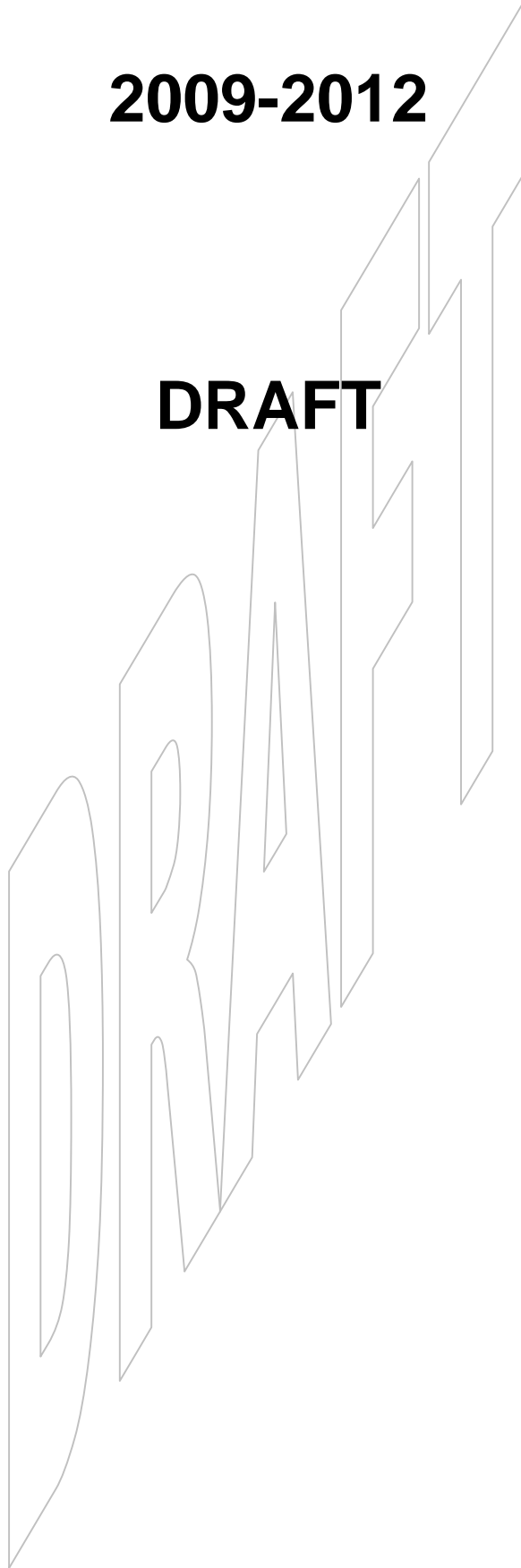


LOCAL NEEDS, REGIONAL SOLUTIONS

East Midlands Collaboration Plan for Policing

2009-2012

DRAFT



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1. Foreword

“This has been an exciting year for collaboration in the East Midlands. Collaboration is gaining greater recognition nationally from government and other agencies, and real progress is being made in the region.

“This second East Midlands Collaboration Plan outlines the progress that’s been made since the publication of the first plan. An annual report on collaboration in the region will be published in 2009.

“A number of projects within the East Midlands Collaboration Programme have been completed or are near completion including the implementation of mobile data devices; the introduction of regional policies and procedures and better use of Automated Number Plate Recognition technology to tackle serious and organised crime.

“Joint working is a practice within the region that goes back over a decade, but we need to continue to develop and strengthen collaboration. The original operational and financial reasons for collaboration still exist and its importance has increased since publication of the 2008 Policing Green Paper¹. The police forces and police authorities in the region supported proposals laid out in the Green Paper, especially the commitment to collaboration but raised concerns over certain elements within the government’s proposals.

“Several ventures within the region have been the subject of ministerial visits and high level announcements. This includes thousands of mobile computer

¹ On 17th July 2008 the Home Secretary published the Policing Green Paper “From the neighbourhood to the national: policing our communities together”. It sets out a vision for the future of policing. At the time of publication this is going through parliament as the 2009 Policing and Crime Bill.

devices being issued to frontline officers and staff; the region being the first in England to link crime maps between forces; as well the first to jointly launch the Policing Pledge.

“Collaboration in East Midlands provides real opportunities to enhance policing activities and improve the service the public receive, whilst at the same time retaining local police forces, local accountability and local identity.”

2. Executive Summary

Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire police forces and police authorities have produced this joint collaboration plan, linked to force’s local policing plans, outlining an updated programme of collaborative activity over the next three years. The plan is a public commitment to collaborative working in the region.

Despite being a poorly funded region, with high population growth, the East Midlands has been recognised nationally for its work on collaboration. Joint working has been important in winning additional funding from the government and the region has worked extensively with the Home Office and the National Policing Improvement Agency (NPIA).

The region has a long history of working together. The five chief constables and chairs of the police authorities from across the region are committed to working together and have signed up to a vision for the region. A substantial amount of regional work is managed through the East Midlands Collaboration Programme, which was established following the Home Office’s withdrawal of plans to merge police forces. The programme is part of wider collaborative work across the region and includes projects to:

- Increase capacity and capability;
- Maintain or improve customer service standards;
- Use officers’ and staff time in the best way possible;
- Deliver the best service with the resources available;
- Improve performance;
- Make better use of technology, and
- Save money.

In addition, the programme identifies opportunities for joint working in areas of business support and works with forces to conduct regional threat and risk assessments.

To ensure a consistent approach to collaboration in the future, this plan has been developed against a five to ten year view of policing, a timescale that includes events such as the London Olympics, a G8 conference in the UK and the Commonwealth Games in 2014, as well as events and incidents as yet unknown. Collaboration needs to improve productivity, reduce risk and improve interoperability in order to improve public confidence in the police.

The regional programme of collaborative work divides into three overlapping areas: building capacity and capability, productivity improvement and enablers to support the long-term delivery of collaboration.

The programme has a range of projects planned for the next three years. However, the programme is dynamic enough to adjust to urgent areas of business, funding opportunities and changing government or force priorities. Projects are selected and prioritised looking at a number of factors including threat and risk; business need and national and local priorities. Projects are managed in different ways according to their complexity.

Potential benefits through joint improvements to business support functions will also be examined. The already robust governance in the region will be strengthened through publication of an annual report and the creation of a memorandum of understanding covering the scope of collaborative activity.

