

East Midlands Collaboration Plan for Policing 2010/13

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1. Foreword

Over the last three years, continuing leadership and commitment from chief constables, their chief officer team, and the chairs and members of police authorities has ensured that collaboration between the five police forces in the region has increased. Collaboration is unquestionably a sustainable way of delivering a wide range of policing services to people in the East Midlands. Publication of this plan signals the next step in the development of police collaboration in the East Midlands.

Leadership of collaboration has been strengthened with the appointment of a Deputy Chief Constable for regional collaboration. This post combines the direction and control of regional operational teams and the East Midlands Police Collaboration Programme. Previously, these responsibilities were spread across three chief officers: two dealing with direction and control of regional operational capability and the third leading the regional collaboration programme.

In the future, greater emphasis will be given to collaboration on support services such as human resources, information technology, procurement and areas of operational support. Alongside a focus on support services, we* will be placing greater emphasis on finding savings. Both are a direct response to the tightening financial position the police service faces generally and the particular financial pressures on forces in the region.

We will make sure that our collaboration programme makes the best use of full regional collaboration involving all five police forces and of joint working between smaller numbers of forces in the region, where this is appropriate. Some elements of policing in the region will be delivered through a combination of both regional (all five forces) and sub-regional (two to four force) collaboration.

* Throughout this document 'we' 'us' and 'our' refers to Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire police forces and police authorities.

2. Our Vision

Our vision for collaboration on policing in the East Midlands has been updated to emphasise the importance of improving public confidence in policing:

“By working together we will help to improve public confidence in the police by improving public safety and improving our productivity.”

Public confidence in the police will be improved through successful delivery and communication of public safety improvements and productivity, together with local policing delivery by local police forces.

Public safety will be improved through the shared delivery of protective services¹ where appropriate to reduce threat, harm and risk.

Productivity will be improved through making better use of resources by sharing best practice, increasing interoperability and shared delivery of services.

[PICTURES OF CHIEF CONSTABLES AND POLICE AUTHORITY CHAIRS
WILL BE INSERTED HERE]

3. Introduction

This is the third Collaboration Plan for Policing published by the region. It serves several purposes. Preparation of the plan gives police authorities and police forces in the region, plus other stakeholders, the opportunity to influence and set the direction of our regional collaboration. It sets out our strategic approach to working together and identifies the areas where we intend to focus our collaborative efforts. The plan sets out our strategy for ensuring that collaboration within the region will contribute to improving public confidence in policing, improving productivity and improving public safety.

Collaboration between police force and police authorities is here to stay. Measures in the Police and Crime Act 2009 make collaboration easier. At the same time, the Act gives the Home Secretary powers to mandate collaboration in certain circumstances. The proposals to ensure increased collaboration set out in the HMIC report “Getting Together: a better deal for the public through joint working”, have been implemented by the Home Office. Progress with police collaboration will be overseen at the highest level by the National Policing Board which the Home Secretary chairs. We will continue to work closely with the National Policing Improvement Agency, including the newly formed Collaboration Support Team, as it supports the police service to make the best use of collaboration.

Our early work on regional collaboration focussed on strengthening protective service capability in the region. This was a direct response to the HMIC report, “Closing the Gap” and our own analysis of the strengths and weakness in protective services within the region. The protective service gap has or is being closed through a

¹ Protective services are counter-terrorism, serious and organised crime, major crime, strategic roads policing, civil contingencies, critical incidents and public order.

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combination of work at force level and through the collaboration programme. Further joint work on protective services is still necessary though. Collaboration around the delivery of operational and non-operational support services is increasingly important too.

Looking forward, collaboration needs to help the East Midlands' police forces address the financial pressures they and police authorities face, as well as building capacity and capability. Greater emphasis will be placed on saving money, whilst maintaining or improving service. Our aim is to maximise the potential from collaboration within the region. Our collaboration programme will need to ensure that regional (all five East Midlands forces) and sub-regional (two to four force) collaborations are used to best effect and compliment each other.

