

**SOUTH WEST POLICE AUTHORITIES JOINT COMMITTEE**  
Minutes of a meeting of the  
South West Police Authorities Joint Committee (SWPAJC) held at  
Devon and Cornwall Police Headquarters, Exeter EX2 7HQ  
on Friday 4 November 2011 at 10.00am

**MEMBERS PRESENT**

Avon and Somerset Police Authority

Dr P Heffer  
Ms C Gordon

Devon and Cornwall Police Authority

Mr M Bull  
Mr B Preston

Dorset Police Authority

Mr M Taylor CBE DL  
Mr B Cooper

Gloucestershire Police Authority

Mr R Garnham  
Mr B Crowther

Wiltshire Police Authority

Mr C Hoare

**ALSO PRESENT**

Mr A Champness (Chief Executive, Gloucestershire Police Authority)  
Mr M Goscomb (Chief Executive, Dorset Police Authority)  
Ms S Howl (Chief Executive, Devon and Cornwall Police Authority)  
Mr K Kilgallen (Chief Executive, Wiltshire Police Authority)  
Mr D Bennett (Treasurer, Gloucestershire Police Authority)  
Mr P Rook (Treasurer, Dorset Police Authority)  
Mr B Greenslade (Association of Police Authorities)  
Mr S Sawyer (Deputy Chief Constable, Devon and Cornwall Police)  
Mr T Melville (Chief Constable, Gloucestershire Police)  
Mr B Moore (Chief Constable, Wiltshire Police)  
Mr M Glanville (Assistant Chief Constable, Dorset Police)  
Mr R Hansen (Assistant Chief Constable, Avon & Somerset Police)  
Ms E Zeeman (Strategic Human Resources Director, Avon and Somerset Police)  
Mr N Rock (Detective Superintendent, Avon and Somerset Police)  
Mr G Hill (Regional Programme Co-ordinator)  
Mr R Martin (Strategic Planning Officer, Devon and Cornwall Police Authority)

**98. Welcome, Introduction and Apologies for Absence**

The Chairman welcomed everyone to the meeting.

Approved by SWPAJC 13 February 2012

Apologies had been received from  
Mr J Smith (Chief Executive, Avon and Somerset Police Authority)  
Mr C Port (Chief Constable, Avon & Somerset Police)  
Mr S Otter (Chief Constable, Devon & Cornwall Police)  
Mr M Baker (Chief Constable, Dorset Police)

#### **99. Declaration of interests**

There were no declarations of interests.

#### **100. Open minutes of the meeting held on 18 July 2011**

Matters arising

84. Dr Heffer advised the meeting that the matters considered by Members at the last meeting would need to be parked to allow for national deliberations on the future role of external audit under a Police and Crime Commissioner to be concluded.

#### **RESOLVED**

- i) *That the Open minutes of the meeting held on 18 July 2011 be approved as a correct record.*

#### **101. Development of a Regional Collaboration Strategy**

The Chairman introduced this item by summarising the process that had been followed to develop a Ten Year Regional Strategy. The process had incorporated a thorough consultation process with Authority Members and Chief Constable colleagues.

This had resulted in a framework document being presented to the last meeting of this committee in July to which Members lent their support. The job of expanding the framework into a full strategy was then tasked to a Working Group of this Committee. This was carried out during September and October and, following further dialogues with Authorities was presented to Chief Constables for consideration at their Commissioning Oversight Board meeting on 18 October.

The Chairman indicated that, subject to this Committee's endorsement, the Strategy would then require ratification by each individual Police Authority – a process which had been confirmed with Chief Executives would be possible prior to Christmas.

Following an invitation from the Chairman for further and final comments Mr Moore suggested that the process to identify areas for potential collaboration should be included, subject to endorsement later in this meeting. Also, Mr Crowther suggested that the transitional work that police authorities were currently engaged in should receive greater mention in the Strategy.

The Chairman thanked colleagues for their commitment to prepare this Strategy. Mr Martin was asked to make the final few adjustments to the Strategy and re-circulate to Authorities for their formal endorsement locally.

**RESOLVED**

- i) *That, subject to the amendments above, the Regional Collaboration Strategy be endorsed.*
- ii) *That, following approval by all five police authorities, the Regional Collaboration Strategy be approved and adopted.*

**102. Tier One - Forensics**

Mr Glanville presented a paper updating the Committee on developments to improve interoperability, performance and efficiency of forensic service provision across the five Forces.

