

**EASTERN REGION COLLABORATION
JOINT STATUTORY COMMITTEE**

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

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Hertfordshire Police Authority
Leahoe House
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Hertfordshire
SG13 8DE

Date: 14 April 2011

Dear Member

A meeting of the Regional Joint Statutory Committee, which will consider the agenda set out below, will be held on Thursday 21 April 2011, 1.00pm at Hertfordshire Constabulary Headquarters, Stanborough Road, Welwyn Garden City, AL8 6XF, map attached:



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Police HQ - How to ge

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

Chief Constables Meeting, 10.30am – 12.30 noon, Briefing Rooms A and B, OSB

Chairs and Chief Executives Meeting, 11.30am – 12.30pm, CR 1 and 2, Main Admin Block

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 26 January 2011



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4. Regional Collaboration Team Update

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



P:\New Committee -
post May 2008\Easte

5. Project Athena update

Update from Andy Barker

6. Dates of 2011 Meetings

Thursday 21 July – Cambridgeshire Police HQ
Thursday 3 November – Suffolk Police HQ

These meetings will start at 1.00pm, with lunch available from 12.30pm.

7. 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.

8. 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)

9. Operation Slingshot - Forensic Science Service Update
Report from Steve Devine, ACC, Joint Head of Protective Services



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10. (a) Eastern Region Special Operations (ERSOU) – proposals for performance monitoring by the JSC
Report from Jerry Tattersall, DCS, ERSOU



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post May 2008\Easte

10.(b) Future Funding of Regional Serious and Organised Crime
Report from Andrew White and letter from Richard Riley



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post May 2008\Easte post May 2008\Easte

11. 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 26 JANUARY 2011**

Chair Stuart Nagler
Vice Chair Ruth Rogers
Clerk Andrew White

Members present:

Bedfordshire Police Authority
Peter Conniff, Chair
Linda Hockey, Vice Chair
Cambridgeshire Police Authority
Victor Lucas, Vice Chair
Essex Police Authority
Neil Macdonald, Vice Chair

Hertfordshire Police Authority
Stuart Nagler, Chair
Richard Smith, Vice Chair
Norfolk Police Authority
Stephen Bett, Chair
Robin Chapman, Vice Chair
Suffolk Police Authority
Colin Spence, Chair

Officers present:

Bedfordshire Police Authority
Steph McMenemy, Chief Executive
Bedfordshire Police
Alf Hitchcock, Chief Constable
Cambridgeshire Police Authority
Dorothy Gregson, Chief Executive
Cambridgeshire Constabulary
Simon Parr, Chief Constable
Essex Police Authority
Robin Paddock, Chief Executive
Essex Constabulary
Jim Barker-McCardle, Chief Constable
Adam Hunt, solicitor
Paul Maghie, Detective Chief Inspector, ECTIU

Hertfordshire Police Authority
Andrew White, Chief Executive
Julia Harries, administrator
Hertfordshire Constabulary
Frank Whiteley, Chief Constable
Jerry Tattersall, DCS, ERSOU
Norfolk Police Authority
Chris Harding, Chief Executive
Norfolk Constabulary
Phil Gormley, Chief Constable
Suffolk Police Authority
Claire Swallow, Deputy Chief Executive
Suffolk Constabulary
Gary Kitching, Assistant Chief Constable
Regional Collaboration Team
Mike Austin, Chief Inspector, Manager
Marian Gray, Team Co-ordinator

Also present:
Andy Barker, IT Director Kent and Essex
Steve Salt, member, Kent Police Authority
Mark Gilmartin, Chief Executive, Kent Police Authority
Clare Chadwick, Clerk, City of London Police Committee

PART 1 IN PUBLIC

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Ruth Rogers, Robert Chambers, Judith Lancaster, Chris Jackson and Simon Ash.

The Chair welcomed Steve Salt and Mark Gilmartin, Kent Police Authority and Clare Chadwick, City of London Police Authority, to the meeting. In addition, Alf Hitchcock, newly appointed Chief Constable of Bedfordshire, was welcomed to his first JSC.

