

**RECORD OF DECISION  
MADE BY COMMISSIONERS**



Decision References		
PCC for Cleveland	PCC for Durham	PCC for North Yorkshire
94/2015	31/2015	15/2015
Executive Summary		
<p><b>Commissioners and Chief Constables are asked to give their approval to the formation of a single Integrated Dogs Support Unit to cover Cleveland, Durham and North Yorkshire, in order to bring greater resilience to this important police service, and reduce operating costs by an estimated £3m over the next five years.</b></p> <p><b><i>Background</i></b></p> <p>The dogs section is a specialist operational area of policing, which provides a valuable service – albeit at a substantial cost. In essence, a dogs section comprises handlers (who, dependent on the operational set-up, may handle one or more dogs), and both general purpose and specialist police dogs. Specialist police dogs receive specific training to develop skills in a particular area. For example: the identification of explosives, drugs, cash or weapons; victim recovery; passive drugs detection, or firearms operational support.</p> <p>Individual dog sections differ in size, but given that not all dogs are on shift at any one time, all experience demand pressures – particularly during peak times, or when simultaneous requirements span a wide geography.</p> <p>Also, police services do not own police dogs across every area of specialist skill, so where these are needed for a particular operation, they must be requested (and subsequently paid for) through “mutual aid” from another Force.</p> <p>Given the pressures on police budgets, the Evolve Programme seeks to find an affordable way to continue/enhance the service provided by the dogs section, and maximize the return on investment in this specialist area of operations.</p> <p><b><i>Proposition</i></b></p> <p>Cleveland Police and Durham Constabulary are already collaborating on dogs section provision. However, under the Evolve Programme, it is proposed to build on this further, extending the service to a more cohesive three-way Integrated Dogs Support Unit, which includes the North Yorkshire Police area.</p>		

The key features and benefits of the Integrated Dogs Support Unit are:

- A single command structure to provide clarity of leadership, management responsibility and enhanced operational oversight
- Standardized training and tactical approach, to ensure inter-operability across the entire geography
- Consolidation of the existing operational centres at Wynyard and Spennymoor, and additional centres at York, Harrogate, East Coast, Northallerton/Thirsk, to give breadth of deployment coverage. (Operational centres are locations where dogs can be transferred to police vehicles and kennelled for short periods, and where handlers can book-in for duty).
- Access to a larger combined pool of trained police dogs (double the current capacity), which will ensure there are more police dogs available for duty at any one time than previously, increasing resilience and operational reach – including in previously hard-to-reach rural communities
- Access to the full range of specialist police dog skills within a single unit
- Ability to match deployment to demand more effectively
- Potential for greater proactivity within the service

As with all Evolve Programme projects, a key driver behind the initiative is to reduce operating costs as well as improving service.

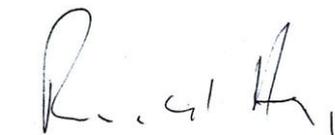
If the proposed Integrated Dogs Support Unit approach is adopted, it is anticipated that cost savings will be in excess of £600k per annum (£179k for Cleveland, £259k for Durham and £172k for North Yorkshire) – or £3m over the next five years.

This reduction would be achieved through realignment of the current resources, and by realizing the savings resulting from the disestablishment of current vacancies, and “natural reductions” such as scheduled retirements. There will be no redundancies as a result of this proposal, and it is not anticipated that extra police dog retirements (beyond those scheduled) will be required.

### ***Considerations***

In making their decision, Commissioners and Chief Constables are asked to note the following:

- The full business case is based on analysis of previous demand, although it is recognised that there would be a value in re-analysis a year after implementation of the new service
- Stakeholders in the key enabling services (HR, Fleet, Estates, Information Technology and Finance) across all three Forces have provided advice on the

<p>viability of the Integrated Dogs Section model, and have contributed to the business case</p> <ul style="list-style-type: none"> <li>The business case model has the support of dogs section expert practitioners. In line with the Evolve Programme's standard working practice, expert practitioners from the dogs sections across the three Forces came together to design a service specification, setting out the key elements to be provided by a single unit. This service specification was approved in May 2015, and the project progressed to develop a series of operating models that would meet the necessary requirements. These models were considered in September 2015, and a virtual hub-and-spoke Integrated Dog Support Unit selected as the preferred option to be developed as a full business case for the consideration of Commissioners and Chief Constables.</li> </ul>		
<p><b>Decision Requested</b></p>		
<p>The Police and Crime Commissioners to the Evolve Programme are invited to:</p> <ol style="list-style-type: none"> <li>Endorse the development of an Integrated Dogs Support Unit to service the communities of the Policing Areas of Cleveland, Durham and North Yorkshire</li> <li>Commit to concluding an appropriate formal agreement, in the first instance a sub-functional agreement, for implementing a three force collaborative unit</li> <li>If approved, keep the collaboration under review as is their statutory duty</li> </ol>		
<p>Police and Crime Commissioner for Cleveland The above decision request HAS / <del>DOES NOT HAVE</del> my approval.</p>		
<p>Police and Crime Commissioner for Durham The above decision request HAS / <del>DOES NOT HAVE</del> my approval.</p>		
<p>Police and Crime Commissioner for North Yorkshire The above decision request HAS / <del>DOES NOT HAVE</del> my approval.</p>		
PCC for Cleveland	PCC for Durham	PCC for North Yorkshire
Signed:	Signed:	Signed:
		
Date: 22 October 2015	Date: 22 October 2015	Date: 22 October 2015

NOT PROTECTIVELY MARKED

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:

<p>Legal / Monitoring Officer Remarks</p> <p>Having read this report and having considered such information as has been provided at the time of being asked to express this view, the Monitoring Officer 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.</p> <p>Having read this report and having considered such information as has been provided at the time of being asked to express this view, the Monitoring Officer 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.</p> <p>Having read this report and having considered such information as has been provided at the time of being asked to express this view, both the Monitoring Officer and the Acting Force Solicitor and Head of Legal Services are 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.</p>
<p>Chief Finance Officer Remarks</p> <p>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.</p> <p>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.</p> <p>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.</p>
<p>Human Resource Advisor Remarks</p> <p>The IDSU proposal identifies some significant HR considerations, most notably for NYP, as Durham and Cleveland have already joined their respective Dog Units together. This does provide the opportunity for NYP to adopt existing and accepted HR practice from the other two forces. The required engagement and</p>

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communications with staff and staff representatives will take place to support the introduction of any new arrangements.

Other exceptional risk or compliance matters

None

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.