

Special Meeting of Warwickshire Police Authority

5 October 2005

Police Reform

Report of the Clerk to the Authority

Summary

This report outlines the background, parameters and process for police force restructuring recently announced by the Home Secretary, with specific emphasis on those areas for which the Authority has key responsibility within that process.

The report needs to be considered alongside a separate presentation and briefing paper from the Chief Constable, with whom the Authority will be working closely to achieve the most appropriate structural outcome for the communities of Warwickshire to balance the demands facing contemporary society from terrorism and major crime alongside the all important need for strong local policing, visible leadership and local accountability.

Recommendations

That Members:

- (1) Note the background, parameters and process set out by the Home Secretary for restructuring police forces.
- (2) Support the establishment of joint working arrangements between the Police Authority and the Force with a view to developing, wherever possible, a common strategy to address all aspects of the restructuring agenda, whilst recognising the lead roles of the Force on professional delivery of policing and the Authority on governance and accountability, and engagement and communication with the local community.
- (3) Accept/reject the limited options available to Warwickshire that currently appear to be available within the strict design criteria set out by the Home Secretary in his letter of 22 September.

- (4) Agree/do not agree that the Chair to the Authority seeks the immediate support of a selection of other police authorities in exploring and presenting to the Home Secretary identifiable 'compelling arguments' for alternative models which fall outside the strict parameters of his published strategic principles and design criteria.
- (5) In the meantime, support the Authority and Force continuing to work together on the range of options that meet the Home Secretary's requirements.
- (6) Support the proposals contained within the report for consultation and communication with local communities.
- (7) Support close contact with the other Authorities and Forces in the West Midlands region in addressing the restructuring agenda, with a view to identifying, wherever possible, areas of common agreement in preparing the shortlist of options for change to be submitted to the Home Secretary by 31 October.
- (8) Request a further meeting before the end of October to consider the proposed shortlist of options for change to be submitted by Warwickshire to the Home Secretary.
- (9) Note that the County Council has invited the Chair and Vice Chair of the Authority, the Chief Constable and the Deputy Chief Constable to its meeting on 11 October to consider the reform proposals, and recognise the importance of all elected members on the Authority attending to take part in this debate.
- (10) Authorise the Clerk in consultation with the Chair and Vice Chair to take whatever action is necessary to progress the principles agreed at this meeting.

Background/Introduction

1. The Home Secretary's agenda for police reform presents Warwickshire with the most significant of challenges to be addressed within the shortest of timescales.

It is based on the principle that the current structure of 43 Police Forces is no longer fit for purpose in that it is not sufficiently robust to provide the necessary level of protective services increasingly demanded within contemporary society. It recommends, therefore, the creation of strategic police forces of sufficient size to provide protective services, Level 2 and 3 crime protection and effective neighbourhood policing.

There is a grave danger, however, that the creation of large strategic forces imposed primarily to meet the protection agenda, will damage the

advancements made and investment in local policing which remains at the core of the police function.

2. The full implications of this agenda have only emerged since 9 September through the following events:-

- **8/9 September:** **Association of Police Authorities summit meeting of Chairs and Clerks** where Denis O'Connor, HMIC, presented the main findings of his review of the 'fitness for purpose' of the current structure of Policing in England and Wales – 'Closing the Gap'. The serious contenders advocated by the HMIC at this meeting were strategic forces and the federated model.
- **16 September:** 'Restricted' publication by the Home Office of 'Closing the Gap' to Police Authority Chairs and Chief Constable.
- **19 September:** APA media release. **Appendix 3.**
- **19 September:** Home Secretary meets Police Authority Chairs and Chief Constables (Speech Transcript and Home Office Press Release) **Appendices 1 & 2.** His stated preference was for strategic forces and his view was that the proposals would affect **all** Authorities.
- **22 September:** APA Circular 52/2005 published, attaching a letter from Home Secretary (also dated 22 September) which contained more limited 'Design Criteria' for restructuring (further methodology is expected from the Home Office on 7 October) **Appendix 4.**

The APA Circular contains detailed guidance for Authorities in relation to Key Actions, Engagement of Communities and Issues for Consideration.

3. The Home Secretary's letter of 22 September, with its strategic principles and limited 'design criteria' makes it clear he is seeking options that do **not** involve

- mergers across Regional Government Office boundaries or
- reductions in size of existing Forces.

His specific 'Design Criteria' for Authorities and Forces in identifying options require consideration of the following issues, the full implications of which are set out in APA Circular 52/2005.

- **Size** (Minimum size: 4,000 officers)
- **Mix of capability and reduction in risk**
- **Criminal markets**
- **Geography**
- **Co-terminosity:** (No sub-division of existing force areas between two or more new forces and no crossing of government office regional boundaries).
- **Identity**
- **Clarity of command and control and accountability**
- **Performance**
- **Costs and efficiency**

4. Denis O'Connor's report, 'Closing the Gap', considered a number of potential solutions for restructuring, comprising Collaboration (not seen as a serious option); Lead Force with specialist capabilities; Lead Regional Forces; Federations of Forces and Strategic Forces (the last two being described as 'serious contenders').

In his presentation, the Chief Constable will be examining the five strategic force options that comply with the more recently published suite of requirements from the Home Secretary.

5. Members should be aware of the fact that the preferred option of Police Authorities at their summit meeting on 8 & 9 September was the federated model, this being seen as the most effective and efficient means of retaining the developments and emphasis on local policing whilst making best use of the underestimated extent (and improving on) widespread existing collaboration on cross border and protection issues, particularly in the West Midlands Region.
6. Whilst not precluding completely the exploration of other options, the Home Secretary has made it clear that the burden of proof will be with Authorities and Forces to demonstrate that they can deliver "the same or better outcomes as the strategic force option in terms of enhanced capacity and capability in the provision of protective services, economies of scale and commensurate efficiency savings and clarity of responsibilities and governance".

7. The task will demand, over the next three months, the commitment, energy and time of members and officers of both the Force and the Authority, in addressing the uncontested need for every area to be able to meet the demands facing contemporary society from terrorism and major crime, whilst at the same time recognising and building upon the importance of strong, local policing, visible leadership and local accountability, which is the bedrock of cohesive communities.

8. Timescales

There are three key phases imposed by the Home Secretary's process:-

- **By 31 October:** Identify a shortlist (preferably 2/3) of the most promising options for change within each region, including at least one option for strategic forces within the region. Regional HMI will support this process.
- **By 30 November:** Submit preliminary recommendations following further critical analysis.
- **By 23 December:** Produce a final report with the preferred option for change.

9. Joint Working

The Chief Constable has already established a Police Reform Team, with whom officers of the Police Authority will be working closely on the community engagement, consultation and communication aspects of the restructuring agenda. The Authority's resources have been supplemented for this purpose by assistance from officers in the Education Department of the County Council. The work of the Reform Team will ensure that, wherever possible, there will be no unnecessary duplication of effort on the part of the two organisations and joint developments in all areas of common agreement, whilst at the same time respecting the parallel need for both the Authority and the Force to identify and express its respective positions where appropriate. Clearly, the preferred outcome would be for Warwickshire Police Authority and Force, together with the remaining three Authorities and forces to reach a consensus by the end of October in submitting a shortlist of preferred options to the Home Secretary.