2. DECLARATIONS OF INTEREST

None.

3. PART 1 MINUTES

The Part 1 minutes of the meeting of the JSC on 7 October 2010 were approved as a correct record and signed by the Chair.

PART II AGENDA (Business taken in private)

Exclusion of the Press and Public

The public (including the press) were excluded from the meeting during consideration of agenda item 4(a) and 4(b) on the grounds that it 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.

4. REGIONAL ICT

(a) Project Athena

The Committee considered a report providing an update on the Athena Project and proposing an enhanced governance structure for the procurement phase of the project.

The Committee approved the key aspects of the current draft agreement, as set out in paragraph 3.5 of the report; all Police Authorities would seek approval from their members at the earliest possible opportunity (which Andy Barker and Simon Parr would attend if required). It was noted in particular that the Section 23 Agreement would bring the benefit of sharing of risks between all participating Authorities.

The following resolutions were agreed:

1. That the JSC approved the continuing development of a Section 23A Police Authority Collaboration Agreement for the procurement phase of the Athena Project and delegated formal approval of the draft Agreement to their respective Chief Executives. TO NOTE: as there will be more than six police authorities who will be parties to the agreement, Home Secretary approval shall be required.
2. That the JSC approved the establishment of a separate JSC, or other similar governance body, for Information Technology Collaboration to include the Athena Project.

(b) Business Case for the Eastern Region and Kent Police IT Collaboration

Andy Barker gave a presentation on IT services for the Eastern Region plus Kent and the Committee discussed the business case. The importance of Police Authority involvement in the process was emphasised.

The following resolutions were agreed:

1. That a Memorandum of Understanding (MoU) be prepared for urgent approval by all Police Authorities, committing the Eastern Region and Kent to make investment decisions on a collaborative basis using the existing ICT Collaboration Board.
2. That, with immediate effect, all local IT investments are reviewed by the Regional ICT Collaboration Programme Board, which will highlight to the relevant local Police Authority where these do not align with the Regional IT strategy.
3. That the new structure of regional ICT delivery be reviewed in two years to assess whether it can be further developed, and if so, in what form.

All involved in the development of regional IT collaboration were thanked for their hard work and contributions.

**PART 1
IN PUBLIC**

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 October.

6. REGIONAL COLLABORATION TEAM FUNDING 2011/12 AND THE FORMATION OF A REGIONAL FINANCE WORKING GROUP

The Committee discussed a report showing the projected spend for the Regional Collaboration team for the current financial year 2010/11 as £204k, an underspend of approximately £24k and setting out a proposed budget for 2011/12 of approximately £102k, a 55% decrease on 2010/11.

In addition the report outlined the formation of a Regional Finance Working Group (evolving from the existing ERSOU Finance Group).

The following resolutions were agreed:

1. That JSC endorsed the decision of the Regional Chief Constables to remove the Chief Superintendent post.
2. The JSC approved the RCT budget for 2011/12.
3. That JSC members noted the creation of a Regional Finance Working Group (to replace the existing ERSOU Finance Group).

7. REGIONAL COLLABORATION STRATEGY

The JSC noted that the final version of the Eastern Region Collaboration strategy, setting out the strategic approach to collaborative activity between the Eastern Region Police Forces and Authorities for 2011 to 2015 would be circulated after the meeting.

The following resolution was agreed:

That the revised regional Collaboration Strategy was approved.

8. FEEDBACK FROM MEETING OF CHAIRS AND CHIEF CONSTABLES ON 5 JANUARY 2011

The Chair updated the Committee on the meeting held on 5 January. Issues discussed included:

- Regional Collaboration Strategy
- Project Athena
- Forensic Science Service
- Future of the JSC

9. PROPOSED TERMS OF REFERENCE FOR THE INTERNAL AUDIT OF THE EASTERN REGION SPECIAL OPERATIONS UNIT (ERSOU)

The Committee considered a report setting out the proposed terms of reference for the internal audit of ERSOU.

The terms of reference as set out in the report were approved.

