



November 2015

East Midlands Collaborative Projects Update



3 FORCE STRATEGIC ALLIANCE

- Work on the proposed Strategic Alliance between Nottinghamshire, Leicestershire and Northamptonshire has begun. A small team, comprising representatives from the 3 forces, has been formed and is based in Leicestershire under the leadership of Jeremy Thomas, an independent advisor. The relevant OPCCs are also fully engaged in the process and are in scope of the SA.
- In order to ensure that day to day business for all three forces, Ali Naylor (Leicestershire's Assistant Chief Officer – ACO - for Human Resources) has taken on interim responsibility for People Services and Paul Dawkins (Leicestershire's ACO for Finance) is the interim lead for the three Forces' finance departments.
- In October, Assistant Chief Constable Rob Nixon was appointed to work across all three forces as part of the Strategic Alliance team.
- This team will now work through a "proof of concept" for the Strategic Alliance with a clear review point in December 2015. Over the final quarter of 2015, the team will focus on providing a top down view of:
 - What the Strategic Alliance could look like for the 3 forces and PCCs in terms of contact management, local policing, criminal justice, operational and business support.
 - The current operational, financial and political situation including collaborations.
 - A potential migration and change strategy including outline finance and funding options.
- This will enable the Chief Constables and PCCs to evaluate the indicative benefits, costs and risks of the proposed Strategic Alliance and determine the way forward.

BUSINESS SUPPORT

Regional Occupational Health (OHU)

OHU are working with Client Liaison leads in forces to jointly develop a work plan, which identifies specific matters that we will collectively work through to improve the service, knowledge and collaborative working across a number of important parts of the Regional OHU service. Below are the elements that have been completed from the agreed work plan this quarter:

- **Client Liaison – Ill Health Retirement Process**
Work is on-going to review the process to a consistent, lean hand-off between retained HR and OHU.
- **Client Liaison – Limited Duties**
We have agreed to work with leads in each Force to seek to identify and develop a consistent approach to the Police Arbitration Tribunal (PAT) outcomes for Winsor on specific recommendations in respect of the restricted duties recommendations. Any subsequent business case for additional resources for the service provision will be prepared for the board in due course. OHU have attended workshops to progress with Forces on any new process.

- **Client Liaison – EAP Contract Provider**

Discussions have taken place in respect of an Employee Assistance Provider and the subsequent contract finish date. A contract review discussion with the Client Liaison from each Force has taken place and initial negotiations commenced with CiC.

- A report regarding demand and funding was submitted by Ali Naylor (ACO Leicestershire Police) to the last Chief Constable and PCC Board and the agreed recommendations are being progressed. 'Process Evolution' have been commissioned to undertake the scoping exercise.

East Midlands Collaborative HR Services Learning and Development (EMCHRS L&D)

- EMCHRS L&D was established in February 2013 to provide the following services to Nottinghamshire, Leicestershire, Northamptonshire and Derbyshire Police Services:
 - Delivery of training for driver, operations, crime and investigative skills, IT and core learning.
 - Business partnering for developing client relationships, commissioning of new training and prioritising requirements, informing local strategies and plans, and resolving issues.
 - Designing new products including using the latest technological advances to minimise abstractions.
 - Training business support and administration to ensure compliance, quality assurance, audits and accreditation is maintained.
- EMCHRS L&D is the largest police service L&D collaboration outside of Scotland and has resulted in the delivery of efficiencies for the unit since 2012/13 of £2,162,098 (2015/16 EMCHRS budget).
- The service was recently shortlisted as a finalist for the Chartered Institute of Personnel and Development (CIPD) National Awards for its innovative Specials Website. The website has reduced classroom training by an average of 50% and increased the diversity of Specials attracted by the flexible learning.
- The development and roll out of a standard design packages for the region e.g. NICHE, Specials, National Vigilance Campaign has supported interoperability and avoided unnecessary duplication.
- The high quality of locally developed products will lead to increased income generation from 2016/17 onwards and an operational plan is being developed to ensure that this is fully implemented.
- The harmonisation of key training including Driver, Officer Safety Training, Public Order and regional specialist crime products, amongst others will also assist with interoperability.
- A strong governance arrangement including reporting lines to Regional Efficiency Board, DCC Board and Efficiency Board ensures that the service is fully scrutinised and directed by regional and local imperatives.
- The L&D Business Partnering model has been widely commended by forces for its strategic focus on force requirements and client/stakeholder relationship management.
- External Awarding Bodies e.g. Oxford and Cambridge RSA (OCR) have widely commended our accreditation systems, processes and procedural compliance with national requirements.