The central programme team, which is jointly funded by the five police authorities, has a budget of £1.2 million per year and a target to identify cashable savings in excess of this. Four projects within the programme have received funding from the government and the team works with partner agencies to identify other sources of external funding.

3. The Vision

The five police forces and police authorities of the East Midlands have signed up to a vision for the region:

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

Productivity will be improved through working together sharing best practice, increased interoperability and shared delivery of services. Also, through making better use of resources.

Public safety will be improved through the shared delivery of specialist services and reducing threat, risk and harm.

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

4. Introduction

Last year, Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire police forces and police authorities published a joint collaboration plan.

This year, the plan has been updated with what the region would like to achieve collaboratively between now and 2012. This plan sets out the nature of joint working between the police forces and authorities in the East Midlands and reflects ongoing work to tackle regional issues. It takes into account the government's national objectives but does not cover individual force priorities or Local Area Agreements, which are covered in local Policing Plans.

The five forces have worked together over several years, predominately in these three ways:

- Ad hoc arrangements between forces, for example, by supporting each other operationally;
- Formal structures between forces like the East Midlands Special Operations Unit (EMSOU). EMSOU is a regional unit that deals with the most serious criminality across the five forces. It includes police officers, police staff and specialist resources to tackle organised crime groups who have an impact on the region;
- More recently, regional work managed through the East Midlands Collaboration Programme.

Much of the regional work is managed through the East Midlands Collaboration Programme which was established following the Home Office's withdrawal of plans to merge police forces. The programme of work includes projects to improve performance; increase capacity and capability; make better use of technology; use officers and police staff time in the best way possible; save money and deliver the best service with the resources available.

Strong governance has been in place since the work on mergers. From the outset this included a weekly conference call between all five chief constables, joint meetings of chief constables and police authority chairs (the Collaboration Board) and from July 2007, the East Midlands Police Authorities Joint Committee (EMPAJC). A full time programme director was appointed in October 2007.

Since July 2006, a large number of collaborative opportunities have been identified - through work with external organisations and as a result of a regional threat and risk assessment, which built on the Her Majesty's Inspectorate of Constabulary 'Closing the Gap'² report. At the same time, collaboration has gained greater significance nationally after the publication of the Policing Green Paper in 2008 and the Policing and Crime Bill currently before Parliament.

The region supports the Green Paper commitment to collaboration (but not the proposal to mandate collaboration) and has demonstrated that collaborative working is a practical solution to improve policing across the region. Close collaboration provides a business model that is a viable alternative to an expensive merger, maintaining police force identity and a

² 'Closing the Gap' is an HMIC thematic report on the ability of the current structure of policing in England and Wales to provide effective and sustainable protective services to a common standard in the future. It was published in September 2005.

focus on local accountability and delivery. The Green Paper refers to close collaboration as a gateway to a voluntary merger. This gives a false impression that collaboration is only a step on the way to a single East Midlands police force. This contradicts the region's belief that effective joint working eliminates the need to merge. Chief constables and police authority chairs in this region have written to the Home Office urging them to make this clear.

Collaboration is a permanent feature of the way work is done in the East Midlands. The commitments in the Green Paper to recognise and reward collaboration, as well as to change legislation to facilitate collaboration are positive and helpful. The region awaits the enactment of the 2009 Policing and Crime Bill, which is going through parliament at time of writing the plan.

5. The Regional Picture

Funding

The region has some of the most under-funded police forces in the country. All receive less funding per capita than the national average. If the government's funding recommendations, as referred to in Sir Ronnie Flanagan's Review of Policing, were implemented fully the region would receive an additional £57m over the three years of the last funding settlement (2008/09 to 2010/11). The five forces and authorities have worked hard to reduce the effect of this long-term under-funding but a significant financial gap still exists. However, this work to address the underfunding has been both time consuming and a distraction from progressing collaborative activities. Collaboration is part of the response and has been important in winning additional funding from government to support the East Midlands Special Operations Unit (EMSOU); the implementation of mobile data; work to enhance automatic number plate recognition systems and to fund the work of the Collaboration Programme Team.

Area	Increased funding or saving (£'m)				
	2006/07	2007/08	2008/09	2009/10	2010/11
Joint procurement project	0.5	1.31			
Home Office support	0.34	0.04	0.04		
Demonstrator project funding			0.27		
Automatic Number Plate Recognition project	800k plus 260k	xxx	xxx	xxx	xxx
Mobile Data			8.3		
EMSOU	2.3	4.3	2.0	1.5	1.0
Regional Crime Training project			0.17	0.17	0.17

Counter Terrorism Intelligence Unit					
TOTAL	xxx	xxx	xxx	xxx	xxx

The region has missed out on other funding streams, including funding of over £1m per year for asset recovery teams which went to five of the nine ACPO regions (Metropolitan Police Service, North West, North East with Yorkshire and Humberside, West Midlands and Wales, Counter Terrorism Unit) funding of many millions to six ACPO regions (focused on London, South East, North West, West Midlands and Yorkshire & Humberside) and ‘Level 2 Task Force’ funding for West Midlands and the North West region. There are various reasons for the region not receiving this funding, including limited central funds and the need to invest across the country. The region continues to press for equitable funding that recognises the risks and geography that lie within the East Midlands.

Leading the way

Despite the funding position, work in the East Midlands has been recognised nationally. Since last year, the region has worked with the Home Office and the National Policing Improvement Agency (NPIA), as well as other agencies to improve policing regionally and nationally. For example, the region has been working with the NPIA to produce work on a resilience model examining the minimum numbers of staff with specialist skills that forces can operate effectively with.

The region has been privileged to host a number of national events and ministerial visits regarding collaborative ventures. The region has participated in two pilot workshops provided by the National Policing Improvement Agency (NPIA) to map business benefits for the mobile data project. Representatives from the five forces attended the workshops at the East Midlands Collaboration Office in August and October 2008. The region was the first in the country to jointly launch the Policing Pledge, which contains clear priorities for all forces, gives communities a stronger voice in those priorities and informs the public of the standard of service they should expect. It was also the first to link online crime maps to other forces within the region. Crime mapping is a key part of the Policing Pledge and allows the public to see how local crime fighting partnerships are impacting on issues of local concern.

Government funding of £8.3 million has equipped thousands of frontline officers and staff across the region with hand-held or in-vehicle computers. A demonstration of the equipment being used across the five forces was given to the Policing Minister on a visit to the region.

