



Joint thinking, joint working

REGIONAL COLLABORATION AND FUTURE POLICING

Joint Working in Yorkshire and the Humber

VISION STATEMENT

“For the four Police Forces and Police Authorities of Yorkshire and the Humber to work together to build capacity and capability in specialist and strategic areas of policing, adding value and improving confidence for the overall benefit of the region.”



Left to right (standing): Sir Norman Bettison - CC of West Yorkshire Police, Mr Meredydd Hughes - CC of South Yorkshire Police, Mr Grahame Maxwell – CC of North Yorkshire Police and Mr Tim Hollis – CC of Humberside Police.

Left to right (seated): Mark Burns-Williamson - Chair of West Yorkshire Police Authority, Jane Kenyon – Chair of North Yorkshire Police Authority, Charles Perryman - Chair of South Yorkshire Police Authority and Alene Branton MBE, Chair of Humberside Police Authority.

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The Four Police Forces of Yorkshire and the Humber



Introduction

Yorkshire and the Humber is a diverse and varied landscape that is home to five thriving urban city centres although 80% of the region is rural. The region supports many historic market towns and three national parks, undulating moors and an expansive coastline.

The four autonomous Police forces of the region - North Yorkshire, South Yorkshire, West Yorkshire and Humberside – serve a population of over five million people. They serve large urban centres such as Leeds, Bradford, Sheffield, Hull and York and protect three international airports and the logistic complexes of Hull and the Humber Ports.

Such a varied landscape provides a variety of challenges and each of the four forces provide aspects of policing that range from economic and hi-tech crime, to roads policing and community based problem solving within local neighbourhoods.

Whilst they work independently in most areas of policing, the four Chief Constables and their forces collaborate on major issues and pool their resources. This Regional Collaboration and Future Policing document is a blueprint of how the North Yorkshire, South Yorkshire, West Yorkshire and Humberside Police Forces propose to work together, on a more formalised basis, over the next three years.

It sets out the nature of joint working as agreed by the four chief constables of the region and the four police authorities of Yorkshire and the Humber. The document provides a framework of how the four forces will work together to build capacity and capability in specialist and strategic areas of policing.

The aspirations of joint working are to provide a region-wide policy to make our roads safer, tackle serious and organised crime, and be fully prepared to manage major incidents across Yorkshire and the Humber.

Joint working has significantly developed over the last couple of years and the Regional Collaboration Document outlines a statement of intent between the four forces to continue this work, with shared roles and responsibilities, agreed timescales and identified milestones.

It is important to stress that joint working enhances but does not replace or compromise the policing delivered locally by individual forces. However, the four forces are adding value by working together to improve capacity and capability; and enhance the productivity of the back-office functions that support operational delivery.

Opportunities for joint working are considered only if the visible benefits can be measured and improvements to the police service fulfil common objectives across the whole region.



PS Steve Smales is part of the operational support team for the Regional Roads Policing Team

Background

The events that led to the four police forces in the region to examine working together began in 2004 when, the then Home Secretary, Charles Clarke, asked the HM Inspector of Constabulary (HMIC) to conduct a comprehensive assessment into the ability of the police service to provide effective and sustainable protective services to a common standard in the future.

The resulting 'Closing the Gap' report questioned whether the existing force structure was fit for purpose in the 21st Century. The report identified areas where there was the greatest need for improvement in protective services, such as counter terrorism, serious and organised crime and strategic roads policing, amongst others.

The four forces of Yorkshire and the Humber were amongst the first in England and Wales to study various options of how best to facilitate a successful amalgamation. At the same time, investigations were underway to improve the delivery of protective services across the region.

As John Reid became Home Secretary, the earlier plans to amalgamate the police forces were reconsidered. However, the four forces of Yorkshire and the Humber had already identified areas of work that could benefit from a collaborative approach, particularly in improving capacity and capability within protective services, and the decision was taken to continue to explore the opportunities of joint working.

This was formalised with the creation of the Regional Chief Constables' Group (RCCG) and the Joint Police Authority Committee (JPAC). Together they outlined the principles to guide joint working to enhance and complement - not replace or compromise - the policing delivered locally by individual forces, to communities within Yorkshire and the Humber.

The Regional Programme Team was set up to transform the joint vision into a reality. Led by the Regional Programme Director and staff seconded from each of the four forces, the role of the programme team is to manage, monitor and evaluate current and future joint projects.

“Throughout the lifespan of the three-year Regional Collaboration Document, innovative ideas and suggestions for improved combined working for the four police services will be considered, if they meet the set criteria.”

We've Listened, and we will...

