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Office of the
**Police & Crime
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My Reference: OPCC/MBW/PC

Your Reference:

26 October 2020

Rt Hon Priti Patel MP
Home Secretary
Home Office
2 Marsham Street
London
SW1P 4DF

Dear Home Secretary

HMIC PEEL Spotlight report: Police-to-police collaboration

I am writing to you in response to the recent HMICFRS report on police collaboration projects. In this case, the collaborations examined were outside the Yorkshire region, but we do significantly contribute to a number of regional and national collaborations, notably;

The North East Collaboration Board (NECB)

I currently sit as Chair of this primary collaboration structure covering the force areas of Yorkshire, Humber and the North East. NECB covers collaborative programmes in two streams: operational and infrastructure. Under the NECB, the **North East Transformation, Innovation and Collaboration (NETIC)** is a major programme which has led on projects in cyber-crime and digital forensics. West Yorkshire Police are also the lead force for 'Odyssey' (the Regional Organised Crime Unit), Regional Scientific Support Services (RSSS), as well as Counter Terrorism Policing North East (CTPNE)

West Yorkshire Tri-Service Collaboration

I co-chair the local Tri-Service Collaboration Board along with the Chair of West Yorkshire Fire and Rescue Service Authority. The board is made up of executive officers from West Yorkshire Police (WYP), the West Yorkshire Fire and Rescue Service (WYFRS), and the Chief Executive of the Yorkshire Ambulance Service (YAS). Through the Board, funding has been granted to YAS to establish a '999 Academy', to build strong relationships between young people and the emergency services. Further work includes projects to develop shared driver training programmes and closer collaboration on managing the deployment of police officers to 'concern for safety' calls from the ambulance service, amongst a number of other strands currently being worked upon.

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National Police Air Service (NPAS)

Developed from 2012 onwards, the National Police Air Service is delivered by West Yorkshire Police on behalf of police services in England and Wales. I play a lead role in the local governance of NPAS and also Chair the NPAS National Strategic Board in my role as lead local policing body. All requests for air support are managed through our National Operations Centre, based here in West Yorkshire and is under the umbrella of a national Section 22a collaboration agreement supported by the Home Office.

National Modern-Slavery and Human Trafficking Network

I currently lead on collaboration for the APCC between police and partner organisations having formally established the National Anti-Trafficking and Modern Slavery Network (NATMSN) in 2016 which was launched at the Home Office. This body brings together Police and Crime Commissioners from across England and Wales, the Independent Anti-Slavery Commissioner, the National Police Chief Council's (NPCC) lead, and the Home Office Modern Slavery Unit to discuss and improve how we work together to combat human trafficking and modern slavery in all its forms. This is in addition to the formation of the West Yorkshire Anti Trafficking Network which I helped establish in 2014 with the charity Hope for Justice and many other local partners including West Yorkshire Police.

The recommendations this report provides address the national scale, but I am sure the challenges identified will be relevant to this region as in others. Collaborations are established with the best of intentions, but without careful project management and clear terms of reference, familiar problems can arise. Whilst the projects listed above have delivered important benefits, in some cases the pace of delivery at regional level has not been as rapid as we might have liked.

In answer to the specific recommendations from the report which applies to police services, WYP have provided the following response:

[Recommendation: If forces haven't yet implemented an effective system to track the benefits of their collaborations, they should use the methodology created by the NPCC, the College of Policing and the Home Office.](#)

West Yorkshire Police use a standard 'Managing Successful Programmes (MSP)' style benefits realisation framework to support the delivery of benefits across all Force programmes of work. This is an industry-standard recognised approach to managing programmes of change, which ensures that we identify benefits during formulation of a project (and include in the business case), and put in place mechanisms to monitor their achievement throughout the life of the project and beyond.

This is a component part of the Force's agreed method for managing change. Where a member of WYP Change Delivery staff is managing a piece of work, they are required to adopt the benefits approach as well as a series of standard templates and processes which are part of this method. This also applies to collaboration projects, however governance is not as straightforward when the work spans multiple organisations.

At a Tri-service level, renewed impetus has been brought to collaborations with a series of priority projects identified. WYP are lead on two of these, and as discussed above, where they fall under our change programme they would be subject to usual controls.

NETIC have a central programme team that supports reporting and performance capture under four separate Boards, which are tasked with commissioning and performance reviewing projects. This is a well-developed structure, but we believe that the collaboration could benefit from stronger cost and benefit analysis. This is an area where the NPCC lead, the College of Policing and the Home Office could propose a methodology that supports forces in better tracking benefits from their collaborations.

Regionally, challenges to collaboration can be expected due to the large number of stakeholders involved. The process for agreeing formal legal arrangements and decision-making has been improved, and performance and benefits management approaches (described above) are being reviewed to ensure that forces and PCCs have adequate information on which to manage and evaluate delivery.

Funding is of course an issue. National decision-making on funding can be opaque and not aligned to our identified needs. Many regional projects require starter-funding to develop options and test solutions, and without such funding available, our NETIC programme has had to focus on fewer areas than could be beneficial to the region.

Looking ahead, I will continue to influence the regional agenda through the relevant programme Boards, and through my normal bilateral arrangements with the Chief Constable. I do report back regularly on these multiple collaborations through various channels and we will continue to scrutinise the effectiveness, and influence the outcomes, of these collaboration projects to ensure tangible benefits are being achieved.

Yours sincerely



Mark Burns-Williamson
Police and Crime Commissioner for West Yorkshire