Last year’s regional collaboration plan was the first in England and all five authorities and forces have again signed up to this year’s plan.

Geography and population

The East Midlands is the country’s 4th largest geographic region. The region is easily accessible and is bisected by two of Britain’s major roads - the M1 and A1. It is also one of the most rural with around 40% of the population

living in towns and villages of less than 10,000 people. There are large cities within the region that have their own competing demands in terms of night time economy, ethnic diversity and crime trends. This makes the region both difficult and expensive to police.

Population statistics released by the Office National Statistics in June 2008 show the fastest growing English region is predicted to be the East Midlands. It is estimated to grow by 11% by 2016 and population growth is 33% faster than the national average. This is partly due to large-scale housing projects and government plans for expansion, which may be delayed by the current financial climate, but are unlikely to be abandoned. A study by the University of Sheffield in 2008 showed Northamptonshire and Lincolnshire to have had the second and third highest population change between 1981 and 2006 of anywhere in the country. There were 41,540 registrations for National Insurance Numbers by non-UK nationals in the region in 2007.

The East Midlands is becoming increasingly diverse and new communities are emerging in all five-force areas. The draft East Midlands Regional Plan, produced by East Midlands Regional Assembly, allocates 21,723 new dwellings to be provided each year between 2006 and 2026, with Northamptonshire, Lincolnshire and the cities of Nottingham, Derby and Leicester all being expected to take significant levels of growth. This will mean more than half a million new homes will have been built between 2001 and 2026, which will significantly impact on policing and create a need for forces to work with partners to develop socially cohesive and safe communities from the outset. There are also ambitions to expand the economy of the region in the next 20 years.

6. Our Priorities

The region has an agreed set of priorities that have been developed using a risk and threat assessment, force improvement plans, known forthcoming events and professional judgement. Using these methods the region has identified and delivered projects to improve public confidence, reduce risk, improve interoperability and improve productivity. In summary, working together the five forces can make best use of their resources and improve the region's capability to prevent and respond to crime.

Priority 1 - Improving confidence in the police

Police forces nationally will be gauged against a new public confidence measure. The region has always been aware of the need to avoid adverse impacts from the poor financial position and changing risks across the East Midlands. Confidence is a particular challenge with the projected growth and under-funding of the forces in the region. The region will:

- Look to improve public confidence in the five forces through regional support, and delivery of appropriate regional functions;
- Maintain or improve customer service standards.

Priority 2 - Reducing Risk

The region is committed to reducing the harm from criminal activity. The Home Office has recently conducted a review of force's protective services capability, identifying if improvement plans to meet the Home Office targets for significantly improving high-risk protective services by 2009 and medium and low-risk protective services by 2011 are sufficient, robust and sustainable. The term 'protective services' covers a range of high-level policing functions, such as homicide, rape, kidnap and serious organised crime. The region:

- Recently undertook a threat assessment of each of the protective services and compared this against the resources in forces available to meet that threat. The resulting risk was assessed, scored and compared across the region. This assessment drew on local, regional and national data and will be updated periodically. All forces rely on regional collaborative arrangements to deliver many aspects of serious and organised crime, and increasingly in other areas of protective services;
- Will therefore meet or exceed the national standards for protective services by 2009 and 2011.

Priority 3 - Improving Productivity

All five forces have financial challenges in the years ahead and the current financial climate nationally and internationally will mean all public sector organisations will have to demonstrate value for money. The next few years will see a number of high profile events within the UK, including the Olympics, a G8 conference in 2013 and the Commonwealth Games in 2014. The precise impact of these on the region is still unclear, but there is a strong possibility of the abstraction of staff to support other forces directly involved with this. Also, it is possible that the region will host a training venue for one or more national teams for the Olympics. The region will:

- Improve productivity by targeting resources more effectively on identified risks;
- Reduce bureaucracy through better use of resources and ICT systems;
- Save officer and staff time through better use of resources and ICT systems;
- Reduce unnecessary costs through economies of scale and sharing best practice;
- Ensuring the long-term viability of collaboration through robust governance and addressing key enabling issues around ICT, HR and finance will assist in the delivery of these priorities.

Priority 3 - Improving Interoperability

Interoperability is the key to the forces being able to work together more effectively. The region already has shared training and policy development processes, but more remains to be done, particularly in the area of information and communications technology (ICT). There is potential to achieve significant efficiencies and savings through converging ICT. Operational and financial benefits will arise from harmonisation of training, equipment and procedures across a range of policing functions. The region will:

- Improve performance through more effective use of IT systems share best practice to allow forces to work better together

The use of 'rapid reviews' for some opportunities will increase the pace of delivery.

7. Collaborative Policing Model for the region

General requirements for collaboration

This plan has been developed against a five to ten year view of policing. It takes into account likely changes to policing, including possible changes to police force and authority structures that may follow the next general election; the likelihood of very tight funding over the next few years; the Policing Pledge; the need to reduce bureaucracy and changes to the performance management framework, including the new government measure of public satisfaction in policing.

A successful collaboration must demonstrate how forces working together can reduce harm and increase public confidence in the police. If there are areas where collaboration is not appropriate, these must also be clearly defined. Collaboration needs commitment, buy-in and investment to succeed. For example, without investment in effective communications networks and performance frameworks that are compatible between forces, any collaboration will be limited in both scope and benefits, and not endure in the longer term.

Collaboration must deliver improved productivity, helping forces to match resources to risk, threat and harm. The productivity contribution from collaboration should be visible at regional level and within forces. More emphasis must be given to the contribution to business support functions from collaboration, especially around HR and information and communications technology (ICT) delivery and convergence. At the same time, there should be increased sharing of good practice in all areas.

Police authorities and forces in the region recognise they do not have to have in-house capability in every area of policing and that there should be greater reliance on joint provision with other forces, where this meets operational needs cost effectively and in-house excellence for core local policing roles. The region needs to lobby to ensure performance measurement and therefore accountability reflects collaboration instead of being solely focussed on single force performance.

Collaborative activity needs to be co-ordinated centrally and to be championed actively. There are roles in this for all involved in policing, including the public.

The role of staff associations and unions

The region has a well established partnership forum where management meet the staff associations and unions involved in policing to discuss and consult on regional collaborative issues. Staff associations and unions play a vital role in representing the views of police staff and officers, and the region will continue to encourage an active two way discussion of issues in order to achieve the aims of the collaboration programme, without losing the good will and support of police officers and staff.