Members were advised that the scope of this project had been reviewed in order to ensure all collaborative options could be assessed and aligned to the principles of standardising processes, reduce costs and exploring opportunities to engage with external providers. This had resulted in an expanded scope to the project.

In order to develop this options appraisal process thoroughly, a Working Group will be formed managed on behalf of Mr Baker by a senior officer from Dorset Police. Establishing this Working Group will incur a slight delay in proceedings but will allow for more comprehensive consultation and buy-in from specialist staff and officers from across the region.

It is the intention of the Working Group to present a detailed document recommending the way forward to the SWPAJC meeting to be held on 23 April 2012.

**RESOLVED**

- i) *That the report is noted.*

**103. Tier 1 – ICT convergence draft Business Case**

Mr Moore presented a draft Business Case providing options for developing greater ICT collaboration amongst forces

The Committee were provided with a frank assessment of some of the challenges which currently hinder the successful delivery of collaborative ICT within the region. The announcement by the Government of a NewCo, to be established in March 2012, couple with the NPIA being wound down by December 2012, had complicated the task whilst also making it more pressing. Mr Moore expressed doubts over the possibility of interoperability being in place by the spring of 2012, either regionally or nationally.

In light of these recent national announcements, at the last SWPAJC meeting in July, Members tasked officers with revisiting provisional plans and preparing revised options for moving forward. These options were contained within the business case and Members' views were sought as to which option or options should be explored further.

Mr Moore referred to a financial assessment predicting reasonably limited cash savings (approximately 15% of £19.5m) from some sort of collaborative approach. It was felt that most benefit would likely be gleaned from interoperability, alignment and streamlining of processes.

Members expressed concern at the scale and complexity of the task ahead, particularly given the future national picture on ICT service provision was still emerging. The Chairman remarked that it would be important to guard against wasting local effort or resources, including incurring new costs given the fast changing national scene.

Dr Heffer suggested that more than one option could be worthy of further analysis, noting that the benefits to assessing alternative approaches would not be lost if later dropped.

Following further debate, Members agreed that Option 2, as presented in the draft Business Case, warranted further assessment and development.

**RESOLVED**

- i) That the SWPAJC endorses, in principle, the move to a shared service ICT arrangement*
- ii) That the SWPAJC supports Option 2 – the creation an in-house shared ICT service for Dorset, Gloucestershire and Wiltshire, working with Avon & Somerset and Devon & Cornwall where possible, as a preferred model subject to further analysis and business case.*
- iii) That the SWPAJC approves the drafting of a detailed business case and implementation plan based upon the Option 2 model.*

**104. Proposed process to identify areas for potential collaboration**

Mr Moore presented a paper which proposed to refine the way business areas are identified and assessed for their collaborative potential. This process looked to build on the annual strategic and capability assessment processes that were in place in all Forces and Authorities to provide a mechanism that will identify future areas for potential collaboration to go forward for evaluation and potential inclusion in the forward Regional Collaboration Work Plan.

Mr Heffer welcomed the proposals but suggested that there may need to be a more explicit reference for the need for local strategic assessment activity to take into account regional issues.

Mt Kilgallen pointed out that a future Police and Crime Commissioner may wish to take a different approach to that recommended by a Chief Constable and to this end the process needed to take account of the Strategic Policing Requirement.

Mr Champness reminded Members that a Police and Crime Commissioner would be under a duty to keep collaborative ventures under review.

**RESOLVED**

- i) That the report is noted.*

### **105. Benefits Realisation Reporting Methodology**

Mr Hill advised the Committee he had been tasked by the Programme Board to produce a reporting template to enable benefits from the regional collaboration programme to be captured.

This template had been developed following discussions with HMIC and with reference to Home Office best practice in classifying benefits. Mr Hill explained a worked example of the template, which had been completed with assistance from staff at Devon and Cornwall Police.

It was emphasised by Mr Hill that the effectiveness of the benefits reporting template relied entirely upon workstream leads to ensure the template is completed methodically.

Mr Hoare recognised the value of this, more technical, approach to collecting benefits particularly in reporting back to individual police authorities. Mr Garnham agreed and felt it important that all benefits were captured as this would assist police authorities to demonstrate the value of their collaborative endeavours when eventually handing over business to Police and Crime Commissioners.