10. REPORTING OF COLLABORATION PREFERRED PARTNERSHIP BUSINESS TO THE JOINT STATUTORY COMMITTEE

The Committee considered a report proposing that the JSC only considers collaboration that involves partners beyond the established partnerships of Essex/Kent, Norfolk/Suffolk or Bedfordshire/Cambridgeshire/Hertfordshire.

This approach was agreed.

11. PERFORMANCE MONITORING OF PROTECTIVE SERVICES AT REGIONAL LEVEL

This was discussed under item 15.

12. DATES OF MEETINGS IN 2011

Thursday 21 April	Hertfordshire Constabulary HQ
Thursday 21 July	Cambridgeshire Police HQ
Thursday 3 November	Suffolk Police HQ

These meetings will start at 1.00pm, with lunch available from 12.30pm.

13. URGENT PART I BUSINESS

None

14. EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED

That under section 100A of the Local Government Act 1972, the Press and Public were excluded from the meeting for the following items of business on the grounds that they involved the likely disclosure of exempt information as defined in paragraph 7 of Part I of Schedule 12A of the Act, and the public interest test not to disclose information outweighed the public interest in disclosing it.

PART 2 IN PRIVATE

15. EASTERN REGION SPECIAL OPERATIONS (ERSOU)

(a) ERSOU performance update, including Organised crime Group (OCG) Mapping Update

It was agreed that Chris Jackson and Stephen Bett would work with Jerry Tattersall and ACC Steve Devine (on behalf of the Regional Protective Services Leads), to develop a method of performance monitoring of protective services at a regional level, and bring proposals back to the next meeting of the JSC in April.

Members were invited to visit ERSOU, contacting Jerry Tattersall to arrange their visit.

(b) Eastern Region Specialist Operations Unit (ERSOU) Budget Proposals 2011/12

The Committee considered and discussed a report outlining proposals for the ERSOU budget for 2011/12.

The JSC agreed as follows:

The JSC approved, subject to any necessary individual Police Authority agreement, the proposed 2011/12 budget of standstill on 2010/11 full year effect levels, without any inflation allowance and with a further 3% saving.

The JSC approved, subject to any necessary individual Police Authority agreement, to fund any shortfall, up to 25%, in the level of Home Office RIU grant (This would be up to £122K if the RIU grant was cut by a 25% reduction).

16.SIX-MONTHLY REPORT FROM THE COUNTER TERRORISM INTELLIGENCE UNIT

Paul Maghie gave an update on the work of the ERSOU and invited JSC members to visit the Unit. Paul was thanked for his report.

17.URGENT PART 2 BUSINESS

None

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EASTERN REGION COLLABORATION JOINT STATUTORY COMMITTEE

AGENDA ITEM NO: 4

MEETING DATE: 21ST APRIL 2011

TITLE: REGIONAL COLLABORATION TEAM UPDATE

REPORT TO: JOINT STATUTORY COMMITTEE

DATE OF REPORT: 14TH APRIL 2011

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 January.

RECOMMENDATIONS:

Recommendation 1
That the group note the findings.

Originators: T/CI Mike Austin
Date: 14th April 2011
Telephone No: 0845 456 4567 ext: 4016
E-mail: austinm@norfolk.pnn.police.uk

BACKGROUND PAPERS:

None

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1 INTRODUCTION

In October 2008, the future of the Regional Collaboration Team (RCT) was discussed by the Six Chief Constables and as a result the RCT was given five principle functions which were to be reported on at each JSC.

1.1 **Developing learning and sharing good practice**

We continue to meet 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 meetings within the partnerships arranged for shortly after each JSC.

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 future workplan.

The recent Essex and Kent hosted National Collaboration Conference provided a useful environment to assess the region's progress against other regions. The HMIC presentation, amongst others, highlighted the good collaborative work being carried out within the region and the considerable progress made. The RCT circulated a briefing note providing an outline and key points from the presentations – a copy is attached at appendix A.

