

A collaborative approach to policing in the East Midlands:

**The Regional Collaboration Plan
2008 - 2011**



Leicestershire
Police Authority



NOTTINGHAMSHIRE
POLICE AUTHORITY



police



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Foreword



**Joint Chair of the Collaboration Board
and Chair of the East Midlands Police
Authorities Joint Committee –
Janet Birkin, Chair of Derbyshire Police
Authority**



**Joint Chair of the Collaboration Board
and Chair of ACPO East Midlands –
Peter Maddison, Chief Constable of
Northamptonshire**

“We are delighted to present the first Regional Collaboration Plan for the East Midlands.

“It demonstrates the commitment of the five police authorities and police forces to working together in this way.

“This plan sets out the way Derbyshire, Lincolnshire, Leicestershire, Northamptonshire and Nottinghamshire police services work together now and how they will in the future.

“At present, areas where performance and productivity can be improved are being identified, in addition to areas where money can be saved. This includes looking at ways of reducing bureaucracy.

“Collaboration provides real opportunities for police forces in terms of increasing their ability to tackle crime, both locally and cross-border, as well as looking at how technology can be best used to support frontline policing.

“The East Midlands is at the forefront of collaborative working and has been recognised nationally for its proactive approach. Operating together gives police forces better capability and capacity to deal with crime.

“This does not mean that local identities or local accountabilities will be lost, rather it is about sharing expertise and knowledge across the region.”

The Vision

The chief constables and the chairs of police authorities from Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire are committed to working together to improve productivity and performance in the future. They have agreed a vision¹ for the region:

“A region that is committed to working together to achieve significant efficiency benefits and performance improvement, particularly in serious and organised crime and major crime.”



Janet Birkin
Chair of Derbyshire Police Authority



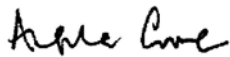
Mick Creedon
Chief Constable of Derbyshire Constabulary



Byron Rhodes
Chair of Leicestershire Police Authority



Matt Baggott
Chief Constable of Leicestershire Constabulary



Angela Crowe
Chair of Lincolnshire Police Authority




Tony Lake
Chief Constable of Lincolnshire Police



Deirdre Newham
Chair of Northamptonshire Police Authority



Peter Maddison
Chief Constable of Northamptonshire Police



John Clarke
Chair of Nottinghamshire Police Authority



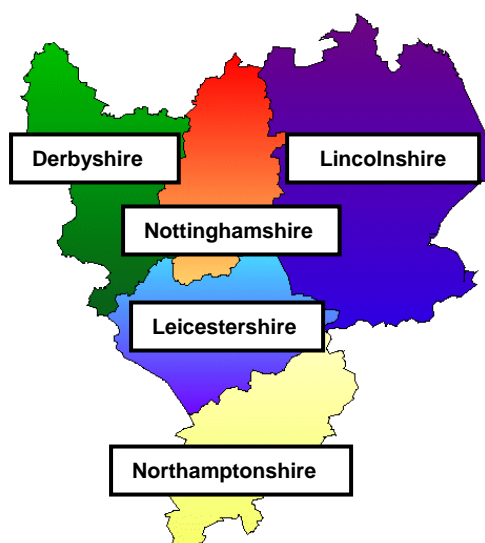
Steve Green
Chief Constable of Nottinghamshire Police

¹ A full copy of the vision can be found in Appendix A

The East Midlands Regional Collaboration Plan

This Regional Collaboration Plan sets out the nature of joint working between the police forces and police authorities in the East Midlands and explains why it is important. It reflects previous and ongoing work to tackle regional issues, whilst taking into account the government's national priorities. The plan does not cover individual force priorities or Local Area Agreements (available from forces) with partners to deliver government and local objectives in the five police force areas. The plan does, however, support improvement of the service delivered locally.

The five police forces in the East Midlands have a history of working together going back many years. Examples include the East Midlands Special Operations Unit (EMSOU) which was set up to tackle serious and organised crime in the East Midlands, a joint air support unit serving Nottinghamshire and Derbyshire and many instances of forces supporting each other operationally.