In line with its statutory responsibilities, it will be for the Authority to lead on consulting, engaging and informing communities about any significant changes to their local police service and the following paragraph identifies proposed mechanisms for this purpose.

10. **Proposed Framework for Consulting, Engaging and Informing Local Communities**

Appendix 5 to this report outlines proposals for a joint consultation and community engagement framework. Members are asked for their contributions and views.

Effective and strategic communication is clearly integral to this whole process and both the Chief Constable and the Authority are developing strategies which will be shared with the Authority.

11. **Other Issues to be Addressed**

(i) **“Compelling” Arguments for Alternative Models**

As part of the Authority’s response to the Home Secretary’s proposals, members may wish to debate whether they are inclined to pursue the acknowledgement within Charles Clarke’s letter that, despite the strict parameters set by his ‘design criteria’ and strategic principles, “no options for force restructuring are closed off”. With this in mind, members are asked for their views on a draft letter from the Chair (to be circulated,) seeking to maximise, with selected Authorities, their identifiable compelling arguments based on ‘local voice’ for alternative models of restructuring.

(ii) **Governance & Accountability**

Of fundamental significance and importance to the success of any restructuring options selected for consideration by the Home Secretary are the arrangements in place to ensure effective and appropriate governance and accountability at all levels throughout the police service. This is an area of primary concern for Police Authorities, who must work to ensure that in any options identified, they are able to develop and establish a key role in any new governance and accountability structure in holding the police to account in a way that is responsive to the needs of local communities.

(iii) **Working with the Region**

Today’s meeting will be followed by a meeting of the Chairs & Clerks of all four Authorities in the West Midlands Region, the primary purpose of which will be to establish:-

- The preliminary responses of each Authority within the Region to the principles of the reform agenda.

- Steps being taken by each to address the Key Actions for Authorities as identified by the APA in Circular 52/2005.
- Working Arrangements with Forces.
- Areas of common ground/'show stoppers' within the Region.
- Respective proposals for Community Engagement and Communication/media briefings.
- Identify scopes (if any) for shared community engagement and/or media strategy?
- Approach/strategy for sharing preferred options across the Region – 1 set of agreed options within Region or more?

Enquiries: about this report should be made to Greta Needham (412319)

Background Papers: N/A

**Greta Needham
for Clerk to the Police Authority**

Shire Hall
Warwick
October 2005

HOME OFFICE

CHARLES GOLDIE

Our Reference : VB50915292

Your Reference : DE00004849

CHARLES CLARKE'S SPEECH

Programme :
Station :
Date : 19/09/05
Time :
Duration : 17 MINUTES 10 SECONDS

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CHARLES CLARKE MP:

[tape begins at this point] ... at this stage in my career. I do want to thank all of you for coming today and for all the work that's been done. And perhaps I just want to begin to referring to Bob's final point, the point which ran through what Chris had to say.

I absolutely deeply profoundly believe that this must be a process which is designed, owned, led by the police going right through the whole of this. If it is something that's dreamt up in a corner of a room in Whitehall, it will not succeed. Now of course there are many differences, many issues which need to be resolved in that. But I absolutely can give you, Bob, the assurance and your colleagues in police authorities, you, Chris, the assurance and your colleagues as chief officers, that I absolutely think that that is the right way for us to proceed.

And I particularly want to thank Dennis O'Connor for the work which he has done in preparing the report which we're looking at today. Dennis, you've worked on a short timescale with high professionalism and you've given everybody really something to chew in this in the most effective of ways. Thank you for doing that throughout this. I very much appreciate the work that you and your colleagues in the inspectorate have done. It's been really extremely important.

Well, one of the calls which has been made is for clarity about where we're going. I must say that I do see this in the clearest of all ways, and I want to set out at the beginning where I think the clarity is and then how I think we that should elaborate it. The clarity is really at four levels of policing. It is at the neighbourhood level, ensuring we've got an absolutely substantial neighbourhood presence and neighbourhood policing in every part of every community of the country; it's at the basic command unit level, really making the crime and disorder partnerships work, getting strategic approach which draws in not just policing but also all the other agencies with whom we work; it's at the strategic force level, which is the most difficult and controversial *[word unclear]* that we have to discuss, and I'll say a few things more about that in just a second; and it's at the national level, whether one's talking about the Serious and Organised Crime Agency or the security services, the MPIA and how all of that operates. And it's simply at those four levels: a strong, local neighbourhood policing presence, so that every citizen in the country knows who their

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local police are, knows who's in the family, knows how that works; a strong basic command [*words unclear*] presence, which means that it's possible to identify strategic priorities at a [*word unclear*] level to address particular issues; a strategic level above that for the wider issues that we have to address; and then the national issues and challenges that we face. I really it's as absolutely basic, simple and straightforward as that.

Now what underlines all of this is the subject which the report backs began this session with and which followed Ian Blair's remarks earlier on today. Workforce modernisation: workforce modernisation applies at each of those levels. At each of those levels there is an issue of what job is done by whom, how we can develop flexibility, how can we assure that professionalism in a variety of different ways is taken forward and how we can ensure that police and their partners work in a very close relationship to look at the situation and take it forward. We all know, and the reference in some of the comments that the PNB and the Police Staff Council reflect this, that these are absolutely not easy question. But they're many quite genuine issues, some less genuine issues involved in how these issues are resolved. But I accept, the government accepts the injunction which I heard coming from colleagues here today to say that we will carry this through and get to a state of affairs where we can make a difference in these areas. But I know from my own time as a police minister that dealing with the NB, dealing with the staff council in a way which is changing things in this direction is absolutely not a straightforward process. So, Bob, for example when you said that you welcomed and police authorities welcomed the workforce modernisation agenda, I welcome that too, and we have to find a way of ensuring we can work together to open those discussions up in a strong and positive way.

But I come to the levels of policing that I think we have to address, and let me begin by the neighbourhood. I think it's crucial to see local police teams working in and responsible for an area about the size of one or two local authority wards. I believe this allows the local community to talk to the police about issues like antisocial behaviour and the local criminality in a way that's positive and to deal the issues which they're most worried about. It means the police are very accountable to the local community in a very specific and direct way; it means that the local police community support officers, other voluntary and community organisations, specials, Neighbourhood Watch, really can develop a policing family which exists in a local community to deal with all the issues that have to be

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taken forward. It is a strong and resilient local police presence which will be established in every community in the country. It's the essence of what this government's policy has been; it is, I believe, and the reports I've had of the conversations that I was at this morning, though I couldn't be present myself, are that people in this policing family here believe that that is the critical direction in which we have to go as well. I know it's not easy; I know there are problems and issues about it; but I'm certain that has to be the foundation of everything that we do.