1.2 **Specifically commissioned research and analysis**

The revised Regional Collaboration Strategy was adopted at the January JSC meeting and has been circulated and placed on POLKA.

Within the Public Order arena a MoU was presented to 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 will shortly obtain their licences to enable them to deliver the courses with the first being run in the summer this year. Public Order equipment continues to be assessed by the North East Region with progress being monitored within this region. Although following a trial some of the protective equipment has been deemed suitable issues remain around the clothing with a response expected from the suppliers in May.

Progress has also been made with regard to PSU carriers. Work is on-going nationally but Essex and Norfolk have agreed a joint spec for a carrier and jointly purchasing vehicles reducing the costs for both Forces.

Work is continuing around a Regional Vetting Unit with a paper to be presented to the Regional Chiefs meeting comparing the costs of a Regional Unit based within The joint Beds./ Cambs./ Herts. unit and one based within a joint Norfolk/ Suffolk PSD. The costs of the delivery of the business as Preferred Partnerships have also been estimated for

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comparative purposes. Issues remain around the standardisation of processes and vetting standards which impact on the varying costs.

A paper has also been produced to look at and compare the call handling/ control functions within each Force. As a region we spend nearly £50m on this area of business each year, although there is a significant variation on which functions sit within the business area in each Force. There are potential financial savings that can be achieved although significant work is required in order to align Force IT systems, structures and processes. Initial exploration is underway within Preferred Partnerships which is where initial savings can be made. In the longer term there is potential for some regional efficiencies to be achieved.

1.3 Low level interface with Government representatives

Regular meetings have been scheduled with Ian Caplan from the Home Office in order to keep them apprised of the work within the Eastern Region as well as giving them the opportunity to keep us abreast of the national issues. Issues that have come to light within the collaboration process have been raised with the Home Office – one highlighted by the Norfolk/Suffolk PIC project around Police Staff use of powers outside their Force will be resolved for future work through the provisions contained within the Police Reform and Social Responsibility Bill currently making its way through Parliament.

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> however at present a pnn e-mail address is required to log on. The NPIA Collaboration Support Team is likely to remain in place until March 2012 from which point their future is unclear.

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 ERSOU Finance Group has worked effectively to develop and monitor the ERSOU budget and is also been used as a group to look at and advise on other regional budgetary and financial issues. It has now been superseded by the Eastern Region Finance Scrutiny Group which is currently being Chaired by ACO Birtles. The Group will hold both virtual and physical meetings in order to deal with the financial issues relating to collaborative areas of business. A meeting is scheduled for 19th April at which financial issues around Athena will be discussed. The Group will assist with future budgetary development of existing entities, review and develop the financial aspects within new projects, standardise appropriate collaborative costs and review and ratify the savings from each collaborative venture.

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

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1.5 Collating regional programme of work

The RCT continue to collate the collaborative activity being undertaken within the region. Attached at appendix B 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.

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APPENDIX A

REGIONAL COLLABORATION TEAM

**REPORT TO: Chief Constables, Police Authority Chairs and Chief Executives,
Eastern Region**

TITLE: National Police Collaboration Conference 2011

DATE OF REPORT: 25th March 2011

**AUTHORSHIP: T/Chief Inspector Mike Austin
Regional Collaboration Team**

**National Police Collaboration Conference 22nd -23rd June 2011.
Collaboration: Saving money, improving performance
Hosted by the Essex and Kent Constabularies.**

Overview.

The opening day of the conference saw a number of presentations on the strategic direction of collaboration including an address from the Policing Minister.
The second day focused on the practitioner perspective.

**Setting the scene – how collaboration works in Essex and Kent –
Ann Barnes, Chair of Kent Police Authority and Chief Constable Jim Barker-McCardle,
Essex Police**

- An outline of the history and progress of collaboration between Essex and Kent was given dating back to initial discussions in 2007.
- Critical success factors for the collaboration were identified as:
 - Trust
 - Mutual respect
 - Strong personal relationships
- The original focus of the work centred around the HMIC's 'Closing the Gap' but has moved on with equal emphasis on savings and efficiency and led to successful collaboration in IT, Procurement and within a Joint Serious Crime Directorate.
- In order to succeed an appropriate and effective business plan has to be matched with a 'can do' attitude.
- The ultimate aim for Essex and Kent is to retain local policing within each Force area with full collaboration on operational functions and support services whilst maintaining operational independence.
- The collaborative focus over the next three years will be on protective services, the back office functions, middle office functions, procurement, organisational/operational joint services and continuous improvement.