The current regional collaboration programme developed following the Home Office withdrawing its 2005 plans to merge police forces. Regional collaboration is very different to a merger and will bring opportunities across many policing activities whilst retaining local police forces, local identity and local accountability.



Recognising that collaboration is a practical solution to improving policing services across the region, the forces and authorities have agreed a way of working together. The region is recognised as being at the forefront of collaborative working.

Collaboration takes place in three ways across the East Midlands: regional work managed through the Collaboration Programme Team, formal structures between forces and ad hoc arrangements between forces.

The Collaboration Programme Team manages a substantial programme of regional work including projects to improve performance, use officers' time in the best way possible, increase capacity/capability in protective services, deliver the best service with available resources, save money and make better use of technology.

Collaboration – What does it mean to me?



Collaboration does not mean:

- That the five forces will be merged or lose their local identity.

Collaboration – What does it mean to me?

You might ask yourself how exactly does it affect me?

Simply put, *collaboration means:*

- Making sure the right people are in the right place at the right time.
- Working together to make sure that staff, equipment, vehicles and technology are being used in the best way. For example, by sharing specialist resources, which may be too expensive for individual forces to purchase.
- Sharing expertise and experiences between forces to improve services.
- Doing things once instead of five times.
- Increasing resilience in the East Midlands to deal with major crime or incidents.
- Bringing opportunities across many policing activities whilst retaining local police forces and local accountability.



Three types of collaboration between the region's police forces:

- Regional work managed through the Collaboration Programme Team.
- Formal arrangements between forces (i.e. East Midlands Special Operations Unit or training for Hostage and Crisis Negotiation).
- Informal arrangements between forces (i.e. providing operational support to investigate a murder or serious incident).

Looking forward to 2011

The programme of work undertaken by the region will run until at least 2011.

Programme prioritisation

Projects are being prioritised by the Collaboration Programme Team to ensure early progress. Projects have been prioritised against risk, achievability and Home Office deadlines.

As well as the ongoing projects detailed in the following section, there are several other projects which will be progressed after the priority ones.

The Collaboration Programme Team will:

- Ensure delivery of the priority projects and commence work on the remaining projects.
- Revisit threat and risk assessments with all five forces. Regular review is necessary to keep the threat and risk assessment current.
- Monitor and analyse the effectiveness of the projects.
- Set-up and run workshops on topics for the benefit of the region, such as workforce modernisation.
- Identify new areas of work.

Delivery of the benefits from projects rests with forces.



Air support in the region (Derbyshire & Nottinghamshire)

The North Midlands Helicopter Support Unit is funded between Derbyshire and Nottinghamshire Police Authorities. For ten years the helicopter unit based in Ripley, Derbyshire has provided air support to the two counties.



(Leicestershire & Northamptonshire)

Leicestershire and Northamptonshire share air support with Warwickshire.

The unit, which is based at Market Harborough in south Leicestershire, provides air support to operational police response work. The unit recently took delivery of a new helicopter.

