

Decision References		
PCC for Cleveland	PCC for Durham	PCC for North Yorkshire
2018 - 00098770	025/2018	09/2018
Executive Summary		
<p><i>Note: the expression 'OPCC' means the PCC as corporation sole or the PCC's Office team as the context dictates.</i></p> <p><b>Introduction</b></p> <ol style="list-style-type: none"> <li>The decision is about developing collaborative legal services across the six corporations sole: <ul style="list-style-type: none"> <li>Police and Crime Commissioner for Cleveland</li> <li>Police and Crime Commissioner for Durham</li> <li>Police and Crime Commissioner for North Yorkshire</li> <li>Chief Constable of Cleveland</li> <li>Chief Constable of Durham</li> <li>Chief Constable of North Yorkshire</li> </ul> </li> <li>Such a service would therefore absorb and replace current legal services functions within police forces, ensure that capacity is available to meet the legal services needs of the Chief Constables (i.e. the Police Forces) as well as Police and Crime Commissioners and their offices, and reduce costs to the public purse by making specialist skills available across several forces.</li> <li>The decision in respect of this service does not take into account future requirements that may arise as a result of one or more of the Police and Crime Commissioners assuming responsibility for the governance of Fire and Rescue Services. Implications for the collaborated service will be considered when necessary.</li> </ol> <p><b>Transparency</b></p> <ol style="list-style-type: none"> <li>The full business case as considered by the Chief Constables and PCCs will be published on OPCC websites once the formal stage of consultation has been completed with staff and stakeholders. An Executive Summary of the business case is published alongside this Decision Record.</li> </ol> <p><b>Process</b></p>		

5. The Evolve Coordination and Delivery Meeting (CDM), consisting of the Chief Executives of the OPCCs, Deputy Chief Constables, and Chief Finance Officers, recommended in February 2015 that the development of a Service Specification for collaborated Legal Services and Information Rights and Disclosure functions across the Evolve forces and OPCCs was developed. This was approved by the Evolve Joint Governance Board (JGB) in July 2015.
6. A single service specification was developed in late 2015, and breaks down all Legal Services outputs into core activities. The service specification was approved at the CDM in December 2015, and a copy is included at Appendix 1 of the business case. Detailed process maps for each of the core activities have also been developed and agreed amongst the Heads of Legal Services from all three teams.
7. At the CDM in January 2016 the commitment to establishing collaborative Legal Services and Information, Rights and Disclosure (IRD) functions was reinforced but it was acknowledged that despite the complexity of both business areas, both collaborations would run as separate strands under one governance structure. IRD was reintroduced to the scope of the review in early 2017, and is being progressed as a separate collaboration project. The scope of this decision record therefore does not extend to IRD.
8. Throughout 2016, a series of planning meetings and workshops were conducted with key stakeholders and supervisory staff from across the three forces and OPCC Legal Services provisions. Service delivery data was collected in respect of current service delivery and discussions were progressed in relation to positives, negatives and consequential impacts around which functions a collaborative service could share.
9. At the CDM in February 2016 it was decided that in order to progress the development of options for a joint legal services provision, a single Director of Evolve Collaborative Legal Services should be recruited. In January 2017, a Director of Evolve Collaborative Legal Services for Cleveland, Durham and North Yorkshire was appointed to take strategic responsibility for delivering suitable collaborative Legal Services provision and identifying the optimum way to move toward an appropriate model for delivering the agreed service specification by closer alignment of legal functions across all Evolve collaborating forces and OPCCs.
10. Following the employment of the Director, work has continued to develop a series of service delivery options for a collaborative legal services provision. This has culminated in the presentation of a Full Business Case, which we have committed to publish as set out above.

#### **Finances**

11. As set out in the Business Case the Collaborative Legal Services will be funded based on current force contributions to their own legal services. This will be kept under review as

additional data about individual force demand is gathered during implementation of the service.

### **Benefits**

12. The main benefits of the collaborative legal services model are set out below (As described in the Full Business Case) and apply to both PCCs and CCs:

- More resilience by virtue of larger teams;
- Greater depth of experience by pooling expertise within thematic teams, led by experts;
- Flexibility to move staff between teams to meet peaks and troughs in demand and maintain general skills;
- Improved quality and efficiency through shared knowledge, better support, and an active approach to up-skilling;
- Maintenance of local knowledge and local relationships through the use of existing team locations, including the preservation of Director/force solicitor relationships with each client;
- Improved corporate knowledge of overall demand, thereby supporting budget forecasting and future efficiencies, and providing transparency and accountability for legal expenditure;
- Improved corporate knowledge of risks and trends through active management of portfolios by lead lawyers;
- More efficient processes and standardised practices, with particular benefit to high-volume casework;
- Increased control of the requirement for external services;
- Reduction in work sent out (through pooled in-house expertise), leading to reduced external expenditure over time;
- Minimal disruption to staff and clients by limiting movement of staff and maximising the benefits of digital working.

