

**EASTERN REGION COLLABORATION  
JOINT STATUTORY COMMITTEE**

For further information on any of the items listed below please contact:

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Leahoe House  
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Date: 10 January 2012

Dear Member

A meeting of the Regional Joint Statutory Committee, which will consider the agenda set out below, will be held on **Monday 16 January 2012, 1.00pm** at Hertfordshire Constabulary Headquarters, Stanborough Road, Welwyn Garden City, AL8 6XF, map attached:

Meeting and room details for all the day's meetings are set out below:

Chief Constables Meeting, 10.30am – 12.30 noon, Conference Rooms 1 and 2, Executive Suite

Chairs and Chief Executives Meeting, 11.30am – 12.30pm, Briefing Rooms A and B, OSB

Lunch 12.30pm – 1.00pm, Gold Command Room, OSB

JSC Meeting, 1.00pm, Briefing Rooms A and B, OSB

**PART I AGENDA**  
(Business to be taken in public)

**1. Apologies for Absence**

**2. Declarations of Interests**

**3. Minutes**

Part 1 minutes of the meeting of the Committee held on 21 September 2011

**4. Regional Collaboration Team Update**

Report from T/Ch Inspector Mike Austin, Manager of the Regional Collaboration Team

**5. Review of Regional Collaboration Strategy**

Report from T/Ch Inspector Mike Austin, Manager of the Regional Collaboration Team

**6. 2012/13 Budgets for Disaster Victim Identification (DVI), ICT and Regional Collaboration Team (RCT)**

Report from T/Ch Inspector Mike Austin, Manager of the Regional Collaboration Team

**7. Update on Project Athena – implementation progress**

Verbal report from Andy Barker

**8. National Police Air Service (NPAS) Implementation**

Report from T/Ch Inspector Mike Austin, Manager of the Regional Collaboration Team

**9. National Policing Developments**

Verbal report from Mark Castle, Association of Police Authorities

**10. Regional Command Arrangements for the Olympics**

Verbal report from Chief Constable Simon Ash

**11. Date of next meeting:**

Monday 16 April, Cambridgeshire Police Headquarters  
This meeting will start at 1.00pm, with lunch available from 12.30pm

Further dates to be arranged if required

**12. 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.

**13. 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 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)

**14. Disaster Victim Identification (DVI) Procedures – End of Year Update**

Report from DCI Graham Weston, Regional DVI Co-ordinator

**15. Eastern Region Special Operations Unit (ERSOU) Performance Monitoring Report April to September 2011**

Report from D/C/Supt. Mark Birch

*TO FOLLOW*

**16. 2012/13 Budgets for Eastern Region Special Operations Unit (ERSOU)**

Report from D/C/Supt. Mark Birch

*TO FOLLOW*

**17. 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  
PART 1 MINUTES OF THE MEETING HELD ON WEDNESDAY 21 SEPTEMBER 2011**

Members present:

**Bedfordshire Police Authority**

Peter Conniff, Chair

**Cambridgeshire Police Authority**

Victor Lucas, Vice Chair

**Essex Police Authority**

Anthony Jackson, Chair

Linda Belgrove, Vice Chair

**Hertfordshire Police Authority**

Stuart Nagler, Vice Chairman

Richard Smith

**Norfolk Police Authority**

Stephen Bett, Chair

**Suffolk Police Authority**

Judy Lancaster, Vice Chair

Officers present:

**Bedfordshire Police**

Alf Hitchcock, Chief Constable

**Cambridgeshire Police Authority**

Dorothy Gregson, Chief Executive

**Cambridgeshire Constabulary**

John Feavoyour, Deputy Chief Constable

**Essex Police Authority**

Charles Garbett, Acting Chief Executive

**Essex Constabulary**

Jim Barker-McCardle, Chief Constable

**Hertfordshire Police Authority**

Tania Eagle, Deputy Chief Executive

Julia Harries, administrator

**Hertfordshire Constabulary**

Andy Bliss, Chief Constable

Jerry Tattersall, DCS, ERSOU

**Norfolk Police Authority**

Chris Harding, Chief Executive

**Norfolk Constabulary**

Phil Gormley, Chief Constable

**Suffolk Police Authority**

Chris Jackson, Chief Executive

**Suffolk Constabulary**

Simon Ash, Chief Constable

**Regional Collaboration Team**

Mike Austin, Chief Inspector, Manager

Marian Gray, Team Co-ordinator

Andy Barker, IT Director, Kent/Essex

Paul Maghie, A/ DS, TIU

## **PART 1 IN PUBLIC**

### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Derek Benson, Zoe Billingham, Robin Chapman, Jackie Cheer, Linda Hockey, David Lloyd, Steph McMenemy, Simon Parr, Ruth Rogers, Joanna Spicer, Andrew White

The Chair welcomed everyone to the meeting and thanked Suffolk for their hospitality.

### **2. DECLARATIONS OF INTEREST**

None

### **3. PART 1 MINUTES**

The Part 1 minutes of the meeting of the JSC on 21 April 2011 were approved as a correct record and signed by the Chair.

### **4. INDEPENDENT CUSTODY VISITING ASSOCIATION (ICVA) – REGIONAL REPRESENTATION**

The JSC endorsed the nomination of Cllr. David Wood to continue as the regional representative on the ICVA Executive Committee.

### **5. REGIONAL COLLABORATION TEAM UPDATE**

Chief Inspector Mike Austin, manager of the Regional Collaboration Team, gave an update on the activity undertaken by the RCT Team since the last meeting in April.

### **6. PREFERRED PARTNERSHIPS UPDATE**

The JSC received an overview from the three partnerships in the region, outlining the current and future areas of business being developed through a collaborative approach.