POLICE PLEDGE

1. Treat everyone fairly with dignity and respect

2. Make sure neighbourhood teams are known

3. Be visible when it's needed most

4. Respond to neighbourhood messages within 24 hours

5. Aim to answer 999 calls within 10 seconds and attend within 15 minutes

6. Answer non-emergency calls promptly - attend if needed

7. Agree priorities at public meetings

8. Tell the public what is being done to make them safer

9. Ensure victims of crime are informed of case progress

10. Acknowledge dissatisfaction and resolve it

www.humberside.police.uk

Our Policing Pledge: Our officers are pledged to treat people with dignity and respect, to be visible and accessible in the communities they serve, to respond quickly to incidents, to keep people informed and to acknowledge and deal promptly with concerns raised regarding the service we have provided.

Citizen Focus

A 'sonic box' illustrates Humberside Police's commitment to the Policing Pledge

The Aims of Working Together

The joint vision presented by the Regional Chief Constables' Group (RCCG) and the Joint Police Authority Committee (JPAC) is to investigate areas of work that can benefit from working together. A vision statement was created:-

“For the four Police Forces and Police Authorities of Yorkshire and the Humber to work together to build capacity and capability in specialist and strategic areas of policing, adding value and improving confidence for the overall benefit of the Region.”

A fundamental aim of any joint working proposal is that it must enhance and complement front line policing currently delivered locally by individual forces to communities in the region. At no point now, or in the future, should areas of joint working seek to replace or compromise neighbourhood policing.

Opportunities for joint working are considered only if the visible benefits can be measured and improvements to the police service fulfil common objectives across the region. Working together should help to embed:-

- A modernised, efficient and effective police service,
- increase capacity and capability to meet current and future demands,
- help to increase public confidence.

These key aims and objectives will be achieved by-

- Improving service delivery, particularly in the areas of specialist and protective services
- Identifying and sharing best practice
- Economies made by sharing overhead costs
- Improving and modernising systems and practices
- Using a common language to describe similar processes across all four forces and harmonising existing systems and processes
- Streamlined communication
- A stronger coherent voice that increases the influence of the region on a national stage

Areas of activity have been identified and the investigative work split equitably between the four forces. Senior police officers from each of the four forces own an individual project and the progress and benefits of every project is measured and evaluated for effectiveness.

Throughout the lifespan of the three-year Regional Collaboration Document, innovative ideas and suggestions for improved combined working for the four police services will be considered, if they meet the set criteria.

The Regional Roads Policing Team applies intelligence led tactics to disrupt cross border criminality across the region using a combination of skilled and trained officers, state of the art technology and high performance vehicles.



The Regional Roads Policing Team - Front row left to right: Insp Peter England, Chief Insp Michael Hunter and Insp Heather Cawson

Current Areas of Activity for Working Together

Several projects are currently active under the umbrella of joint working. This table is not an exhaustive list but indicative of some major areas of work.

Project	Work Involved	Expected Benefits
Strategic Roads Policing	<ul style="list-style-type: none"> • Intelligence • Tasking • Regional Roads Policing Team • ANPR technology • Skills and training 	Build public confidence Reduce the risk to local communities by disrupting organised crime groups working across the region and helping to reduce road casualties
Regional Intelligence Unit	<ul style="list-style-type: none"> • Mapping criminal activity • Sharing intelligence with Force Intelligence Bureaus • Tackle serious and organised crime and cross border criminality. 	Improve public confidence Disrupt organised crime groups working across the region
Contingency Planning	<ul style="list-style-type: none"> • Skills and resources register across all four forces • Formalised agreement for guaranteed support from all 4 forces during a major incident • Guide prepared with emergency procedures and protocols. 	Improved and faster response to major incidents Improve public confidence Identify cost savings through improved procedures and reliable resources
Public Order	<ul style="list-style-type: none"> • Cross-force procurement to provide cost savings and efficiencies across the region • Identify opportunities to standardise equipment • Mutual aid agreements in place 	Increase connectivity Improve effectiveness of training coordination Substantial cost savings through effective procurement Improve public confidence
Roads Policing Fatal Investigations and Collisions	<ul style="list-style-type: none"> • Audit of expertise and equipment • Scoping benefits of regionally based specialist team 	Reduce risk Improve public confidence

The use of Mobile Data Technologies is a joint working pilot project that allows officers to access 'real-time' information and respond quickly and effectively.