The Regional Collaboration Programme

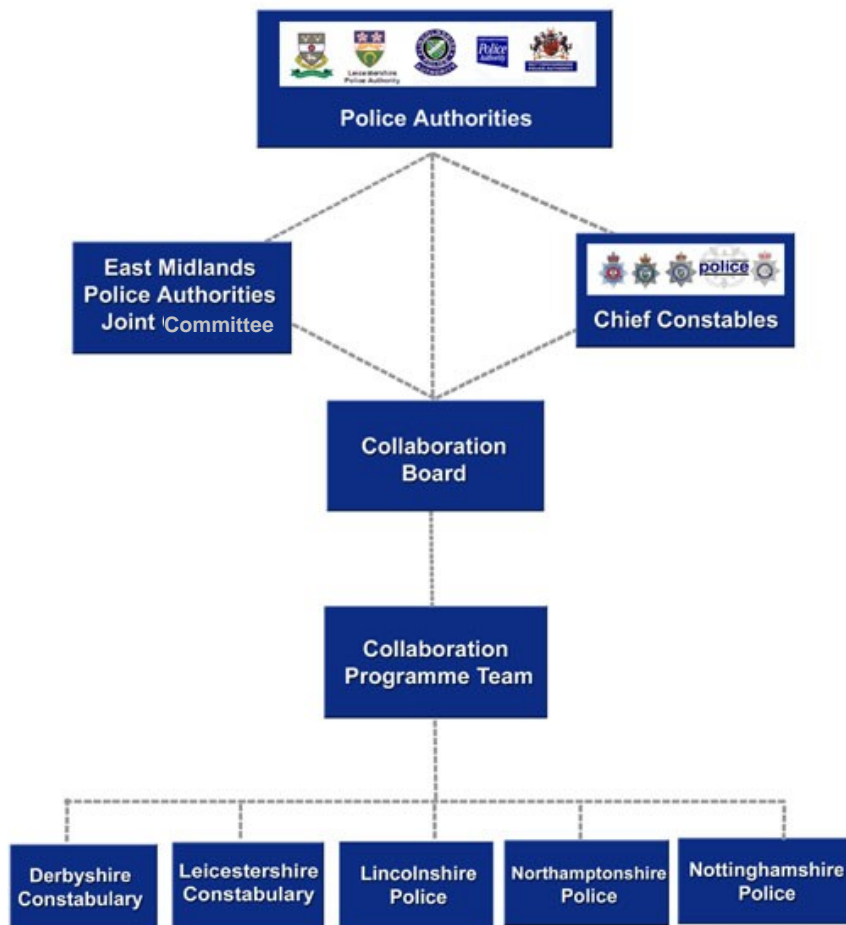
The Regional Collaboration Programme Team

The Regional Collaboration Programme Team manages a programme of region wide development projects. It is funded jointly by the five police forces and its work is overseen by a programme director. The Team's role is to identify and deliver projects that will improve performance, make best use of resources or improve the region's capability to prevent crime and respond to it.

Five senior police officers or members of police staff have been seconded from the region's forces to lead on the projects, which are kept on track by a programme manager.

The Team is supported by a regional human resources lead, a regional finance lead, a benefits and risk manager and a communications and stakeholder manager. Further assistance is provided by a programme support officer, two researchers and an office manager.

Regional Collaboration Structure



The Regional Collaboration Programme

Finance



The Collaboration Programme Team manages the non-operational programme of regional work.

The Collaboration Programme Team will cost £1.13m in 2008/09 and £1.2m in 2009/10 and is funded jointly by the five police forces in proportion to their levels of government grant.

The region made successful bids for Home Office demonstrator site funding for two projects around witness protection and making best use of police officers with specialist operational skills. The total cost of the demonstrator site projects was calculated at £163,000 for witness protection and £190,000 for special operation skills. Home Office funding of £265,000 has been awarded to cover 75% of the cost with the remainder funded by region's five forces.

Accountability

The region has well defined governance structures for the collaboration programme. The programme is overseen by a Collaboration Board, comprising chief constables, the chairs and additional members from police authorities.

This board meets approximately every six weeks. It provides the detailed management of the programme. Every third meeting of the Board is replaced by a meeting of the East Midlands Joint Police Authorities Committee which meets three times a year in public.

More information about public meetings can be obtained from Simon Hobbs at Nottinghamshire Police Authority by:



simon.hobbs@nottinghamshire.pnn.police.uk



0115 977 4897

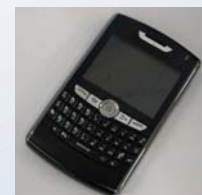


Nottinghamshire Police Authority,
County Hall, West Bridgford,
Nottingham, NG2 7QP.

Mobile Data bid

(Derbyshire, Leicestershire, Lincolnshire, Northamptonshire & Nottinghamshire)

The Prime Minister announced funding of £50 million to improve police forces' access to mobile technology.