### **7. CONDUCT OF BUSINESS FOR THE EASTERN REGION JOINT STATUTORY COMMITTEE UP TO NOVEMBER 2012**

The Committee discussed a report reviewing the requirement for the JSC over the next year in the light of forthcoming new governance arrangements.

It was agreed that the JSC should be maintained until the abolition of Police Authorities and also that consideration should be given to the formation of a successor body. The Chief Executives would work closely together on this.

The meeting dates in November, January and April would be left as they were at present and cancelled/moved if required.

## **8. PROJECT ATHENA UPDATE**

This was taken in Part 2 of the meeting.

## **9. FUTURE MEETINGS**

Thursday 3 November	cancelled
Monday 16 January	Hertfordshire Police HQ
Monday 16 April	Cambridgeshire Police HQ

The meetings will start at 1.00pm, with lunch available from 12.00pm.

## **10. URGENT PART I BUSINESS**

None

### **PART II AGENDA**

(Business taken in private)

## **11. EXCLUSION OF THE PRESS AND PUBLIC**

The public (including the press) were excluded from the meeting during consideration of the following agenda items on the grounds that they involved the likely disclosure of exempt information as specified in Part 3 to Schedule 12A of the Local Government Act 1972 and the public interest not to disclose the information outweighed the public interest in disclosing it.

## **12. PROJECT ATHENA UPDATE**

Andy Barker gave a presentation on the current status and timetable for Project Athena.

All Athena Police Authorities will be asked to sign a call off contract at the same time that the reference Police Authority (Essex) signs the framework agreement (November 2011).

The JSC agreed that there would be a need to be a joint committee for all parties signing up to Project Athena.

## **13. ANNUAL REPORT OF THE EASTERN REGION SPECIAL OPERATIONS UNIT (ERSOU)**

The JSC received a report setting out the performance of ERSOU between 1 April 2010 and 31 March 2011.

The next meeting in November would receive a report with budget proposals for ERSOU.

Jerry Tattersall was thanked by all members and officers for his achievements and they wished him well for a happy retirement.

## **14. SIX-MONTHLY REPORT FROM THE COUNTER TERRORISM INTELLIGENCE UNIT**

Paul Maghie gave an update on the work of the CTIU and was thanked for his report.

**15. URGENT PART 2 BUSINESS**  
None

# EASTERN REGION COLLABORATION JOINT STATUTORY COMMITTEE

**AGENDA ITEM NO:** 4

**MEETING DATE:** 16<sup>TH</sup> JANUARY 2012

**TITLE:** REGIONAL COLLABORATION TEAM UPDATE

**REPORT TO:** JOINT STATUTORY COMMITTEE

**DATE OF REPORT:** 6<sup>TH</sup> JANUARY 2012

**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 September.

## RECOMMENDATIONS:

### Recommendation 1

That the group note the findings.

**Originators:** T/CI Mike Austin  
**Date:** 6<sup>th</sup> January 2012  
**Telephone No:** 0845 456 4567 ext:4016  
**E-mail:** [austinm@norfolk.pnn.police.uk](mailto:austinm@norfolk.pnn.police.uk)

## BACKGROUND PAPERS:

None

## 1 **INTRODUCTION**

The Regional Collaboration Team (RCT) have been given five principle functions, agreed by the Six Regional Chief Constables, which are reported on at each meeting of the JSC.

### 1.1 **Developing learning and sharing good practice**

We continue to liaise with the region's SPOC's on a regular basis to share good practice, increase awareness of each Force's collaboration and disseminate information. With the developed nature of the Preferred Partnerships in the region the regular meetings have been superseded by individual meetings with Partnership leads interspersed with a regional meeting to update on progress and share good practice.

We continue to proactively seek areas of potential collaboration for the region learning from the work in other regions. We have assessed the work carried out elsewhere to inform potential areas of future collaboration within our region and determine where they should fit within our workplan.

The Eastern Region continue to be recognised by the Home Office, NPIA and HMIC as leading in the development of collaboration, recognising that other regions can learn a great deal from what has been achieved locally.

### 1.2 **Specifically commissioned research and analysis**

The Eastern Region Regional Collaboration Strategy was adopted in January 2011 by the JSC and is due for review. A separate paper will be presented to the JSC recommending a substantial review of the Strategy later in the year as the governance arrangements both at Force and Regional level change with the introduction of Police and Crime Commissioners.

Within the Public Order arena a MoU is being agreed with the assistance of the Eastern Region Public Order Working Group which creates greater resilience and consistency for level 2 Public Order training. The MoU also provides a framework for the delivery of command and specialist courses within the region thus providing financial savings for all Forces on the costs of attending the course. The trainers are in the process of obtaining accreditation to carry out the courses.

Research has been undertaken into the current recruitment initiatives being piloted elsewhere in the country. There is a widespread stagnation in police officer recruitment however Peter Neyroud has outlined a potential new landscape in the future overseen by a new Professional Policing Body. Whilst the levels of recruitment are limited at present there is an opportunity within the region to assess the potential future options which could bring about the recruitment of better prepared and qualified individuals. There is a potential cost saving where you reduce the training time a recruit undertakes to reach the stage where they can perform full independent policing duties. There is the potential to have recruits ready for those duties on the day they join the Force. A report has been prepared for the Regional Chiefs for their views and recommendations.

Following the shootings in Cumbria in June 2010 a peer review highlighted issues around interoperability and problems around the use of different call signs by Forces

which had made it difficult to identify ARVs from other Forces. Research has been undertaken to identify a potentially suitable set of call signs for the region to produce consistency of call sign for specialist units. The research has also linked with the national work that is currently being undertaken to ensure that any future approach is consistent with what is going on elsewhere.

The RCT are reviewing the collaborated stores function within Beds./Cambs./ Herts. to identify issues and make recommendations to ensure the most effective approach is undertaken. The work will also identify learning points for the other partnerships as they progress with collaboration and convergence within this area of business.

