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**Introduction**

The purpose of this document is to provide a briefing to prospective and confirmed PCC candidates on the work of the East Midlands Special Operations Unit (EMSOU) and regional collaborative functions.

**Collaboration in the East Midlands**

Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire police forces have been working together for over a decade in many different areas of operational and non-operational policing.

With each of the five forces seeking to address continued financial challenges, there is a strong belief in the East Midlands that cross border co-operation is not only pragmatic but will enhance the way the police service in the region does business. Having been established for over ten years, cross border police work in the region is the most substantial of its kind in the country.

Some of the overall benefits of collaboration include the following:

- increased efficiency and effectiveness
- reduced bureaucracy
- increased capacity and capability
- single approach and decision making
- reduced duplication
- increased resilience
- greater interoperability
- greater consistency
- enhanced ability to interact with partners
- cashable savings; and
- non-cashable savings.

To ensure the continued success and ongoing commitment to collaboration in the East Midlands, Chief Constables and PCCs are committed to:

- enhancing the efficiency and cost effectiveness of each of their individual forces and policing services across the five forces
- meeting the Strategic Policing Requirement; and
- maximising innovative ways of working collaboratively across a range of operational and business support functions to deliver reductions in crime and improvements in community safety.

Our collaboration takes many different forms including agreements with national agencies, other service providers and forces outside the region; with criminal justice agencies, community safety partners and with other local emergency services.

The vision is to identify and deliver (where possible) change that will protect and improve local policing services by exploring every opportunity to collaborate to reduce cost and enhance the capability and capacity of policing and other services.

The guiding principles that underpin this are to improve public safety, to make better and more productive use of police resources, to increase public confidence in policing and to ensure that local policing remains a local service which addresses local needs and priorities.
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)
- Major Crime (EMSOU-MC)
- Special Branch (EMSOU-SB)
- Forensic Services (EMSOU-FS); and
- Regional Review Unit (RRU).

**EMSOU - Serious & Organised Crime (EMSOU-SOC)**

EMSOU-SOC is responsible for tackling organised crime groups involved in drugs supply, supply of firearms, cyber crime, armed robbery and money laundering across all five force areas.

Officers use a combination of covert and overt tactics to gather evidence, make arrests and cause significant disruption to serious criminal activity in the East Midlands, and sometimes beyond.

Within EMSOU-SOC there are a number of specialist teams, including:

Regional Intelligence Unit (RIU) – which obtains, analyses and communicates intelligence about criminal activity in the region.

Regional Asset Recovery Team (RART) – which works with partner agencies to investigate the activity of criminals engaged in money laundering and fraud, identifying assets owned by those criminals which can be confiscated under legislation such as the Proceeds of Crime Act.

Fraud and Financial Investigation (FFI) – which deals with protracted and complex frauds, including public sector corruption. FFI uses specialist investigators who have the skills and technology to trace criminals through their financial transactions.

Cyber Crime Unit (East Midlands) – which tackles those responsible for the most serious incidents of:

- computer intrusion
- distribution of malicious code
- denial of service attack; and
- internet-enabled fraud.
EMSOU - Major Crime - (EMSOU-MC)

EMSOU-MC investigates homicides and kidnap with demands and extortion, and other serious cases, as well as managing issues of threat, risk and harm in all five force areas.

It is centrally managed and tasked and has three geographically-aligned command structures:

- Northern - Derbyshire and Nottinghamshire
- Eastern - Lincolnshire
- Southern - Leicestershire and Northamptonshire.

EMSOU-MC can call on the services of detectives and support staff from across the East Midlands to assist in major crime inquiries wherever they occur throughout the region.

By having that flexibility, it helps to ensure that no one area is overburdened by major investigations, allowing local CID teams and other units to focus on volume crimes such as burglary, robbery and vehicle crime.