And let me just divert for one moment on the police numbers debate. I very much understand the police numbers debate. A couple of the contributions have referred to it. What I'll say is this, and I'll say it in the relative privacy of this room: as a politician who's been round the police numbers debate in a number of different fora, even has heard chief constables arguing for more officers in their particular locality sometimes – I know it's unusual, but sometimes it does happen – I want to say that in my opinion in the next few years there'll be one but only one opportunity to bite this particular apple and really address it in a proper way. We can't keep on returning to it and doing it in different ways. My view is: if we're to win the argument – and I say we, because there are those who say that the debate has to be opened into an effective way so that you have the ability to use your resources in the way that seems most sensible to you in your locality – if we're to win this argument it needs to be enjoined on the basis that in every community there is precisely this neighbourhood policing presence I've described. Because if there are many communities in the country which when you have a policing numbers debate can say "we've got nobody who's responsible in our patch", it will be very difficult to win that argument. If on contrast we have every community in the country having a police presence, a policing family, officers whose names are known, who've got an e-mail address, who've got a phone number in their particular locality to deal with the particular problems that particular community experiences, then the police numbers debate, in my opinion, can be won. But we have to time this debate well, and I almost say – it's perhaps more extreme than I'd want to say – but I almost say that a precondition for winning the police numbers debate from the point of view of those of you who've made this contribution is that we do have a strong neighbourhood police presence in every

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community in the country. If we simply try to do it at a theoretical level, in my opinion we won't succeed with that argument.

Now that may seem a crass and political response to the point that's being made, but I do assure you the power, including in police forces, of the police numbers argument is very, very powerful indeed unless one can say there is a policing presence locally. Now none of that is the argument for neighbourhood policing. The argument for neighbourhood policing is about dealing with crime and antisocial behaviour in every neighbourhood in the country. But to those of you who say we've got to get more of a freedom round the police numbers debate argument, I do say that getting a neighbourhood policing place is critical for this.

So the neighbourhood policing, I believe, is a consensual state of affairs these days and people want to see it happen, but actually we then have to carry through and make it happen, which is not easy. I completely accept, Chris, the injunction you gave on the times to this. This isn't something that can suddenly be wished into existence; it's something which has to be evolved over a period of time. But we need to get there.

The second level is that of the basic command unit. Now already it's the case that most, almost all basic command units in the country are coterminous with district councils, are able to see the benefits of working together with other services, whether it's education services, housing services, health services or whatever it may happen to be. But that is what we have to achieve, and getting the role of responsibility of the BCU commander will be extremely important and to ensure that there is genuinely the power and responsibility through effective local crime and disorder partnerships to ensure that policing works for every community.

I know there are issues that arise about particular boundaries, and there can be particular issues that arise that need to be discussed, but I really am determined to see that we have a situation that the BCU district council coterminosity is there, as it is in almost all of the country, and that the crime and disorder reduction partnership in each locality is working. And if I'm being frank about that, I think there's a variety of effectiveness of that working relationship in different crime and disorder reduction partnerships throughout the

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country, and we need to make sure we really push that forward and drive that agenda forward as strongly as we can.

So the bottom level in geographical terms, the neighbourhood policing; the second level in geographical terms, the basic command unit, working well and engaging all parts of society in fighting crime and taking it forward.

The third level up geographically is the issue which Dennis's report really addresses. I agree with you, Chris, that some of the reports in the papers on Friday were a little negative as to where we are. But the fact is it is necessary for us to face up to the issues on level two policing of the ways in which we work on serious and organised crime and the way in which counter-terrorism work can be taken forward. And I do strongly believe that we need a strategic force level to address this. I think it's important that that strategic force level can work with national agencies where that's appropriate, the Serious and Organised Crime Agency when it's formally established and others, but also to work with each other to do with the modern threats that we face from many, many different organised crime elements, whether it's drug dealing or people trafficking or whatever it may happen to be. And it means as part of that giving the support that's needed to the local neighbourhood in each area and taking that forward in the proper way.

One point just to remember in this is that criminal organisations aren't standing still. They're involving their own means of fighting for their own interests in the way that they do and they're seeking to exploit any weaknesses in our own organisation. So we have to really get ahead of the way in which they're operating by making the kind of change that we've described here.

Now I do want to indicate strongly that I do think we need strategic forces able to deal with these issues. As I said to the conference in Birmingham earlier on in the year, I don't think that doing things 43 different ways works, and I think the implication, in fact the explicit implication, of the HMIC report, which I very much accept, is that inevitably we will move to strategic forces and so have less forces in the future.

I do understand concerns that some have raised – Bob, you raised one or two with me at a private meeting we had last week and you've implied it here now – that some authorities

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feel a strategic force might not be the right way in a particular set of circumstances. All I'll say to that is I am of the strong view that strategic forces are the way to go. It's not absolutely cut and dried, however, and if a very powerful argument can be made different to that in these next two or three months, then of course we will listen to that and see if the argument can be made. But I want to make it clear that for me the burden of argument for it not to be a strategic force is on those who think that an alternative model than the strategic force is the right one to follow through.

I'm slightly worried with the ideas of federation and the various other forms that can arise simply because it seems to me that may be postponing the evil day when some change is needed in some particular areas. But that's not to say my mind is closed; it's not closed, and we're ready to look at propositions. But as I say, if a proposal is going to come forward which is to for a strategic force, that argument would need to be very clearly and very strongly made in my opinion.

And I say the same about the issue of crossing the government office regional boundaries. It may be that there's a case for doing it in a particular case, but I'm again strongly of the view that we ought to be aligning ourselves with government office regional boundaries and working on that basis unless there is a very strong argument to the contrary. I don't rule out there being a strong argument to the contrary, but I start from the proposition that strategic forces which fit within regional boundaries are the right way for us to go.

Now in terms of how we take this forward, I'm asking the leadership of every police authority and police force in the country to respond to the challenges set out by Dennis's report, and I was very encouraged, Chris, both by your and by Bob's response to that, by a willingness and enthusiasm, really, to take that forward, and I very much appreciate that. And to respond to the challenges and make the best proposals for dealing with that. I do think the critical work for this starts now, and I would like all of you to come back to me by the end of December with your option for how to make these changes in your particular area.

I do think it's important to engage the criminal justice system more widely, because of course the Crown Prosecution Service and court systems are now organised on the same

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basis, and I think the partnership that has been established by that approach has been an important element in the whole issue, and there'll be important issues that arise out of that consideration. But I also want to say that I'm very grateful to John Gifford for agreeing to lead this work. He and the central team, made up of the inspectorate, police officers, the APA, Home Office and criminal justice system staff will support and challenge you over the next three months, and I know John's keen to meet all of you in this period and discuss exactly how things can be taken forward, and my intention is to write to you by the end of this week setting out the process for this work in greater detail.

I should just make it clear that in this work I do see a number of the points that have made in the prior conversation as very important. It is, Chris, yes, about programme management, not about instantaneous change; it is about a process of change where we need to think what is the best way to do it; it is about retaining performance, and within that one can look at the performance regime as well, but it is about ensuring that performance is continued.

It is about looking at some of the issues of governance. I know that for police authorities in particular there are some serious and important issues of governance, some of which Bob referred to in his speech, which need to be looked at, and these aren't easy to solve. But looking at that and getting that right is very important.