The region submitted a collaborative bid rather than five individual ones. This provided a chance for all forces to discuss benefits and best practice. Nottinghamshire and Leicestershire had been planning to introduce mobile data technology and had done a lot of preparation. This meant the other forces were able to use the work that had been done, which put them in a position to make the bid in the timescale set by the National Policing Improvements Agency (NPIA).

The collaborative approach allowed the region to submit a more comprehensive bid than would have been possible by working separately, that also supported delivery of the wider collaboration programme. This joined up approach meant the region has more bargaining power with manufacturers and software suppliers.

Reasons for collaboration

For many years the region's police forces have worked together. However, there were several financial, demographic and geographic reasons for a more formal collaborative approach in the East Midlands.

HMIC report

Factors around threat, harm and risk were identified in Her Majesty's Inspectorate of Constabulary's (HMIC) report into protective services (counter terrorism, serious and organised crime, major crime strategic roads policing, civil contingencies, critical incidents and public order). The report identified issues nationally, as well as regionally. Since the report the five police forces, individually and collectively, have identified areas where there was the greatest need for improvements. These are being dealt with collaboratively and by forces themselves.

Police force size

The HMIC report identified that the region does not contain a large urban force which could both maintain protective services and support smaller forces in times of need.

Funding

The region has some of the most under-funded police forces in the country, with all receiving less funding per capita than the national average. A considerable amount of work has been done by the five forces and their authorities to alleviate the effects of this under-funding but despite this, a significant financial gap remains (details of which are outlined in Appendix B).

The main reason for this gap (often referred to as 'loss of grant to the floors mechanism') is the loss of government grants because the government has yet to implement its

own funding recommendations. This is referred to in Sir Ronnie Flanagan's Review of Policing.

Until the funding formula is implemented, the region will continue to lose out on a significant element of central funding, currently estimated to be £57.2 million over the next three years.

Geography

The East Midlands² is the country's fourth largest region. Around 40% of the region's population live in towns and villages of less than 10,000 people. The region is one of the most rural in England making the East Midlands difficult and expensive to police in resource terms. At the same time, there are large cities within the region which have their own, very different demands.

Growing population

The population in the East Midlands is growing rapidly and is becoming increasingly diverse. The rate of growth is 33% higher than the national average.

In 2006, the East Midlands population was estimated to be around 5.6 million. However, due to migration, illegal immigration and the number of years until the next census is carried out, this figure can only be estimated.

New communities are emerging in all five force areas, particularly since the expansion of the European Union in 2004. The region has seen an increase in eastern European nationals migrating to the UK. There are several reasons for migration including economic factors like agricultural employment and the

² The Home Office defines the East Midlands as Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire. Although Rutland County also forms part of the region, Leicestershire Constabulary provide policing services for the area.

The Plan

existence of strong, established communities in the region.

The implications for policing arise from cultural differences, as well as language barriers which often require translation and interpretation. The region spent £1.5 million on interpreters in 2007/2008. However, this is not solely an issue for the police; it affects public services more generally.

Work is ongoing in each force to meet these needs. While new communities bring their own challenges to policing in the East Midlands, the issue of real importance is the increase in the number of people, not their nationality.

High house prices in other parts of the country have also seen more people move to the region to take advantage of the lower house prices. This includes significant increases in people aged over 65.



In the south of the region, government plans will see substantial growth in the Milton Keynes catchment area. Large-scale housing projects will see 210,000 new homes developed and over 170,000 new jobs created. The expansion in population will lead to an increase in demand for police and related public services.

In anticipation of this, Northamptonshire has entered a collaborative venture with Thames Valley and Bedfordshire police forces to prepare the necessary police infrastructure.

The region's increasing population is not reflected adequately in government funding.

East Midlands Special Operations Unit (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire & Nottinghamshire)

A key example of the force's working together relates to the East Midlands Special Operations Unit (EMSOU), which was established in late 2002 to tackle serious and organised crime. EMSOU initially covered Derbyshire, Leicestershire and Nottinghamshire but it now covers all five East Midlands police services. Expansion was funded, in part, by a Home Office grant for improving police service capability on serious and organised crime.