EMSOU - Special Branch (EMSOU-SB)

Since October 2011 the five East Midlands police force’s Special Branch Units were brought under a unified command as part of a project to integrate the region’s Special Branches with the East Midlands Counter Terrorism Intelligence Unit. This connectivity has given forces a ‘single view capability’ of all SB intelligence systems, significantly enhancing research, risk assessment and tasking opportunities under one unified command structure, leading to increased resilience for all five forces in managing and responding to the ever changing operational threats faced by the region as described in the Strategic Policing Requirement (SPR).

Working with the Security Service and other key strategic partners, EMSOU-SB plays a key role in reducing the risk to the region from acts of terror and extremism so that people can go about their lives freely and with confidence.
**EMSOU-Forensic Services (EMSOU-FS)**

EMSOU-FS is a unique five force collaboration delivering a full range of forensic services. Plans for the collaboration were put together in 2010 and were delivered iteratively until fully operational across the whole of the East Midlands in April 2014. In the last five years spend on forensics has reduced by over £10m; a 44% reduction. However, a focus on streamlining and process improvement has delivered significant operational benefits focusing on real time forensic analysis and increased capability.

EMSOU-FS headquarters functions, including analytical and identification services, are delivered from a single ‘Centre of Excellence’ based near junction 27 of the M1 motorway and localised crime scene investigation functions are delivered within each of the five forces.

EMSOU-FS capabilities are supplemented by a mature contractual relationship with the private sector forensic market delivering a range of analytical, largely laboratory-based techniques.

In the future EMSOU-FS will develop services further to deliver additional efficiencies and capabilities and a more agile and responsive crime scene investigative function.

**Regional Review Unit (RRU)**

The Regional Review Unit independently reviews, on behalf of all five forces, undetected major crime investigations, as well as the procedure and practice of critical incidents and missing people inquiries, as well as analysing acquittals at court and successful appeals against conviction.

**EMSOU Values**

<table>
<thead>
<tr>
<th>EMSOU COMMITMENT</th>
</tr>
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<tbody>
<tr>
<td><em>Every member serving as one unit to provide the highest quality policing support to the five forces of the East Midlands.</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>VISION STATEMENTS</th>
<th>Partnership</th>
<th>Progressive</th>
<th>Professional</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Partnership</strong></td>
<td>We are part of the five forces and they are part of us</td>
<td>We will always seek to embrace change and to be resilient at all times</td>
<td>We will always maintain our integrity, and treat the public, partner agencies and one another with fairness and respect</td>
<td>We will be personally and collectively accountable for all that we do, and recognise what we do well and what we can do better</td>
</tr>
<tr>
<td></td>
<td>We exist to support local policing and to protect communities, and we are never too proud to roll up our sleeves and help out</td>
<td>We will be innovative and show initiative in all that we do, seeking the best possible service and value for our communities</td>
<td>We take pride in delivering the best possible service and give the highest standards of work and behaviour</td>
<td>We will always seek to deliver the best possible performance and to actively challenge those who fail to do this</td>
</tr>
<tr>
<td></td>
<td>We work alongside local, regional and national partner agencies to keep people safe</td>
<td>We will aim to ensure EMSOU remains the leading multi-force and multi-agency crime fighting collaboration in the country</td>
<td>We are at all times ambassadors for EMSOU and the five forces of the East Midlands, wherever we are and whatever we do</td>
<td>We understand the financial challenges we face and will always seek to deliver efficient and value for money services</td>
</tr>
</tbody>
</table>
Ongoing Management of Success

The on-going performance of the unit is measured through the varying regional governance processes but in particular, the EMSOU Management Board.

A number of documents are produced to ensure the transparency of the unit and ensure its continued progress. These include:

- EMSOU Management Board Performance Pack*
- Regional Threat, Risk & Harm Matrix*
- Regional Tactical & Strategic Tasking Documents*
- Senior Management Board*
- Regional Strategic Assessments*

*the above named documents are protectively marked RESTRICTED or above so can therefore not be shared with partners/public.