It is about making a business case and not simply saying there's a determination that simply says there it is and that's how it goes. And it is about, as I said earlier, working with the rest of the criminal justice system. But I do want to say, and I want to reinforce this as strongly as I can in response to the suggestion that what we need to do is go for it, that we should go for it; we should do it; we should carry it through. There is a conjunction which means I think we're in the position to do this, and I think it is the best way for us to fight crime in the future is to make these changes and to carry these through.

We should try not to over-egg it. It is possible to discuss many things through a very long period of time. But we should try to get to a conclusion as rapidly as we possibly can while taking into account the concerns which of course will be genuine at each stage about how we do it.

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I can promise that you as far as Hazel and myself and my colleagues at the Home Office is concerned we are actually... absolutely determined to carry this through and do it on the fastest possible timetable and to carry it through.

I've been very encouraged by the approach that's been suggested and by the attitude expressed in these conversations, and I'm absolutely certain that if we go about it in the spirit that's been expressed today and in recent conversations as well that we really will be able to make a difference very rapidly indeed.

So thank you very much indeed for being here today. I've tried to offer my view about the way we proceed. Lee, as you implied earlier on, happy to deal with any questions anybody might want to raise. But I really feel there's a fantastic opportunity, and if we can work together – difficult, I know, and there are many genuinely different opinions round about how particular problems should be addressed – but if we can work together, we can deliver something for which the whole country will thank us.

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APA circular



Police Authority Circular 52/2005

22 September 2005

To Chief Executives/Clerks to Police Authorities
Copy sent direct to Chairmen and Treasurers

Police Force Structures

Provides a copy of the Home Secretary's letter setting out the parameters and process for developing options for force restructuring, together with an APA Guidance package for authorities.

Contacts:

Fionnuala Gill (☎ 020 7664 3167 – email: fionnuala.gill@lga.gov.uk)

Ian Barnes (☎ 020 7664 3178 – email: ian.barnes@lga.gov.uk)

Cat McIntyre (☎ 020 7664 3185 - email: cat.mcintyre@lga.gov.uk)

Dear Colleague

1. I attach at **Annex A** the letter from the Home Secretary setting out the process and parameters for developing options for force restructuring **by 23 December 2005**.
2. As you will see there are two key phases:
 - **By end October** – identify a shortlist (2/3) of the most promising options for change within each region – the Home Office expect this to include at least one option for strategic forces within the region. Regional HMIs will support this process
 - **By 23 December**, produce a final report with the preferred option for change.
3. A central team, lead by John Giffard and including APA representation, is being put in place to support and challenge the work being undertaken locally. This will be overseen by a Steering Group, which will also include APA representation.
4. Each authority and force has been asked to provide the Home Office with a lead contact point for dealing with this issue. It would be helpful if you could at the same time notify the APA Secretariat here of the nominated contact point.
5. The APA is ready to do all it can to assist police authorities take this work forward over the next three months and beyond. **Annex B** identifies key actions and issues which authorities will need to address locally, plus at **Annex C** summary of the work being undertaken nationally by the APA to support the process, such as development of governance models for strategic authorities.

APA Executive Link Members

6. The APA Executive has nominated a link member for each region (see below) to act as a source of support and advice to authorities. Executive link members, myself and other secretariat staff are more than happy to attend any authority or regional meetings or discussions, if we can be of assistance in anyway. Please contact Cat or Ian here who will help organise contacts with link members.

Eastern	Robert Chambers
East Midlands	Bob Jones/Peter Holland
London	Lord Harris
North East	Mark Burns-Williamson
Yorkshire & Humber	Mark Burns-Williamson
North West	Robert Chambers
South East	Peter Holland
South West	Bertie Woolnough/Moira Hamlin/Brian Greenslade
Wales	Brian Greenslade/Moira Hamlin
West Midlands	Bob Jones

Key APA Dates

7. We are making the following arrangements for all authorities to meet to discuss progress and developments over the next three months:
- **6 October 2005 – APA Neighbourhood Policing Conference, Leeds**
This will include sessions to discuss/develop APA policy on future accountability and governance structures at both strategic and BCU/CDRP level. (Further details available from the Secretariat)
 - **19 October 2005 – APA Plenary, Cardiff**
The main Plenary meeting will now at **10am** (Groups to meet at 9am): the afternoon session (12.30-3.30pm/4pm) will be devoted to discussing future structures including governance etc.
 - **7 December 2005, London (11-4pm)**
We will reconvene the Chairs' and Chief Executives' Summit to discuss progress and developments.

This issue will also, of course, feature in the programme for the APA Annual Conference on 23/24 November. *Please do make a note of these dates in your diary: we will provide further details as soon as possible.*

8. If you have any queries, please do not hesitate to get in touch with Ian, Cat or myself.



Fionnuala Gill
Executive Director



Home Office

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Chief Officers in England and Wales
Chairs of Police Authorities in England and Wales

22 SEP 2005

POLICE FORCE STRUCTURES

At the 'Chiefs and Chairs' event on Monday, I undertook to write to you setting out in more detail the process to be followed between now and the end of December for developing options for force restructuring.

As I said on Monday, I believe that Denis O'Connor has produced a coherent and persuasive report which clearly charts the way ahead. The report is unambiguous in its conclusion that the establishment of strategic forces offers the best long term business solution. I wholeheartedly share this view. As I said on Monday, whilst I do not want to preclude completely the exploration of other options, the burden of proof will be with the proponents of such alternatives to demonstrate that they can deliver the same or better outcomes as the strategic force option in terms of enhanced capacity and capability in the provision of protective services, economies of scale and commensurate efficiency savings, and clarity of responsibilities and governance.

I know that many of you will already be engaging in discussion with neighbouring forces and authorities as to how to take this work forward. It is important however that, at least initially, no options for force restructuring are closed off. I would ask therefore that over the next 5 weeks you explore, on a regional basis, the options available and seek to narrow these down to the most promising ones by the end of October. It is very important that, from this very first stage of the process, you engage also with the other criminal justice agencies through your local Criminal Justice Board and local government partners so that the pros and cons for them of any particular option can also be taken into consideration.

Sir Ronnie Flanagan has kindly agreed that the regional HMIs will provide some co-ordination and support for this early part of the process. Your HMI will be in touch with you shortly to arrange an early meeting at regional level to take forward the initial examination of the options. I should hasten to add that this is without prejudice

to any bi-lateral or tri-lateral discussions between forces and authorities which are already taking place or which may develop as the options are narrowed down.

I would want your local discussions to be informed by the set of nationally determined criteria set out in HMIC's report. These are reproduced with some refinement and amplification in the attached annex. I fully recognise that there can be tensions between some of these criteria. Any options will need to be weighed against the criteria in the round and assessed for their overall impact, cost and practicality. I am clear that any proposals put to me by the end of the year must be ones that design in capacity and resilience to deliver, through an integrated framework, both protective services and neighbourhood policing to national standards and in the quickest possible timescales.

I would ask that by the end of October you submit to the Department a short list of options which you think are suitable for more detailed examination over the following four weeks. This initial report should contain an outline cost-benefit analysis of the long list of options together with an assessment of each against the national criteria. During November I would want you to conduct further critical analysis of the short-listed options so that by the end of that month you are in a position to submit preliminary recommendations which can then be refined and finalised for incorporation in a final report to be submitted to me by 23 December.

