



# East Midlands Police Collaboration

Derbyshire Leicestershire Lincolnshire Northamptonshire Nottinghamshire

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# East Midlands Police Force Collaborations



Nottinghamshire Police and Crime Panel

24th April 2017



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## Purpose

This presentation provides an overview of:-

- Current scope of regional collaboration
- Governance arrangements
- Performance and assurance mechanisms
- Achieved and planned financial savings
- Areas for further development



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## Strategic Vision

- To improve public safety
- To make better and more productive use of police resources
- To increase public confidence in policing

## Principles

- Local policing will remain local
- Focus on operational and non-operational support
- The benefits and costs will be shared between the five forces



## Benefits of Collaboration

- Single approach and decision making
- Cashable savings and non-cashable savings
- Reductions in duplication and bureaucracy

## Improvements in

- Efficiency and Effectiveness
- Capacity and resilience
- Consistency, quality and interoperability
- Capability and sharing of good practice



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## Five Force Collaborations

- East Midlands Special Operations Unit (EMSOU)
- East Midlands Legal Services
- HR Occupational Health (EMCHRS OH)
- EM Police Collaboration Team
- Regional ICT Project Management Office (Regional IS PMO)



## East Midlands Special Operations Unit (EMSOU)

- **Serious and Organised Crime (EMSOU-SOU)**

Specialist teams include Regional Intelligence Unit (RIU), Regional Asset Recovery Team (RART), Fraud and Financial Investigation (FFI) and Cyber Crime Unit (East Midlands)

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

Investigating homicides and managing other serious or high risk / harm cases

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

Working with Security Service and partners to reduce risk from terrorism and extremism

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

Delivering a full range of forensic services across the East Midlands Region

- **Regional Review Unit (RRU)**

Reviewing undetected major crime investigations on behalf of all five Forces and procedure and practice of critical incidents and missing people inquiries



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### East Midlands Legal Services Unit (EM-LS)

Ensure service provision for all Forces whilst offering greater resilience and breadth of expertise

### HR Occupational Health (EMCHRS-OH)

Three administration hubs across the five Forces and locally delivered clinics services within each Force area

### EM Police Collaboration Team (EM-PCT)

The Police Collaboration Team is a management function to support effective performance management of existing collaborations



## Regional ICT (Regional IS-PMO)

The Regional Information Services Project Management Office offers cross-Force IS project management support, staffed by a mix of permanent and contracted resources. It aims to provide an independent service, not aligned to any single Force or IS department

Key projects include:

- § Agile working
- § Body worn video
- § Digital interview repository
- § Holmes 2



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## Four Force Collaborations

- **HR Learning and Development (EMCHRS L&D)**  
**Derbyshire, Leicestershire, Northamptonshire and Nottinghamshire**  
Learning and Development management services, standardised training and the implementation of innovative learning programmes
- **East Midlands Operational Support Service (EMOpSS)**  
**Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire**  
Integrated operational support service comprising Road and Armed Policing Team (RAPT), Tactical Armed Policing Team (TAPT), Tactical Roads Policing Team (TRPT), Tactical Support Teams (TST), Dogs, Serious Collision Investigation Unit (SCIU)
- **East Midlands Criminal Justice Service (EMCJS)**  
**Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire**  
Regional CJ service covering EMCJS Custody Services and EMCJS Prosecutions Service, includes development of Virtual Remand Court and the expansion of Live Links to court