Way forward

The collaboration programme has been re-assessed and updated. Using good practice assessments of threat, harm and risk across policing in the East Midlands and consideration of capacity and capability to deal with these, have formed the basis for a revised collaboration programme and this collaboration plan. This plan is linked to force planning and force's own policing plans.

The scope for improvements in productivity by business support functions through collaboration will be examined over the next couple of years. This includes development of a strategy for a collaborative approach to the delivery of information and communications technology (ICT) and ICT convergence. This work is still in the early stages of development and the region has been in discussions with the National Policing Improvement Agency (NPIA), who manage police ICT nationally, over the best way forward.

Increasing reliance on a collaborative approach may require changes to operational and organisational command structures, which will be examined during 2009/10.

Governance of collaboration will be strengthened through publication of an annual report on the full spectrum of collaborative activity and a single memorandum of understanding covering all collaborative activity will be developed.

8. Collaboration Performance

The regional programme and individual projects are all linked to a regional vision, as well as to central and local government performance targets set out in as Assessments of Policing and Community Safety (APACS) and Public Sector Agreements (PSAs). The link between collaboration, the types of benefit generated and outcomes are set out below. Further details about Home Office deadlines, APACS and PSAs and how they relate to the projects can be found in Appendix A.



In addition, the police service nationally has been set a single measure of public confidence from April 2009. Projects will be assessed against this requirement and the regional commitment to improve or maintain customer service standards.

The East Midlands Collaboration Team has a target to identify potential cashable efficiency savings year on year at least equivalent to the team's net budget. Progress will be reported on in the annual collaboration report.

9. The Programme

Programme Cost

The East Midlands Collaboration Team manages a programme of regional work to improve policing across all five forces. This programme is part of wider collaborative work across the region.

Four projects within the programme have received funding from the government. The region made successful bids for Home Office demonstrator site funding for witness protection and making best use of police officers with specialist operational skills. The Home Office paid for 75% of costs, with forces funding the remainder.

Further government funding was granted for mobile data and two automatic number plate recognition (ANPR) projects. The region successfully bid for £8.3 million for mobile data devices and also received £1.06 million for ANPR. Additional government funding has been made available to support the East Midlands Special Operations Unit.

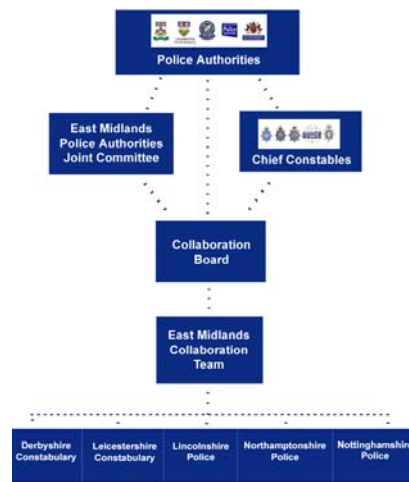
The team will cost £1.2m in 2009/10 and is funded jointly by the five police forces in proportion to their levels of government grant. To put this in context, the regional policing budget is over £650 million.

Accountability

Please note that the frequency of meetings is currently under review

A Collaboration Board, comprising chief constables, police authority chairs and chief executives, as well as additional members from police authorities oversee the programme. It meets five times a year and provides the detailed management of the programme.

The East Midlands Police Authorities Joint Committee (EMPAJC) meets three times a year in public and exercises the full powers of a police authority on behalf of the region.



If you would like to attend a public meeting of the EMPAJC, receive papers or get further information, please contact Simon Hobbs at Nottinghamshire Police Authority.

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The Programme Team

A team of 15 police officers and police staff manage the development of projects making up the regional programme of work. The team ensures delivery of the projects, as well as monitoring and analysing their effectiveness. The team also sets up and runs workshops on subjects of benefit to the five forces, such as workforce modernisation. The team regularly revisits threat and risk assessments jointly conducted with all five forces, as well as identifying new areas of work.

A programme director responsible to Chief Constables and police authority chairs manages the team and is responsible for identifying and delivering projects to meet the regional priorities.

Each force provides a senior police officer or member of police staff to lead on projects, which are kept on track by a programme manager.

A regional head of human resources, a regional head of finance, a benefits and risk manager and a communications and stakeholder manager support the work of the programme. A programme support officer, two researchers and an office manager provide further assistance.

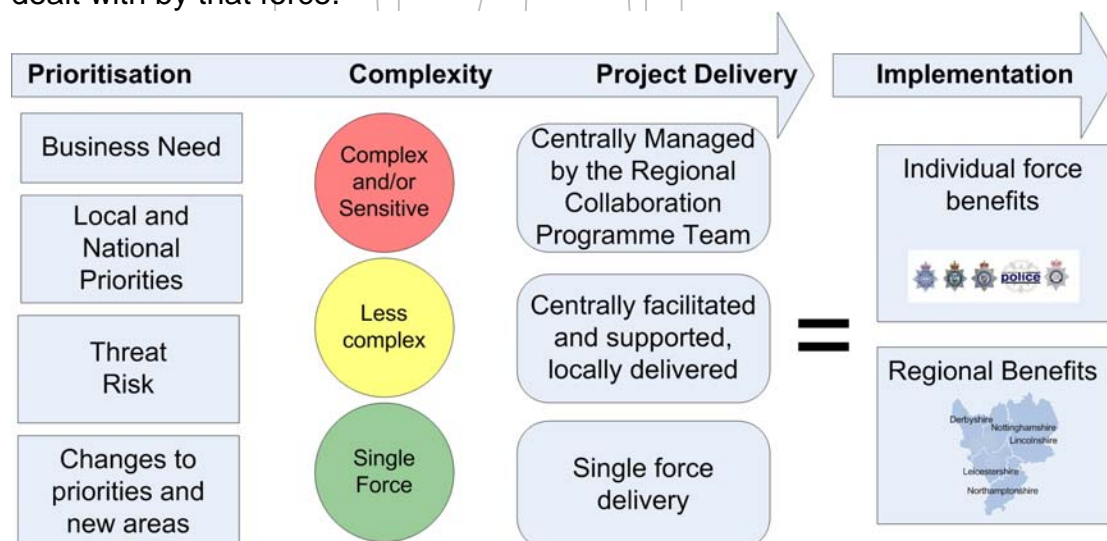
While the team identify the potential benefits that projects will bring, the delivery of those benefits rests with forces, supported by the team as necessary.