EAST MIDLANDS SPECIALIST OPERATIONS SERVICE

- In November 2014 the four Chief Constables and PCCs of Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire were presented with the detailed business case for the creation of an integrated East Midlands Operational Support Service (EMOpSS). EMOpSS went 'live' on the 5th May 2015.
- The structure for EMOpSS consists of 7 core collaborative operational teams:
 - Roads and Armed Policing (RAPT)
 - Tactical Armed Policing (TAPT)
 - Tactical Roads Policing (TRPT)
 - Tactical Support Teams (TST)
 - Serious Collision Investigation (SCIU)
 - Specialist Dogs
 - General Purpose Dogs
- A number of achievements to-date include; a borderless approach to Command and four force SFC Cadre implemented, sharing learning and best practice through the College of Policing (CoP), centrally coordinated tasking and briefing team in place and linked into local force process, EMOpSS Airwave communications strategy implemented enabling more effective borderless deployments, EMOpSS diversity group established and strategy developed and use of integrated *Chronicle* system to enable borderless management of firearms training, recording of operational deployments and increased understanding of demand.
- The opportunities for delivering efficiencies in the four force EMOpSS structure are many and are being realised throughout. Some examples include; a fleet replacement timeline for more cost effective vehicle replacement, external training costs are managed centrally – avoiding duplication, early review of the TRPT shift pattern and amended as a result, and recruitment processes reviewed and a new standardised approach developed through the force HR single points of contact (SPOCs), increasing consistency and promoting diversity.
- The EMOpSS Performance Board monitor performance, identify efficiencies and manage risk; regularly reporting to Chief Officers across the Region. Taser deployments are also scrutinised and due to the way in which deployments are now recorded on the integrated *Chronicle* system, our understanding of Taser demand and usage is increasing. This enables a clearer picture of demand and a better understanding of our capability and Taser usage that feeds into training.

EAST MIDLANDS CRIMINAL JUSTICE SERVICE

- The East Midlands Criminal Justice Service (EMCJS) is currently working to an agreed business plan based around the three overall objectives of embedding EMCJS as a regional service, achieving national and local CJ objectives and delivering efficiencies.
- These objectives are aimed at making criminal justice a fully regional service that is as efficient and effective as possible, gives best value for money for the general public and is also able to quickly respond to national initiatives and directives.

- The main pieces of work that are on-going at the moment include; considering embedding consistent working practices once a common IT platform is in place and implementing various national initiatives in partnership with CPS and HMCTS; these latter include Transforming Summary Justice and Better Case Management, aimed at improving the processes around getting cases through court (both Magistrates and Crown) and dealt with in a timely manner. There is also much happening around digital enabling, where this possibility and a pilot are looking at the creation of video links between courts and custody suites, enabling virtual attendance at remand courts.
- Detention Officer services from an external supplier have been implemented in both Leicestershire and Northamptonshire police forces.

REGIONAL ICT

The Regional IT Transformation Programme is a portfolio of technology based, collaborative initiatives that are designed to support and improve the efficiency and flexibility of operational policing across the East Midlands Region. The projects include a number of Forces across the Region, working together to consolidate systems, centralise functions, share the costs involved and realise the joint benefits through economy of scale, increased flexibility offered by improved mobility and accessibility.

The current portfolio includes:

- **NICHE** – a collaborative approach for the five Forces in the East Midlands to use a shared IT platform to transform and integrate the management of crime, intelligence, custody and case information. This will also result in significant cost savings by buying, designing, and maintaining the system as five forces rather than one. Work is also underway to look at what other systems could also be integrated in Niche going forward. Our staff and Officers will be able to access the vast majority of data they require from one single system rather than from multiple ones. We will also be using the system in such a way that it will help improve our data quality and information sharing.
- **Body Worn Video** - a five Force collaborative programme of work delivering a common solution across the East Midlands region, issuing 3,500 digital camera recording devices to Officers to enhance the quality of the evidence already collected, to increase successful prosecutions, and reduce case processing costs and durations by providing additional corroborative evidence that is less easily contested by offenders.
- **Digital Interview Repository** - is a four Force collaborative project between Nottinghamshire, Derbyshire, Leicestershire and Northamptonshire to develop and implement a digitalised, networked, interview recording solution that will move the Forces away from using physical recording media for interviews by streaming the interviews to a centralised digital storage and retrieval solution. This will improve security, reliability and accessibility as well as reduce operational costs.
- **Mobilising the Workforce (Agile Working)** - will deliver the infrastructure and associated software required to enable Officers and Police Staff to work across borders in regional forces. The solution will mobilise processes so that they can be carried in the field wherever and whenever they are required, enabling workers to be far more flexible in how they perform their duties by being less reliant on physical desk or office space. This is a scalable solution, initially being implemented across an operational regional unit comprised of Officers from four Forces within the region (Nottinghamshire, Leicestershire, Northamptonshire and Lincolnshire), has the potential for much broader

application across Forces in the future and represents a significantly improved way of being able to access and deliver Force systems to operational staff.