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- The work is not all about savings but also capacity building.
- Kent and Essex see themselves as natural partners linked closely through geography, demography and also crime and ASB profile.
- The governance structure that oversees collaboration is vitally important. A Joint Statutory Committee sits above the Strategic Programme Board to oversee the work.
- In March 2010 a Joint ICT directorate was formed, in June 2010 a Joint Serious Crime Directorate and in July 2010 a Joint Procurement Unit based in a single location.
- The IT collaboration fits in within wider work within the Eastern Region and has facilitated further collaborative work within back office functions.
- Although the collaborative work is not just about savings but also capacity and capability building they are important – over £9million of savings and in the pipeline, £680k are in the process of being realised and £12.82million have been landed. It is also important to recognise the pre convergence savings that each Force has made to strip out waste prior to collaboration which amounts to in excess of £20million for Essex and Kent.
- The savings don't fall evenly but both Forces and Authorities have recognised that they have to accept that as part of the process.

The Government's vision for collaboration – Nick Herbert MP, Policing Minister

- Complemented Essex and Kent on their collaborative work.
- Stated that collaboration was not the silver bullet but can make a considerable difference financially and in terms of capability highlighting that it doesn't mean losing local identity.
- Compulsory Force mergers are not on the Government's agenda however they will support and drive collaboration. Local elements will remain and local accountability will increase with the arrival of PCCs.
- PCCs should not be seen as obstacles to collaboration but should drive it to realise savings that can strengthen the front line. The Police Reform and Social Responsibility Bill will place a legal duty on the PCC and Chief Constables to collaborate. Strategic policing requirements will require collaboration to deal with the threats that are faced.
- Support for collaboration will come from the Home Office.
- The Government's view is that some policing functions should be delivered locally, some collaboratively and some nationally.
- More progress is required and more quickly and needs to focus on a wide range of functions to overcome the net donor syndrome and spread costs/ benefits more evenly. Who a force collaborates with is up to them and should not be constrained by boundaries – there is no need to adhere to ACPO boundaries and Forces should also look to other organisations beyond the Police if appropriate. The process around collaboration is not important but the outcome is.
- Significant savings can be made through a national approach where appropriate. National frameworks will be put in place to reduce bureaucracy in procuring equipment.
- The Home Office will continue to fund RIUs and RARTs to the tune of £19million for 2011-12 and £18million for 2012-13.
- Witness protection is being looked at by ACPO to be undertaken as national function.
- The national approach to Air Support has been agreed by Chief Constables and there is an expectation that Authorities will follow suit but if not the Minister will use the powers available to ensure that the progress is not slowed.
- There are opportunities to work with the private sector to make savings, not just through outsourcing but also new and innovative partnerships with private sector organisations.

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- The HMIC will challenge Forces around collaboration later this year to ensure that their plans are ambitious enough.
- Forces will be mandated to collaborate on certain functions if need be and the powers to do so will be enhanced within the Police Reform and Social Responsibility Bill.

HMIC perspective on collaboration – Zoe Billingham, HMIC

- Stated that the national picture was constantly changing however with a few exceptions work beyond Protective Services was at an early stage. Stressed that the pace must quicken and that savings need to be driven out quickly.
- Pockets of established collaborative activity were highlighted and praised. The Eastern Region Preferred Partnerships are seen as the most advanced nationally. It was highlighted that 25% of Forces account for over 60% of the collaborative activity that is going on.
- Nationally there are now 11 Preferred Partnerships or clusters that involve 26 Forces however not all have identified cashable savings.
- The Preferred Partnership approach was advocated as an approach that could move collaboration forward quickly and act as a stepping stone for wider collaboration. The savings made by the Preferred Partnerships within the Eastern Region were highlighted.
- The HMIC have identified significant untapped collaborative potential across the country. Convergence should be the short, medium and long term approach with the work undertaken in a manner that could facilitate wider geographical collaboration in the future.
- The HMIC will undertake a further round of visits in the autumn and will meet the Chiefs and Chairs of Preferred Partnerships Forces in the same room at the same time to scrutinise their collaborative plans.

