



EASTERN REGION COLLABORATION JOINT STATUTORY COMMITTEE

For further information on any of the
Items listed below please contact:
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Date: 14 October 2009

Dear Member

A meeting of the **Eastern Region Collaboration Joint Statutory Committee**, which will consider the agenda set out below, will be held on **Wednesday 14 October 2009 at 1.0pm** at Ravenwood Hall, Rougham, Bury St Edmunds, Suffolk, IP30 9JA

PART I AGENDA

1. Apologies for Absence
2. Declaration of Interests
To note any declarations of interest to be made by Members in respect of items included on this agenda
3. Minutes
To approve as a correct record the minutes of the meeting of the committee held on 23 July 2009
4. APA Policy Networks
To confirm Eastern Region representatives on APA Policy Networks
Chairman
5. CENS Fleet Collaboration
To receive a project closure report
 - (i) Cambridgeshire, Essex, Norfolk, Suffolk (CENS) Fleet Collaboration – Paper ERC 09/21 - DCC J Feavour
6. Regional Collaboration Team Updates
To receive a report
 - (i) Regional Collaboration Team Update – Paper ERC 09/20 - T/Ch Inspector M Austin
7. Regional Collaboration Strategy Plan 2009/2012
Verbal update regarding dissemination
T/Ch Inspector M Austin

8. Proposed dates of future meetings – for approval

Thursday 14 January 2010

Thursday 15 April 2010

Thursday 15 July 2010

Thursday 14 October 2010

Meetings are scheduled to commence at 1.0pm

9. Urgent Part 1 Business

Such other business which in the opinion of the Chair should be considered as a matter of urgency by reason of special circumstances to be specified in the minutes.

10. Exclusion of the Press and Public: To consider whether the public (including the press) should be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part 1 I to Schedule 12A of the Local Government Act 1972 and the public interest not to disclose the information outweighs the public interest in disclosing it.

PART II AGENDA

(Business to be taken in private)

11. Regional ICT Programme

(Paragraph 4 – information relating to consultations or negotiations)

Report to follow

DCC S Parr

12. Serious and Organised Crime (RIU)

(Paragraphs 4 and 7 – information relating to consultations and connected with the investigation of crime).

- (i) Revised 5 force option to increase capacity and capability – Paper
ERC 09/22 - CC F Whiteley

13. Urgent Part 2 Business

Such other business which in the opinion of the Chair should be considered as a matter of urgency by reasons of special circumstances to be specified in the minutes.



EASTERN REGION COLLABORATION JOINT STATUTORY COMMITTEE

MINUTES OF THE MEETING

Date: Thursday 23 July 2009

Location: Ravenwood Hall Hotel,
Bury St Edmunds, IP30 9JA

Members Present:

Victor Lucas (V/Chair), Cambs	(JB)	Richard Smith (V/Chair), Herts	(RS)
Robert Chambers (Chair), Essex	(RC)	Stephen Bett (Chair), Norfolk	(SB)
Neil Macdonald (V/Chair), Essex	(NM)	Gulshan Kayembe (Chair), Suffolk	(GK)
Stuart Nagler (Chair), Herts	(SN)		

In Attendance:

Gillian Parker (CC) Beds	(GP)	Chris Miller, (ACC), Herts	(CM)
Steph McMenamy (CE), Beds	(SM)	J Tattersall (D/Supt), Herts	(JT)
Julie Spence (CC), Cambs	(JS)	Graham Weston (CI), Herts	(GW)
Dorothy Gregson (CE), Cambs	(DG)	Andrew White (CE), Herts	(AW)
Andy Bliss (T/CC), Essex	(AB)	Chris Harding (CE), Norfolk	(CH)
Janet Molloy (ECTIU)	(JM)	Ian Learmonth (DCC), Norfolk	(IL)
Robin Paddock (CE), Essex	(RP)	Jacqui Cheer (DCC), Suffolk	(JC)
Lucy Chapman (PDPM), Essex	(LC)	Christopher Jackson, (CE) Suffolk	(CJ)
Frank Whiteley (CC), Herts	(FW)		
Alan Hayes (Ch/Supt), RCT	(AH)		
Dave Sargent (DCI), RCT	(DS)		

Apologies:

Ian McPherson (CC), Norfolk	(IM)
Simon Ash (CC), Suffolk	(SA)
Peter Conniff (Chair), Beds	(PC)