10. Delivering Our Projects

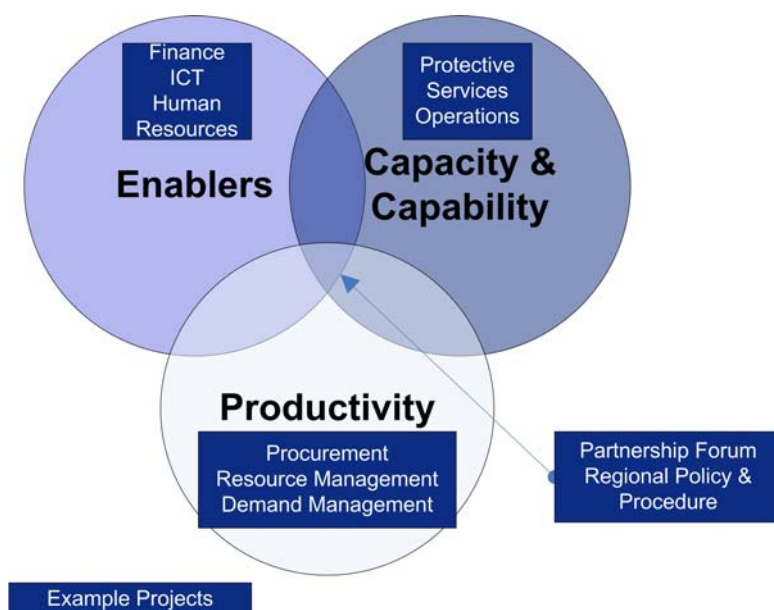
Overview

There is a range of projects within the East Midlands Collaboration Programme. As well as planned projects, the programme is dynamic enough to be able to adjust to any urgent areas of business, funding opportunities and changing government or force priorities. Work on mobile data is an example of this.

Projects are selected and prioritised looking at several factors including threat and risk, business need and national priorities. Projects fall into two levels of complexity: those that are highly complex and / or sensitive, which are centrally managed and more straightforward areas where the central team assist and facilitate forces to deliver. Issues that only affect one force are dealt with by that force.



The regional programme of collaborative work divides into three overlapping areas: building capacity and capability, productivity improvement and enablers to support the long-term delivery of collaboration.



Several projects address issues raised by Her Majesty's Inspectorate of Constabulary (HMIC) report 'Closing the Gap', which identified weaknesses in protective services across all police forces. Other projects aim to improve productivity in policing services. Additionally, there is ongoing work to identify opportunities for collaborative working in areas of business support.

A twin-track approach is used to scope projects for inclusion in the programme. The first is a rapid preview process, which is an intensive study in a short timescale from the initial research to a fully costed business case with recommendations. This generates momentum and active involvement from chief officers, police authorities, staff associations and unions, as well as staff representatives and is suitable for smaller discrete areas of business. Simultaneously to the rapid review process, which mainly delivers tactical areas of work, the team will continue to deliver longer-term strategic projects, that tend to be more complex and contain links to many other business areas.

The projects listed here cover current 'live' projects, and projects that are proposed over the next three years. Further projects will be proposed and prioritised as a result of ongoing risk and threat assessments. There is finite capacity and capability within the region to support and deliver projects, especially given forthcoming large-scale events, differing starting points and rates of progress across the region.

Project Area - Protective Services

The final document will refer to potential projects / areas of work arising from the regional risk and threat assessment once this has been assessed.

All 43 police forces in England and Wales were required in 2007 by the Home Office to have made significant improvements in high-risk protective services by this year (2009) and medium and low-risk protective services by 2011. These deadlines were the product of the Her Majesty's Inspectorate of Constabulary's (HMIC) 'Closing the Gap' report, which identified weaknesses in protective, services nationally.

All five police forces, individually and collectively, have identified areas where there is the greatest need to improve. With the exception of counter terrorism improvements, which are dealt with as part of a national programme of work, the East Midlands collaboration projects contribute to forces meeting these targets.

The projects aim to improve the capability and capacity of the East Midlands forces to provide protective services to meet or exceed the national standard throughout the region by 2011. This will be achieved through increased collaborative working and multi-agency partnerships. The current areas of regional protective services work are set out in Table 1, while proposed future projects are set out in Table 1a.

Table 1 : Current projects to improve protective services	
Witness protection	Hi-tech crime
Technical support to police operations	Automatic Number Plate Recognition (two projects)
Making best use of police officers with specialist operational skills	Ability to tackle cross-regional and national criminality impacting on the region
Surveillance support teams	Civil contingencies co-ordination and testing
Live and cold case reviews	Tackling Major Crime in the region
Public Order incidents	

Witness Protection

This project supports better joint working on witness protection across the five forces. It outlines options for enhancing existing force resources and considers the creation of a joint regional Protected Persons Unit. The aim of this project is to ensure the region provides the most suitable advice and support to victims and witnesses.

Technical Support to Police Operations

Technical support uses expensive hi-tech equipment, and demand in terms of equipment, operational need and geography varies. This project will explore the most cost effective way of using expensive specialist resources.

Making Best Use of Police Officers with Specialist Operational Skills

Each force in the region has worked hard to ensure that they are self sufficient in all manner of specialisms. This has meant that some officers have more than one specialism. The time required for training and accreditation means that officers may not be performing their core role as effectively as they could. This project will consider whether there are opportunities to deliver some of these specialisms on a regional basis, which would both free officers' time and ensure better interoperability within the region.

Surveillance Support Teams

This project will identify alternative methods of supporting and enhancing the surveillance capability within the East Midlands police forces to tackle cross-border organised and serious crime.

Live and Cold Case Reviews

Forces undertake reviews of both live and 'cold' major crime cases. Whilst forces in the region do have capacity, this project will explore opportunities to deliver increased capacity and impartial support through regional collaboration. There is both an opportunity and need to broaden the review capability and capacity to deal with critical incidents, ongoing operations (particularly level 2 serious and organised crime operations) and thematic issues.

Public Order Incidents

This project looks at opportunities around the provision of public order units, training, equipment and operational standards. This area is critical in the run up to the Olympics in 2012, where such units may be required to assist forces elsewhere in the country.