4. Strategic Principles

Police forces and police authorities in the region will collaborate on the basis that collaboration should deliver the following outcomes:

- improved public confidence in policing;
- improved public safety;
- cash releasing and non-cash releasing savings (such as freeing up officer time) for re-investment. There should be significant savings by April 2011;
- improved effectiveness for forces;
- improved resilience for forces;
- police structures and operating methods which are 'fit for purpose' and will meet foreseeable demands for the next three to ten years.

These principles are consistent with individual force and police authority principles as set out in their force policing plans. The principles inform the selection, priority and planned outcomes of projects and workstreams regionally.

Public Confidence

As the single measure of success for police forces and the partners they work with, improving public confidence is a key objective for collaborative work. Increasing capacity and reducing cost are not sufficient to improve confidence, which is why we are committed to collaboration being undertaken openly in the public arena, with public meetings and publication of plans and progress reports.

The region has worked together on launching the Policing Pledge, full details of which can be found in the East Midlands Collaboration Annual Report for Policing 2008-2009, available on force and authority websites. It lays out the standard of service people can expect from the police.

Public Safety

Collaboration must improve public safety, either through direct improvements to policing provision or by increased efficiencies allowing the five police forces to invest scarce resources elsewhere. For example, recent work on witness protection has ensured the region provides the most suitable advice and support to victims and witnesses at all levels and in all crimes.

Case study - Managing threats to life consistently across the region was a fundamental part of the project. It has resulted in the development of a regional Threat to Life policy and the production of Threats to Life Key Cards that provide a flowchart and further information. These have been issued to all officers across the region from the rank of Sergeant through to Superintendent.

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Improved Productivity

The financial environment in which the 2010 -13 Collaboration Plan for Policing is being published is changing. Police funding will be tighter than in recent years. Further details on force funding and the historical reasons for all regional police authorities and forces receiving less than the government police funding formula indicates can be found in Chapter 7.

Collaboration, when delivered effectively, has significant benefits in terms of increasing operational resilience and flexibility, pooling expertise and reducing costs through economies of scale.

The five East Midlands police forces individually and collectively identified those areas where there was the greatest need to increase capacity and capability to address protective service gaps. This assessment drew on local, regional and national data. The areas with the most urgency for improvements in protective services across more than one force were the priority for significant progress in 2009. Our progress with delivering those improvements is set out in the East Midlands Collaboration Annual Report for Policing 2008-2009. Moving into 2010 and beyond we are focussing on:

- completing the work on high risk areas [EXAMPLES WILL BE INCLUDED PRIOR TO PUBLICATION]
- delivering improvements in medium risk areas in protective services [EXAMPLES WILL BE INCLUDED PRIOR TO PUBLICATION]
- exploring opportunities to improve capacity across all aspects of policing delivery;
- reducing costs.

Regional and Sub-regional collaboration

Collaboration involving fewer than all five forces in the region (sub-regional collaboration) has always been part of the collaboration model for the East Midlands. It will play a more prominent role in future for several reasons:

- some policing services are best delivered locally;
- there are occasions where geography makes delivering services at a sub-regional level appropriate;
- in some circumstances sub-regional change can be implemented more quickly than change at a regional level.

Set against this, there will be circumstances where sub-regional collaboration ultimately may not deliver the economies of scale that can be achieved through full regional collaboration involving all five forces.

In some cases, elements of a service will be delivered sub-regionally, with other elements of the service being delivered regionally. For example, the provision of general-purpose dogs may be appropriate at a sub-regional level, whilst dogs with specialist skills may be organised on a regional level. Similarly, the bulk of firearms capability may be organised at force and sub-regional level, with some specialist capability that is expensive to train and rarely used, delivered regionally.

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To maintain corporacy where necessary, the approach to regional and sub-regional collaboration will be co-ordinated. Forces and police authorities in the region will keep sub-regional collaborations as open and inclusive as possible so that all forces retain the ability to join at a future date. This approach is essential to avoid unnecessary duplication of work and to prevent a solution in one area becoming a barrier in another.