A timeline for this phase of the work through to the end of December, together with the deliverables at each stage, is set out in the attached table.

As I indicated on Monday, this work will be co-ordinated and supported by a central team headed by John Giffard. As well as providing central support for the work being undertaken locally (including the provisions of professional advice), John's team will act as a critical friend, externally reviewing the options presented. The central team will provide a template for the cost-benefit analysis of the options to facilitate like for like comparisons.

The central team (which will include representation from other CJS agencies) is being assembled and will be fully in place over the next fortnight or so. Contact details will be provided shortly. In the interim should you have any queries on the process mapped out above you can contact either Charles Goldie (tel. 020 7035 3512, email: charles.goldie@homeoffice.gsi.gov.uk) or James Evison (tel.: 020 7035 1944, email: james.evison1@homeoffice.gsi.gov.uk). I would be grateful if you would ensure that John's team is regularly kept apprised of progress and is fully engaged in the exploration and analysis of the options for restructuring.

To oversee the restructuring programme, I have asked Leigh Lewis to establish and chair a steering group to include representatives of ACPO, the APA, CJS agencies and Government departments. I have asked Leigh to report to me frequently on progress.

I am, of course, also aware that a number of forces currently have, or will shortly have, chief officer vacancies and the Authorities concerned would normally be considering setting in train arrangements for filling them. However, given the prospect of new strategic forces being established over the next 18 to 30 months, I

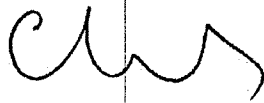
would ask that Authorities discuss their succession plans with Sir Ronnie Flanagan before taking any steps to recruit a new chief officer. I will then be asking Sir Ronnie for his professional advice as to whether it would be sensible for a given Authority to move forward with the recruitment of a new chief constable at this time or whether it would be better to defer such a recruitment until the restructuring options for the region in question have been put forward.

I am conscious that the publication of Denis's report last week, and my announcement of the next steps on Monday, will have given rise to a number of questions from your staff. I am sure that you will be communicating to them Denis's findings and the process I have now set in train. In the coming weeks and months it will be important to ensure that a clear and consistent message is communicated to all those likely to be directly affected by restructuring. The central team will include a communications advisor who will be able to support your own internal communications teams in keeping your staff informed.

I recognise too that the timetable I have set out is a challenging one. I sensed, however, from Monday's event that there is broad agreement that we need to move as swiftly as possible to respond to the challenges set out in HMIC's report. As I said on Monday, I want this process to be designed, owned and led by the Service. I hope the parameters I have outlined in this letter will ensure that there is a coherence to the locally-led discussion and analysis of the options, which ensures that the interests of national stakeholders, in particular CJS agencies, are fully taken into consideration.

Finally, of course, I am mindful that for any complex organisation, such as the Police Service, any process of restructuring will lead to some inevitable uncertainty. Nonetheless, the overriding priority during this period of change must be for all of our existing forces, working in partnership with CDRPs and LCJBs, to continue to bear down on crime and anti-social behaviour and ensure that communities have the quality of service that they have the right to expect. I look to you as the leaders of the service to ensure that this overriding priority is maintained.

I look forward to receiving your firm proposals for restructuring by the end of December.



CHARLES CLARKE



**FORCE RESTRUCTURING: EVALUATION OF OPTIONS SEPTEMBER-
DECEMBER 2005**

Period	Action forces/authorities	by	Deliverables
19 September to end September	Establish review teams		Notify Home Office of lead contacts in force and Authority
October	In conjunction with other forces & authorities in the region, and CJS and local government partners, identify options for restructuring; undertake initial analysis of options and produce short list. Initial work to be co-ordinated and supported in each region by HMIC and subsequently by central team.		Report to Home Office setting out initial analysis of options, including against national criteria and identifying short-list of options for further examination in next phase.
November	Work up detailed cost-benefit analysis of short-listed options and identify preferred option.		Report to Home Office setting out analysis to date of each option and draft proposals.
December	Validate and refine preferred option; commence implementation planning		Submit final report to Home Office by 23 December setting out full cost-benefit analysis of each of short-listed options, the preferred option, the rationale for the recommendation and initial implementation plans.

DESIGN CRITERIA FOR FORCE RESTRUCTURING

The following are a range of factors which need to be considered in considering the options for restructuring to meet the gap in protective services identified in the HMIC report.

- **Size** – to what extent do the proposals for restructuring create units of sufficient size (the HMIC report gave an indicative figure of a minimum of 4000 officers or 6,000 total staff) to provide the necessary capacity and resilience in the provision of protective services to meet both current and future demands for such services?
- **Mix of capability and reduction in risk** – to what extent do the prospective partnerships bring together forces with complementary strengths in addressing volume crime and the provision of protective services? To what extent will they enable performance in relation to both to be improved?
- **Criminal Markets** – to what extent do the proposals take cognisance of the underlying criminal markets and patterns of cross-border criminality in the areas concerned?
- **Geography** – to what extent do the proposals recognise and take account of particular challenges posed by the geography of the proposed force area and the transport links and working patterns within it?
- **Co-terminosity** – to what extent do the proposals respect established political and partners boundaries or, alternatively, support the case for the realignment of the boundaries of other partner agencies so that the benefits of co-terminosity can be preserved? The very strong starting presumption will be that any new force areas should not subdivide an existing force area between two or more new forces and that new force areas should not cross government office regional boundaries (it follows that very compelling arguments would need to be submitted in support of any merger proposals which went contrary to these presumptions).
- **Identity** – to what extent do the proposals build on strong historical or regional identities?
- **Clarity of command and control and accountability** – to what extent are the proposed governance arrangements for any new entity clear and unambiguous?
- **Performance** – to what extent do the proposals for restructuring minimise any risks to current performance during the transitional period and support further improvements in performance over the medium term? (Assessments under this heading should be made against the statutory performance indicators.)

- **Costs and efficiency** – to what extent will the proposals minimise the costs of change and maximise efficiency savings?

Proposed options will need to demonstrate not only how the proposed arrangements outperform current ones, but also how they would outperform alternative options. We will write to you shortly with more detail on the methodology we will use to assess these options.

