



Collaboration: Our strategic intention

Cleveland Police
Police and Crime Commissioner, Cleveland
Durham Constabulary
Police and Crime Commissioner, Durham
North Yorkshire Police
Police and Crime Commissioner, North Yorkshire

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The Evolve Programme: our commitment to collaborative working

The three police forces of Cleveland, Durham and North Yorkshire are distinct and separate organisations with a common objective: to protect and serve local communities. The purpose of this document is to state our commitment to working collaboratively with one another, in order to provide each of our communities with the most effective and efficient service possible.

We are calling our collaboration the Evolve Programme – an umbrella term to cover a whole range of activities which we will plan and undertake together. These might include agreeing to co-operate on specific issues at specific times, establishing joint teams made up of people and resources from each separate organisation to tackle a common issue, or developing integrated services where we operate as one.

Why we should collaborate: the context

All public services are – rightly – expected to make effective and efficient use of resources, but these are especially challenging times for the police.

The financial impact of recent Comprehensive Spending Reviews has been significant, and whilst the level of future funding cuts is still uncertain, it is clear that austerity will remain, and police services will continue to face intense budgetary pressures. At the same time, new challenges to public safety and community cohesion continue to emerge, that require us to create new solutions and work across organisational and geographical boundaries in different ways.

In common with other areas of public service, police forces are now expected to explore collaborating with each other (and with other organisations) to achieve operational resilience and/or financial savings. We are actively pursuing this through the Evolve Programme, and in the first year we hope to be able to reduce operating costs by up to £400k in Durham Constabulary, £500k in Cleveland Police and £2m in North Yorkshire Police.

Underpinning principles

The three police forces will work collaboratively with each other (and, where appropriate, with other police forces and public sector bodies) where doing so will help us to:

- Maintain, improve or develop the service we each provide to local people and local communities
- Comply with the national and regional requirements set by government departments (eg the Strategic Policing Requirement)
- Deliver the strategic direction set out by our Police and Crime Commissioners in their Police and Crime Plans, and the requirements of other oversight bodies
- Save money, and meet our budget challenges. This may be through economies of scale (eg reducing revenue and/or capital costs), increasing resilience (eg by smoothing peaks of demand for services), joint purchasing of specialist equipment, delivering joint training, providing specialist skills or knowledge, or sharing management of joint teams where appropriate.

In working together, we also pledge to:

- Be open to possible collaboration across all areas of policing within Cleveland, Durham and North Yorkshire police forces, except for the posts of Chief Constable and Deputy Chief Constable and those posts and supporting resources that are dedicated to local neighbourhood policing
- Be open and inclusive. This means that our collaboration with each other does not preclude us from continuing or forming partnership arrangements with other public sector organisations, in order to secure the best possible arrangements for the people and communities we serve. Through the Evolve Programme, we will keep each other informed of any potential new partnerships, and ensure they are approved through the appropriate governance arrangements.
- Focus on the benefits of the Programme as a whole. There may be times one force will contribute more to a particular project than the others. However, we will accept this on the basis that we will all benefit from the collaborative programme overall.



Governance for the Evolve Programme

We are committed to the highest standards of openness, transparency and straight-dealing in all aspects of our collaboration. To achieve this, we will:

- Make sure that all collaborative partnerships are underpinned by an appropriate written agreement – normally an agreement under the Police Act – which carries the approval of the relevant Police and Crime Commissioners and the Chief Constables
- Establish a Governance Board, which will have oversight of the Evolve Programme. This will include the Police and Crime Commissioners, their Chief Executives, the Chief Constables and their Assistant Chief Officers (or Chief Finance Officers). The Board may agree to include others, such as the PCC Chief Finance Officers and the Deputy Chief Constables as required.
- Make it a requirement that all projects within the Evolve Programme have clearly defined set-up and running costs, an agreed annual budget, a means to consider changes in the budget or resource allocation, and a mechanism for distributing savings.
- Request that Police and Crime Commissioners hold their Chief Constables to account for developing, maintaining and monitoring the Evolve Programme, in line with the principles set out in this document
- Empower our three Deputy Chief Constables to lead the development and delivery of collaborate projects under the Evolve Programme, by directing the work of officers and staff from across the three organisations as required



Police and Crime
Commissioner
North Yorkshire