Preferred partner for sub-regional collaboration

Police forces within the East Midlands will consider the following criteria when identifying partners for sub-regional collaboration:

- compatible geography, including shared communities and supportive transport network;
- common infrastructure, including shared IT platforms, vehicles, organisation structure, policies and practices;
- shared values and commitment to collaboration;
- tangible benefits for all partners;
- other aspects of collaboration – in particular, how does this fit with other regional or sub-regional collaboration?

Police forces in the region will initially avoid entering into several sub-regional collaborations, each with different partners, until forces gain further experience of this type of partnership working. This approach will reduce opportunities for confusion in service provision and the need for multiple governance structures.

Parameters used to inform decisions about opportunities to collaborate

When looking at areas to collaborate on, police forces in the region will consider:

- 'frequency of use' - is the business subject area something which is used on a daily basis, infrequently or never?
- 'immediacy' - does a force need immediate access or is this business area something required in slower time? For example, general purpose dogs are normally needed immediately, however, some firearms specialities are not;
- 'scale of economy' - at what point do economies of scale cut in?

5. Long term and sustainable management of collaboration

All chief constables and police authorities within the region are committed to collaborative delivery as a long-term strategy for the region. There are areas where collaboration is unlikely to be appropriate, particularly around local policing, but we will ensure that where there are benefits from closer working arrangements, these will be realised.

Getting Together

In June 2009 Her Majesty's Inspectorate of Constabulary (HMIC) published a report 'Getting Together: a better deal for the public through joint working', which confirmed that collaboration was a core part of policing. We recognise much of what is said in 'Getting Together' from our experience of collaboration in the region. The HMIC conditions for success in collaboration are all present here:

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- *a history of informal joint working in a region.* Joint working in the East Midlands goes back over ten years and covers a wide range of policing activities such as the East Midlands Special Operations Unit, as well as joint procurement and provision of helicopters;
- *the perception of a natural fit for projects.* Police forces in the East Midlands have shared risks. This, the financial pressures faced by all five police authorities and earlier operational work created a natural fit for collaboration projects in the region;
- *medium term planningcollaboration is not "brief or disposable".* The region has governance arrangements for collaboration designed to deliver a co-ordinated programme over the medium term. We were the first English region to publish a collaboration plan and annual report;
- *keeping staff and unions informed.* We have a well established Partnership Forum which brings together representatives of police officers and police staff in the five forces with the director of the regional collaboration programme and representatives of HR departments in forces;
- *transmitting the message that collaboration is about doing things better rather than simply more cheaply.* This is reflected in our mission statement and our continuing commitment to improving productivity;
- *people make collaboration work, not just policies and protocols.* Increasingly people in different policing activities are coming together to look for ways of collaborating. Examples include Heads of Operations, Heads of Crime, directors and senior managers from human resources, finance and information technology;
- *the right personalities at police authority/Association of Chief Police Officers (ACPO) level and below, offering energetic support and leadership.* Chief Constables, other senior members of police forces, police authority chairs, members and officers of police authorities provide leadership for collaboration within the region through the East Midlands Police Authorities Joint Committee, Collaboration Board and involvement with projects;
- *a well-led central team, with agreed autonomy, decision making power and continuity of staff, is essential to drive collaborative delivery.* We have had a central collaboration team for the last three years. Leadership of collaboration has been strengthened with recruitment a Deputy Chief Constable to cover all aspects of collaboration.

HMIC's warning in 'Getting Together' that collaboration is voluntary and must not be forced and its view that there is no 'one-size fits all model' reflect exactly the regional perspective on collaboration. We endorse the importance of start up funding for collaboration and external funding.

HMIC have developed what they call the Informed Choice Model (ICM). It provides the champions of collaboration with facts, figures and learning from around the police service to help them choose the collaborative model which best fits their circumstances. This reflects the approach we take to collaboration already. Collaboration projects in the region will continue to be developed using information from national best practice, experience elsewhere and our own learning. We have used information from Home Office funded demonstrator sites and contributed information ourselves to this national programme. We will work closely with the National Policing Improvement Agency's Collaboration Support Team.

HMIC recommends that police forces should be required to spell out collaborative work in annual reports. The region published its Annual Report for Policing 2008 –

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2009 in 2009 (available from force and authority websites) and will continue to publish annual reports on collaboration.