<u>Item</u>		<u>Action</u>
34.	<p data-bbox="327 369 582 403"><u>Election of Chair</u></p> <p data-bbox="327 470 1141 537">Nominations were invited and Robert Chambers was proposed and seconded.</p> <p data-bbox="327 604 1141 672">Resolved: That Robert Chambers be appointed as Chairman</p>	
35.	<p data-bbox="327 750 662 784"><u>Election of Vice Chair</u></p> <p data-bbox="327 851 1141 918">Nominations were invited and Stuart Nagler was proposed and seconded.</p> <p data-bbox="327 985 1141 1052">Resolved: That Stuart Nagler be appointed as Vice Chairman</p>	
36.	<p data-bbox="327 1120 678 1153"><u>Apologies for Absence</u></p> <p data-bbox="327 1220 566 1254">As shown above.</p>	
37.	<p data-bbox="327 1321 686 1355"><u>Declaration of Interests</u></p> <p data-bbox="327 1422 574 1456">There were none.</p>	
38.	<p data-bbox="327 1523 454 1556"><u>Minutes</u></p> <p data-bbox="327 1624 1141 1724">The minutes of the meeting of the JSC on 2 April 2009 were approved as a correct record and signed by the Chairman.</p>	
39.	<p data-bbox="327 1803 470 1836"><u>Uniforms</u></p> <p data-bbox="327 1904 1141 2004">Members received a verbal update from Mr I Learmonth, Deputy Chief Constable of Norfolk Constabulary, on behalf of Mr I McPherson, Chief Constable of Norfolk</p>	

	<p>Constabulary.</p> <p>Members were informed that aligning with the national approach was the preferred option but that the national framework was still awaited.</p> <p>40. <u>Cambridge/Essex/Norfolk/Suffolk (CENS) Fleet Collaboration</u></p> <p>The meeting considered a paper (ERC 09/14) which gave an update in respect of issues arising affecting successful arrangements for fleet collaboration.</p> <p>It was explained that the cost savings set out in the report were approximate and potential. It was noted that modest savings had been achieved but that further savings would require disproportionate further investment.</p> <p>GK proposed that when closing a collaboration initiative a closure report be submitted to the JSC setting out key successes, savings and lessons learnt to inform future projects. CJ added that for governance purposes the report should refer back to the original business case.</p> <p>Resolved:</p> <ol style="list-style-type: none">1) That the report be noted2) That the JSC endorse the closure of any further work on transport services convergence at this time3) That a closure report be submitted to the JSC on 14 October 2009 <p>41. <u>Regional Collaboration Team (RCT) Update</u></p> <p>DCI D Sargent of the RCT introduced a paper (ERC 09/13) setting out the activity undertaken by the RCT since the Six Chiefs meeting held on 9 March 2009 and 2</p>	
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JF

April 2009.

Resolved:

- 1) That the report be noted
- 2) That the RCT support the Eastern Region Public Order Working Group in creating a cost effective method of managing the regional capability

42. Regional Collaboration Team - Staffing and Location

Ch/Supt A Hayes introduced a paper (ERC 09/17) setting out the current staffing issues regarding the RCT and in so doing highlighted the desire to relocate the Team to Wymondham (Norfolk Constabulary) and to recruit for current and projected vacancies. It was noted that funding had already been agreed.

Resolved: That the report be noted

43. Eastern Region Collaboration Strategy

Members considered a paper (ERC 09/8) introducing the region's first Collaboration Strategy. The report sought approval of the Strategy for publication and dissemination to the public and key stakeholders.

It was proposed that detailed comments on the Strategy be submitted by Friday 31 July 2009. It was noted that the foreword would be completed by this date.

It was also proposed that an equality impact assessment of the Strategy be undertaken. Norfolk Constabulary agreed to lead on this.