Roadside finger print testing

Project	Work Involved	Expected Benefits
Harmonisation of HR Policies & Processes	<ul style="list-style-type: none"> Finding common practices across all 4 forces for HR and recruitment 	<p>Streamline process</p> <p>Flexible workforce that can move across all 4 regions</p>
Employment Model Lead Force/Authority	<ul style="list-style-type: none"> South Yorkshire Police Authority to take on the role as lead employer for Yorkshire and the Humber staff and officers 	<p>Secure permanent roles for regional staff</p> <p>Improve public confidence</p>
Operation Impact	<ul style="list-style-type: none"> Four forces working together to deliver 'days of action' to maximise resources for the overall benefit of the region. 	<p>Disrupt cross-border criminality and supporting neighbourhood policing teams</p> <p>Improve public confidence</p>
Procurement	<ul style="list-style-type: none"> Joint procurement strategy to reduce overhead costs by shared economies of scale 	<p>Reduce overall costs for the four forces</p> <p>Stronger powers of negotiation for future procurement</p> <p>Provide the public with value for money</p>

The Regional Mobilisation Plan confirms the ready ability of the police services of Yorkshire and the Humber to respond effectively together, in fast time, to operational challenges in all the protective service areas, thereby complementing the Police National Mobilisation Plan.



Acting Assistant Chief Constable Steve Read checks the Regional Mobilisation Plan for Yorkshire and the Humber

Joint Working in Action

Operation Impact involves Police from all four Yorkshire forces working together in a region-wide operation to address issues that harm the communities they serve. Using a coordinated and targeted approach the four forces conduct enforcement, prevention and community engagement initiatives across neighbourhoods, towns and city centres. The four forces come together with 'days of action' to target issues specific to local communities.

The success of Operation Impact has been measured in significant reductions in acquisitive crime, criminal damage offences and anti social behaviour. During Operation Impact, there have been numerous arrests, detections and seizures made particularly in the areas of drugs and the supply of controlled drugs.

The emphasis is upon a strong, joined up and partnership approach with each force taking a lead at tackling specific issues such as burglary, vulnerable people, road safety and drugs. This coordinated and strategic approach provides a high profile police presence in targeted areas. Combining the expertise and shared resources of all four forces is very effective in disrupting cross border criminals and providing assurance to the public in local neighbourhoods and communities.

The search for Claudia Lawrence and the murder of Cai Guan Chen were two recent major incidents in North Yorkshire that have involved joint working with neighbouring forces. West Yorkshire's Underwater Search Unit and Humberside's Air Support unit have provided assistance and both investigations received support from detectives and search teams from across the region. Specialist dog units from across the region have also assisted with the Claudia Lawrence enquiry.

Operation Drystone, North Yorkshire Police force's ongoing campaign to reduce 'quality of life crimes' has seen support from the Regional Roads Policing Team on a number of proactive operations targeting criminals.

Operation Nix was the significant regional policing response to the protests that took place at Lindsey Oil Refinery, North Killingholme, North East Lincolnshire, from January 28 to February 5, 2009. Led by Humberside Police Force, it required mutual aid support from neighbouring forces including command teams, Police Support Units and other officers.

Because the four forces regularly train together, when officers were deployed from other forces, they were able to adopt common tactics, understanding a single policing style, which led to a very effective single force operation. With support from regional forces, Humberside Police was able to effectively resource the operation at Lindsey Oil Refinery and maintain sufficient capacity and capability within divisions to operate business as usual.

Joint working includes cross agency collaboration as well as activities with the four police forces of Yorkshire and the Humber



Collaboration includes working with other agencies such as SOCA, Highways Agency and UK Border Agency amongst others

Milestone and Timescales

As the process of joint working is constantly evolving as new ideas present themselves, the milestones and timescales are relatively fluid. However, there are some work streams that should be completed by the end of year one (April 2010).

End of Year One – April 2010

HR Employment Framework

Complete a legal, practical and resilient HR Employment Framework that minimises risk for the forces, staff and region managed by South Yorkshire Police as the lead force.

Regional Mobilisation Plan

Appoint a sergeant to manage and oversee the testing and review of the regional mobilisation plan that will confirm “the ready ability of the police services of Yorkshire and the Humber to respond effectively together, in fast time, to operational challenges in all the protective service areas thereby complementing the Police National Mobilisation Plan.”

Protective Services Improvement Plan (PSIP)

A clear timetable of operational activities to be completed by April 2010.

Training Programme

Build upon the success of harmonised system of driver training across all forces and identify other areas of training that could benefit from a collaborative approach.

Benefits and Performance Baseline

By September 2009, we will have amassed enough performance data and key performance indicators to create a meaningful baseline on which to build, monitor and evaluate the future performance of each individual workstream.