RE-STRUCTURING

Police Authority Check-List
September 2005

Key Actions for Authorities

<p>1</p>	<p><i>Establish with force, current capacity and capability in respect of the protective services</i></p>	<p>HMIC has sent each Chief Officer an individual assessment from HMIC of its capacity and capability and authorities will wish to ensure they have sight of this.</p> <p>The protective services as defined in the 'Closing the Gap' are:</p> <ul style="list-style-type: none"> ➤ Counter terrorism and extremism; ➤ Serious organised and cross border crime; ➤ Civil contingencies and emergency planning; ➤ Critical incident management; ➤ Major crime (homicide); ➤ Public order; and ➤ Strategic roads policing. <p>In particular, the review of current performance in these areas should take into account what the implications would be of amalgamating those services with those of neighbouring authorities within the same Government Office region.</p>
<p>2</p>	<p><i>Establish with force, likely impact and effects on other aspects of policing including on level 1 capacity</i></p>	<p>Whilst the HMIC report 'Closing the Gap' highlights concerns around the protective services and suggests strategic forces as a means of addressing these concerns, police authorities will wish to take a more holistic view and determine the implications for other aspects of policing. In considering options for change, authorities may wish to take account of levels 1 or possibly 3.</p>
<p>3</p>	<p><i>Engage Local Communities</i></p>	<p>As the representatives of local communities within the tripartite structure it is important that police authorities have an accurate picture of the views of their communities in relation to any proposed amalgamation or merger. In engaging communities in this debate authorities should seek to develop a better understanding of what issues local communities would wish to see taken into account as part of the process. This will allow authorities to start to work with their respective forces to mitigate some of the concerns that local people might have, for example remoteness of accountability</p>

		arrangements. Further guidance is enclosed at Appendix A.
4	<i>Engage Staff Associations</i>	<p>Authorities should seek out the views of their staff associations (Police Federation, Unison, Police Superintendents' Association, Black Police Association, British Association of Women Police, Gay Police Association), as they are likely to want to make representations on behalf of their members who will clearly be affected by the process.</p> <p>Police authorities should not overlook their own staff in this process, as the changes in structure are likely to affect police authority staff as much as those under the direction and control of the chief constable.</p> <p>Having heard these representations, authorities will wish to work with their respective forces and proposed partners to address the concerns expressed.</p>
5	<i>Engage with other partners</i>	Engage with and consider the implications to other partners of the various options including community safety and the wider criminal justice system, i.e. Local Criminal Justice Board, CDRPs, local authorities, CPS, Unified Courts Service, Prison Service, NOMS, DAT, YOT, PCTs and Fire and Rescue Service.
6	<i>Meet Regionally to consider how options for change will be developed in line with Appendices B and C.</i>	<p>Authorities within each region will need to keep in close contact in the period leading up to the submission of proposals to the Home Secretary.</p> <p><i>The APA Regional Link Executive Member and/or Secretariat Staff are available to attend meetings, as required.</i></p> <p><i>Please ensure that Ian Barnes at the APA Secretariat (ianbarnes@lga.gov.uk 020 76643178) is informed of the dates of any regional meetings so that we can assist wherever possible.</i></p>
7	<i>Provide Copies of Submissions to the APA</i>	In order to provide the highest quality of support to local police authorities it is important that we have as complete a picture as possible of the discussions that will be taking place across the country. As your thinking develops it would be helpful if you would keep the APA Secretariat informed. This can then be fed into John Giffard's team and the emerging APA position. It will also allow us to seek external advice if you encounter obstacles locally.

GUIDANCE FOR AUTHORITIES IN ENGAGING COMMUNITIES

Police authorities have a clear role in representing the views of communities in relation to local policing. It is therefore important that police authorities consult, engage and inform communities about any significant changes to their local police service. As the debate around re-structuring policing is likely to continue for some months, police authorities will quickly want to put in place appropriate mechanisms to engage with their communities. Below are some principles and advice authorities may wish to consider when planning and carrying out this activity.

Managing Expectations

Understandably, authorities may have concerns about restructuring and will wish to seek and listen to the views of communities as part of developing the options for change locally. However, it is important that any consultation carried out is realistic and done in a way that manages expectations, not raises or damages them.

In achieving this, developing good relationships with local media is key, as this is likely to be the mechanism the majority of local people hear about any plans to restructure. It is therefore important that any information the local media has in relation to practicalities and likely impact of local restructuring is as accurate as possible and presented in a way that does not unduly cause anxiety.

Police authorities may therefore wish to consider providing regular media briefings over the coming months in order to provide factual information about **why** restructuring is being proposed, **timescales** being considered as they emerge, and the **impact** this is likely to have on local communities.

Authorities may wish to take a similar approach with local partners and stakeholders, e.g negotiating regular briefings with key organisations, individuals or groups to provide accurate and up-to-date information as this agenda develops.

Understanding Local Concerns

Authorities are encouraged to consult local communities on this agenda. Authorities will wish to make use of existing mechanisms where possible but may also wish to consider organising specific meetings or opportunities to engage local people in dialogue.

Authorities will wish to ensure that they engage as fully as possible with all sections of their communities, since views may vary and, in particular that they engage with all minority and other interest groups such as black and minority ethnic communities, who may have well-established contacts and access at force level and may have concerns at whether this may continue at a strategic force level.

Police authorities will wish to seek to understand what the views and concerns of local communities are in relation to any merger or restructuring that may happen. Understanding any anxieties and concerns communities have can help shape the information provided.

For example, if the authority carries out consultation to help understand the concerns of communities, responses and feedback can be provided through regular media briefings, therefore the information being provided is being directly shaped by the concerns and queries being raised by the public.

In their submission to the Home Secretary, authorities may also wish to specifically make reference to the views and concerns raised by local communities through any consultation carried out, and be able to demonstrate a clear understanding of these issues.

Reassuring Communities

Police authorities also have a role in reassuring their local communities. This can be done partly by providing accurate information in terms of the practicalities involved and the *intended* implications and benefits, whilst explaining that their will clearly be lessons to be learnt throughout the process. There are two particular areas authorities may wish to consider emphasising in the context of these discussions:

a) Neighbourhood Policing

Despite any restructuring or mergers, the implementation of neighbourhood policing will be fundamental in providing policing services at the most local level. Police authorities may wish to re-enforce the principles behind this agenda (e.g providing a service that identifies, understands and responds to local concerns, a neighbourhood policing team in every area by 2008, additional PCSO's). Authorities may wish to emphasise that any restructuring will not distract from this agenda.

b) Local Governance

In order to manage expectations, police authorities may wish to be clear that restructuring may not necessarily be a totally smooth transition; some difficulties may occur and there may be lessons to be learnt. However, what is crucial is that taxpayers continue to receive an effective and efficient police service, and where issues arise, they are identified and dealt with quickly and effectively – police authorities may wish to emphasise to local communities that a great deal of work will be done to ensure that effective and appropriate governance and accountability arrangements are in place at all levels throughout the police service, and the APA will be working with police authorities and other national bodies to ensure police authorities continue to have a key role in holding the police to account in a way that is responsive to the needs of communities.

Further Support

The APA facilitates a National Community Engagement Network for police authority staff. The APA secretariat will be in touch with the Network shortly to recommend a method to ensure good practice from around the country is readily and consistently shared to assist police authorities in consulting communities on this issue promptly and effectively.

Issues for Authorities to Consider

Whilst authorities will not need to have resolved the issues listed below prior to making their submission to the Home Secretary, it would be prudent to have considered how such issues might be tackled in the event of a merger or amalgamation.

The list below should also be borne in mind when considering prospective partners for merger or amalgamation. If, following analysis, amalgamation or merger of the two organisations would result in significant compatibility issues, other partners may need to be pursued or the implications (likely to be financial) should be made clear in the submission to the Home Secretary.

