

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.

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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

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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 the Project Athena IT system.

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.

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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 monthly meeting 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

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	Areas of Business			
	General	Implementation Date	Protective Services	Implementation Date
Remain with single Force	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)	
Preferred Partnership/ Strategic Extended Collaboration Alliances	Human Resources Criminal Justice Finance Executive Support Estates/ Facilities		Child Protection Public Protection Roads Policing Firearms Domestic Violence Events/ Contingency Planning	
Preferred Partnership / Strategic Extended Collaboration Alliances potentially developing to Regional *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	
Regional	Vetting (Decentralised national functions returned to Forces)		Air Support (national)	

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Eastern Region – Existing Collaboration Activity January 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						

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			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			

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	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					

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	Preferred Partnership/ / Strategic Extended Collaboration Alliances Regional Progress					
Business Area	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex /Kent	Regional	Business Area
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)

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	Preferred Partnership/ Strategic Extended Collaboration Alliances / Regional Progress					
Business Area	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	Comments
OPERATIONAL SUPPORT						
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					
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Business Area	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	Comments
BUSINESS SUPPORT						
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						

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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

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	Preferred Partnership/ / Strategic Extended Collaboration Alliances Regional Progress					
Business Area	Herts/ Beds	Herts/ Beds/ Cambs.	Norfolk/ Suffolk	Essex/ Kent	Regional	Comments
OTHER						
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