain a return on its investment due to the proposed reforms being introduced by the Coalition Government.

3.0 OTHER IMPLICATIONS

- 3.1 Equality and Diversity

- 3.2 Procurement

None.

- 3.3 Legal Implications

None.

- 3.4 Human Resources

None.

- 3.5 Corporate Governance

None

- 3.6 Human Rights

None.

- 3.7 Policy and Strategic Aims

3.8 Welfare of Children and vulnerable adults

3.9 Reducing Carbon footprint / waste

4.0 RISK

None.

.5.0 RECOMMENDATIONS

- 5.1 That Subject to their agreement, the terms of office of the existing lay independent members of the Standards Committee be extended indefinitely
- 5.2 That the period of extension be subject to review once the effect of the Decentralisation and Localism Bill on the Standards Committee and the current arrangements for the assessment, investigation and determination of complaints against members of the Police Authority becomes clear.

PERFORMANCE AND PLANNING COMMITTEE

2 November 2010

PRESENT

Mr Pantling (In the Chair)

Mr T Brown, Mr P Conniff, Mrs F Chapman, Mr L Denny, Mrs L Hockey Mrs S Holland ,Mr Mingay Mrs P Fletcher and Mr L Singh

Apologies for absence were received from Mrs K Johnson and Mr S Choudhry

Officers in attendance

Chief Constable – Mrs Parker

Chief Executive Treasurer – Mrs McMenemy

T/Deputy Chief Constable – Mr Fletcher

Assistant Chief Constable (Protective Services) – Mrs Govier

T/Assistant Chief Constable (Territorial Policing) – Mr Richer

10/pb/33 **MINUTES**

The minutes of the meeting held on 10 August 2010 were confirmed.

10/pb/34 **MATTERS ARISING – STATUS REPORT ON THE PROGRESS OF THE ACTIONS ARISING FROM THE LAST MEETING**

The Committee received a monitoring report of the actions taken to implement the decisions arising from the last meeting.

The Committee noted that later in the meeting an oral report would be made on the contribution of Smart Water to crime management. Members also noted that the NIPIA had informally advised that the range of I Quanta data in future was likely to be reduced and could be issued on less timely basis.

10/pb/35 **DECLARATIONS OF INTEREST**

There were no declarations of personal or prejudicial interests from Members.

10/pb/36 **SECOND QUARTER PERFORMANCE REVIEW**

The Committee considered a report from the Chief Constable which provided a summary of performance against key targets for the second quarter of 2010/2011.

The report was structured to show performance in the four domains of the HMIC

**Performance & Planning Committee
2 November 2010**

Police Report Card assessment of performance. (Local Crime and Policing, Protection from Serious Harm, Confidence and Satisfaction and Value for Money).

Performance against just Tier 1 and Tier 2 Targets in each of the domains was presented for consideration. Exception reporting on Tier 3 measures had been included in the report. Details of the initiatives that had been put in place to drive forward improvements in these areas were also summarised in the report.

Performance had been assessed against the target and trend and a traffic light approach had been used to illustrate performance including an assessment of how the Force was performing in relation to its family of Most Similar Forces (MSF).

The T/DCC provided some context around the current performance highlighting that in the past 3 years there had been an 18% reduction in overall crime. The targets set were challenging and a 'Team Bedfordshire' approach had been developed to strive to achieve them. The Force had been actively looking at a new approach to problem solving and had also put in place some cultural changes to the progress the new approach. Particularly highlighted was the introduction of weekly meetings with the Divisional Commanders to ensure a better focus on the key priorities and targets. Also introduced was the publication of a weekly 'Performance Matters' bulletin which set out the priorities for managers and supervisors to focus on and communicate to staff.

The T/Assistant Chief Constable (Territorial Policing) then presented the report.

Highlighted below were the key changes in performance during the second quarter of the year.