Resolved:

- 1) That the contents of the Strategy be noted

<p>44.</p>	<p>2) That subject to:</p> <p style="padding-left: 40px;">a) detailed comments on the Strategy submitted by Friday 31 July 2009</p> <p style="padding-left: 40px;">b) an equality impact assessment of the Strategy being undertaken</p> <p>the strategy be approved for publication and dissemination to the public and key stakeholders.</p> <p><u>Eastern Region Disaster Victim Identification (DVI) Collaboration</u></p> <p>J Cheer, Deputy Chief Constable of Suffolk Constabulary, introduced the paper (ERC 09/18) by providing a presentation which explained the DVI function, outlined the current situation in the Eastern Region and set out business case proposals.</p> <p>Benefits were cited as follows:</p> <ul style="list-style-type: none"> ▪ professionalise the DVI function ▪ increase resilience ▪ enable better partnership working including with other agencies such as the Fire Service ▪ potential cashable and non-cashable savings. <p>It was explained that the new posts were relatively cost neutral.</p> <p>Members noted that the proposals had been unanimously endorsed by the Regional Chief Constables and were reassured that the section 24 Police Act agreement was sufficient in respect of proposals for the Co-ordinator role.</p> <p>Resolved:</p> <p>That the JSC accept the proposals in the business case,</p>	<p>All</p> <p>FW</p>
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namely that:

- 1) A Regional DVI Executive Committee headed by the Deputy Chief Constable of Suffolk Constabulary should oversee all future regional collaborative arrangements
- 2) The region should appoint a full time regional DVI co-ordinator and a full time Casualty Bureau/HOLMES Manager to implement changes and ongoing developments to a regional collaborative DVI infrastructure (funded by each Force in proportion to Formula Grant, revised annually)
- 3) The two new Regional DVI posts should be located at GO East
- 4) A reduction should occur in the number of staff/roles trained in DVI activities across the region
- 5) The introduction of cadres of specialist teams underpinned by the production and maintenance of a regional DVI staffing matrix
- 6) The co-ordination of joint training and exercising of DVI staff to the latest NPIA accredited standards
- 7) These arrangements should be fully operational from 1 April 2010
- 8) These arrangements should be formalised under a section 24 Police Act agreement (formal mutual aid) signed by the Chief Constables
- 9) A formal independent review should be conducted by NPIA eighteen months after the go-live date to ensure the structure and staffing arrangements are fit for purpose
- 10) As part of their work, the Regional Co-ordinators should develop a business case to rationalise HOLMES servers in the Region and assist in developing plans to further rationalise the number of Casualty Bureau in the Region.

45. Date of next meeting

The next meeting is scheduled for 1.00pm on Wednesday 14 October 2009.

46. Urgent Part 1 Business

There was none.

47. Exclusion of the Press and Public

Resolved: that the public (including the press) be excluded from the meeting during consideration of an agenda item on the grounds that it involves the likely disclosure of exempt information as specified in Part 1 of Schedule 12A of the Local Government Act 1972.

Part 2

(Business to be taken in private)

48. Serious and Organised Crime (RIU)

Mr F Whiteley, Chief Constable of Hertfordshire Constabulary introduced a report ((ERC 09/19) which provided a summary of recommended increases to Regional capacity and capability.

Members were informed that the recommendations were a key part of the Strategy for Tackling Serious and Organised Crime which had received significant interest nationally.

FW reported that all regional Chief Constables supported the five unit proposal and that five Chief Constables supported in principle moving to seven units subject to North/South coverage and lobbying for Home Office assistance with set up costs.

Essex representatives explained that they would welcome the opportunity for their newly appointed Chief

<p>Constable, Jim Barker-McCardle, to consider the proposals before committing to all seven proposals.</p> <p>In addition, Cambridgeshire agreed to support all seven proposals in principle but needed a short time to assess the funding impact before making a final commitment.</p> <p>Members agreed to support the five unit proposal. It was noted that the proposals must be recommended for approval to the six regional police authorities before the JSC on 14 October 2009. Members were reassured that this would not delay progress on implementing the five units. FW undertook to produce a common template for reporting to individual police authorities. It was highlighted that although the costs were set out for each Police Authority, the way in which those costs are met might differ from Authority to Authority, with business cases being tailored accordingly.</p> <p>Resolved:</p> <ol style="list-style-type: none"> 1) That the Joint Statutory Committee recommends that the six regional police authorities approve: <ol style="list-style-type: none"> i) the creation and continual funding of five regional units: Witness Protection Unit, Covert Method Entry Unit, Technical Support Unit, Confidential Unit and Communications Data Intelligence Unit ii) that the creation and continual funding of all of the units under i) are managed through the Regional Intelligence Unit Structure with Hertfordshire as the lead Force iii) that the Regional Undercover Unit and Regional Investigative Team are deferred for further work iv) that any additional costs are apportioned between Forces in the Region pro-rata to formula grant, adjusted annually to reflect changes to formula grant 2) That approval of the six regional police authorities is sought before the JSC on 14 October 2009. 3) That a common template is produced for recommending the proposals to individual police authorities. 	<p>All</p> <p>All</p> <p>FW / AW</p>
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49. Counter Terrorism (CTIU)