“EMSOU; the model to copy”

Following an inspection of all ten Regional Organised Crime Units (ROCs) in England and Wales earlier this year, Her Majesty's Inspectorate of Constabularies concluded that EMSOU is “the model which other regions can emulate”.

HMIC commented that:

- EMSOU has the greatest capabilities to undertake the greatest range of critical policing functions, including surveillance and cyber-crime investigation
- EMSOU is “the most advanced and well-established of the ROCUs”
- EMSOU is “an ambitious model of cross-force collaboration, which means that its constituent forces and regional communities can benefit from effective and efficient specialist policing services”
- EMSOU employs more officers and staff per head of population than the other nine ROCUs – with more than 1,400 staff and officers
- EMSOU is only one of two ROCUs which provide all the 13 “capabilities” (different functions) and also provides the constituent forces with other additional services
- EMSOU is one of only two ROCUs where the Chief Police Officer is dedicated full-time to ROCU management, rather than being required to split their time between regional and force responsibilities; and
- The report concludes: “EMSOU’s size and remit are much larger than any of the other ROCUs and the EMSOU model is one which other regions can emulate”. 
**East Midlands Legal Services Unit**

The East Midlands Legal Services Unit is a five force collaboration incorporating Derbyshire, Nottinghamshire, Leicestershire, Northamptonshire and Lincolnshire forces. Nottinghamshire and Derbyshire’s legal services teams joined in July 2011. This was then followed with Leicestershire and Northamptonshire joining the collaboration in November 2012 and Lincolnshire joining in April 2014. The unit has three offices based in Derbyshire, Northamptonshire and Lincolnshire.

The unit gives officers and staff access to more specialist lawyers than before, with the capability to deliver a more effective and efficient service. Its aim is to ensure service provision for forces whilst offering greater resilience and breadth of expertise.

**Shared HR Service Centre**

The (SHRSC) is collaboration between Derbyshire Constabulary and Leicestershire Police’s HR departments intended to deliver transactional HR services from a single location to both Forces. The SHRSC will act as the first point of contact for HR queries and will process the administrative functions for both forces HR departments.

Over the last three years the EMCHRS-TS project has been designing and developing the IT systems, business processes and buildings to accommodate and facilitate the new shared service based at the Derbyshire headquarters in Ripley.

The new service will provide an opportunity for greater force collaboration and reduced costs from economies of scale and harmonised working practices between the two forces, as well as significantly reduced IT maintenance and development costs due to the merging of systems.

**HR Occupational Health**

All five forces are involved in this regional service. Since April 2012, the Occupational Health Service has been delivered to all five forces by a regional team EMCHRS OH, undertaken by three administration hubs across the five forces and locally delivered clinics services within each force area.

As well as helping spread demand for OH services across the five forces, the service is now delivered at a much reduced cost. It has also continued to provide streamlined, consistent services across the five forces, improving cost-efficiency and consistency being one of the primary drivers.

**HR Learning and Development**

Since April 2012, EMCHRS L&D has delivered L&D management services to Derbyshire, Leicestershire, Northamptonshire and Nottinghamshire.

The benefit has been a significant reduction in the cost of delivering L&D, standardised training, and the implementation of innovative leaning programmes which maximize the use of technology.

This year EMCHRS L&D was a national finalists in the CIPD’s Public Sector L&D team of the year.
East Midlands Operational Support Service (EMOpSS)

EMOpSS is an integrated, resilient and responsive operational support service for Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire.

Its operational teams include:

- Roads and Armed Policing (RAPT)
- Tactical Armed Policing (TAPT)
- Tactical Roads Policing (TRPT)
- Tactical Support Teams (TST)
- Dogs
- Serious Collision Investigation (SCIU)

East Midlands Criminal Justice Service (EMCJS)

East Midlands Criminal Justice Service (EMCJS) is a collaborative regional service for criminal justice, encompassing Lincolnshire, Nottinghamshire, Northamptonshire and Leicestershire police forces.