Confidence and Satisfaction

Public confidence and satisfaction levels had continued to improve against the target of 54%. The local confidence survey conducted between April and September indicated that 49.1 % of people were confident in the ability of the police and local authority to tackle crime and ASB. (Anti Social Behaviour).Whilst the target to be reached by March 2011 was challenging it was considered to be achievable. The drivers for improved confidence had now been determined and through further development of engagement with local communities and informing local people of activities to deal with community priorities supported by the Operation Vision High Impact Days the Force expected to see further improvements.

Improvements had also been seen in some key aspects of Victim Satisfaction including the White/BME satisfaction parity gap, which had moved performance closer to MSF and target levels. Whilst this was an improving picture and further improvements were expected there was still some way to go to meet the targets.

Local Crime and Policing

Performance & Planning Committee
2 November 2010

Targets for overall recorded crime and detections had not been met and overall recorded crime was deteriorating. This was considered to be due to the reinvestment of resources to other priority areas together with the introduction of the business change initiatives.

However at this stage in the year there had been large reductions in the levels of vehicle crime and robbery, burglary levels remained stable. The Force had identified Burglary Dwelling offences and the investigation into Serious Acquisitive Crimes (SAC) to be very important to levels of public confidence and continued to be the key areas for improvement. Initiatives such as the delivery of the partnership Integrated Offender Management programme would aid this improvement and as requested at the last meeting Members received an evaluation on how this was to be delivered. The T/ACC (Territorial Policing) also alluded to the need to improve the quality of supervisory and investigatory skills to drive forward further improvements. Each division had now specific teams to deal with SAC and set their priorities on a weekly basis. As a result of this focus on SAC the next Performance Report was likely to show an improvement in burglary dwellings and performance.

Also increasing the use of alternative disposals such as Restorative Justice was being encouraged for appropriate lower level crimes and this was seen as important to reducing anti-social behaviour and nuisance offending.

The report also indicated that the Tier 3 targets for violence against the person were declining following a peak in the summer. Detection rates for racially aggravated crime had fallen and been assessed as deteriorating and improvements to data collection and investigative process had now been put in place.

The report also highlighted that the HMIC had recently published its findings on its national inspection of Forces on the approach taken to ASB. Bedfordshire had a better than national average satisfaction rate for dealing with ASB. The report identified a number of areas for improvement and work was being undertaken to improve the recording and analysis of repeat/vulnerable victims largely through the development of the Incident Recording system.

At the last meeting the Committee had sought further information on how Smart Water used to mark property for ease of identification had contributed to crime management. The Committee noted whilst the detections yielded from it were not significant it was a deterrent which formed part of a suite of measures used by the force and was also a nil cost to the force.

Protection from Serious Harm Measures

Levels for Most Serious Violence had been classed as stable although high when compared to Bedfordshire MSF. It was accepted that this was not where the Force wished to see its level of performance in this area. A review on the

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approach to dealing with MSV had identified some capacity and capability issues and these were being dealt with through a new supervisory regime.

The internal review work had also concluded that performance may be being impacted through crime classification issues and work was ongoing to review all MSV crimes recorded this year.

The Force was also working hard to improve the investigation of Serious Sexual Offences and further changes had been made to resources in the Rape Investigation Unit. The Force was pleased that the key outcome measure of SS Offences Brought to Justice remained above target and similar to peer group of Forces. Work was ongoing to reinforce investigative standards, skills and active supervision by line managers.

The Force expected to see improvements in performance for MSV and SSO in the second half of the year.

Value for Money

Staff sickness had reduced during the second quarter of 2010/11 and was now better than the target. Whilst this had the potential to increase over the winter months Members were assured that there were no significant performance issues to be raised.

Minority ethnic recruitment remained targets would not be reached whilst the current freeze on recruitment was in place.

The target for efficiency saving would be met.

Members questions and comments arising from the performance report were as follows:

(a Confidence and Satisfaction measures

(i)The local confidence survey had indicated that confidence levels in Central Bedfordshire had fallen. Members questioned whether or not this related to the urban or rural areas in Central Beds. The T/ACC (Territorial Policing) responded that this was a concern and the Force and currently had little understanding of the difference in locations. He mentioned that the Community Engagement Strategy did not address the communication of and receiving of information in urban and rural areas and there was agreement that the Community Engagement Committee should review the Strategy at its next meeting to capture this. In addition to this Members considered that better use could be made of the networking events for Parish and Town councils where the Authority and the Force could provide some reassurance around the activity being undertaken to tackle crime in rural areas.