Det. Supt J Molloy, Head of the Essex Counter Terrorism Intelligence Unit (CTIU), introduced a paper (ERC 09/15) which updated members of the Committee in accordance with the agreed protocol on the work of the CTIU.

Members were informed that the Service Level agreement had been agreed by the ACPO co-ordination Board for Counter Terrorism ready for signing. JM reported a reduction in the current threat level and went on to summarise deliverables against the Contest Strategy with particular mention of partnership working and the firearms protocol. Members were advised that three growth posts had been identified and were reassured about the diversity of the unit. Performance reports are up to date and the forecast budget is on target.

Members were advised that they were welcome to visit the CTIU.

AB reported that together with AW he would explore the potential to further develop the agreed protocol for reporting to Police Authority members the work of the CTIU. Proposals would be submitted for consideration to the JSC on 14 October 2009.

Members were asked to note a planned review of budget distribution relating to dedicated security post funding and to be aware of the potential implications for future funding.

Resolved:

- 1) That the report be noted
- 2) That proposals to further develop the agreed protocol for reporting to Police Authority members the work of the CTIU be submitted for consideration to the JSC on 14 October 2009

AB/AW

50. Urgent Part 2 Business

There was none.

	The meeting ended at 2.45pm.	
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EASTERN REGION COLLABORATION JOINT STATUTORY COMMITTEE

AGENDA ITEM NO: 5 – ERC 09/21

MEETING DATE: 14TH OCTOBER 2009

TITLE: CAMBRIDGESHIRE, ESSEX, NORFOLK, SUFFOLK (CENS) FLEET
COLLABORATION

REPORT TO: JOINT STATUTORY COMMITTEE

DATE OF REPORT: 5TH OCTOBER 2009

AUTHORSHIP: Deputy Chief Constable John Feavour

EXECUTIVE SUMMARY:

The paper seeks to formally close the CENS fleet collaboration project noting some of the savings made to date, lessons learned about clarity of project deliverables, that informal collaboration has become business as usual and that links with the Chiltern Consortium are explored.

RECOMMENDATIONS:

Recommendation 1

That the JSC note the closure report on CENS fleet collaboration

Recommendation 2

That the JSC notes the indicative savings made as part of the collaboration initiative

Recommendation 3

That the CENS forces should continue to work in loose collaboration to improve effectiveness and efficiency.

Recommendation 4

That Cambridgeshire continues to explore the potential linkage to the Chiltern consortium on its own behalf and for other forces in the region.

Originators: DCC J Feavour
Date: 5 October 2009
Telephone: 01480 422532
Email: john.feavour@cambs.pnn.police.uk

BACKGROUND PAPERS:

Report of 23 July 2009

1. PURPOSE OF REPORT

- 1.1 To formally close the CENS fleet collaboration project.

2. INTRODUCTION

- 2.1 Members will recall that an update on the CENS Fleet Collaboration was provided to the last meeting of the JSC. The essence of the paper presented at that time was that the project in its current form should be concluded. Members agreed with that recommendation and asked for a closing report to come to this meeting to set out reference to the original business case, with key successes, savings and lessons learned to inform future projects.

3. Original Business Case

- 3.1 The original business case was based on a consultants report (referred to in the previous JSC paper) by the Centre for Automotive Industries Management (CAIM). This report became the de facto project initiation document and set out four options namely: a regionalised fleet, a managed service, a loose collaboration and outsourcing. Different levels of savings were suggested for each option with estimated potential savings in the range of £0.75M to £3.75M between five forces (CENS and Hertfordshire) over five years. This would suggest potential savings of the order of £30k to £150k per force per annum.
- 3.2 The loose collaboration option has been pursued recognising that all of the other three options needed considerable changes to the business models employed by the different forces. The absolute cost savings through loose collaboration are the minimum that might have been realised as set out in the consultants report.