Hi-Tech Crime

As part of the regional risk assessment work, the investigation of crimes where the primary source of evidence is stored on computer equipment, including mobile phones, was declared a high-risk area by all forces. Demand is increasing significantly year on year and there are challenges to all forces caused by advances in technology and the skills needed to forensically examine the equipment. The project will identify options for the region in managing these kinds of investigations.

Automatic Number Plate Recognition (ANPR) and Project INSIGHT

These two related projects will build on existing work to link the business support analytical capability and to co-ordinate the existing ANPR capability in the five forces.

Ability to Tackle Cross-Regional and National Criminality Impacting on the Region

This project identifies options for specific forces to improve their capacity and capability to tackle cross-border serious and organised crime, taking into account the remit of the East Midlands Special Operations Unit.

Civil Contingencies Co-ordination and Testing

Civil contingency plans are tested already in each force. A Chief Inspector post has been approved to coordinate work at a regional level and test response plans regionally to improve response and resilience.

Table 1a : Proposed future projects to improve protective services	
2009	
Firearms interoperability	Testing plans for response to Chemical Biological Radioactive and Nuclear (CBRN) incidents
Protecting Vulnerable People	
2010 to 2012	
National Ballistics Identification System	

Firearms Interoperability

To look at whether certain specialist functions within firearms support units could be provided regionally to improve resilience services to the public. There may be opportunities to streamline numbers, share training and work together on the extension of the use of Tasers. This project follows on from the Making Best Use of Police Officers with Specialist Operational Skills project.

Testing Within CBRN Function

National work is ongoing that requires forces to deliver training and resources in the event of a chemical, biological, radioactive or nuclear (CBRN) incident. This project will examine the benefits of doing this at a regional level to improve resilience.

Protecting Vulnerable People

This project will develop a model to increase forces' capacity and capability to deal with vulnerable people, in the areas of domestic violence, sex offenders, human trafficking, child protection and repeat juvenile missing persons. This is a significant area, and regional work ranges from sharing of best practice and a common terminology, through to shared support arrangements.

Project Area - Productivity

The productivity projects aim to develop and exploit collaborative opportunities in order to help the five forces and police authorities identify areas where productivity improvements might be possible.

These projects will make better use of staff, equipment and technology across the region. Each force will decide how best to use the benefits identified by the projects, taking into account the local threat, harm and risk assessments for the whole of the force's business. Current productivity projects are set out in Table 2, while future projects are set out in Table 2a.

Table 2 : Current projects to improve productivity	
Digitalisation of recorded interviews	Authorisation for specialised surveillance
Managing resources	Aligning policy and procedure across forces
Managing demand	Mobile data phase 2
Forensics and identification	

Digitalisation of Recorded Interviews

Interviews are currently recorded on analogue tape. Digitalisation would offer further opportunities for collaboration, the transfer of work across the region, and to move away from obsolete and technology that is expensive to maintain. A single approach to procurement and technical support will produce productivity savings, whilst interoperability between the forces opens up future opportunities for collaboration.

Managing Resources

This project has identified opportunities for forces to better match their staff, vehicles and technology to demand from the public. This means having the right people in the right place at the right time, meeting the needs of the public.

Managing Demand

Control room processes in all forces were reviewed with a view to improving customer service and identifying better ways of doing business. The five forces have identified and developed good practice, which is now being implemented.

This is about improving the customer's experience in the way forces handle calls, as well as meeting their needs and expectations, for example by scheduling appointments to suit them. The way the region is addressing demand management is recognised as best practice nationally.

Forensics and Identification

This project looks at ways of ensuring more efficient use of force fingerprint departments. Progressing alongside this is work to develop common structures, practices and procedures and make best use of IT to support cross working between the region's fingerprint departments.

Authorisation for Specialised Surveillance

In line with the government’s police reform agenda, this project examines whether police staff could do some of the roles currently performed by police officers to allow them to return to the frontline. Legislative changes necessary to progress other areas of the project will not be implemented for at least twelve months. However, the project continues to examine the structures, processes and associated costs necessary to take advantage of changes in legislation when they occur.

Aligning Policy and Procedure Across Forces

This project led to the creation of a mechanism enabling all five forces now jointly produce policies and procedures. This is a key enabler for collaboration as well as providing efficiencies itself. Previously, five forces developed and revised policies and procedures independently of each other, which lead to differences in style, processes and content. This also caused significant knock-on effects in collaborative efforts and operations.

Work is ongoing in these areas:

- o Mobile Data Device policies on health and safety, data protection and security;
- o Witness Protection policy and procedure;
- o Threat to Life policy and procedure;
- o HR policies for regional teams on secondment and regional teams;
- o Change management and redeployment.

Mobile Data Phase 2

This project recognises that mobile data technology provides an excellent opportunity to support frontline policing. The project will lead to the introduction of mobile data in all five forces building on the significant amount already implemented in 2008.

Table 2a : Proposed future projects to improve productivity	
2009	
Business Crime	
2010 to 2012	
Increased Interoperability between Control Rooms	Economic Crime Unit
Wider use of Digital technologies	

Business Crime

This proposal has been made in response to a perceived need and availability of funding, rather than through the risk and threat assessment process. For that reason approval of this project is subject to a business case and external funding.

Dependent upon external funding, the region will look to develop a regional partnership approach to fraud and business crime reduction. This will include a best practice model for consistent delivery across the East Midlands, recognising the work currently undertaken within the region and considering other national best practice models.

The region would seek to secure funding streams capable of expanding the existing national best practice models within the region and using this pump priming money to develop them in to one, all encompassing model, capable of long term sustainable delivery to the business community.

Operational and Basic Command Unit (BCU) collaboration

Much of the collaborative emphasis is currently on protective services and support functions, and there is a gap in relation to operational collaboration. There is an opportunity for a more radical approach in the light of the Green Paper. Areas for consideration include, but are not limited to:

- The deployment of frontline operational staff across borders to improve response
 - Merger departments across force boundaries – for example traffic policing
- More formal arrangements for sharing of best practice and developing solutions at BCU level.

Project Area - Business Support

Work is ongoing to identify opportunities for collaborative working in areas of business support. This includes work on human resources and a study to look at making best use of information and communications technology across the region. This work may lead to several new productivity projects.

This work will enable forces to integrate technology, develop processes that will improve interoperability and to reduce the bureaucratic load for front line services. Current projects to improve business support are set out in Table 3, while future projects are set out in Table 3a.