- **Intelligence system** - recently completed by the programme, was the delivery of an intelligence system, which took information, held locally by each of the five Forces within the region, and consolidated it in to one, single database, accessible across all Forces within the Region. This has delivered improved efficiency by reducing the number of local infrastructures for the system, from five, to one, reducing technology operating costs, enabling a single Force to host and support a region wide system, whilst also improving the intelligence sharing capability across the region.
- **Software as a Solution** - A further key project of note, is the migration of another regional intelligence system, to a National “cloud” based Software as a Solution (SaaS) service. Led by Durham Constabulary, the Regional IT Transformation Programme is managing and co-ordinating the local IT tasks needed from the East Midlands Region, to help ensure that delivery at a national level is fully supported and successful.

LEGAL SERVICES

- Nottinghamshire Police have been a member of the East Midlands Police Legal Services collaboration (EMPLS) since 2011. EMPLS provides legal advice and representation to the five forces and OPCCs in the East Midlands. By reducing the reliance on external solicitors and barristers and undertaking more work in-house, EMPLS has successfully reduced the overall expenditure of the region’s police forces in this area of business by around 40%. The average hourly rate for legal work undertaken by EMPLS is £35 to £40 per hour.
- In the past 6 months, EMPLS has been reviewed externally on six occasions by the various insurers of the collaborative forces. The insurance audits typically are held over a two-day period and consist of the review of individual files selected by the insurers by trained and knowledgeable claims handlers. These audits are helpful in providing an independent deep dive review of the working practices of EMPLS. The technical service proficiency assessments of each review averages above 95%.
- By collaborating, the forces of the East Midlands have been able to increase resilience and specialist legal knowledge to provide a quality service providing significant savings making EMPLS one of our most successful collaborations.

EMSOU

- The East Midlands Special Operations Unit (EMSOU) is a regional tasking structure which has, for more than a decade now, made effective use of expertise and resources from within the East Midlands police forces to investigate many of the most serious crimes which affect our region.
- EMSOU is not separate from the five forces, it is an amalgamation of certain key resources provided by the forces to be deployed throughout the region as and when there is an investigative need.
- There are five main branches of EMSOU’s work:
 - **Serious and Organised Crime (EMSOU-SOC):**
Made up of a number of specialist teams; Regional Intelligence Unit, the Regional Asset Recovery Team, Fraud and Financial Investigation, and Cyber Crime Unit, the

work involves tackling organised crime groups (OCGs) across all five forces using a wide range of tactics.

- **Major Crime (EMSOU-MC):**

The team investigate homicides and kidnap with demands and extortion, and other serious cases, as well as managing issues of threat, risk, and harm across the five forces. It is a centrally managed function and can call on the services of detective and support staff from across the East Midlands Forces to assist in MC inquiries wherever they occur throughout the region. This flexibility ensures that no one area is overburdened by major investigations, allowing local units to focus on volume crimes.

- **Special Branch (EMSOU-SB):**

EMSOU SB, focused on dealing with the threat of terrorism and domestic extremism, is constituted from a collaboration of the East Midlands Counter Terrorism Intelligence Unit and the five force Special Branch Units. It is highly regarded as a unit nationally and is considered to be developing best practice. The unit works with the Security Service and other key strategic partners to reduce the risk to the region so that people can go about their lives freely and with confidence.

- **Forensic Services (EMSOU-FS):**

EMSOU-FS delivers all forensic capabilities to the five forces of the East Midlands region. The CSI function is delivered locally, but is subject to a 'Futures' programme of work in 2015/16 to transform, streamline, standardise, and further improve service, which is delivered at much less cost.

Between 2010 and 2015 there was a 44% (£10.735 million) reduction in total cost as a result of the East Midlands Forensic collaboration. Other benefits include; combining five separate laboratories, five separate fingerprint bureaus, and 5 methods of forensic submissions into one single 'Centre of Excellence'. The new facilities for EMSOU FS were achieved through Police Innovation Funding in March 2015.

Improved capabilities include; a fully digitised fingerprint service, footwear intelligence matching, rapid DNA testing and drugs analysis; the latter has recently been the subject of an accreditation inspection and is likely to go live early in 2016 providing instant cash savings on analysis costs as well as a more local responsive service.

- **Regional Review Unit (RRU):**

The RRU independently reviews undetected major crime investigations as well as procedure and practice of critical incidents and missing persons inquiries, as well as analysing acquittals at court and successful appeals against conviction. The on-going performance of the unit is measured through the varying regional governance processes, but in particular through the EMSOU Management Board.