## Governance

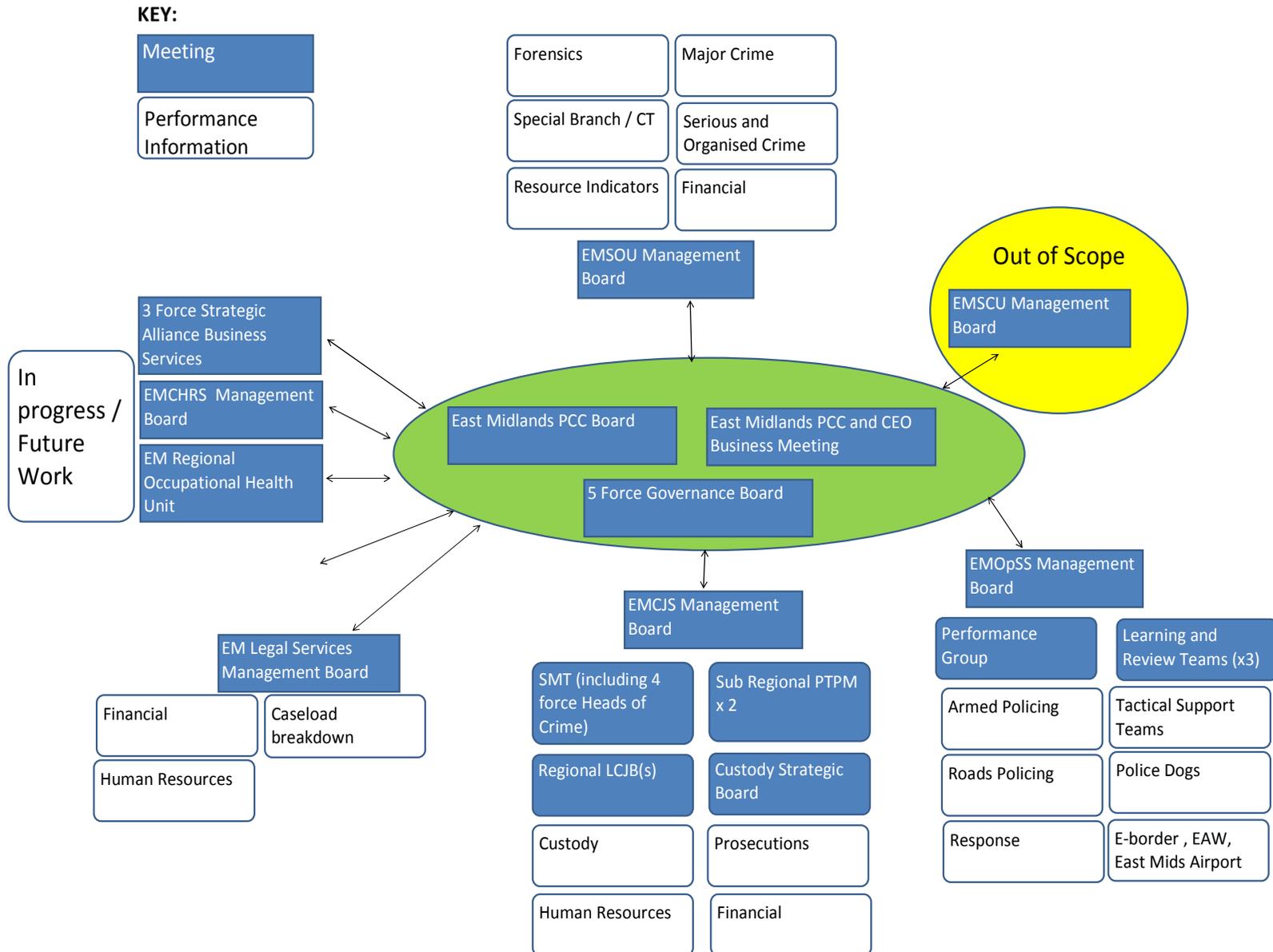
**The East Midlands PCC Board** oversees the collaborations and is split into two agenda sections:

- Part One: New proposals, thematic areas, external partners.  
PCCs Chair on rotating basis (currently Northants)
- Part Two: Delivery, risk, performance  
Chief Constables Chair

### **PCC Portfolios:**

- DCC Board: Derbyshire PCC
- Resources: Nottinghamshire PCC
- Criminal Justice: Leicestershire PCC
- EMSOU: Lincolnshire PCC
- EMOpSS: Northamptonshire PCC

# Governance Structure and Performance Information Across Regional Collaborations





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## Financial Information: Formula and Grant 2016/17

Force	Current Formula (2015/16) %	2015/16 Grant <sup>1</sup>  (£m)	Proposed Formula (2016/17) %	Movement  %
Nottinghamshire	27.60%	126,777,533	27.6%	0.0%
Leicestershire	23.00%	105,596,593	23.0%	0.0%
Derbyshire	21.80%	100,405,768	21.8%	0.0%
Northants	14.70%	67,736,790	14.7%	0.0%
Lincolnshire	12.90%	59,064,939	12.9%	0.0%
<b>TOTAL</b>	<b>100.00%</b>	<b>459,581,623</b>	<b>100.00%</b>	<b>0.00%</b>

<sup>1</sup> Grant includes The Police Core Settlement Grant and the DCLG Formula Funding Grant.

Does not include Regional Information Services Project Management Office (Regional IS PMO) and HR Shared service



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## Force Financial Contributions

<b>EM Collaboration Force Contributions 2016/17</b>	<b>NOTTS 27.6% £</b>	<b>LEICS 23.0% £</b>	<b>DERBYS 21.8% £</b>	<b>NORTHANTS 14.7% £</b>	<b>LINCS 12.9% £</b>	<b>TOTAL £</b>
EMSOU SOC	2,641,009	2,200,841	2,086,015	1,406,625	1,234,385	9,568,875
EMSOU TSU	573,086	477,572	452,655	305,231	267,856	2,076,400
EMSOU MC	260,392	216,993	205,672	138,687	121,705	943,448
EMSOU FORENSICS	1,087,357	906,131	858,855	579,136	508,221	3,939,700
EMCHRS L&D	760,261	633,151	599,575	405,313		2,398,301
EMCHRS OHU	474,721	395,601	374,961	252,841	221,881	1,720,005
EM LEGAL SERVICE	388,028	323,357	306,486	206,667	181,361	1,405,900
EMPCT	142,789	118,991	112,782	76,051	66,738	517,351
<b>Total Cash Contributions</b>	<b>6,327,645</b>	<b>5,272,638</b>	<b>4,997,001</b>	<b>3,370,550</b>	<b>2,602,147</b>	<b>22,569,979</b>
EMSOU - Officers in Kind	2,141,894	1,784,912	1,691,786	1,140,792	1,001,103	7,760,487
<b>TOTAL COST OF COLLABORATION</b>	<b>8,469,539</b>	<b>7,057,550</b>	<b>6,688,787</b>	<b>4,511,341</b>	<b>3,603,249</b>	<b>30,330,466</b>