The funding package, which covers the Regional Intelligence Unit as well, is worth an extra £6 million pounds over the next three years. Once it diminishes, the ongoing costs will be met locally.

EMSOU works with a number of agencies including the Serious and Organised Crime Agency and Her Majesty's Revenue and Customs. The unit also works more widely with other agencies as part of the Government Agencies Intelligence Network.



The Projects

Overview

The projects in the programme being managed by the Collaboration Programme Team divide into two areas: protective services projects and productivity projects.

Protective Service Projects

Denis O'Connor's report 'Closing the Gap' identified weaknesses in protective services nationally. A significant area of work undertaken by the Regional Collaboration Programme is around strengthening protective services (counter terrorism, serious and organised crime, major crime, strategic roads policing, civil contingencies, critical incidents and public order). Counter terrorism improvements are dealt with as part of a national programme of work.

Since the report the five police forces, individually and collectively, have identified areas where there is the greatest need to increase capacity and capability. This was achieved by undertaking a threat assessment of each of the protective services and comparing this against the assets in forces available to meet that threat. The resulting risk was assessed, scored and compared across the region. This assessment drew on local, regional and national data and will be updated periodically.

The areas with the most urgency for improvements in protective services across more than one force are the priority for the Regional Collaboration Programme. The Home Office requires that forces and police authorities have robust plans in place in all protective service areas to:

- Reduce risk significantly by 2009 in areas of greatest need and;
- By 2011, to deliver acceptable standards in other areas and higher standards in areas of greatest need.

The current areas of regional protective services work are set out in Table A.

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



Technical support to operations

– Technical support is an expensive service and demand in terms of equipment and geography varies. This project will explore the most cost effective way of providing technical support across the region.

Table A Regional protective services work projects

Witness protection	Hi-tech crime
Technical support to police operations	ANPR
Making best use of police officers with specialist operational skills	Ability to tackle cross-regional and national criminality impacting on the region
Domestic abuse	Civil contingencies co-ordination at a regional level
Surveillance support teams	Civil Contingencies testing and exercising against plans
Live and cold case reviews	Testing within CBRN function

The Projects

Making best use of police officers with specialist operational skills –

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

Domestic abuse - This project will develop a model to increase forces' capacity and capability to deal with domestic violence.

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

Live and cold case reviews – Forces are obliged to undertake reviews of both live and cold major crime cases. Whilst forces in the region do have that capacity, this project will explore opportunities to deliver increased capacity and impartial support through regional collaboration.

ANPR - This project will examine the benefits of co-ordinating the ongoing automatic number plate recognition (ANPR) work being done by the five forces.

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

Hi-tech crime - As part of the regional risk assessment work, the investigation of crimes where the primary source of evidence is stored on computer equipment, including mobile phones, was declared a high-risk area by all forces. The project aims to identify options for the region in managing these kinds of investigations.



Civil contingencies testing and exercising against plans - Plans are already tested in each force but this project will examine the benefits of testing plans at a regional level to improve the region's response and resilience.

Civil contingencies co-ordination at a regional level - This project will look at co-ordinating work at a regional level.

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

Regional Training

(Northamptonshire)

Northamptonshire employ two members of staff who are jointly funded by the five forces to deliver training across the region. Crime skills training is due to be launched this year and will save approximately £170,000. Work is ongoing to deliver mobile data training collaboratively. Further analysis is being done to see what other areas of work would benefit from regional training.

(Leicestershire)

Leicestershire hosts several types of training to facilitate improved regional working. This includes firearms commander refresher training; explosive search dogs refresher training; traffic law training; VIP visitor training and public order training. The force is currently looking at other training requirements to see if these can also be delivered regionally.

Productivity Projects

Home Office funding of £300,000 allowed the region to engage KPMG Consultants to help the five forces and police authorities identify areas where efficiencies might be possible.