We will make use of the provisions in the Police and Crime Act 2009 to enable our programme of regional and sub-regional collaboration.

Governance and management structures

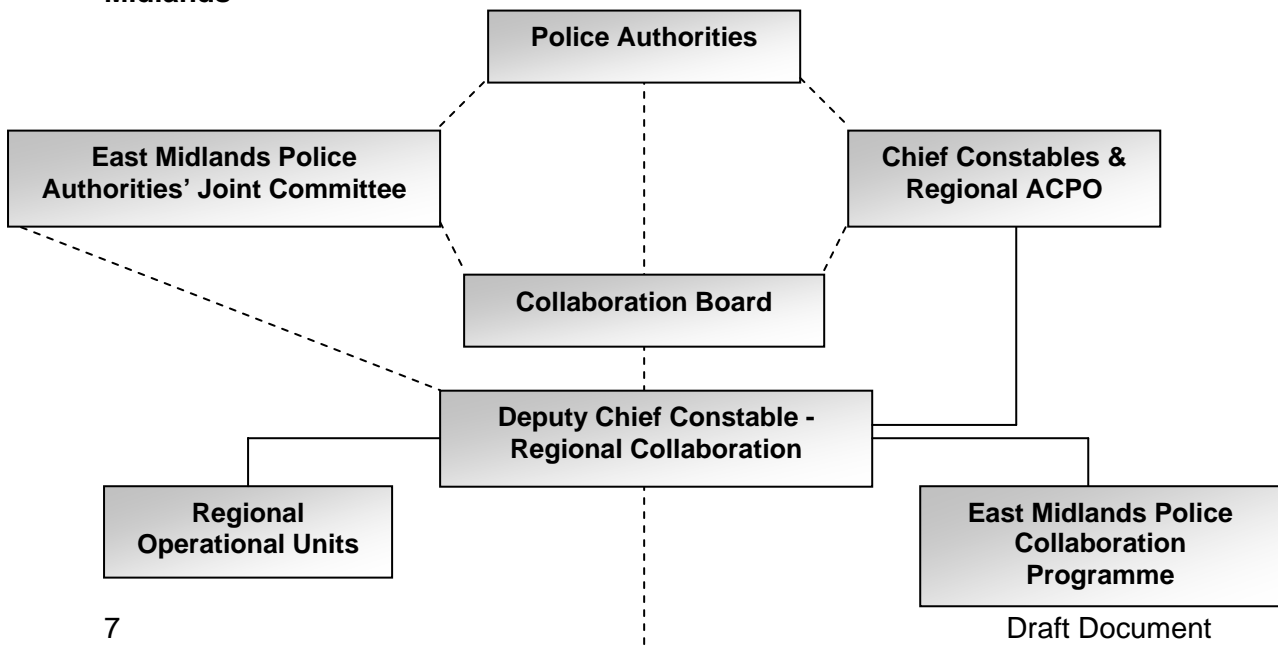
We have a well established governance and management structure for collaboration within the East Midlands. Collaboration is overseen by the East Midlands Police Authorities' Joint Committee, the Collaboration Board and Chief Constables through the regional ACPO structure. This oversight has been strengthened with the appointment of a Deputy Chief Constable to oversee delivery of collaboration in the region. Each has a separate role to play:

- the East Midlands Police Authorities' Joint Committee approves the collaboration plan and holds police forces and the collaboration team to account for the performance of collaboration (see terms of reference in Appendix A);
- the Collaboration Board leads on development of the collaboration plan and the collaboration programme;
- Chief Constables approve individual projects and ensure that they are delivered;
- The Deputy Chief Constable leads the regional collaboration programme, ensures regional and sub-regional collaboration is co-ordinated and manages the East Midlands Special Operations Unit, East Midlands Counter Terrorism Unit and other regional operational assets established in future. The Deputy Chief Constable for collaboration reports to the Chief Constables.

Close engagement with respective police authorities is also vital, in order for collaboration project teams to achieve the formal and informal agreements necessary for effective collaboration. The Deputy Chief Constable leading regional collaboration will report to each police authority at least twice a year to maintain this link.