4. Key Successes, Savings and Lessons Learned

- 4.1 The fleet and transport services managers across the region had a well developed network in advance of the CAIM report. Indeed, it was their pre-existing collaborative approach which was the catalyst for the report. This relationship has continued and it endures.
- 4.2 Joint procurement has produced some savings e.g. the collaborative purchase of Police Specification Volvo V70 T6s incorporated free metallic paint and rear parking sensors worth £700 per car increasing resale value and reducing reversing accident damage. Cambridgeshire has purchased 20 such cars since the free options above were authorised by Volvo giving a saving over 2 years of £14,000.
- 4.3 Work continues looking at standardising vehicles for various roles across the CENS fleets. The National Policing Improvement Agency's Automotive and Equipment Section (A&ES), which looks at electrical emissions between car and fitted police equipment and vice versa, will soon start charging forces for testing non-standard installations on vehicles. It is estimated that this could cost several hundreds of pounds per test depending on the number of different items installed and how they interact with each other. This charging gives renewed impetus to determine standard vehicles and fit-outs regionally as this will offer further savings (economies of scale in vehicle/equipment purchase and installation, interoperability of vehicles between forces plus not having to pay for A&ES testing). The fleet managers are alert to this issue.
- 4.4 Other mutual support is also available e.g. bodyshop repair of covert vehicles at Essex Police's Boreham workshop which saves the cost and time of having to strip all the covert equipment out of a vehicle if it was to go to an external bodyshop, or Cambridgeshire servicing one of Essex' covert motorbikes which is based on the Essex/Camb's border.

- 4.5 The use of the CAIM report on its own without greater clarity of project deliverables could have been improved upon. The absence of an agreed project initiation document meant that the project objectives and costs were not commonly understood. Loose collaboration has been relatively easy to achieve within existing operating practices but realisation of greater efficiencies would have necessitated structural change beyond joint specification and procurement. Such a project would have also needed a dedicated project team as the progress which has been made has been achieved by fleet managers alongside their own responsibilities.
- 4.6 There is no doubt that discrete fleet operations would benefit from joint procurement routes, but the disparate operational and servicing models in use have not been redesigned as would be necessary to understand the maximum potential of the other options in the original business case and the prospective cost for achieving this in the Eastern Region as a whole would have been disproportionate. It is acknowledged that other forces have achieved this and Bedfordshire is part of such a consortium, Cambridgeshire has therefore sought to initiate links and to explore the potential for future collaboration for itself and other Eastern Region forces

RECOMMENDATIONS:

Recommendation 1

That the JSC note the closure report on CENS fleet collaboration

Recommendation 2

That the JSC notes the indicative savings made as part of the collaboration initiative

Recommendation 3

That the CENS forces should continue to work in loose collaboration to improve effectiveness and efficiency.

Recommendation 4

That Cambridgeshire continues to explore the potential linkage to the Chiltern consortium on its own behalf and for other forces in the region.

Originators: DCC John Feavoyour

Date: 5th October 2009

Telephone No: 01480 422532

EASTERN REGION COLLABORATION JOINT STATUTORY COMMITTEE

AGENDA ITEM NO: 6 – ERC 09/20

MEETING DATE: 14 OCTOBER 2009

TITLE: REGIONAL COLLABORATION TEAM UPDATE

REPORT TO: JOINT STATUTORY COMMITTEE

DATE OF REPORT: 2 OCTOBER 2009

AUTHORSHIP: T/CHIEF INSPECTOR MIKE AUSTIN

EXECUTIVE SUMMARY:

This paper seeks to update the group on the activity undertaken by the Regional Collaboration team since the Six Chiefs and JSC meeting in July and change in personnel within the team.

RECOMMENDATIONS:

Recommendation 1

That the group note the findings.

Recommendation 2

That the group note and support RTC and Eastern Region Public Order Working Group in creating a cost effective method of managing the regional capability for Public Order.

Originators: T/CI Mike Austin
Date: 2 October 2009
Telephone No: 0845 456 4567 ext:4016
E-mail: austinm@norfolk.pnn.police.uk

BACKGROUND PAPERS:

N/A

1 **INTRODUCTION**

On 9 October 2008, the Six Chiefs from the region met to discuss the future of the Regional Collaboration Team (RCT). It was agreed that this was to be a smaller team of two with five principle functions which will be reported upon at each JSC.