Because the four forces regularly train together, when officers were deployed from other forces, they were able to adopt common tactics, understanding a single policing style, which led to a very effective single force operation.



North Yorkshire Police on the waterfront at Filey

Future Areas of Activity for Working Together – 2009/12

The Regional Collaboration Document sets out our joint working agenda for the next three years. Whilst 2009 will predominantly provide a baseline to build future successes, over the next three years, we will continue to address protective services at a regional level.

This will include the development of a Regional Protective Services Improvement Plan (PSIP) in year one. At the same time, we will be identifying opportunities for improving efficiency and productivity in back-office and support activities.

- A considerable piece of work, the Regional Protective Services Improvement Plan (PSIP) will identify common medium and high risks that would benefit from the four forces working together such as kidnap, witness protection and homicide.
- The Regional Collaboration Document includes the continuous improvement and recommendations for the Strategic Roads Policing Team and supporting the Serious and Organise Crime project.
- The Regional Mobilisation Plan will be activated to test the effectiveness of the fast time response across all the protective service areas.
- Close working with the UK Border Agency to address issues of organised immigration crime through the deployment of the Regional Immigration Crime team
- Working with the Regional Asset Recovery Team to remove illegally acquired property from criminals and to claim back the proceeds of crime

These areas of work will help us to provide even greater support to local police teams and assist them in creating safer communities and neighbourhoods by disrupting crime and raising public confidence.

The Regional Roads Policing Team is a resource available for tasking and operations across the whole of Yorkshire and the Humber.



The distinctive brand for Policing Yorkshire and the Humber

Improving Cost Efficiencies and Productivity in Back Office Support

In addition to improving the protective services we provide on behalf of the public, we will also be working together to find ways to improve the efficiency and productivity of back office support across all four forces.

In year one of the Regional Collaboration Document (2009) the majority of the work will be research based. This will identify potential efficiencies across all four forces by combining procurement, harmonising IT and mobile systems and investigate standardised training.

Areas to be investigated include:-

- Put in place an HR Employment Framework for staff engaged on regional teams to rationalise legal, practical, risk and resilience issues
- Develop a regional procurement strategy plan
- Develop an IT asset register and plan for system replacement
- Develop an estate asset register and plan for replacement
- Complete the roll out of the mobile data terminals across the region
- Complete the a standard level of driver training across all four forces and work out the cost benefits and any improvements to productivity
- Consider opportunities for collaboration around specialist training, forensic science and roads policing.
- Other areas of consideration for collaboration include public order, civil contingencies, firearms, and community safety; serious and organised crime, intelligence and regional tasking, crime support, major crime and legal affairs.
- Completing the design and coordination of a collaborative custody project together with an agreed model of handling prisoners when in custody, across all four forces.

A series of key performance indicators (KPIs) have been designed, using the Home Office framework, for every area of work and assigned to an owner who will report their results on a monthly basis. The KPI results will feed into a performance report that will be monitored on a quarterly basis by the Regional Programme Board and the Joint Police Authority Committee.



Crowd control on match day

Monitoring and Evaluating Our Success

Throughout the duration of the Regional Collaboration Plan several layers of reporting and auditing will be applied to ensure an effective system of performance measurement for all areas of joint working.

A series of key performance indicators (KPIs) have been designed, using the Home Office framework, for every area of work and assigned to an owner who will report their results on a monthly basis. The KPI results will feed into a performance report that will be monitored on a quarterly basis by the Regional Programme Board and the Joint Police Authority Committee.

In conjunction with monthly and quarterly performance reporting, the whole process will be scrutinised by an external audit conducted by Humberside Police Authority through the Regional Performance Advisor.

The Office of Government and Commerce will complete an annual assessment and review on the workings of the Regional Programme and make recommendations if necessary.

Every level of monitoring and evaluation will apply the following matrix to measure the benefits of joint working:-

- Improved service delivery
- Economies of scale through sharing overhead costs
- Efficiency savings through improved systems and practices
- Better identification and sharing of best practices

If the anticipated benefits are not achieved then the project area will come under further review.

Conclusion

The Four Chief Constables of Yorkshire and the Humber region are committed to finding opportunities for joint working to develop an efficient and effective police service, increase capacity and capability to meet current and future demands and help increase public confidence.

Ordering More Copies

Copies of the plan can be found on Humberside, North Yorkshire, South Yorkshire, West Yorkshire and the police authority websites. Requests for printed versions, different language and brail copies can be sent to the Regional Programme Team at:- jrw@westyorkshire.pnn.police.uk or telephone: 0113 285 5390.