Table 3: Current projects to improve business support	
Human resources convergence	Force strength and resilience
Case and Custody management system	

Human Resources Convergence

This covers a range of potential projects, including terms and conditions for staff working regionally, change management policies, and workforce planning. Currently the five forces each have a portfolio of human resources policies, procedures and culture developed to support their own individual initiatives and processes. The region will address this issue in a pragmatic

way to start to harmonise procedures where staff from different forces work together.

Case and Custody Management System

The intention of the project is to define and implement a regional solution to address the increased costs projected for the Custody and Case IT system in future years.

Force Strength and Resilience

To determine the ability of forces to reduce police officer numbers and still maintain effective policing. This enabling project needs to match demand to police officer numbers, and consider the minimum numbers that would allow forces to deal with operational issues, both routine response and major/critical incidents.

Table 3a : Proposed future projects to improve business support	
2009	
Recruitment	Handling of misconduct matters
Vetting of staff and contractors	
2010 to 2012	
Shared provision of ICT services	Shared data warehouse
Other shared service provision	Training
Horizon Scanning	

Recruitment

All forces currently recruit separately, even for posts that are fundamentally identical, such as police officers. There is anecdotal evidence that many applicants apply to more than one force and go through the process multiple times. Collaboration would save costs, allow sharing of best practice and prevent competition between forces for applicants

Vetting of Staff and Contractors

The standards and delivery of vetting for staff and contractors vary across the region, and there are potential opportunities to reduce costs, speed up the process, avoid multiple vetting of individuals and ensure common standards of vetting apply to staff working together.

Handling of Misconduct Matters

Misconduct investigations need to be impartial and effective. They can be time consuming and demand significant input from senior staff and police officers. Sharing the workload around such issues could reduce costs and improve service levels.

Shared provision of ICT services

The region will look to pool expertise and equipment within ICT functions in order to reduce costs and improve resilience and disaster recovery arrangements. There are real opportunities to look at how various services that are currently delivered on force basis could be delivered regionally to achieve efficiencies and savings through convergence and harmonisation of ICT.

The region will engage with the National Police Improvement Agency's Information Systems Improvement Strategy (ISIS) programme in their champion/challenger process, over the replacement for the national Custody and Case management system and the development of a Digital Evidence System. A regional model is not seen as the "end game" within ISIS, but could be a possible route towards nationally delivered solutions across a standard infrastructure.

Shared Data Warehouse

A shared data warehouse will look at the feasibility of building on current arrangements for sharing data across the five forces, with single physical locations for data storage which can be managed more efficiently, and with greater resilience.

11. Case Studies

Several of the EMSOU operations relate to reducing harm/risk and it is suggested that an appropriately worded overview of this activity be included.

Mobile Data

As a result of a successful bid through the East Midlands Collaboration Programme, the five forces received £8.3 million in government funding in May 2008 to equip front line officers and staff with mobile data devices.

The money has gone towards funding the devices, infrastructure and training with over 3,000 hand-held and in-car computers devices issued and nearly 4,000 frontline staff across the region trained.

The devices have helped the five police forces in a number of ways, including increasing the time frontline personnel spend on the street by reducing the amount of paperwork they have to complete back at the station. The computers have proved useful in a number of situations from identifying offenders who have given false details to enabling staff on the ground at incidents to update commanding officers of the situation by providing real time information and footage.

Crime Mapping

The launch of crime mapping in January 2009 has enabled the public to access improved information on crimes in their local area through interactive online crime maps on force websites.

The East Midlands forces are the first in England to map collaboratively by sharing links between the five forces' websites. Not only is this an efficient approach it also means that anyone living close to the edge of a police force area can look at crime levels in adjoining areas at the click of a button.

Policing Pledge

The five East Midlands police forces were the first to collaboratively launch the national Policing Pledge. At an event to the launch the Pledge regionally, Policing Minister Vernon Coaker was presented with the East Midlands pledge, which outlines Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire's commitments to their communities.

Several of the projects in the East Midlands Collaboration Programme will support forces to deliver the Pledge. Projects on demand and resource management will improve the service people receive by making recommendations on scheduling appointments to better suit members of the public and make better use of police time. The projects will additionally make sure that police resources are available at periods of peak demand.

The region's successful bid for funding for mobile data devices earlier this year has helped increase frontline staffs' visibility, meaning they spend less time at the station doing paperwork and more time on the street.

Other projects on witness protection, co-ordinating civil contingencies and protecting vulnerable people will also assist forces in a broader sense. The outcomes of these projects will help officers provide a better level of service to the public.

The Pledge was launched in the Policing Green paper in 2008 and all police forces across England and Wales have signed up to meet those commitments.

Payroll Bureau Services

In July 2008, Nottinghamshire, Leicestershire, Lincolnshire and West Yorkshire police forces awarded business services group Mouchel a three-year contract to provide payroll bureau services. The shared procurement will reduce costs but still offer each force a bespoke service.

Mouchel implement, host and manage a payroll platform for the four police forces on a shared service infrastructure, while the forces' payroll departments are responsible for maintaining employee data on a daily basis.

12. Quotes

Quotes from notable documents, officers, staff or public to be included and to be dispersed throughout the final document

13. More information

Want to know more about the plan or get involved?

Once schedule is agreed, this section will include further information about consultation

If you want more information about the East Midlands collaboration plan or if you have any suggestions for areas for collaboration, please contact the East Midlands Collaboration Programme Team.

Contact details:

Email: eastmidlandscpt@nottinghamshire.pnn.police.uk
By phone: 01636 685208

Ordering more copies

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

A printed version will be available from Simon Hobbs at Nottinghamshire Police Authority.

Contact details:

Email: simon.hobbs@nottinghamshire.pnn.police.uk
By phone: 0115 977 4897
In writing: Nottinghamshire Police Authority,
County Hall, West Bridgford,
Nottingham, NG2 7QP.

Commitment to diversity

The East Midlands collaboration plan recognises the importance of respecting diversity. The work of the East Midlands 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.

14. Appendices

Appendix A - Contribution to Performance

The East Midlands Collaboration Programme contributes directly to the measured objectives for policing set out by the government.

Home Office Deadlines

The Home Office requires significant improvements in high-risk protective services by 2009 and medium and low risk protective services by 2011.

The regional collaboration projects contribute to forces meeting this target.