In September 2009 the RCT Manager DCI Dave Sargent moved back to Force which left the two posts vacant. Both posts were advertised and following interviews T/Chief Inspector Mike Austin was appointed as Manager and Marion Gray as Co-ordinator for the RCT.

1.1 **Developing learning and sharing good practice**

We will continue to meet with the region's SPOC's on a regular basis to share good practice, increase awareness of each forces collaboration team and disseminate information. The meetings will include project managers and will endeavour to meet at mutually convenient locations within the region. To build on the work already carried out and plan for the future a workshop has been arranged to take place on 21st October.

We remain the single point of contact for any requests for information or documentation produced by the region or nationally.

We are able to populate the Eastern Region section on the police collaboration hub created by the Home Office. The hub is open to all those working or interested in collaboration and provides the perfect forum for sharing good practice. The hub is password protected and details have been sent to all SPOCs concerning access. No report will be published without the express permission of the author.

1.2 **Specifically commissioned research and analysis**

At the January meeting of the six Chief Constables, the RCT were commissioned to produce a regional "vision" and strategy document outlining the regions commitment to collaboration over the next three years.

The Regional Collaboration Strategy 2009-2011 has been agreed and published. It has been disseminated to all force communications offices within the region and to our counterparts within the other Regional Collaboration Teams. The Strategy will be regularly reviewed and updated to ensure that it remains relevant to the ever changing environment.

The RCT have been tasked to formulate a plan to provide a cost effective model for managing the regional capability for Public Order. As part of the research the RCT have continued to liaise with NPIA and included the National Public Order Secretariat chaired by DCC Sim (the ACPO lead). At this present time a number of pieces of work are being undertaken to review various aspects of public order policing incorporating the issues raised by the policing of the G20 summit in April. The HMIC have made a number of recommendations in their 'Adapting to Protest' document and the NPIA are currently refreshing the tactics manual and updating the contents of the command courses. The recommendations that are forthcoming should not have a significant impact upon the scope of the work however the schedule will remain flexible enough to capture any of relevance. Another factor of

relevance is the requirement to police the 2012 Olympic Games which will have to be considered within the scope of the work.

Herts. and Beds. have aligned their public order capability alongside other operational support activities and have identified a number of savings. Further savings can potentially be made from a regional collaboration model for managing and delivering certain public order functions.

ACC Benson (Essex) is the regional lead and chairs the Regional Public Order Working Group. Their next meeting is scheduled for 4th November 2009 where a report around options will be taken and discussed prior to being brought to the next Six Chiefs meeting for consideration.

The Regional Collaboration team will work with ACC Benson and the Regional Public Order Working Group to develop the proposals and options.

1.3 Low level interface with Government representatives

We have maintained our working relationship with the Home Office - Robert Peacock and Ian Caplan - and were involved in a visit to Norfolk by Richard Riley and Robert Peacock. The Home Office have indicated that they wish to run a workshop towards the end of October to bring together those regions who have received funding for Serious and Organised Crime collaboration with those that have not in order to share good practice. The Home Office have also indicated that there may be funding for 2010-11 for those areas that have not previously received funding to develop a collaborative response to Serious and Organised Crime.

The RCT have also attended the GO East Integrated Offender Management Conference and the regional Total Place workshop.

1.4 Assisting consistency of approach across the region

The RCT will continue to work with the SPOCs and assist in ensuring a consistency of approach where collaboration takes place on a sub regional basis. As issues are raised it is important to ensure that answers are shared and consistent in line with legal and HR advice saving costs and time. The RCT are beginning to build links with other regions and will ensure that relevant advice is disseminated to SPOCs and other appropriate individuals within the Eastern Region.

The RCT continue to offer support, advice and assistance to the JSC administration.

1.5 Collating regional programme of work

The RCT continue to update the spreadsheet and regional table of all existing collaborations. This informs the regional leads where we currently sit and highlights those areas that can be moved, for example, from mutual aid or MOU to a more formal collaboration.

Each Force is providing the RCT with up to date information and any MOU's or Section 23s received are immediately embedded into the document. It is intended to provide a brief overview of the current progress of projects within a compact table with future reports.

2 CONCLUSION

The RCT continue to service the needs of the region and ensure Collaboration Programme Boards are provided with the most up to date information in which to inform their decision making.