Human Resources

Terms and conditions for police staff
Shift patterns for officers
Chief officer severance packages
Training
Regional allowances (if applicable, and where allowances vary within region)
PDR arrangements
Delivery of Initial Police Learning and Development Programme
Use and powers of PCSOs

IT and Infrastructure Harmonisation

CHC – the need to confirm with agreed Call Handling Standards by April 2006
Single Non-Emergency Number
ICT Programmes:

- Airwave
- Mobile information and data
- Police Custody and Case – are current and proposed systems compatible?

Intelligence and crime recording systems – are extant systems interoperable? Will significant reinvestment be required?

Local Area Networks (LAN) – are capabilities similar or will infrastructure investment be required, albeit simply to meet new networking requirements?

Finance Issues

Estates
Budgets
Precepting – should authorities build in some contingency for 2006/07?
Pensions
Procurement – how long should contracts be let for in the current environment?
Financial delegation policies
Payroll systems
Area cost adjustments and the funding formula

Equality and Diversity

Are the proposals likely to have a differential impact on any group on the basis of race, faith, gender, sexuality or disability?

Key Principles Agreed at Summit

At the APA Summit on 8 and 9 September the following principles were agreed upon in relation to any reconfiguration. The submissions to the Home Secretary will wish to be cognisant of these principles:

1. Requirement for a well-argued business case for change.
2. Robustness and appropriate resourcing of new structural arrangements.
 - a. Development of robust performance monitoring arrangements for protective services
3. Local accountability and involvement – processes, funding and arrangements.
 - a. Co-terminosity with other local public services
 - b. Need to be able to respond to local pressures
 - c. Accountability at all levels – force, BCU and CDRP
 - d. Chief officers to be accountable to and appointable by the police authority
4. Good governance within the context of a tripartite structure.
 - a. Clear accountability mechanisms
 - b. Balance within the structure
5. Effective and efficient delivery of service – outcomes for the public/ internal systems.
 - a. Links between levels 1,2 and 3
6. A quality police service for all.
 - a. Avoiding a postcode police service
 - b. Policing by consent and cooperation

Police service strength in England and Wales at 31 March 2005

Figures obtained from Home Office RDS report 12/05

REGION K TOTALS

North East

7515·3324

North West

19511·9812

Yorkshire and the Humber

12790·7424

East Midlands

9438·5623

West Midlands

13855·7047

Eastern

10902·7281

London

31954·16466

South East

16675·10905

South West

10808·6881

Wales

7613·3982

ABBREVIATION KEY

City City of London

MPA Metropolitan

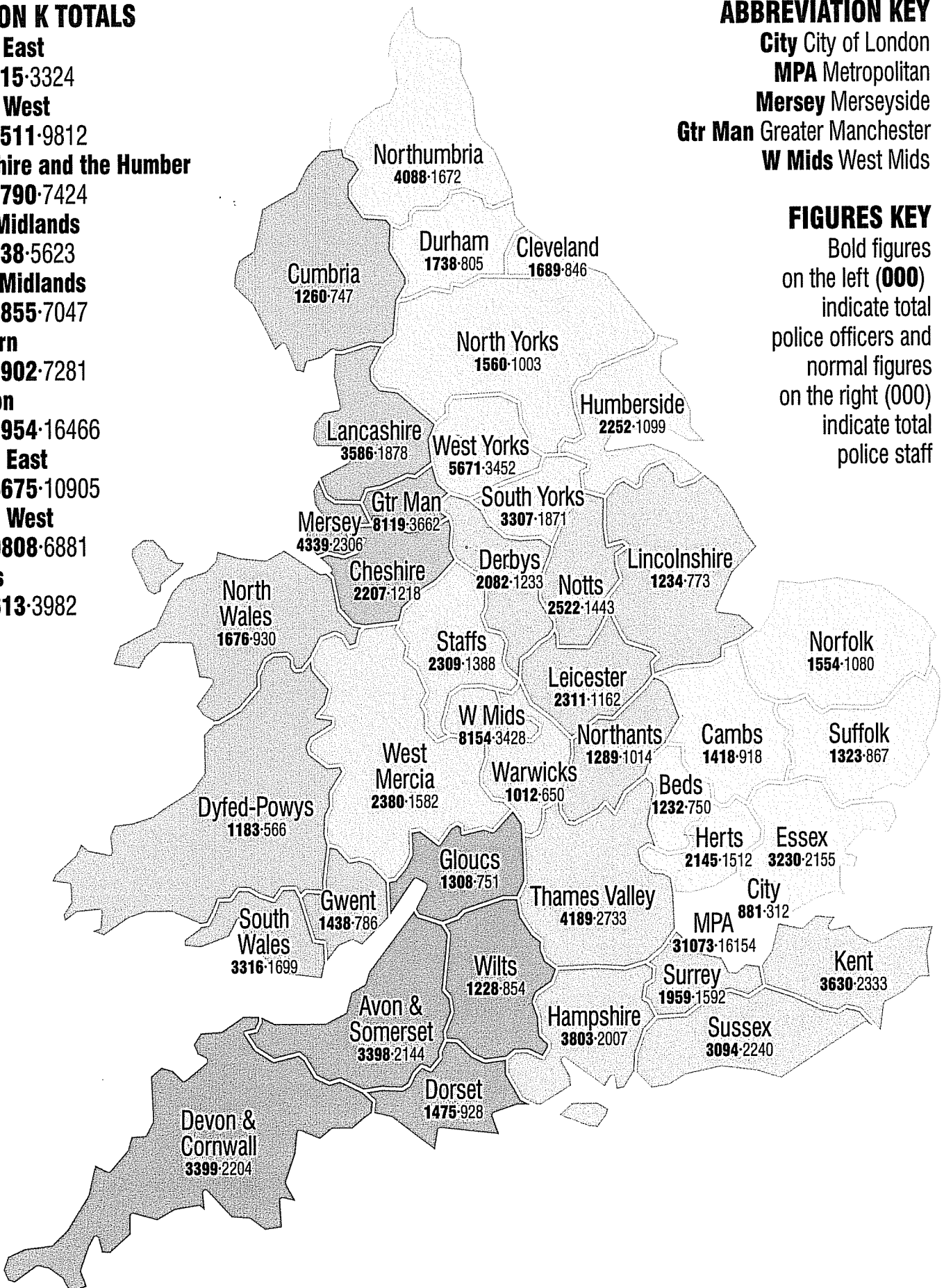
Mersey Merseyside

Gtr Man Greater Manchester

W Mids West Mids

FIGURES KEY

Bold figures on the left (000) indicate total police officers and normal figures on the right (000) indicate total police staff



Action being undertaken by the APA

Key Actions for APA

- Collaboration Group (to be renamed Reconfiguration Group) will continue to meet monthly as follows: 5 October, November, 7 December
The Group's work plan around supporting authorities in driving the agenda forward, for example by attending regional meetings. Develop a central resource following feedback from each region to help shape future APA discussions.
- Engage with key partners at national level, e.g. ACPO, Local Government Association, Home Office, Office of Criminal Justice Reform, Police Federation, Police Superintendents' Association, Unison, Black Police Association, Gay Police Association and British Association of Women Police.
- Development of models for Strategic Authorities and other potential governance/accountability arrangements. We believe that police authorities have a crucial role to play in shaping the governance arrangements in a policing environment of strategic forces. This is not only in relation to governance at strategic force level, but also at BCU and CDRP level. Over the coming months we will be using a number of key events (e.g. Annual Conference, Special Plenary Session, Accountability Pilots Network, Summit2, and Neighbourhood Policing Conference) to update authorities on emerging thinking around how such accountability and scrutiny arrangements might look, and providing opportunities to input and shape that agenda.