### **1.3 Low level interface with Government representatives**

Regular meetings have been scheduled with the Home Office in order to keep them appraised of the work within the Eastern Region as well as giving them the opportunity to keep us abreast of the national issues. The meetings have also been used as an opportunity to raise issues impacting on the collaboration process, one being the Norfolk/Suffolk PIC project around Police Staff use of powers outside their Force area. Provision has been included within the Police Reform and Social Responsibility Act, with a commencement order currently placed before Parliament with this part of the Act due to come into place on 16<sup>th</sup> January 2012.

The RCT continue to liaise with the NPIA Collaboration Support Team and remain in regular contact to both update them of activity within the Eastern Region and also learn from them about relevant activity in other regions. The NPIA Team continue to oversee the collaboration area on POLKA and continue to encourage all interested parties to populate it in order to share best practice. The site can be accessed at <http://polka.pnn.police.uk> The NPIA Collaboration Support Team, although shrinking in size, is likely to remain in place beyond March 2012 and are currently looking at Custody, Firearms Licensing and FPN processing.

### **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 and ideas are shared and consistent across the region. The RCT are continuing 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 Eastern Region Finance Scrutiny Group (RFSG) has become firmly established and is currently being Chaired by ACO Birtles. The Group has held both virtual and physical meetings in order to deal with the financial issues relating to collaborative areas of business. The Group have been kept appraised of the financial issues around Athena and have monitored the budgets for collaborative areas of business during the current year. The group has scrutinised the proposed budgets for the forthcoming financial year (2012-13) and made appropriate recommendations to the Regional Chief Constables meeting.

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

### **1.5 Collating regional programme of work**

The RCT continue to collate the collaborative activity being undertaken within the region. Attached at appendix A is the table of regional activity taking place within the Eastern Region.

Each Force is providing the RCT with up to date information around their collaborative activity which has been used to populate the table.

## **2 CONCLUSION**

The RCT continue to service the needs of the region and are available to assist practitioners and Forces in providing up to date information as well as assistance with collaborative projects.

**Eastern Region – Existing Collaboration Activity January 2012**

<b>Preferred Partnership/ Strategic Extended Collaboration Alliances / Regional Progress</b>						
<b>Business Area</b>	<b>Herts/ Beds</b>	<b>Herts/ Beds/ Cambs.</b>	<b>Norfolk/ Suffolk</b>	<b>Essex/ Kent</b>	<b>Regional</b>	<b>Comments</b>
<b>LOCAL POLICING</b>						
						Norfolk and Suffolk carrying out review with dialogue between both teams.

<b>Preferred Partnership/ Strategic Extended Collaboration Alliances/ Regional Progress</b>						
<b>Business Area</b>	<b>Herts/ Beds</b>	<b>Herts/ Beds/ Cambs.</b>	<b>Norfolk/ Suffolk</b>	<b>Essex/ Kent</b>	<b>Regional</b>	<b>Comments</b>
<b>PROTECTIVE SERVICES</b>						
Air Support			Live	Live		National Approach 'Operation Borderless' being adopted April 2012. S23 arrangements currently in place between forces to provide support.
ANPR		To be considered	Being Considered	Live	Being progressed	Operation Utah
TSU			Being progressed	Being progressed		

Business Area Protective Services (cont.)	Preferred Partnership/ Strategic Extended Collaboration Alliances / Regional Progress					Comments
	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	
Counter Terrorism and Domestic Extremism	Live	To be considered	Being considered	Considering a Unified Ports Command		
Dogs	Live	To be considered	Live			Emphasis will be on developing work by 'preferred partnerships.'
DVI/ Casualty Bureau					Live	
Economic Crime			Live	Being progressed		
Firearms (AFOs)	Live	Being progressed	Being progressed			
Firearms Licensing	Live	To be considered	Live		Initial research pending formal tasking	
Major Investigation	Live	Being progressed	Live	Live		
Missing Persons						

Business Area Protective Services (cont.)	Preferred Partnership/ / Strategic Extended Collaboration Alliances Regional Progress					Comments
	Herts/ Beds	Herts/ Beds/ Cams.	Norfolk/ Suffolk	Essex /Kent	Regional	
Public Order Training	Live	To be considered	Being progressed	Being considered	Being progressed	MoU for training along with command and specialist courses awaiting signatures.
Public Order Vehicles/ Equipment			Being considered		Being progressed	
Rape Investigation/Sexual Offences Investigation			Being progressed	Live (for stranger rapes)		
Road Policing - general	Live	To be considered	Being progressed			
Scientific Services	Live	Being progressed	Being progressed	Being Progressed		
Serious and Organised Crime (ERSOU)					Live	Live as a Regional project
Single Protective Services Dept/Command	Live	Being progressed	Live			N/S have appointed single ACC for PS and also Head of PS crime and Head of PS specialist Ops
Source Handling			Live	Being Progressed		
Special Branch	Live	To be considered	Live			
UKBA – Immigration Crime Team					Live	

Business Area	Preferred Partnership/ Strategic Extended Collaboration Alliances / Regional Progress					Comments
	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	
<b>OPERATIONAL SUPPORT</b>						
Central Ticket Office	Being progressed		Being progressed		Initial research pending formal tasking	
Command and Control System	Being progressed	Being progressed	Being progressed			Regional ICT Strategy will identify potential system for Region
Criminal Justice		To be considered	Being progressed			
Custody & Investigation		Being progressed	Live			N/S have joint structure and within CJU, custody and CIU.
Duties Management			Being progressed	Being considered		Potential IT solution
Marine Unit				Live		