13. Particular benefits attach to PCCs through a more tailored approach to legal services. Investment in corporate and commercial skills is planned for 18/19 and is tailored around building property and contract expertise within the team. Development of these particular skills within the team will be achieved through recruitment of suitably qualified lawyers externally. This recruitment will enable legal services to support core PCC activity more effectively and at reduced cost to external law firms. The investment in skills in the service to PCCs is also enhanced by including the current 'consultant' arrangements within the dedicated PCC/Corporate Commercial team. This will ensure that relevant skills and knowledge are further developed through practice, supported by access to expertise in statutory PCC and CC functions.

14. Additionally, by tailoring legal support to the Chief Constable and PCCs and organisational governance, legal services can provide strategic support in areas of risk management, planning and effectiveness, generally. Legal Services would be focussed on delivering an enabling service that supported and helped to deliver PCC and CC priorities.

**Decisions Requested**

**Recommendations as outlined in the Full Business Case**

- To agree that the preferred option should be implemented as the Evolve Collaborative Legal Service model, as set out within the business case.
- To endorse implementation of the temporary case management system for Durham legal team and the upgrade of North Yorkshire legal team’s current system.
- To agree progression of a business case for a single unifying case management system.
- To agree the name of the unit as *Evolve Legal Services*.
- To agree the main operating locations as:
  - North Yorkshire Police HQ in Northallerton
  - Cleveland Community Safety Hub and Middlesbrough Police Station (M8)
  - Peterlee Police Station and Durham Constabulary HQ, Aykley Heads, Durham.
- To agree the funding model and financial arrangements, including the finalization of the indicative budgets for the collaborative unit.
- To agree the initial implementation plan and ‘go live’ date of 31 March 2018, to allow for consultation and planning with staff.
- To retain the longer-term ambition of exploring an Alternative Business Structure model.

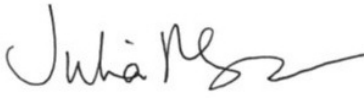
**Additional Recommendation from the Joint Governance Board – 16<sup>th</sup> February 2018.**

- To include a 12 month Benefit, Cost and Funding Review .

Police and Crime Commissioner for Cleveland  
The above decision request HAS ~~DOES NOT HAVE~~ my approval.

Police and Crime Commissioner for Durham  
The above decision request HAS ~~DOES NOT HAVE~~ my approval.

Police and Crime Commissioner for North Yorkshire  
The above decision request HAS ~~DOES NOT HAVE~~ my approval.

PCC for Cleveland	PCC for Durham	PCC for North Yorkshire
Signed:	Signed:	Signed: 
Date:	Date:	Date:

Before making this decision the Commissioners received appropriate support and professional advice in relation to material implications and risks. Points of exception are captured below:

**Legal / Monitoring Officer Remarks**

Having read this report and having considered such information as has been provided at the time of being asked to express this view, the Chief Executive and Monitoring Officer to the PCC for Cleveland is satisfied that this report does not ask

the PCC for Cleveland to make a decision which would (or would be likely to) give rise to a contravention of the law.

Having read this report and having considered such information as has been provided at the time of being asked to express this view, the Chief of Staff and Monitoring Officer to the PCC for Durham is satisfied that this report does not ask the PCC for Durham to make a decision which would (or would be likely to) give rise to a contravention of the law.

Having read this report and having considered such information as has been provided at the time of being asked to express this view, the Chief Executive and Monitoring Officer to the PCC for North Yorkshire is satisfied that this report does not ask the PCC for North Yorkshire to make a decision which would (or would be likely to) give rise to a contravention of the law.

**Chief Finance Officer Remarks**

Having read this report and having considered such information as has been provided at the time of being asked to express this view, the CFO for the PCC for Cleveland is satisfied that the business case has adequately addressed relevant financial considerations.

Having read this report and having considered such information as has been provided at the time of being asked to express this view, the CFO for the PCC for Durham is satisfied that the business case has adequately addressed relevant financial considerations.

Having read this report and having considered such information as has been provided at the time of being asked to express this view, the CFO for the PCC for North Yorkshire is satisfied that the business case has adequately addressed relevant financial considerations.

**Human Resource Advisor Remarks**

**Other exceptional risk or compliance matters**

The Commissioners are satisfied that prior to being invited to make this decision that the supporting documentation deals with specific compliance matters. Where appropriate these will continue to receive due consideration.