East Midlands Police Force Collaborations

Nottinghamshire Police and Crime Panel
24th April 2017
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
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
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
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
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 Collison 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

KEY:
- Meeting
- Performance Information
- In progress / Future Work
- 3 Force Strategic Alliance Business Services
- EMCHRS Management Board
- EM Regional Occupational Health Unit
- EMSOU Management Board
- East Midlands PCC Board
- EM Legal Services Management Board
- East Midlands PCC and CEO Business Meeting
- EMCSU Management Board
- 5 Force Governance Board
- EMOpSS Management Board
- EMCJS Management Board
- SMT (including 4 force Heads of Crime)
- Sub Regional PTPM x 2
- Regional LCJB(s)
- Custody Strategic Board
- Performance Group
- Learning and Review Teams (x3)
- Armed Policing
- Roads Policing
- Response
- E-border, EAW, East Mids Airport

Out of Scope
- East Midlands PCC and CEO
- Serious and Organised Crime
- Financial
- Road Policing
- Armed Police
- Tactical Support Teams
- Learning and Review Teams
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Financial Information: Formula and Grant  2016/17

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

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

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

- 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

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


“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
Questions