	Preferred Partnership/ / Strategic Extended Collaboration Alliances Regional Progress					
Business Area	Herts/ Beds	Herts/ Beds/ Cams.	Norfolk/ Suffolk	Essex/ Kent	Regional	Comments
<b>BUSINESS SUPPORT</b>						
Estates Strategy/ Facilities			Being progressed	Being progressed		
Finance	To be considered	To be considered	Being progressed	Being progressed		
Fleet	Live		Live	Live		Herts/ Beds part of Chiltern consortium
HR	To be considered	To be considered	Being progressed	Being progressed		
ICT	Being progressed	Being progressed	Being progressed	Live	Being progressed	Being progressed on Preferred Partnership and regional basis
Information Management			Being considered			Could include FOI, Data Protection, MOPI
Legal Services		Being progressed	Being considered			
Media/Corporate Comms/Website		To be considered	Live			Emphasis on Website development in first instance following discussion with SPOCs

	Preferred Partnership/ Strategic Extended Collaboration Alliances / Regional Progress					
Business Area Business Support (cont.)	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	Comments
OHU & Welfare (inc H&S)		To be considered	Being progressed	Being progressed		Potential for outsourcing to be considered
Procurement	Live	Live	Being progressed	Live		National guidance awaited from Home Office re White Paper commitments
Professional Standards	Live	Being progressed	Being progressed			
Recruitment & training (general)		To be considered	Live			Current recruitment low – potential to save money by carrying out regionally
Strategic Road Policing – Vehicle Recovery Contract	Live	To be considered	Being considered			
Student officer recruitment and training		To be considered	Being progressed			Current recruitment low – potential to save money by carrying out regionally
Training/Learning & Development		To be considered	Live	Being progressed		
Vetting	Live	Being progressed	Being progressed		Being progressed	Beds/ Herts live as part of PSD

	Preferred Partnership/ / Strategic Extended Collaboration Alliances Regional Progress					
Business Area	Herts/ Beds	Herts/ Beds/ Cams.	Norfolk/ Suffolk	Essex/ Kent	Regional	Comments
<b>OTHER</b>						
Administration and Payment of Pensions	Live		Being progressed	Strategic Finance being considered		N/S progressed as part of joint finance dept.
Uniform	Live	Live	Live	Live	Being progressed	Awaiting national guidance. Hope to agree regional standard.

## **Eastern Region Collaboration Strategy**

This document sets out the strategic approach to collaborative activity between the Police Forces and Police Authorities of the Eastern Region for the four years from 2011 to 2015.

### **Current Regional Position**

The Eastern Region has been active in collaborative activity between Forces for a number of years. This presently largely comprises of alliances of forces (Norfolk – Suffolk, Hertfordshire, Bedfordshire and now Cambridgeshire, and Essex – Kent), working together with some broader sub-regional, regional and cross regional working, such as the Eastern Region Specialist Operations Unit and regional ICT strategy. This strategy clarifies how this mixed economy position will be developed in future years.

### **Strategic Vision**

The Police Forces and Police Authorities of the Eastern Region agree to work together towards the following strategic vision:

To advance joint working between the Police Forces and Authorities within the Eastern Region, and where appropriate beyond, to help significantly address the respective financial gaps whilst maintaining or improving the effectiveness of our service to the communities within the Region.

The work undertaken against this vision will be known jointly as the Eastern Region Collaborative Programme and will be developed consistent with the following strategic principles:

### **Strategic Principles**

1. To add strength to each Force individually, helping them to deliver value for money and effective public services.
2. All areas of policing activity, with the exception of neighbourhood policing, will be considered for collaborative working.

3. Collaborative activity will recognise the local identity of each Force.
4. The Region does not support a 'one-size' fits all approach to collaboration.
5. The regional approach to collaboration will be as follows:
  - To develop Preferred Partnership/ Strategic Extended Collaboration Alliances, building upon existing relationships and natural synergies between Forces, in such a way that will support, where appropriate, wider collaborative working within the Region in the longer term.
  - To move straight to sub-regional or regional collaboration where Chief Constables and Police Authorities agree this is the most effective and efficient approach to be taken for individual projects or programmes of work.
  - To identify and agree 'quick wins' where systems and processes throughout the region are already broadly similar to enable the immediate advancement of collaboration on a regional basis.
  - Where it is appropriate work with forces beyond the regional boundary to achieve improved effectiveness and financial savings through collaboration.
  - To use a convergence of ICT systems, achieved via the Regional ICT Strategy, to provide an enabling platform for future wider regional collaboration
6. Clear governance arrangements and mandates will be agreed for all areas of collaborative work at the point of commissioning to ensure accountability is unequivocal and that facilitates timely and well informed decision making.
7. The regional collaborative programme will be developed in such a way that enables Forces and Authorities to jointly take advantage of broader efficiency and effectiveness opportunities that are deemed appropriate as they become available within the wider policing family, public, private or other sectors. This may include opportunities outside of the region for Forces either singularly or collectively. Project Athena will bring Forces, both within and beyond the region, together under a shared IT system for crime, intelligence, custody and case preparation realising significant efficiency and financial savings. The benefits can be further enhanced, as the national lead in the area, by delivering the systems to further Forces and regions.
8. The wider interests of the regional collaboration programme will be balanced in making decisions on individual issues, resisting 'net donor' arguments that may frustrate overall collaborative efforts throughout the region.
9. The relevance of regional geography/transport infrastructure will be considered in determining services, particularly operational services, which can be effectively collaborated on a regional basis.

## **Areas of Work**

Collaborative activity will be considered within a range of approaches. Some areas of business will remain embedded within each local Force, others will be delivered through Preferred Partnership and not proceed to regional within the timescale of the Strategy. Further areas of business will be delivered as Preferred Partnerships/ Strategic Extended Collaboration Alliances initially as a building block to a regional solution within the timescale of the Strategy and others will be delivered as a regional solution.

Appendix A provides a detailed table of the areas of work that fit within each of the approaches and acts as a plan for the work we intend to carry out by 2015.

Appendix B illustrates the range of collaborative activity presently being undertaken within the region and has been used to help inform the work plan that supplements the Strategy.