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

Tape summarising - Processes and policies adopted in the area of summarising evidence tapes differ vastly between all five regional forces, with some forces incorporating summarising into wider roles. The project aims to introduce a common process accompanied by standardised policies and training. Once this has been achieved the team will look more widely at digital recording solutions to potentially reduce cost further.

Managing resources – This project has identified significant opportunities for forces to better match their staff, vehicles and technology to demand in a way that ensures resilience at key times. This means having the right people in the right place at the right time, delivering a better service to the public.

Managing demand - Reviewing control room processes has revealed differences in staffing arrangements, productivity and cost. This project presents two key opportunities:

1. To increase the effectiveness of the control rooms at resolving incidents at the first point of contact. This will minimise the demands placed upon divisions or basic command units. Deployment will be subject to individual force policies on scene attendance.
2. To adopt the most efficient and effective ways of managing demand to improve productivity.

Forensics and identification –



This project looks of ways of ensuring better access to force fingerprint bureaux.

Progressing alongside this is work to develop common structures practices and procedures.

Authorisation for specialised Surveillance

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

Table B Regional productivity projects

Tape summarising	Forensics and identification
Managing resources	Authorisation for specialised surveillance
Managing demand	Aligning policy and procedure across forces
Prisoner processing and file preparation workforce modernisation	Mobile data

Aligning policy and procedure across forces - Currently the five forces of the East Midlands all develop and revise policy independently. The style, processes and content of policies differ between forces. When differences are evident, they can have significant knock-on effects in collaborative efforts and operations. This project seeks to remove these barriers to collaboration and improve interoperability.

Mobile Data - This project recognises that mobile data technology provides an excellent opportunity to support frontline policing. The project will lead to the introduction of mobile data in all five forces with a significant amount implemented by September 2008 depending on final decisions on government funding.

Contribution to Performance

The regional programme of work contributes directly to the measured objectives for policing set out by the government.

The regional collaboration projects contribute to forces meeting Home Office deadlines for significantly improving high-risk protective services by 2009 and medium and low risk protective services by 2011. The projects also directly relate to the way the government measures policing performance through the Assessments of Policing and Community Safety (APACS) and the priorities it sets through Public Service Agreements (PSAs).

Further details about Home Office deadlines, APACS and PSAs and how they relate to the projects can be found in Appendix C.

Other areas of work

Some projects that were initially identified only affected a single force. They have been assessed and sent back to that force to deal with.

In addition to the 20 ongoing projects, the Team and forces are also working on a number of other initiatives. This includes work on human resources and a study to look at making best use of information and communications technology across the region. This work may lead to several new productivity products.

Sharing best practice

The Team have organised meetings between programme managers from other collaborations across the country to share best practice.

Auditing collaborative work

An audit of all the collaborative work in the region is being carried out by the Collaboration Programme Team. This will help identify and formalise existing arrangements between forces.

East Midlands Counter Terrorism Intelligence Unit (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire & Nottinghamshire)

This is a new unit providing counter terrorist intelligence support across the East Midlands region.

It is staffed by officers and police staff from all five forces. The unit is nationally funded and regionally based to provide intelligence for the region and nationally when required.

There have been several collaborative regional exercises to improve the region's response to counter terrorism. The unit will co-ordinate regional counter terrorism exercising and training.

More Information

Ordering more copies

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

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

Please contact Simon Hobbs:



simon.hobbs@nottinghamshire.pnn.police.uk



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Nottinghamshire Police Authority,
County Hall, West Bridgford,
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Want to know more about the plan?

If you want more information about the Regional Collaboration Plan please contact the Collaboration Programme Team:



eastmidlandscpt@nottinghamshire.pnn.police.uk



01636 685208

Commitment to diversity

The Regional Collaboration Plan recognises the importance of respecting diversity. The work of the Collaboration Programme Team takes into account the needs of different communities from around the East Midlands and legislation around gender, religion, disability, age, race and sexuality.

This document is available in different formats. Please contact the Collaboration Programme Team for more information.