Public Service Agreements (PSAs)

Public Service Agreements are priorities that the government sets to ensure objectives are delivered. PSAs are linked into the funding that public bodies receive from government.

These priorities help monitor the performance of public bodies, including the police, at a local level. PSAs 23, 24 and 26 relate to the projects.

PSA	Details
PSA 23: Make communities safer	<ul style="list-style-type: none"> / Continue to build on the significant reductions in crime achieved over recent years; and / Ensure local agencies are accountable and responsive to the needs and priorities of the local community.
PSA 24: Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public	<ul style="list-style-type: none"> / Provide local services with greater flexibility to determine how this vision is delivered efficiently and effectively; / Engage individuals and communities in shaping services; / Support frontline delivery by building the capability and capacity of its workforce; and / Work effectively with the private and voluntary sector to increase efficiency and quality of service and foster innovation.
PSA 26: Reduce the risk to the UK and its interests overseas from international terrorism	<ul style="list-style-type: none"> / Stop terrorist attacks; Where we cannot stop an attack, to mitigate its impact; / To strengthen our overall protection against terrorist attack; and / Stop people becoming terrorists or supporting violent extremism.

Assessments of Policing and Community Safety (APACS)

This is a performance measurement framework developed by the Home Office and partners. It is intended to monitor and assess the crime and community safety work of the police and their partners in England and Wales.

There are five APACS categories that the East Midlands collaboration projects will be measured against. These are:

- Promoting safety;
- Serious crime & protection;
- Organisational management;

- Tackling crime;
- Confidence and satisfaction.

Current Projects	APACS objective	PSA no.
Witness protection	Promoting safety Serious crime & protection	23, 24
Hi-tech crime	Serious crime & protection	23, 24
Technical support to police operations	Organisational management	23, 24
Automatic Number Plate Recognition (2 projects)	Promoting safety	23, 24
Making best use of police officers with specialist operational skills	Organisational management	23, 24,26
Ability to tackle cross-regional and national criminality impacting on the region	Tackling crime	23, 24, 26
Surveillance support teams	Serious crime & protection	23, 24, 26
Civil contingencies coordination and testing	Promoting safety	23, 24,26
Live and cold case reviews	Serious crime & protection	23,24
Tackling Major Crime in the region	Serious crime & protection	23,24
Public Order Incidents	Promoting safety	23
Digitalisation of recorded interviews	Tackling crime	23, 24
Authorisation for specialised surveillance	Serious crime & protection	23, 24, 26
Managing resources	Tackling crime	23, 24
Aligning policy and procedure across forces	Organisational management	23
Managing demand	Confidence & satisfaction	23
Mobile data phase 2	Organisational management	24
Forensics and identification	Tackling crime	23, 24
Human resources convergence	Organisational Management	24
Force strength and resilience	Organisational Management	24
Case and Custody management system	Promoting safety Organisational Management	23, 24
Proposed Projects	APACS objective	PSA no.
<i>Firearms Interoperability</i>	<i>Tackling crime Organisational Management</i>	<i>24</i>
<i>Testing plans for response to Chemical Biological Radioactive and Chemical (CBRN) incidents</i>	<i>Serious crime & protection</i>	<i>26</i>
<i>Protecting Vulnerable People</i>	<i>Serious crime & protection</i>	<i>23, 24</i>
<i>National Ballistics Identification System</i>	<i>Promoting safety Serious crime & protection</i>	<i>23, 24</i>
<i>Business Crime</i>	<i>Promoting safety Serious crime & protection</i>	<i>23, 24</i>
<i>Increased interoperability between control rooms</i>	<i>Promoting safety Organisational Management</i>	<i>23, 24</i>
<i>Economic Crime Unit</i>	<i>Promoting safety</i>	<i>23, 24</i>

	<i>Serious crime & protection</i>	
<i>Wider use of digital technologies</i>	<i>Promoting safety</i>	23, 24
	<i>Organisational Management</i>	
<i>Recruitment</i>	<i>Organisational Management</i>	24
<i>Handling of misconduct matters</i>	<i>Promoting safety</i>	23, 24
	<i>Organisational Management</i>	
<i>Vetting of staff and contractors</i>	<i>Promoting safety</i>	23, 24
	<i>Organisational Management</i>	
<i>Shared provision of ICT services</i>	<i>Organisational Management</i>	24
<i>Shared data warehouse</i>	<i>Organisational Management</i>	24
<i>Other shared service provision</i>	<i>Organisational Management</i>	24
<i>Training</i>	<i>Organisational Management</i>	24
<i>Horizon scanning</i>	<i>Organisational Management</i>	23, 24

Appendix B – Finance

The information here is from last year. This will be updated for final version

Regional financial forecast

£ m	08/09	09/10	10/11	Total
Base Budget Gap	7.4	8.1	6.2	21.7
Use of reserves and one off grant	(5.2)	(5.0)	(4.3)	(14.5)
Cash releasing efficiencies	(2.2)	(3.1)	(1.9)	(7.2)
Residual Gap	0.0	0.0	0.0	(0.0)
Identified Risk Gap	13.5	13.8	14.1	41.4
Risk Adjusted Gap	13.5	13.8	14.1	41.4
Loss of grant to floors	20.5	19.1	17.6	57.2
Increase in borrowing	20.3	11.7	6.6	38.6

Base Budget Gap

Base Budget Gap

As it stands currently, the projection indicates a regional base budget gap of some **£21.7 million** over the next three years. The forces rely heavily on the use of reserves and cash releasing savings to close this gap but this is not a sustainable solution.

Risk Adjusted Gap

A more meaningful measure of the financial state of the region is to consider areas that the forces have identified as a risk but which have not been included in the medium term projections. An estimate of this risk has been included under the Identified risk gap totalling of some **£41.4 million** over the next three years

Loss of Grant to Floors

This refers to the loss of government grant because the government has yet to implement its own funding recommendations. Loss of grant to the floors currently stands at **£57.2 million** for the three years ending **2010/11**.

Capital Programme

In order to fund the rolling capital investment programme of **£129 million** over the next three years, the forces will have to borrow an extra **£38.6 million** during that period.

Forecast assumptions

The forecast is based on several assumptions:

- Precept increases of **5% per annum in 2009/10 and 2010/11**.
- General price inflation of **2%**.
- Pay inflation of **2.5%**.
- Government grant as set out in the 2007 comprehensive spending review.