## **Where do we expect to be in four years time?**

Significant change is expected in the policing arena over the next four years and this will undoubtedly require substantial collaboration between Forces within the Eastern Region to achieve the required efficiency savings and effectiveness improvements. During this period the accountability structures for policing are due to change with Police Authorities being replaced by a single directly elected Policing and Crime Commissioner at each force level. These changes cannot be allowed to adversely influence the direction and pace with which the region must develop to address these challenges.

The direction of travel over the next four years can, in the short term, be expected to substantially develop collaboration on a Preferred Partnership/ Strategic Extended Collaboration Alliances basis between the Police Forces of the Eastern Region, which in the medium to longer term can be expected to migrate to wider regional collaboration, particularly in the areas of protective services and business support functions.

Local policing, characterised by neighbourhood policing teams, will remain for delivery on a local basis through local command structures, supported by response functions which will also largely be delivered on a local basis with possibly some collaborative working at Police Force boundaries. Many of the neighbourhood policing teams will have fully embraced neighbourhood management and be working seamlessly in partnership at a local level with local authorities and a range of other local agencies.

By 2015 policing in the Eastern Region can therefore be expected to comprise the local delivery of visible neighbourhood policing services, supported by extensive Preferred Partnership / Strategic Extended Collaboration Alliances arrangements that have increasingly evolved into regional collaborative structures to provide business support and protective services functions. The ICT Regional Strategy will have developed to the extent where this work is substantially underpinned by common ICT systems across the regional Forces, including Project Athena.

The region in turn will be supported by a more cohesive national policing picture to achieve wider economies of scale and consistency through the provision of support services at the national level, including procurement, air support and an increasing number of national ICT solutions.

These developments will be essential for all Forces to be able to continue delivering high quality policing services to local communities within a context of greatly reduced financial resources and in consequence substantially fewer police officers and police staff than in 2010.

### **How will we get there?**

There is already much collaborative activity underway within the Eastern Region upon which to build and continue this journey, as identified in appendix B.

Through the governance of the six regional Chief Constables, together with the Regional Joint Statutory Committee of the Police Authorities, an agreed programme of change will be developed which builds upon the existing work underway within the region at Preferred Partnership/ Strategic Extended Collaboration Alliances, sub regional and regional level. This will be termed the Eastern Region Collaborative Programme.

The programme will show a clear ambition to deliver collaborative activity within the Region and Preferred Partnerships / Strategic Extended Collaboration Alliances within areas of business outlined in appendix A within set timescales. The approach to each area of business suitable for regional collaboration will be by way of a Lead Force/ Partnership unless an alternative approach is deemed more appropriate.

Detailed strategic approaches to the key cross-cutting issues across the region will be agreed to ensure consistency and that development within Forces and Preferred Partnerships/ Strategic Extended Collaboration Alliances will support the migration towards broader regional collaboration both within the timescale of this strategy and beyond it. This will include building upon the regional strategic approaches that are already in place around ICT and serious and organised crime, to also encompass human resources, procurement and financial management.

### **Governance**

The Eastern Region Collaborative Programme will be owned and governed by the formal meetings of the six regional Chief Constables.

The regional Chief Constables will be held accountable through the regional Joint Statutory Committee, meeting on a quarterly basis, and in turn by their own Police Authorities. The governance structure will ensure the appropriate representation of the participants from outside the region where they are involved in collaborative work.

The programme will be resourced by the regional forces proportionately supporting the collaborative activity by contributing resources and leading agreed pieces of work to deliver the programme.

## Appendix A

### Eastern Region Collaborative Programme

#### Work Plan 2011-15

	<b>Areas of Business</b>			
	<b>General</b>	<b>Implementation Date</b>	<b>Protective Services</b>	<b>Implementation Date</b>
<b>Remain with single Force</b>	Neighbourhood Policing Response Local investigation Firearms Licensing (K/E) Performance Management (K/E) Control Room (K/E) Legal Services (K/E) Learning and Development (K/E) Change/ Corporate Services (K/E) Special Branch (K/E)		Child Protection (K/E) Public Protection (K/E) Domestic Violence (K/E) Events/ Contingency Planning (K/E)	
<b>Preferred Partnership/ Strategic Extended Collaboration Alliances</b>	Human Resources Criminal Justice Finance Executive Support Estates/ Facilities		Child Protection Public Protection Roads Policing Firearms Domestic Violence Events/ Contingency Planning	
<b>Preferred Partnership / Strategic Extended Collaboration Alliances potentially developing to Regional</b>  *Other than region wide ICT - potentially extending to 5 Force collaboration (Essex and Kent remaining within their own partnership).	ICT Procurement Media and Communications PSD Fleet Management Firearms Licensing Performance Management Call handling Control Room Legal Services Learning and Development Change/ Corporate Services		Special Branch Source Handling Intelligence Bureau CSI Major Crime Dogs ANPR Public Order Drugs and Serious Crime Protective Services Command Economic/ Hi-tech crime TSU Scientific/ Forensic Support	
<b>Regional</b>	Vetting (Decentralised national functions returned to Forces)		Air Support (national)	

	Preferred Partnership/ Strategic Extended Collaboration Alliances / Regional Progress					
Business Area	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	Comments
<b>LOCAL POLICING</b>						

	Preferred Partnership/ Strategic Extended Collaboration Alliances/ Regional Progress					
Business Area	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	Comments
<b>PROTECTIVE SERVICES</b>						
Air Support			Being considered	Live		National Approach likely to be adopted –‘Operation Borderless’. Currently an agreement between Suffolk, Cambs & Essex. Herts/Beds working with TVP
ANPR	Being progressed	To be considered	Being Considered	Regular joint ANPR operations conducted – “Op. Lockdown”	Being progressed	Operation Utah
TSU			Being considered			