Professional Standards Training (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire & Nottinghamshire)

New misconduct regulations are to be issued following the Taylor report which examined current police disciplinary arrangements. The focus is now on improvement and learning, with greater emphasis on managers taking responsibility to address unprofessional behaviour. Fines and demotions for misconduct have been removed.

Training is being delivered through the regional training and development team, beginning in July this year before being completed in November.

The five forces have jointly agreed a common set of training providers, sharing dates and training venues to enable more training opportunities. All managers will receive training, with middle and senior managers, human resource professionals, professional standards, chief officers and the police authority receiving specialist input.

The region is also looking at agreeing templates for forms, letters and documents for meetings and hearings.

The Regional Vision

“A region that is committed to working together to achieve significant efficiency benefits and performance improvement, particularly in serious and organised crime and major crime.

“We intend to have a strong regional convergence to address performance improvement and efficiency across the region through a series of regional or sub regional collaborations. Unless there is statutory constraint, the potential for regional or sub regional sharing of services will be explored. Sharing of services outside of the region will be exploited where appropriate, particularly around shared criminal markets.

“The five Forces and Authorities working together aim to:

- a) achieve improved levels of service delivery from within existing resources and/ or
- b) achieve improved or similar levels of service at reduced cost.”

East Midlands Airport (Derbyshire, Leicestershire & Nottinghamshire)

Policing at East Midlands Airport is shared between Derbyshire, Leicestershire and Nottinghamshire. The airport is not a designated airport so the costs are met locally, principally by Leicestershire.

A crime reduction initiative involving the three forces and the airport was established in 2006 to reduce crime in four key areas - burglary, vehicle crime, personal possessions and airport security.

The joint production and distribution of crime reduction information to airport staff and users of the airport has reduced the duplication of work.

Regional Financial Forecast: March 2008

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

Base Budget Gap

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

Risk Adjusted Gap

A more meaningful measure of the financial state of the region is to consider areas that the forces have identified as a risk but which have not been included in the medium term projections.

An estimate of this risk has been included under the Identified Risk Gap totalling of some £41.4 million over the next three years.

Loss of Grants to the Floors

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

Capital Programme

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

Forecast Assumptions

The forecast is based on several assumptions:

- The police authority precept for Leicestershire and Lincolnshire remains uncapped by the government.
- Precept increases of 5% per annum in 2009/10 and 2010/11.
- General price inflation of 2%.
- Pay inflation of 2.5%.
- Government grant as set out in the 2007 comprehensive spending review.

Contribution to Performance

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

Home Office Deadlines

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

The regional collaboration projects contribute to forces meeting this target.

Assessments of Policing and Community Safety (APACS)

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

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

- Promoting safety
- Serious crime & protection
- Organisational management
- Tackling crime
- Confidence and satisfaction

Public Service Agreements (PSAs)

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

These priorities help monitor the performance of public bodies, including the police, at a local level.

PSAs 23, 24 and 26 relate to the projects.

PSA 23: make communities safer. The aims of this PSA are to:

- Continue to build on the significant reductions in crime achieved over recent years; and
- Ensure local agencies are accountable and responsive to the needs and priorities of the local community.

PSA 24: deliver a more effective, transparent and responsive Criminal Justice System for victims and the public. The aims of this PSA are to:

- Provide local services with greater flexibility to determine how this vision is delivered efficiently and effectively;
- Engage individuals and communities in shaping services;
- Support frontline delivery by building the capability and capacity of its workforce; and
- Work effectively with the private and voluntary sector to increase efficiency and quality of service and foster innovation.

PSA 26: reduce the risk to the UK and its interests overseas from international terrorism. The aims of this PSA are to:

- Stop terrorist attacks;
- Where we cannot stop an attack, to mitigate its impact;
- To strengthen our overall protection against terrorist attack; and
- Stop people becoming terrorists or supporting violent extremism.