For more information about regional working, email the team at jrw@westyorkshire.pnn.police.uk or visit our website at www.PolicingYorkshireAndTheHumber.co.uk

A fundamental aim of any joint working proposal is that it must enhance and complement front line policing currently delivered locally by individual forces to communities in the region. At no point now, or in the future, should areas of joint working seek to replace or compromise neighbourhood policing.



Yorkshire's diverse landscape requires an innovative approach to neighbourhood policing

APPENDIX 1	
OPERATIONAL POLICING	
Air Support	
This is a new workstream looking to review and, where possible, improve existing collaborative arrangements in respect of the provision of police helicopters.	
Custody	
The Custody project is working towards a shared contract for the provision of custody facilities and services and the use of a regional contract for new builds. It will produce savings for the region through enhanced procurement processes.	
Heads of Crime	
The operational Heads of Crime of each force meet and are collaborating on a number of issues associated with serious and organised crime to enhance the region's response to these.	
Heads of Operations	
On a similar basis to the Heads of Crime group, the Heads of Operational Support meet to collaborate on issues such as firearms response, contingency planning, public order response and roads policing of the region's major roads.	
Interoperability	
This piece of work emanates from the enquiry into the Stockwell incident and is dealing with the recommendations from the resultant HMIC report.	
Operation Impact	
Operation Impact is a regional, themed response to specific areas of operational activity. These have been, in the past, such areas as ANPR, roads policing and improving public confidence. More are planned for the future.	
People United Against Crime	
PUAC is a regional charity that has a number of threads of activity. These include the Truckwatch scheme (similar to Neighbourhood Watch), a Business Crime Reduction Centre and efforts to ensure that European funding opportunities are maximised for the region.	
Protective Services Improvement Plan	
This is a means through which the planned improvements to the provision of Protective Services are monitored. The plan is subject to monitoring by the Chief Constables and the Joint Police Authority Committee (JPAC).	
Regional Asset Recovery Team	
This team is well established and enjoying significant success in removing the proceeds of crime in the form of assets and money from criminals using the appropriate legislation.	
Regional Roads Policing	
One of the original pieces of collaboration; the team has enjoyed considerable success in policing the region's roads and has now reduced over £2 million worth of assets into police possession.	
Scientific Support	
This piece of work is led by practitioners looking at working together in a number of areas to be more effective and efficient. These include training, DNA and fingerprint work and specialist imaging.	
Underwater Search	
Looking at the options of greater collaboration between the forces and exploring efficiencies that it is believed can be found.	

EFFICIENCY AND PRODUCTIVITY INITIATIVES	
Asset Management	
This piece of work is concerned with ensuring that maximum use is made of regional buildings and assets and ensuring that regional needs are taken into account when forces consider new builds / purchases.	
Benefits Realisation	
This is concerned with making sure that the expected benefits of collaborative work are achieved and maximised.	
Communications	
Making sure that the collaborative work and its achievements are communicated to the wider public. The intention of this is to enhance public confidence in the police.	
Employment Framework (Lead Force)	
It was agreed that South Yorkshire Police Authority would be the employing body for regional staff. This work is putting the procedures in place to enable this to happen.	
Harmonising Criminal Justice Documentation	
Each force has its own criminal justice processes, forms and procedures, with the obvious difficulties for regional staff working across the forces. In addition to resolving this issue, this piece of work will also produce cost savings and efficiencies as the documents and processes are harmonised.	
Harmonisation of HR processes	
In a similar vein to criminal justice documentation, but on a wider scale; this is looking at putting the forces on the same level in terms of HR processes. Initial work is focussing upon the IT provision in each force and looking to identify ways in which this can be harmonised.	
Information Services/Technology	
A longer term workstream which is taking a strategic approach to the provision of IT equipment within the region, examining ways in which this can be managed more effectively and efficiently. It is also examining the potentially significant savings which could be achieved.	
Mobile Technology	
This is part of a national project associated with the roll out of technology including hand held devices and enhanced means of communication and management.	
Performance	
This piece of work is looking to set up performance management processes to ensure that the correct focuses and prioritisation are in place.	
Procurement	
This is a significant piece of work that is seeking to maximise the enormous potential benefits of the four forces buying and ordering services and goods as a region rather than an individual forces.	
Regional Solicitors	
Each force has its own Force Solicitor and these are now exploring ways in which they can work together more effectively to prevent unnecessary duplication and expense.	
Vetting	
This seeks to put the arrangements for vetting within the region on the same basis. Immediate benefits will be the prevention of unnecessary duplication and expense.	