Warwickshire and West Mercia strategic alliance – challenges and opportunities – ACC Simon Chesterman, West Mercia Police

- Provided an overview of the history and development of a strategic alliance between West Mercia and Warwickshire.
- Initially regional efforts had not proved fruitful and it was proving easier to build trust within a two Force partnership where both forces faced similar threats, risks and had a compatible policing culture.
- Future leadership structures have been considered including a single Chief Constable however the legislation does not allow for such at present and a structure with single head of Protective Services and also support services was more likely to be positively considered.
- The Eastern Region Preferred Partnerships were significantly more advanced than the Warwickshire/ West Mercia alliance.

The Future of collaboration following the Comprehensive Spending Review – Sir Hugh Orde, ACPO

- Collaboration remains the sub-optimal approach with strategic Forces being the optimal approach however there is no political will at present to change the current 43 Force structure. Other criminal justice agencies are rationalising with CPS reducing from 42 to 13 areas which will take them away from geographical alignment to the Police.

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- The risk is carried by the Chief Constable for the geographical area that they cover and will continue to be so as the legislation currently requires each force to have a Chief Constable.
- The debate in Scotland is on-going around amalgamation into 1 or 2 Forces.
- The Police should not be constrained to collaboration between Forces but should look more widely and explore opportunities with other public sector organisations and also the private sector.
- Athena is seen as the national lead in terms of future ICT development.
- Procurement issues need to be defined and appropriate frameworks developed at a national level for those items that can be effectively procured nationally and regionally for those less expensive items in order to maximise savings.
- As there is no optimal solution to the problems we face the Police need to learn to develop collaborative approaches that allow Forces to continue to operate effectively and also save money.
- Each region faces their own challenges which have to be overcome to enable collaboration.

APA perspective on collaboration – Rob Garnham, Chair of APA

- Police Authorities have been instrumental in driving collaboration and have added value to it.
- The real efficiencies will come from wider collaborative work that has yet to take place.
- The Home Secretary wields a power to mandate collaboration – can Police Authorities agree on collaborative projects or does the threat need to be made to ensure agreement.
- The Policing Minister has made it clear that a National Air Service will be implemented and if Police Authorities refuse to sign up then mandation will be used.
- There is a local/ regional/ national dilemma to overcome with collaboration.
- It is important not to overlook the potential savings that can be achieved through outsourcing.
- Collaboration is a useful tool but one of many that can be considered.
- The greater savings will be achieved by working on a larger scale or nationally.

Collaboration in the private sector – lessons for policing – Dr Ian Jones, Company Director and Business Advisor

- The best examples of collaboration or partnership working within the private sector have focussed on outcomes not inputs and costs which is a lesson that the Police can learn.
- Successful collaboration will bring the benefits of cost reduction, resilience and a potential for revenue generation.
- There needs to be a swifter decision making process to avoid uncertainty and ambiguity particularly for Police Staff.
- The three key enablers to collaboration that need to be effectively managed to maximise the benefits from collaboration are IT, HR and finance.

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Workshops:

'A bridge too far?' – Delivering the Kent Police and Essex Police Serious Crime Directorate

Provided an overview of the process and issues that were overcome to bring the Joint Directorate together.

Benefits for Kent included a 24/7 intelligence capability, an increased surveillance capability, a £2.2m saving and the use of a flexible resource taskable against those causing most harm. Benefits for Essex included a new dedicated surveillance capability, increased serious and organised crime investigative capability, an enhanced capability for financial investigation, an improved covert support function and a cost effective solution to deal with the risks and threats posed.