**APA Secretariat
September 2005**

Appendix to Agenda No.3

Warwickshire Police Authority – 5th October 2005

Re-structuring of the Police Force - Consultation

Joint Report of the Clerk and the Chief Constable

Summary

This report proposes a framework for local consultation on proposals for re-structuring police forces

Recommendation

That the arrangements for consultation set out below be agreed.

1. Introduction

APA Circular 52/2005 encloses details of the process for developing options for re-structuring police forces in England and Wales. Police Authorities and Chief Constables are expected to consult widely as they develop and present options within the criteria laid down by the Home Office but the tight timescale for responding to the Circular makes it important to consider carefully when and how consultation should take place.

Key dates for responses to the Circular are: -

31 st October 2005	Report to Home Office on initial analysis of options and identifying a short list for more detailed examination.
30 th November 2005	Report to Home Office setting out analysis to date of each option and draft proposals for a preferred option.
23 rd December	Final report to Home Office setting out full cost-benefit analysis of each option, the rationale for a preferred option and initial implementation plans.

This paper proposes a framework for consultation within the overall timetable for response to the Home Office.

2. Purpose of Consultation

The consultation is expected to serve a number of purposes.

Information

An opportunity to set out clearly

- the principles and details of the Home Secretary's plans for police forces
- their implications at local level and
- the options that appear to be available to Warwickshire within the Home Office 'Design Criteria' and Warwickshire Police strategic principles.

Reassurance

Stressing that the need to provide effective police services at all times will be uppermost in planning for any ensuing re-structuring and that the implementation of neighbourhood policing will remain fundamental in providing policing services at local level

Gathering Views

Giving a variety of audiences the opportunity to raise local concerns and issues, which can be taken into account when presenting proposals to the Home Secretary. In particular, audiences need to be asked to think hard about the issues they would like to be addressed in selecting the shortlisted options for Home Office consider.

3. Consultation Groups

Consultation will need to take place with a variety of audiences during the autumn. These can be divided into the following main groups:

The County Council

Warwickshire MPs

Existing Representative/Partner Groups

To include –

- The five Crime & Disorder Reduction Partnerships
- Warwickshire Local Criminal Justice Board
- District Councils

The wider community

To include –

- Members of the public

- Business representatives
- Ethnic minority groups
- Parish Councils
- Community Safety Teams

Staff

To include -

- Police Federation
- Unison
-
- Other staff associations/representative groups.
- Minority interest groups

NB this must include staff employed by the Authority as well as those employed by the Force

Other Forces and Police Authorities

To include -

- Forces and Police Authorities within the Government Office for the West Midlands geographical area (Warwickshire, West Mercia, Staffordshire and West Midlands).

Other services

To include –

- Fire
- Primary Care Trusts
- Ambulance

The nature and frequency of consultation will vary according to the group. In order to ensure consistency in the information conveyed to consultees, a framework will be drawn up and where appropriate consultation papers will be produced. See also Paragraph 5 below for details of recording the outcomes of consultation meetings.

4. Timetable for Consultation

The overall timetable for completion of the reports to the Home Office dictates the key times for consultation. It is suggested that the sequence of consultation set out below is followed in order to ensure that feedback from the consultation is meaningful and relevant to the task.

(i) **The County Council**

A special meeting of the County Council has been arranged for 11th October.

(ii) **Other Services and local MPs**

To be carried out through individual briefings.

(iii) **Existing Representative/Partner Groups**

Meetings to be held for CDRPs and District Councils in two areas based on current BCU boundaries (venues provisionally booked in Warwick and Bedworth). Separate meeting for LCJB.

Opinion-forming meetings to be held before the initial report is made to the Home Office outlining a short list of options. These meetings will be designed to inform attendees about the government's plans (i.e. both for strategic re-structuring and for neighbourhood policing) and what they are likely to mean within the local community.

Inputs from Chair or Vice Chair of Police Authority and Chief Constable or Deputy Chief Constable.

Attendees invited to comment, raise issues or concerns, which will help to shape the formation of the initial report. These not necessarily to be addressed on the day but recorded and built into the initial analysis to be completed by end of October.

A second phase of meetings with these groups to be held as the preferred options becomes clearer in order to test assumptions and reach an understanding of any further issues to be taken into consideration.

(iv) **Wider Community**

Meetings to be held in five areas based on District/Borough Council boundaries.

Proposed meetings after the short list of options has been selected. It will be possible for the audience to be given some detail of the likely shape of a new structure and to comment/raise issues about the options on the short list.

These meetings may need to be preceded by press releases and/or leaflets outlining the plans and consequences of the changes.

Inputs to the meeting from Chair or Vice Chair of Police Authority and Chief Constable or Deputy Chief Constable. May

need to be structured to separate questions about process from general concerns and issues.

(v) **Staff**

To be conducted on a regular basis using the established JNCC.

(vi) **Other Forces and Authorities**

Using the usual communication channels with additional meetings called as necessary.

The attached table shows the timetable for consultation in more detail.

5. Recording

The key to being able to demonstrate that full and effective consultation has taken place will be the existence of formal records.

To this end a joint (force and Authority) system will be developed to record the results of all consultation that has taken place (formally or informally).

The system will need to ensure collection and storage of the following details:

- Person/Group being consulted.
- Authority/Force attendees.
- Date, Time, Venue.
- Briefing material used.
- Comments, views, feedback received.
- Follow-up actions required (to include responsibility and timescale).

6. Communication Strategy

A communication strategy for the Authority and the Force is clearly integral to the consultation and community engagement process, and needs to embrace both a joint strategy as well as recognition of the inevitable need during this process for each organisation to respond to its own areas of responsibility and to reflect any opposing views arising from the debate.

7. Conclusion

These proposals are designed to lead up to the submission of the final report to the Home Secretary in December. It will be necessary to consider a longer-term consultation strategy for the implementation of proposals when the timetable for implementation is clearer.

Enquiries: about this report should be made to Tony Brown (476993)/Anne Goodey (412757)

Background Papers: N/A

Shire Hall
Warwick
October 2005

Table showing timing of and responsibility for consultation meetings

Group	Led by	October	November	December
Existing Representative/Partner Groups.	Arranged by Authority. Attended by Authority and Force.	W/B 17 th	W/B 21 st	
Wider Community.	Arranged by Authority. Attended by Authority and Force.		W/B 7 th and 14 th	
Staff.	Force.	On going	On going	On going
Other Forces and Police Authorities.	Other Forces – led by Force Other Police Authorities – led by Authority.	On going	On going	On going
Other Services.	Jointly led.	On going	On going	On going
County Council	Jointly led	W/B 10 th	On going	On going
MPs.	Jointly led.	W/B 24 th	W/B21st	W/B 12 th