(ii)Satisfaction

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Members questioned why the investment that had been placed into victim satisfaction through the initiatives flowing from Operation Quest was not delivering the required improvements. The T/DCC accepted that there was still some work to do in ensuring that victims were satisfied with the whole experience. Whilst Quest had focused on the initial response it was accepted that satisfaction around follow up and investigation was still not at the desired level and was being taken forward particularly through the new Satisfaction Feedback Reporting.

(iii) Public Confidence Delivery Board.

Given that that the step change in improvements to Public confidence and victim satisfaction levels was yet to be achieved Members asked that an evaluation be undertaken of the work being undertaken by Public Confidence Delivery Board. The T/DCC agreed to take this forward in discussion with the Chair of the Committee.

(b) Local Crime and Policing

(i) Investigation Skills

Members considered that key to improving performance was increasing the investigatory skills across the workforce and it was agreed that this be taken forward by the Human Resources Committee.

(ii) Burglary Dwelling – Detection Rates

Bedfordshire's domestic burglary detection rate was approximately half of that for Hertfordshire Constabulary and the reason was due to the number of TICs (offences taken into consideration) that were generated. Members were assured that Bedfordshire's number of TICs would improve over time as all Serious Acquisitive Crime Teams had got the capacity to deal with this and Officers with the appropriate skills were being placed into these teams.

(iii) Burglary Dwelling – Forensic Spend

100% of the domestic burglaries had been examined by Scenes of Crime Officers between April and September and Members questioned whether or not this was an appropriate use of resources given the number of detections that had a forensic contribution attributed to it. The T/DCC assured Members that yield of forensic evidence gained through attendance at burglary dwellings currently accounted for three quarters of burglary dwelling detections and had a positive impact on victim satisfaction, but would keep attendance under review.

Members were satisfied with the focus of crime prevention advice that was available for the public

(iv) Anti Social behaviour

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Members sought assurance that the Force had in place an effective recording mechanism to record repeat vulnerable victims. The T/ACC (Territorial Policing) advised that there were currently two systems where this was recorded on dependent upon whether or not it was a low level crime. It was acknowledged that one system would be better but costs and other priorities would determine how long this would take to implement. Given that ASB was a tier 1 target for the Force Members asked that a report be made to the Committee to provide assurance that the gaps outlined in the HMIC Inspection were being addressed.

(v) Use of Collaboration in tackling SAC

Members were provided reassurance that opportunities to tackle crime were being pursued through the collaborated units

(c) Protection from Serious Harm

(i) Serious Violence Strategy

The Committee noted that a Serious Violence Strategy had been developed, but it was felt that it was adding little value to the knowledge of the causes of violence which were predominately around the night-time economy and domestic violence for which there were clear action plans in place. The effort was now being targeted on improving the detection rate.

(ii) Domestic Abuse Incidents

The Committee acknowledged the work that the Force had undertaken in dealing with domestic abuse incidents but considered that partners needed to be more fully engaged and should be reminded of their responsibility in helping the victims. The T/ACC (Territorial Policing) advised that the Force had already raised these concerns and a joint letter with the Probation Service would be sent shortly to other partners reinforcing each other's roles. The T/DCC agreed to include the Authority as a party to this representation.

(iii) Lead Member

The Chief Constable assured Members that targets for MSV were still achievable albeit there were some recording and investigative issues to be resolved. However given the lengthy period of apparent decline and the investment made to date it was agreed to appoint a Lead Member to gain a deeper understanding of the issues.

RESOLVED

1. That the direction of travel for the performance of the Force during the second quarter of 2010/11 be noted together with Members questions and concerns detailed above
2. That Mr Brown be appointed Lead Member for improving performance

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around Most Serious Violence

3. That a report be made to a future meeting to provide assurance that the gaps outlined in the HMIC Inspection on Anti Social Behaviour were being addressed.
4. That the Community Engagement Committee review the Community Engagement Strategy to ensure that it meets the needs of rural communities.
5. That the HR Committee consider how the investigatory skills could be improved across the workforce.
6. That the T/DCC in consultation with the Chair of the Committee evaluate the effectiveness of the Public Confidence Delivery Board.