	Preferred Partnership/ Strategic Extended Collaboration Alliances / Regional Progress					
Business Area	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	Comments
Protective Services (cont.)						
Counter Terrorism and Domestic Extremism	Being progressed	To be considered	Being considered	Considering a Unified Ports Command		
Dogs	Live	To be considered	Being Progressed	Being considered	Initial research pending formal tasking	Emphasis will be on developing work by 'preferred partnerships.'
DVI/ Casualty Bureau					Live	
Economic Crime			Live			
Firearms (AFOs)	Live	To be considered	Being considered	Being considered		
Firearms Licensing	Being progressed	To be considered	Being progressed	Being considered	Initial research pending formal tasking	
Major Investigation	Live	To be considered	Live	Being progressed		
Missing Persons	Being considered					

	Preferred Partnership/ / Strategic Extended Collaboration Alliances Regional Progress					
Business Area	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex /Kent	Regional	Business Area
Protective Services (cont.)						
Public Order Training	Live	To be considered	Being considered		Being progressed	
Public Order Vehicles/ Equipment			Being considered		Being progressed	
Rape Investigation/Sexual Offences Investigation	Being considered		Being considered			
Road Policing - general	Being progressed	To be considered	Being considered	Being considered	Initial research pending formal tasking	
Scientific Services	Live	To be considered	Being considered	Being Progressed	Initial research pending formal tasking	
Serious and Organised Crime (ERSOU) including:			Being considered		Live	Live as a Regional project
Single Protective Services Dept/Command	Live	To be considered	Being progressed	Being Progressed		
Source Handling			Live	Being Progressed		
Special Branch	Being progressed	To be considered	Live	Being considered		
UKBA – Immigration Crime Team					Live	Review pending (Sept 10)

	Preferred Partnership/ Strategic Extended Collaboration Alliances / Regional Progress					
Business Area	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	Comments
<b>OPERATIONAL SUPPORT</b>						
Central Ticket Office	Being considered				Initial research pending formal tasking	
Command and Control System	Being progressed	To be considered		Being considered		Regional ICT Strategy will identify potential system for Region
Criminal Justice	Being considered	To be considered	Being progressed			Norfolk/Suffolk to appoint a Head of Joint JS
Custody & Investigation		Being progressed	Being progressed			In terms of Norfolk/Suffolk expected to be rolled up in Joint Justice Services
Duties Management			Being considered	Being considered		Potential IT solution
Marine Unit				Live		

	Preferred Partnership/ / Strategic Extended Collaboration Alliances Regional Progress					
Business Area	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	Comments
<b>BUSINESS SUPPORT</b>						
Estates Strategy/ Facilities	Being progressed		Being considered	Being considered		
Finance	To be considered	To be considered	Being considered	Being considered		
Fleet	Live	To be considered		Being progressed		Herts/ Beds part of Chiltern consortium- Cambs. to consider joining
HR	To be considered	To be considered	Being considered	Being considered		
ICT	Being progressed	Being progressed	Being progressed	Live	Being progressed	Being progressed on Preferred Partnership and regional basis
Information Management	Being considered				Initial research pending formal tasking	Could include FOI, Data Protection, MOPI
Legal Services	Live	To be considered	Being considered			
Media/Corporate Comms/Website	Being progressed	To be considered	Being considered		Initial research pending formal tasking	Emphasis on Website development in first instance following discussion with SPOCs

	Preferred Partnership/ Strategic Extended Collaboration Alliances / Regional Progress					
Business Area	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	Comments
Business Support (cont.)						
OHU & Welfare (inc H&S)	Being considered	To be considered	Being considered	Being Considered	Initial research pending formal tasking	Potential for outsourcing to be considered
Procurement	Being progressed with Cambs	Being progressed with Herts / Beds	Being considered	Live		National guidance awaited from Home Office re White Paper commitments
Professional Standards	Live	Being considered	Being considered			
Recruitment & training (general)	Being considered	To be considered	Being considered			Current recruitment low – potential to save money by carrying out regionally
Strategic Road Policing – Vehicle Recovery Contract	Live	To be considered	Being considered		Initial research pending formal tasking	
Student officer recruitment and training	Being considered	To be considered	Being considered			Current recruitment low – potential to save money by carrying out regionally
Training/Learning & Development	Being considered	To be considered	Being considered	Being considered		
Vetting	Live	To be considered	Being considered	To be considered	Being progressed	Beds/ Herts live as part of PSD

	Preferred Partnership/ / Strategic Extended Collaboration Alliances Regional Progress					
Business Area	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	Comments
<b>OTHER</b>						
Administration and Payment of Pensions	Being progressed			Strategic Finance being considered		
Uniform	Being progressed	Being progressed	Being progressed	Being progressed	Being progressed	Awaiting national guidance

# EASTERN REGION COLLABORATION JOINT STATUTORY COMMITTEE

**AGENDA ITEM NO:** 6

**MEETING DATE:** 16<sup>th</sup> January 2012

**TITLE:** Regional Budgets 2012-13 and Regional Finance Scrutiny Group update

**REPORT TO:** Joint Statutory Committee

**DATE OF REPORT:** 23<sup>rd</sup> December 2011

**AUTHORSHIP:** T/CHIEF INSPECTOR MIKE AUSTIN

## EXECUTIVE SUMMARY:

The paper provides a brief update on the discussions that have taken place at the Regional Finance Scrutiny Group around budgets for regional projects for 2012-13 and other issues. The budgets have subsequently been presented, discussed and agreed at the Regional Chief Constables meeting on 12<sup>th</sup> December.

## RECOMMENDATIONS:

1. That the JSC agree the three budgets approved by the RFSG and Regional Chief Constables.
2. That JSC note the remaining information within the report.