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## Collaborative Savings

Year	Target Saving £	Actual / Projected £
2014/15	500,000	731,515
2015/16	1,000,000	1,601,489
2016/17	900,000	326,642
<b>TOTAL SAVINGS</b>	<b>2,400,000</b>	<b>2,659,646</b>

- The regional collaborations achieved additional savings of £2.7m between 2014 and 2017 against a target set by Chief Constables and PCCs of £2.4m

COLLABORATIVE UNIT	DATE ESTABLISHED	TOTAL ANNUAL SAVINGS AGAINST BASELINE £	PERCENTAGE SAVING AGAINST BASELINE %	COMMENTS
REGIONAL REVIEW UNIT	SEPT 2010	107,482	16.25%	Cashable savings through a reduction in staff numbers
TECHNICAL SUPPORT UNIT	JULY 2011	216,612	8.91%	Cashable savings through a reduction in staff numbers
MAJOR CRIME COMMAND	SEPT 2011	3,962,574	27.91%	Non-cashable savings arising from a reduction in police officers.
SERIOUS & ORGANISED CRIME	SEPT 2011	5,143,835	47.84%	cashable savings in a reduction in budgets (Training, Equipment, Fleet)
REGIONAL INTELLIGENCE	FEB 2012	452,678	18.89%	reduction in budgets i.e. IT software, training etc.
REGIONAL FORENSICS	JUNE 2012	1,451,095	35.53%	force budgets against the cost of forensic submissions.
LEARNING & DEVELOPMENT	SEPT 2012	714,598	25.27%	Cashable savings through a reduction in staff numbers
OCCUPATIONAL HEALTH	APRIL 2012	706,734	32.62%	Cashable savings through a reduction in staff numbers
LEGAL SERVICES	NOV 2011	1,002,279	40.43%	Cashable savings through a reduction in staff numbers
<b>TOTAL</b>		<b>13,757,887</b>	<b>32.76%</b>	



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## Performance

- Twice yearly regional performance reviews  
Performance Sub-group established 2017
- Standardised reporting framework includes:-
  - § Commentary and 'key issues'
  - § Priorities, objectives, risks
  - § Additional relevant information
- Lead PCC model - individual Chief Constables held to account via local governance arrangements





# Nottinghamshire Quality of Service Review

- Annual Assessment of the benefits of collaboration
- Will form part of the Force / OPCC business planning cycle
- ‘Deep Dive’ reviews in areas identified for efficiency improvement
- Process to formally commence in June 2017



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## Independent Assurance

*“Current regional collaboration arrangements relating to major and serious and organised crime are effective, and it is critical that they are continued and expanded. The forces showed great vision and strong, cohesive leadership in establishing the programme, which was ahead of its time”*

**Recommendations:** *Develop a clear and integrated vision for future collaboration and develop services that are truly integrated rather than simply shared and address some of the variance in underlying infrastructures*

**HMIC – Working Together: Review of East Midlands Collaboration – November 2013**

*“The EMSOU model is one which other regions can emulate. It is the most advanced and well established of the Regional Organised Crime Units [and] is an ambitious model of cross-force collaboration which means that its forces and regional communities can benefit from effective and efficient specialist policing services”*

**HMIC Inspection - Regional Organised Crime Unit - December 2015**



## Independent Assurance

*“Merging force grants and budgets into one single counter-terrorism grant is a more effective use of money [and] contributes towards stronger working relationships, better practice and increased flexibility. This is due, in part, to the mature practices and characteristics at the EMSOU SB”*

**Recommendations:** *EMSOU SB should provide a briefing document on threat and risk from terrorism in a standardised format, which is shared in a consistent way, with regional PCCs*

**HMIC – Inspection of counter terrorism funding across the East Midlands – December 2014**

Joint criminal justice command structure and use of the same integrated IT system across the four forces is sighted as good practice

**Joint Criminal Justice Inspection – Delivering Justice in a Digital Age – April 2016**



## What Next?

- **Tri-force IT and Finance Collaboration**

  - **Leicestershire, Northamptonshire and Nottinghamshire**

  - Work is underway to explore different staffing models as part of a shared HR resource which is set to proceed in 2018.

  - Practical proposals will be presented late Spring 2017

- **Regional Blue Light Collaboration?**

  - Policing and Crime Act 2017 introduced statutory duty to consider emergency services collaboration where in the interests of the efficiency or effectiveness
  - East Midlands Ambulance Service (EMAS) engagement via EM PCC Board



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# Questions