Dr Heffer welcomed the new approach but suggested that it would require further development over time. An assessment would be needed in time to correct the balance between cash savings and efficiency benefits.

#### ***RESOLVED***

- i) That the report is noted.*

### **106. Tier 1 – Amalgamated update report**

Ms Zeeman provided Members with an update on the progress of the Initial Police Learning and Development Programme (IPLDP) and Pre-entry processes for recruitment for Police Officers within the Tier 1 workstream.

First pre-assessment working group meeting took place with all 6 partners (ASC, Dorset, D&C, Wiltshire, Gloucestershire and South Wales) represented on 22 September 2011 where there was a general agreement on the way forward and outline timescales. A draft scoping document for suppliers has been drafted and sent to partners.

Ms Zeeman referred to links with national work in establishing a Chartered Institute of Policing, following the Neyroud Review. It was considered that this would not impact on this project.

IPLDP – has been placed on hold at present due to the Winsor Review. A Working Group of specialist officers has been formed to look at the quick wins that can be accrued. Some Forces have indicated their proposal to recruit officers next year but it is unlikely pre-entry work will be developed prior to March 2012. Avon and Somerset Police has already reduced the 26 week IPLDP course to 18.

Over the next few months, three pre-entry options will be taken forward for further consideration. These will be referred to Force Chief Officer teams for consultation with onward referral to the SWPAJC.

e-commerce - Mr Moore provided Members with an update on the region's e-commerce initiative. At the last meeting in July 2011, Members were presented with an outline business case to which Members lent their support subject to seeking the NPIA's assistance in closing the £840k funding gap for the core / national elements of this initiative over five years.

Following this endorsement, project officers had looked at scaling-up the e-commerce solution in order for it to become attractive to other Forces and to be recommended by NPIA as a national solution. Currently, these negotiations with the potential supplier had resulted in the core costs being seen as too high to achieve a viable proposal that would secure the additional funding from NPIA.

Mr Moore felt confident that the e-commerce initiative would still result in a successful outcome for the region.

Harmonised firearms – Mr Hansen reported that this Tier One workstream was on track and had been split into three key areas.

- Interoperability across the five regional Forces enhancing the harmonisation of firearms services/ departments so that they all operate and train to a consistent level, plus provide greater efficiencies and value for money.
- Tri-Force collaboration for the policing functions of firearms, roads policing and dogs.
- Tri-Force Firearms Training Complex near Bristol, via the Avon and Somerset Constabulary's PFI Accommodation Programme - for Avon and Somerset, Gloucestershire and Wiltshire.

Mr Hoare stated that the direction and control issue for the firearms, roads policing and dogs functions was key and would need to be accepted by each Authority, particularly the governance and accountability mechanisms.

Mr Melville advised Members that the three Chief Constables had discussed this important matter recently and were agreed that with command lines held within individual Forces, Police Authorities will still be free to hold their Chief Constables to account.

### **RESOLVED**

- i) That the Tier One amalgamated update report be noted*

#### **107. Tier Two amalgamated update report including Air Ops update**

Source and Covert – Mr Glanville reported that there had been a slight delay during the penetration testing phase but was still confident the system would be live in January 2012. Members were reminded that the south west would be the first region in the country to implement the system and the scheme had received interest from

the Home Office and elsewhere.

Witness protection – this had now been included within the Zephyr workstream

Counter Terrorism Intelligence Unit – This would be considered in Closed session.

Firearms and armoury management – this would be presented as an update to the next meeting

Mobile information – Mr Moore reported that the current proposal was to bring forward mobile technology to improve the utilisation of cross-border services.

Air Ops – by 30 September 2011, all police authorities will need to reach a local decision on the ACPO proposals for the future of Air Ops. The National Police Air Service (NPAS) is due to launch on 1 April 2012 in a staged approach. The south west region is due go-live in Wave 2 currently scheduled for April 2013. Whilst a number of regional issues remain to be ironed out, all Authorities are committed in principle.

**RESOLVED**

- i. That the Tier 2 amalgamated Update report be noted.*

**108. Exclusion of the Public**

**RESOLVED**

- i) that in accordance with Section 100A (4) of the Local Government Act 1972 to exclude the public from the meeting for the business specified in Agenda Items 12 to 16 because it is likely that if a member of the public were present there would be disclosure to them of exempt information as defined in Paragraph 3 of Schedule 12A to the Act.*