10/pb/37 REVIEW OF 2010/11 TARGETS

The report of the Chief Constable was submitted on the outcome of a review that had taken place on the continued applicability of the agreed 2010-11 Tier 1 and Tier 2 performance targets. The review proposed that the Tier 1 targets for SPI 2.2 Confidence in dealing with concerns (agencies) be moved to a Tier 2 target, the SPI 1.1 User Satisfaction (whole experience) target be reduced and the Tier 2 target for SPI 3.1 Minority Ethnic Recruitment be removed.

There was a general view amongst Members was that once targets were set for a particular period they should not be altered without an exceptionally good reason. On this basis Members accepted that the target for Ethnic Minority recruitment was no longer applicable because of a freeze on recruitment. However the Committee considered that in its place a target should be set for supporting BME staff, specials and volunteers in terms of the provision of training and progression opportunities and this would be taken forward for consideration at the next meeting of the HR Committee.

There was a general discussion around the local confidence target and whether or not current data captured the views of different categories such as business, faith and the young. The T/DCC advised that this could be done but categories such as faith groups would not be captured within the current data collated. The Chief Executive advised Members that they needed to be mindful of the short length of time that Authority would remain in existence and the priorities that needed to be focused upon within that time and therefore this analysis would need to be captured using existing resources such as the current local confidence survey and focus groups.

RESOLVED

- 1 That with the exception of the removal of the target for BME recruitment no changes be made to the targets in the areas detailed above.

- 2 That the HR Committee consider setting a target for the provision of training and progression opportunities for BME staff, special and volunteers.

10/pb/38 SCRUTINY OF THE 2010 /11 ANNUAL POLICING PLAN

The report of the Chief Constable was submitted which provided progress on the five qualitative activities in the 2010-11 Annual Policing Plan agreed for scrutiny over the coming year by the Performance and Planning Committee. At this stage in the year the activities were expected to be delivered within the period covered by the Policing Plan

RESOLVED

That the current position regarding the five qualitative actions agreed for scrutiny by the Performance and Planning Committee be accepted.

10/pb/39 SINGLE ISSUE REPORT – STRAEGIC ROADS POLICING

The report of the Chief Constable was submitted which provided an update on the activities in relation to Strategic Roads Policing. This report was in accordance with the agreed schedule of Protective Services Single Issue reports to give reassurance on delivery against strategic priorities. The report focused on the work in respect of casualty reduction, crime issues and maintaining and improving performance standards whilst strengthening identified areas, in order to develop the trust and confidence of the public in the service provided. The report updated Members on the proposed collaboration with Hertfordshire, current performance resources and specific initiatives

Members' questions related to the future funding of the casualty reduction unit the apparently high numbers of Police officers in the unit and low level of victim satisfaction. Members were satisfied with the response to each of these matters and acknowledged that these were issues that would be addressed as part other collaboration discussions.

RESOLVED

That the activities relating to the Strategic Roads Policing Unit be noted

10/pb/40 OPERATIONAL RISK ASSURANCE

The report of the Chief Constable was submitted which set out the Force's operational risks and asked the Committee to determine whether sufficient action was being taken to either mitigate or minimise the likelihood or impact against the Force achieving its priorities.

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Members were reminded that at the last meeting of the Audit & Business Assurance Committee a more effective way of reporting Operational risks to the Authority was agreed. The Committee had considered that as the Operational risks were cross cutting and most had an impact on the Performance and Planning Committee, this Committee would receive regular updates to the actions which in turn would be used by the Chairs of other Committees in setting their agendas for their respective Committees.

The Chief Constable's report therefore provided a brief update of the action that had been taken since 22 September to provide assurance to the Committee that the highest rated risks were being closely monitored and appropriate planning or action was being taken to reduce the likelihood or impact of the risk. A reduction in the risk rating in respect managing the reduction in police Officer numbers required to meet the funding gap and deliver workforce modernisation, and the ability to engage and effectively work in partnership had been proposed but was not accepted at this stage.