**Originator:** T/CI Mike Austin

**Date:** 23<sup>rd</sup> December 2011

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## BACKGROUND PAPERS:

None

**Regional Finance Scrutiny Group update.**

The Regional Finance Scrutiny Group (RFSG) has met physically and remotely regularly during the financial year with the attendees now refined to ACOs or their nominated representatives with ACO Rupert Birtles (Norfolk) chairing the meetings. The most recent meeting took place on 23<sup>rd</sup> November 2011 and discussed a number of financial issues including the budgets for regional projects for 2012-13.

**Regional Budgets**

In order to allow appropriate scrutiny of the regional budgets for 2012-13 and appropriate briefing to the Regional Chief Constables' meetings it was considered essential for the RFSG to have sight of draft regional budget proposals, monitoring, and outturns before these are tabled for the Chief Constables' meetings. The meeting saw draft budget proposals for 2012-13 for the DVI, RCT and Regional ICT Programme Co-ordinator. These budgets were viewed alongside the currently agreed budget for this year.

The DVI budget for 2012-13 is anticipated to be almost identical to that of 2011-12 which included a 6% saving on the previous year. There will be difficulty in reducing the costs further as the costs relate almost exclusively to the staff costs for the 2 posts. The RFSG accepted that there may be a small adjustment in costs once the post evaluation process had been completed for the Police Staff post.

The draft RCT budget for 2012-13 shows a 2.3% decrease in costs from the current year. Again further reductions were identified as difficult to achieve due to the proportion of staff costs involved. The budget was reduced significantly in 2011-12 from that of the previous year.

A budget was presented to cover the costs of a Regional ICT Programme Co-ordinator, a post agreed by the Regional ICT Programme Board. The budget covered full year costs for 2012-13. It is anticipated that the post will be filled in this financial year and there will therefore be a small cost to Forces in 2011-12 which has been accounted for. The post-holder will support and facilitate regional ICT work ensuring that a consistent approach is maintained across all forces/partnerships.

The RFSG agreed that they had no further issues with the three budgets and were happy for them to be presented to the Regional Chief Constables and JSC.

It was agreed that all costs will be shared using net revenue budget apportionment which for consistency will be calculated to one decimal point.

The budgets are attached as appendix A.

The budgets were subsequently discussed and agreed by the Regional Chief Constables on 12<sup>th</sup> December 2011 for presentation to the JSC.

**Project Athena**

The RFSG was updated about progress made with Athena. The costs for each Force were outlined along with the administrative steps that need to be completed.

An issue was raised around the costs associated with the Athena Management Organisation (AMO) which will consist of an implementation team, testing systems and assisting with implementation, and a client side management team. The implementation team will have a limited time span however the client side management team will exist for the duration of the contract. It was queried as to why the costs of the AMO were so high with the issues referred back to the project leads. It was also advised by Essex that some Athena costs that had previously been accounted for as capital costs may now be considered as revenue costs – they await advice from their auditors.

**ERSOU spend.**

The ERSOU spend for quarters 1 and 2 of 2011-12 were reported to the meeting. The group were not in a position to consider the budget for 2012-13 as a number of options were being considered by the Chief Constables with a final decision awaited. A further RFSG meeting has been scheduled to discuss the budgets once the decision has been made on the budget options for 2012-13. A further RFSG update will be circulated once the ERSOU budget had been discussed.

**Recommendations:**

- 1 That the JSC agree the three budgets approved by the RFSG and Regional Chief Constables.
- 2 That the JSC note the remaining information within the report.

## Appendix A

### Regional DVI

<b>Total Budget 2012-13</b>		<b>£125,645</b>
Bedfordshire	10.8%	£13,570
Cambridgeshire	13.7%	£17,213
Essex	28.1%	£35,306
Hertfordshire	19.9%	£25,003
Norfolk	15.5%	£19,475
Suffolk	12%	£15,078

Cost share based on 2011-12 net revenue budgets – will be updated with 2012-13 cost share when known.

Costs may be amended, although only minimally, once evaluation of the Police Staff role has taken place.

Standstill budget against 2011-12 budget as agreed by the Regional Chief Constables meeting in June 2011.

The budget funds a Regional DVI co-ordinator and a Regional Casualty Bureau/ HOLMES Manager who are realising the collaborative opportunities within the region improving provision of DVI and associated Casualty Bureau procedures.

### Regional Collaboration Team

<b>Total Budget 2012-13</b>		<b>£99,474</b>
Bedfordshire	10.8%	£10,743
Cambridgeshire	13.7%	£13,628
Essex	28.1%	£27,952
Hertfordshire	19.9%	£19,795
Norfolk	15.5%	£15,419
Suffolk	12%	£11,937

Cost share based on 2011-12 net revenue budgets – will be updated with 2012-13 cost share when known.

Costs show a 2.3% decrease from 2011-12 budget (which in turn was reduced by 55% against 201-11).

Budget funds a central regional team which works closely with the three Preferred Partnerships and progresses specific collaborative opportunities for the region. The RCT continue to develop learning and share good practice, undertake specifically commissioned research and analysis, liaise with government representatives and stakeholders, assist in the consistency of approach across the region, and collate the collaborative activity taking place within the region.

**Regional ICT Programme Co-ordinator**

<b>Total Budget 2012-13</b>		<b>£26,500</b>
Bedfordshire	8.3%	£2,200
Cambridgeshire	10.5%	£2,782
Essex	21.6%	£5,724
Hertfordshire	15.3%	£4,055
Kent	23.1%	£6,121
Norfolk	12%	£3,180
Suffolk	9.2%	£2,438

**Cost share based on 2011-12 net revenue budgets – will be updated with 2012-13 cost share when known.**

New post agreed by the Regional ICT Programme Board to co-ordinate the delivery of the Regional ICT Strategy and associated work within the region – including Kent. Post is currently being recruited to so will incur a small cost for 2011-12 which the RFSG are aware of.