Figure 1 summarise the governance and management of police collaboration in the East Midlands.

Figure 1 - The governance and management of collaboration in the East Midlands



6. Areas of work

The East Midlands Police Collaboration Programme has had some notable successes namely [A LIST OF PROJECTS WHICH WILL BE DELIVERED BY 31 MARCH 2010 WILL BE INSERTED] which have raised the regional profile around collaboration.

The region has identified eight strategic areas of work where collaboration can be taken forward over 2010 - 2013. Several of these have existing projects that are already underway, whilst in others we will develop and propose projects to enhance capacity and capability and reduce costs.

The eight areas are:

- **Crime** - this covers serious and organised crime issues that face the region, and that can be dealt with more efficiently and /or effectively through collaborative delivery, or through harmonised policy, training and practices. Current or recent work includes witness protection, hi-tech crime, covert technical capability, protecting vulnerable people, business crime and major case review;
- **Specialist operations** - these are the functions that provide specialist support to operational policing. Current or recent work includes firearms interoperability and co-ordination of Automatic Number Plate Recognition systems;
- **Local policing** - this covers issues that primarily affect local policing delivery, but still benefit from co-ordinated sharing of best practice, training and potentially collaborative delivery;
- **Operational support services** - examples of functions in this area include criminal justice units, forensic science and firearms licensing;
- **Human resources** - there are several human resource issues that run through all collaborative ventures, but in addition there are opportunities for collaborative delivery in the HR functions themselves. Recruitment and selection, occupational health, learning and development, health and safety, workforce planning and human resource systems have been identified as areas for collaboration. Regional crime training is already delivering annual savings of £170k. Work on a collaborative approach to vetting of staff and contractors is being implemented;
- **Finance and resources** - collaboration around procurement, estates and vehicle fleet is underway already.
- **Information and communications technology (ICT)** -as well as generic ICT issues that affect all collaborative working, there are potential opportunities within ICT functions for more joined up systems and ways of working. For example the region is currently finishing a project providing mobile data terminals to front line officers, resulting in more time spent out of the police station, and better information to officers and staff as they go about their work;
- **Corporate issues** - finally, there may be opportunities for collaboration at a corporate level within forces. Current areas where work is underway include management of risks and planning.

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In addition to formal projects, the region will also continue working on less formal workstreams that enhance collaboration, and provide future proofing for collaborative ventures.

7. Financial Forecast and Collaboration Team Budget

[UP TO DATE REGIONAL FINANCIAL POSITION AS OF FEB 2010 AND AGREED BUDGET FOR 2010/11 WILL BE INSERTED HERE]

8. More Information

Want to know more about the plan or get involved?

If you want more information about the East Midlands Collaboration Plan for Policing or if you have any suggestions for areas for collaboration, please contact the East Midlands Police Collaboration Programme: by phone 01636 685208 or email eastmidlandsupt@nottinghamshire.pnn.police.uk

Ordering more copies

Copies of the plan can be found on Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire police and police authority websites.

If you require a printed version please contact the East Midlands Police Collaboration Programme.

Commitment to diversity

We recognise the importance of respecting diversity. The work of the East Midlands Police Collaboration Programme takes into account the needs of different communities from around the region and legislation around gender, religion, disability, age, race and sexuality. This document can be made available in different formats on request.

TERMS OF REFERENCE FOR THE EAST MIDLANDS POLICE AUTHORITIES' JOINT COMMITTEE

The region's Police Authorities have established the East Midlands Police Authorities' Joint Committee (EMPAJC). The terms of reference for EMPAJC include

- i) To exercise the powers and duties of a Police Authority, either by means of an agreement under Section 23 (1) of the Police Act 1996 or otherwise.
- ii) To exercise the powers of a Police Authority to reach agreement with the Police Authorities in the East Midlands region under Section 23(2) of the Police Act 1996 to provide that any premises, equipment or facilities should be provided jointly for the Police Forces maintained by those Authorities, or under Section 23(7) to act jointly or co-operate in any other way, with any Police Authority in the East Midlands region where to do so is calculated to facilitate, or is conducive or incidental to, the discharge of any Authority's functions.

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