



**HMICFRS**

Her Majesty's Inspectorate of Constabulary  
and Fire & Rescue Services

Promoting improvements  
in policing and fire & rescue  
services to make everyone safer

# **Police to Police Collaboration**

## **“The Hard Yards”**

N8 2021 Innovation Forum  
HMI Matt Parr

# Collaboration

## **PEEL spotlight report: The Hard Yards – Police to police collaboration**

**Published:** 21 July 2020

Defined collaboration as:

*“all activity where two or more parties work together to achieve a common goal, which includes inter force activity and collaboration with the public and private sectors, including outsourcing and business partnering.”*

**Focused on collaborations governed by formal section 22/23 agreements.**



# Methodology

Six collaboration case studies :

1. Seven Force Strategic Alliance
2. All Wales Strategic Alliance
3. South-West Tri-force – Major Crime Investigations, and Ops, Firearms, Dogs and Traffic
4. North West Regional Underwater Search and Marine Unit
5. North West Police Motorway Group
6. East Midlands Criminal Justice Collaboration

20 forces across England and Wales covered in total.



# Headline Findings

Found four themes that collaborations need to get right in order to be successful:

- A clear purpose;
- Understanding the costs and the benefits;
- Leadership and governance; and
- Skills and capabilities



# A Clear Purpose

A clear objective for the collaboration is essential to:

- Demonstrate the benefit to the public
- Determines collaborative activity and risk appetite
- Give those collaborating a shared identity

Initial purpose needs to be understood and supported by all.

Purpose needs to remain at the fore throughout the collaboration and be updated as needed.



# Cost and Benefits

- Forces tended to struggle to understand and measure the benefits of their collaborations.
- This is needed to retain support for the collaboration and to determine if it's performing.
- Only two of the case study collaborations demonstrated an effective cost-benefits analysis.
- Reviews were in place in all collaborations but there was a lack of flexibility to develop them further.



# Leadership and Governance

- Trust is an essential element of good leadership and governance
- We found a reluctance to devolve responsibility to other force leads.
- Agreements are need to manage the interests of each collaborating force and achieve trust between all parties.
- The current structure of PCC and chief constable can make police-to-police collaborative projects harder.



# Skills and Capabilities

- Too often, collaborations are staffed by the people who are available, rather than those with the right skills.
- Staff come to collaborated functions from operational backgrounds.
- They tend to be competent in the collaborated area of policing, but not specifically trained to manage collaboration or to innovate
- Putting the right people with the right skills in place leads to success and improves the efficiency and effectiveness of the programme





# A Cautionary Tale

When its right

- Single on Line Home –

But if it is not -

- NPAS



# Conclusion

We saw some good practice and some areas for improvement.

Recommendations:

1. The NPCC, College of Policing and the Home Office should work together to establish a central repository for police collaborations.
2. The NPCC, College of Policing and the Home Office should identify a methodology that supports forces in tracking benefits for police collaborations.
3. If forces haven't yet implemented an effective system to track the benefits of their collaborations, they should use this methodology.