The Committee considered that there were two new areas where there were risks to the Authority and the Force which were:

- A short term impact, both operational and strategically, on the Force when personnel changes occur in key roles to ensure that robust handovers occur which recognise key stakeholders' roles too.
- Change of overall Governance of the Force

Appended to the report was the current risk register. An extract from the operational risk register referred to at the meeting but had not been circulated to the public as it contained information as defined in paragraph 7 of part 1 of Schedule 12A to the Local Government

RESOLVED

1. That the Committee be assured that the operational risks are being appropriately managed
2. That no changes be made to the current risk ratings in respect of managing the reduction in Police Officer numbers required to meet the funding gap and deliver workforce modernisation, and the ability to engage and effectively work in partnership
3. That the additional risks identified above be incorporated into the risk management process

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Mrs Hockey , the Chair of the Joint Strategic Planning Working Group gave an oral report on the progress being made in developing the strategic direction for 2011- 15. A summary of the decisions made to date was circulated at the meeting.

COMPLAINTS AND PROFESSIONAL STANDARDS COMMITTEE

23 November 2010

PRESENT

Mrs P Fletcher (In the Chair)

Mr L Denny, Ms A Graham Mrs S Holland Mrs K Malik Mr L Singh Mrs C Turner
and Mr J Williams

Apologies for absence were received from Mr P Hollick
Officers in attendance

Deputy Chief Executive Treasurer – Dr J Wymer
Assistant Chief Constable (Protective Services) – Mrs K Govier
Head of the Joint Bedfordshire and Hertfordshire Professional Standards Unit –
Detective Superintendent N Briant

Director of Corporate Services - Mr V Hislop
Force Customer Services Manger - Mr M Evans
Divisional Commander – Citizen Focus - Chief Superintendent C Simon
Business Performance Analyst BHPSD Mrs J Glazebrook

10/qz/34 **MINUTES**

The minutes of the meeting held on 31 August 2010 were confirmed

10/qz/35 **MATTERS ARISING – STATUS REPORT ON THE PROGRESS OF THE
ACTIONS ARISING FROM THE LAST MEETING**

The Committee received a monitoring report of the action taken to implement the
decisions arising from the last meeting.

10/qz/36 **DECLARATIONS OF INTEREST**

There were no declarations of personal or prejudicial interests from Members.

10/qz/37 **IPCC- CURRENT ISSUES**

The Chair reported that Ms Cerfontyne the (IPCC Commissioner) was unable to
attend the meeting. Ms Cerfontyne was expected to update Members on the
IPCC's performance framework for the police complaints system and this would
now be provided at a later date. The Chair however updated the Committee on the
discussions that had been held with the Chair of Hertfordshire's Complaints &
Professional Standards Committee in relation to the content and format of the
current performance monitoring report that each Authority received in relation to the
performance of the collaborated Professional Standards Department. Changes to
the report had been suggested and would be circulated to Members for comment. If
accepted the changes would be incorporated into the next report

RESOLVED

That the Members views be sought on the proposed changes to the Committee's performance monitoring report and if agreed the changes be incorporated into the next monitoring report.

10/qz/38 STRATEGIC ANALYSIS – VICTIMS CODE OF PRACTICE

The report of the Chief Constable was submitted which provided an update on the findings so far of the strategic analysis being undertaken on the Victims Code of Practice (VCOP) and the actions to be taken to further embed VCOP across the force.

Mr Evans the Force Customer Services Manager attended the meeting to present the report. By way of background he highlighted that a 2009 Audit on compliance with VCOP had indicated that Bedfordshire was 39%. Since that Audit an action plan had been produced to improve compliance and this now stood at 83%. The one area recognised as remaining a significant weakness, and represented 45% of all cases of non compliance, was notifying victims of a significant event such as arrest or bail.