## EASTERN REGION COLLABORATION JOINT STATUTORY COMMITTEE

**AGENDA ITEM NO:** 8

**MEETING DATE:** 16<sup>TH</sup> JANUARY 2012

**TITLE:** National Police Air Service

**REPORT TO:** JOINT STATUTORY COMMITTEE

**DATE OF REPORT:** 10<sup>TH</sup> JANUARY 2012

**AUTHORSHIP:** T/CHIEF INSPECTOR MIKE AUSTIN

### EXECUTIVE SUMMARY:

This paper provides an overview of the current national picture around NPAS and an update outlining the local issues that are currently still to be resolved.

### RECOMMENDATIONS:

The group note the findings.

**Originators:** T/CI Mike Austin  
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### BACKGROUND PAPERS:

None

**NPAS – National Picture:**

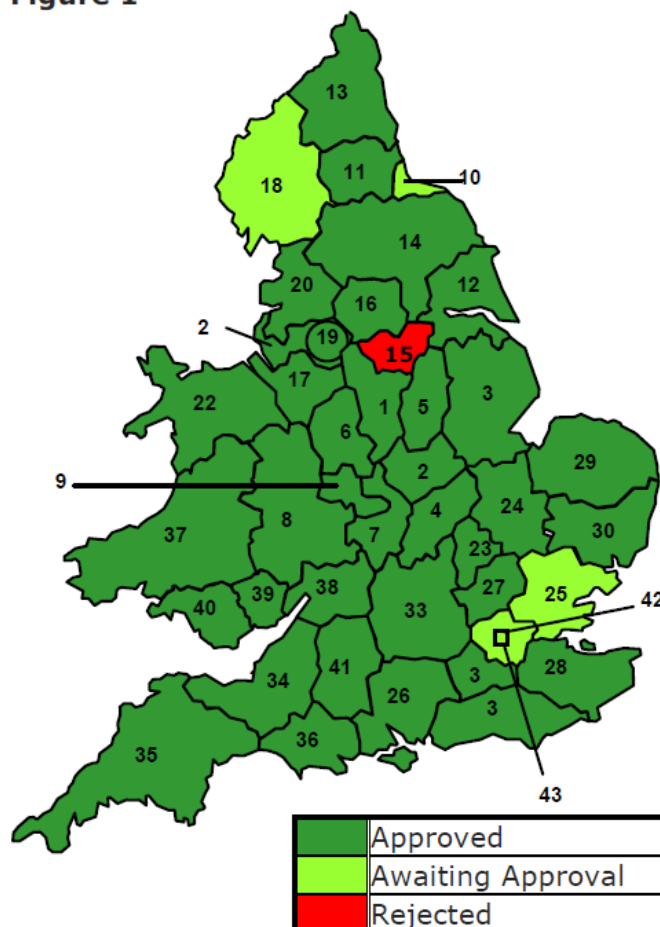
In July 2011 the project lead, Chief Constable Alex Marshall from Hampshire, wrote to all Chief Constables outlining the proposals for NPAS and asking that they be presented to Police Authorities for a decision to be made to either support or not support NPAS. As of December 2011 thirty seven Police Authorities had considered the proposals and approved the proposals in principle with some requiring some additional information or clarification. Other police authorities are in the process of or will shortly consider the proposals. One Police Authority, South Yorkshire, has rejected the NPAS proposal with the project team continuing to work with that force and police authority to reach a satisfactory conclusion.

South Yorkshire have outlined their reasons for rejecting the proposals as:

- they did not receive assurances that they could get the cover they require for their communities;
- they were better off with their own helicopter based within their force area that could reach all parts of the county in a faster time than they could get from using neighbouring bases;
- and they found that the figures produced by NPAS ‘weren’t convincing’ as they felt they did not take account of the capital costs and some staff costs.

Below shows the national picture with those forces signed up to NPAS in principle, those yet to decide and those who have rejected the proposals.

**Figure 1**



## ITEM 8

Of the remaining forces awaiting approval Essex are due to discuss the proposals in February, Cleveland are still in discussion and a decision is awaited and Cumbria are believed to have agreed in principle. The MPS and City of London Police have also been on board in principle but have been left by the NPAS team to concentrate on the Olympics. A paper will be considered by the MPS command team and Police Authority before April 2012.

The potential lead force for the project has been identified as West Yorkshire and a process of due diligence is underway. Initial discussions with both the West Yorkshire force and Police Authority have been positive. If West Yorkshire take the lead Police Officers will be seconded and Police Staff transferred by way of TUPE to the force along with assets. The project team continue to work on issues regarding the transfer of assets and TUPE.

A centralised dispatch function strategy for NPAS is currently being developed and with regards to a 'host' for command and control under NPAS discussions are currently taking place with Kent and West Yorkshire Police. Further workshops are due to take place shortly to ensure all options in this area have been discussed and that the most efficient and cost effective route taken. Once the 'host' for a centralised command and control function has been finalised the dispatch strategy will be circulated to forces for consultation.

Discussions are continuing between the NPAS project team and the CAA around the number of Police Air Operations Certificates required for NPAS and the charging mechanism and procedures that run alongside.

A Flight Operation Director for NPAS has recently been appointed and Chief Constables, Police Authority Chairs and Chief Executives should have received an update on the project recently from CC Alex Marshall. A further letter will be sent at the end of this or beginning of next month providing a further update and outlining the sequencing for NPAS.

### **Regional issues:**

All regional forces have formally approved the proposals in principle for NPAS with the exception of Essex at this stage.

Essex Police Authority are due to further discuss the proposals in February.

Issues remain within the region around costs and coverage. The project team recognise that there are some issues around coverage to the north of London and the A1/M1 corridor but they are working to overcome them.

An updated costing model has recently been circulated, however the NPAS project team can only provide details of the costs within the current CSR period.