Joint benefits include greater resilience, a focussed resource to target the highest scoring organised crime groups, a combined influence to build structures with the MPS, compliance with HMIC recommendations within this area of work, 24/7 working across both Forces and reduction in overtime requirements.

Collaboration and Outsourcing

The workshop concentrated on an exercise to map current collaborative thinking highlighting what is going on, what is planned and issues around relevant business areas. Concerns were raised that the focus of the approach was on functions rather than processes which could potentially cut across a number of functions. There was also a focus on what level of collaboration is the most appropriate national, regional or other. The outcomes of the workshop will be collated by the Home Office and discussed with ACPO.

Athena – a collaborative approach to the delivery of a large scale procurement and change programme

Andy Barker and C/Supt. John Raine provided an overview of Project Athena and the current position with the procurement phase down to 2 suppliers.

The delivery of the project will further enable future collaboration with a number of other applications able to link in.

Legal challenges arising from collaboration

The workshop was facilitated by Fraser Sampson the Chief Executive of West Yorkshire Police Authority and tempered the view from the previous day that we just need to get on and collaborate.

The workshop highlighted a number of issues, both existing and that will come with the Police Reform and Social Responsibility Bill, around employment rights and governance. A very useful toolkit that links to the workshop and provides greater detail is available through the Kent Police Authority website.

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Eastern Region – Existing Collaboration Activity April 2011

APPENDIX B

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

Preferred Partnership/ Strategic Extended Collaboration Alliances/ Regional Progress						
Business Area	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	Comments
PROTECTIVE SERVICES						
Air Support			Live	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 progressed	Being progressed		

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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	Being progressed	To be considered	Being considered	Considering a Unified Ports Command		
Dogs	Live	To be considered	Live	Being considered	Initial research pending formal tasking	Emphasis will be on developing work by 'preferred partnerships.'
DVI/ Casualty Bureau			Being considered		Live	
Economic Crime			Live	Being progressed		
Firearms (AFOs)	Live	To be considered	Being considered	Being considered		
Firearms Licensing	Being progressed	To be considered	Live	Being considered	Initial research pending formal tasking	
Major Investigation	Live	To be considered	Live	Being progressed		
Missing Persons	Being considered					

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	Preferred Partnership / / Strategic Extended Collaboration Alliances Regional Progress					
Business Area Protective Services (cont.)	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex /Kent	Regional	Business Area
Public Order Training	Live	To be considered	Being considered		Being progressed	MoU for training along with command and specialist courses being prepared for region.
Public Order Vehicles/ Equipment			Being considered		Being progressed	
Rape Investigation/Sexual Offences Investigation	Being considered		Being considered	Being Progressed		
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)					Live	Live as a Regional project
Single Protective Services Dept/Command	Live	To be considered	Being progressed	Being Progressed		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	Being progressed	To be considered	Live	Being considered		
UKBA – Immigration Crime Team					Live	

AGENDA ITEM 4

Business Area	Preferred Partnership/ Strategic Extended Collaboration Alliances / Regional Progress					Comments
	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	
OPERATIONAL SUPPORT						
Central Ticket Office	Being considered		Being progressed	Being considered	Initial research pending formal tasking	
Command and Control System	Being progressed	Being progressed	Being progressed	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	Live			N/S have joint structure and within CJU, custody and CIU.
Duties Management			Being considered	Being considered		Potential IT solution
Marine Unit				Live		

AGENDA ITEM 4

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

AGENDA ITEM 4

Business Area Business Support (cont.)	Preferred Partnership/ Strategic Extended Collaboration Alliances / Regional Progress					Comments
	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	
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	Live	Live	Being considered	Live		National guidance awaited from Home Office re White Paper commitments
Professional Standards	Live	Being considered	Being progressed	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 progressed	Being considered		
Vetting	Live	To be considered	Being considered	Being considered	Being progressed	Beds/ Herts live as part of PSD

AGENDA ITEM 4

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

AGENDA ITEM 4