As agreed at the last meeting a focus group approach had been adopted to inform the Strategic analysis. Mr Evans reported that three focus groups had been set up and views were obtained from victims of crime, practitioners, the Police Authority and the Independent Advisory Group. The main points of the discussions were highlighted in the report.

The Committee was disappointed with the depth of the analysis at this stage particularly the lack of potential outcomes for improving the level of complaints received in connection with neglect of duty which was the Committee's area of concern. In relation to the analysis that was presented to the Committee the following matters were raised

(a) VCOP and other agencies

VCOP was the responsibility of a number of agencies not just the police and questioned at what point victims were surveyed just in case this might have an adverse impact how the experience with the Force was received. In response Mr Evans acknowledged that the wider implications had not been looked at but the interaction with the Police was completed after a 12 week period. The Committee considered that it would be useful to gain a better understanding of how other partners ensured that they were compliant with VCOP and it was agreed that the lead Member for the Strategic Analysis would progress this.

(b) Role of Customer Services

The Committee sought information on the role of the Customer Services in addressing victims concerns about not being kept informed and were assured that there was a mechanism in place for Customer Service staff to raise any lack of follow up issues with the BCU Commander.

(c) Development of a Communication Plan

The Committee considered that through the already established communication plan for Officers on compliance with VCOP new ways to keep victims updated could be incorporated into this.

(d) Performance

The report indicated that there had been a step change in performance against compliance from 39% in 2009 to 83% in 2010 on keeping people informed and wished to see more evidence of this in the next report. Members requested actual numbers as well as percentages in the next report. Members were reassured that VCOP was linked to the victim satisfaction framework

(e) Investigation Skills

A focus group of practitioners had indentified lack of training in specialist skills as hindering the quality of service to victims and this would need to be addressed.

RESOLVED

1. That Members concerns and comments on the interim Strategic Analysis of the VCOP be noted and taken forward for consideration.
2. That the lead Member appointed to oversee the strategic analysis of the Victims Code of Practice undertake a further piece of work to explore further how victims were kept informed and the role of partners within this process

10/qz/39

IMPACT ASSESSMENT – PUBLIC ACCESSIBILITY TO THE COMPLAINTS SYSTEM

The report of the Chief Constable was submitted on the progress of the eight actions identified through the Equality Impact Assessment undertaken on the Public Accessibility to the complaints system.

Members were disappointed that the progress report did not include updated timescales for the completion of actions or a full explanation for not pursuing actions, particularly action 2 which was in relation to the low level of complaints reported by young people. The Head of the Joint Professional Standards Department updated the Committee on the timescales for completion and agreed to incorporate this into the report to the next meeting. In relation to action 2 the Head of the Joint Professional Standards Department advised that a piece of work around engaging young people in the complaints process was being undertaken and further details of this work would be provided to the Committee.

RESOLVED

That the Committee receive a more detailed monitoring report on the progress of the action plan at its next meeting.

10/qz/40

PROFESSIONAL STANDARDS CASES AND ISSUES

The report of the Chief Constable was submitted on the performance of the collaborated Bedfordshire and Hertfordshire Professional Standards Department (BHPSD) for the period 1st April 30th to 30 September 2010.

The Head of the BHPSD presented the report and gave a brief overview of performance during the second quarter of 2010/11.

Of particular note this quarter was the increase in the number of recorded complaint cases in comparison with the previous two years. This was seen to be as a result of changing the approach to the recording process which meant that cases were being correctly recorded as complaints rather than direction and control matters. This explanation was evidenced by the reduction seen in the number of direction and control complaints. In comparison to the previous quarter The percentage of complaint cases completed within 120 working days had slightly dropped but the latest data had shown a slight improvement and this would be reflected in the next monitoring report. Members noted that the recent HMIC VFM profiles demonstrated how well resourced the Department was.

In terms of performance within the group of Most Similar Forces Bedfordshire continued to improve across the range of measures and was performing particularly well in its timeliness in completing cases. However Bedfordshire had the highest number of complaints per 1000 staff and the reasons for this would be presented to the next meeting.