Appendix C

Project	APACS objective	PSA no.
Witness protection	Promoting safety Serious crime & protection	23, 24
Making best use of police officers with specialist operational skills	Organisational management	23, 24,26
Domestic abuse	Serious crime & protection	23, 24
Technical support to police operations	Organisational management	23, 24
Hi-tech crime	Serious crime & protection	23, 24
Ability to tackle cross-regional and national criminality impacting on the region	Tackling crime	23, 24, 26
Live and cold case reviews	Serious crime & protection	23,24
Surveillance support teams	Serious crime & protection	23, 24, 26
Tape summarising	Tackling crime	23, 24
Managing demand	Confidence & satisfaction	23
Managing resources	Tackling crime	23, 24
Prisoner processing and file preparation workforce modernisation	Tackling crime	23, 24
Forensics and identification	Tackling crime	23, 24
Authorisation for specialised surveillance	Serious crime & protection	23, 24, 26
Mobile data	Organisational management	24
Aligning policy and procedure across forces	Organisational management	23
ANPR	Promoting safety	23, 24
Civil contingencies testing and exercising against plans	Promoting safety	23, 24,26
Civil contingencies co-ordination at a regional level	Promoting safety	23, 24,26
Testing within CBRN function	Serious crime & protection	26

Case studies

The five forces have a history of working together going back over many years.

Examples of how they work together through the formal collaboration programme and informally are included in the blue boxes throughout the document and in this appendix.

Vehicle examiners

(Lincolnshire & Nottinghamshire)

Reciprocal agreements exist between Lincolnshire and Nottinghamshire about sharing staff with specialist skills. There have been occasions where specially trained vehicle examiners have provided assistance to the other force when required.

999 calls

(Leicestershire & Northamptonshire)

If any technical problems arise with the 999 call system, Leicestershire and Northamptonshire have a mutual fall back arrangement.

Crime analyst training

(Derbyshire, Leicestershire, Lincolnshire, Northamptonshire & Nottinghamshire)

Northamptonshire have two crime analyst trainers based in Nottinghamshire, who have provided the space to locate the team. The trainers are working with all five forces to provide training, as courses in this field are expensive to buy in.

Information Technology

(Leicestershire)

Leicestershire is developing software which will be used to import / export data from a number of different IT systems across forces. This work is in its early stages but will make it easier to share information across the region.

(Derbyshire, Leicestershire, Lincolnshire & Northamptonshire)

Four of the forces use a single provider for IT equipment which has produced significant cost savings.

(Derbyshire, Leicestershire, Lincolnshire, Northamptonshire & Nottinghamshire)

There is a development of a common specification for workstations which will allow greater discounts from suppliers.

Underwater search units

(Lincolnshire & Nottinghamshire)

The two forces have combined their underwater search provision which is available to other forces, including those in the East Midlands.

Procurement across the region

(Derbyshire, Leicestershire, Lincolnshire, Northamptonshire & Nottinghamshire)

The region is exploring ways of buying in services through collaborative contracts. This joined up approach will mean the region has more bargaining power with manufacturers and suppliers. For contracts that have been concluded since 1 April 2005 estimated savings of £4.6 million will accrue over the full contract periods.

Firearms protocol

(Derbyshire, Leicestershire, Lincolnshire, Northamptonshire & Nottinghamshire)

A regional firearms protocol has been agreed in terms of response, equipment and mutual aid. There has also been some joint purchase of equipment. There is a regional fitness test for firearms officers and also collaborative work around the selection process.

Hostage and crisis negotiation (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire & Nottinghamshire)

The five forces collaborate closely in hostage and crisis negotiation including training, exercising, mutual aid provision, co-ordinator meetings, selection processes and equipment.

Civil contingencies (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire & Nottinghamshire)

Cross-border work is being done to improve the region's response to disaster victim identification and regional business continuity.

ANPR (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire & Nottinghamshire)

The region have combined to bid for ANPR equipment and have saved money as a result.

Vehicle workshops (Leicestershire & Northamptonshire)

The two forces are more closely aligning vehicle workshops to save costs and generate income.