With regard to particular issues for Bedfordshire there had been the rise in the number of recorded complaints relating to incivility, impoliteness and intolerance , the majority of the allegations being around the manner of communication rather than what was specifically said. General Policing standards continued to be the majority of complaints received around direction and control. Whilst some of the complaints related to dissatisfaction there were a number of reoccurring issues in relation to the response to anti social behaviour matters, non attendance at criminal damage allegations and response to neighbourhood disputes. Complaints about unlawful/unnecessary arrest or detention had also increased this quarter. As a consequence of this increases had been seen in the complaints involving Breach of Code A (stop and Search) and Breach of Code B (Search of Premises)

The Head of the BHPSD orally reported on the letters that were being sent to members of the public who had expressed dissatisfaction. The letters set out in plain English how the matter was to be resolved. The Chair of Hertfordshire Complaints & Professional Standards Committee had been involved in the preparation of the letter.

The monitoring report also included details of the service improvements that had been made through the lessons identified through complaints received in the last quarter and the IPCC's Learning the Lessons bulletin.

The main issues arising from the report were as follows

(a) Direction and Control Complaints

Given the investment in responding to anti social behaviour matters and in neighbourhood policing there was concern about the level of direction and control complaints that were being received about these matters. Members were advised that contacting people had been an issue for the Force but was now being addressed.

(b) Complainant Demographics

Members questioned why there were no complaints from people of a mixed race and were satisfied that this was due to the way the current recording system and would be more accurately reflected in the next monitoring report.

I records ethnic groups, in that it does not use the same categories as other recording systems and that as subjects generally self identify ethnicity, it was not possible to reflect this in another way.

(c) Incivility

Members continued to be concerned that despite the number of initiatives in place to reduce the level of allegations around incivility issues the impact on levels was not as might have been expected. The Head of the BHPSD advised that initiatives continued to be introduced and highlighted the Learning and Development Department's newly established Mountaineering Group which would be focusing on overcoming the obstacles that were preventing improvements to the level of incivility complaints. The ACC (Protective Services) suggested that the messages reinforcing the need to reduce levels of incivility complaints could be placed in the weekly performance matters bulletin and this was supported.

RESOLVED

That the report be noted and the actions identified above be progressed.

10/qz/41 MINUTES OF THE INDEPENDENT CUSTODY VISITORS PANEL

The Minutes of the meeting of the Independent Custody Visitors Panel held on 19 October 2010 were considered. It was noted that the HMIC /HMIP Inspection of Custody had now been published and that its recommendations would be monitored through the Performance and Planning Committee

RESOLVED

That the minutes be received.

10/qz/42 EXCLUSION OF PRESS AND PUBLIC

RESOLVED

That the press and public be excluded from the meeting during the discussion of the following item on the grounds that it is confidential and may involve the disclosure of exempt information as defined in paragraph 1 of part 1 of Schedule 12A to the Local Government Act 1972.

10/qz/43 SUMMARIES OF COMPLAINTS AND DISCIPLINE CASES (In Private)

The Chair confirmed that under the dip sampling process to review complaints that were a risk area for the Authority Members had dip-sampled those complaints involving direction and control, incivility and use of Force.

There were no major issues arising from the complaints files that had been reviewed.

RESOLVED

That the report be noted.

10/qz/44 **CIVIL CLAIMS**

The report of the Chief Constable was submitted which advised of the number of civil claims, other than Employment Tribunal Claims, received by the Force during 2009/10 and for the second quarter of 2010/11.

The report provided information on the number of claims submitted by the public and the number submitted by employees/officers together with the causes and the costs awarded. The report also highlighted the lessons learnt and improvements introduced to reduce the likelihood of similar claims occurring.

It was noted that it had not been possible for Members to dip sample civil litigation cases at this meeting but would be available for the next meeting. Also The unavailability of certain data meant it was not possible for the Committee to seek assurance about the proportions of claims resisted compared to those settled or lost and it was agreed to amend the recommendations accordingly.

RESOLVED

That the Committee is satisfied that sufficient action has been taken to reduce the likelihood of similar claims occurring, is mindful of emerging trends and the lessons learnt for the organisation.