EMCJS Custody Services strive to provide a safe, decent and efficient environment for the management of people in custody. It:

- ensures that detention in custody is necessary and lawful
- actively identifies risks associated with individual circumstances and re-assess risk throughout the detention period
- identifies and addresses the needs of vulnerable people in custody
- ensures that custody is decent and respectful- particularly to issues around culture, ability and gender; and
- actively supports investigators to promote an efficient period of detention.

EMCJS Prosecutions Service supports investigators to provide high quality files ensuring swift and effective justice.

Regional ICT

The Regional Information Services Project Management Office (Regional IS PMO) function is collaboratively funded by the five East Midlands police forces to provide cross-force IS project management service, to support the five force’s heads of IS. Staffed by a mix of permanent and contract resources, the function aims to provide an independent service, not aligned to any single force or IS department.

The current structure successfully combines external consultants with internal project management specialists from Nottinghamshire, Leicestershire and Lincolnshire forces, who are then supplemented as necessary by technical, IS specialists from each force to plan and achieve successful implementations. Reporting to the senior responsible officer, Assistant Chief Constable Simon Torr from Nottinghamshire and overseen by Chief Constable Simon Edens from Northamptonshire, the function co-ordinates and manages IS and business resources across all five forces as necessary for a variety of projects as well as providing governance and support of strategic initiatives through the five force heads of IT and five force regional IT programme boards.

Key projects include:

- agile working
- body worn video
- digital interview repository; and
- Holmes 2.

A further project which the function is becoming involved in is EMSOU’s East Midland’s Digital Capability and Capacity project. If the current Police Innovation Fund bid is successful with the Home Office, this project has the potential to revolutionise the way in which forensic evidence is collected and analysed. This project is expected to run until March 2018 and has the potential to develop into a national solution.
There has been considerable progress in collaboration across the East Midlands over the past six years. The level of cost reduction compared with the baseline costs prior to collaboration is significant with savings now estimated to be over £13.7m per annum, representing a 32% reduction in annual running costs, with cumulative savings totalling over £58m since 2009.

<table>
<thead>
<tr>
<th>COLLABORATIVE UNIT</th>
<th>DATE ESTABLISHED</th>
<th>BASELINE COSTS PRIOR TO COLLABORATION £</th>
<th>FIRST YEAR COST OF NEW COLLABORATION £</th>
<th>ADDITIONAL SAVINGS BEYOND YEAR 1 £</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>£1,400</td>
<td>£88,989</td>
<td>£34,981</td>
<td>£107,982</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>£2,400,312</td>
<td>£2,198,014</td>
<td>£43,314</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>£14,198,295</td>
<td>£10,147,601</td>
<td>£511,880</td>
<td>£3,912,574</td>
<td>27.91%</td>
<td>Non-cashable savings arising from a reduction in police officers</td>
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<tr>
<td>SERIOUS &amp; ORGANISED CRIME</td>
<td>SEPT 2011</td>
<td>£10,753,075</td>
<td>£6,725,861</td>
<td>£1,116,621</td>
<td>£5,143,835</td>
<td>47.84%</td>
<td>Other cashable savings in a reduction in budgets (Training, Equipment, etc.) plus a reduction in budgets i.e., IT software, training etc.</td>
</tr>
<tr>
<td>REGIONAL INTELLIGENCE</td>
<td>FEB 2012</td>
<td>£2,396,251</td>
<td>£2,046,809</td>
<td>£103,236</td>
<td>£452,678</td>
<td>18.89%</td>
<td>Force budgets against the cost of forensic submissions.</td>
</tr>
<tr>
<td>REGIONAL FORENSICS</td>
<td>JUNE 2012</td>
<td>£4,084,595</td>
<td>£2,998,430</td>
<td>£394,909</td>
<td>£1,431,059</td>
<td>35.26%</td>
<td>Force budgets against the cost of forensic submissions.</td>
</tr>
<tr>
<td>LEARNING &amp; DEVELOPMENT</td>
<td>SEPT 2012</td>
<td>£2,838,274</td>
<td>£2,748,820</td>
<td>£95,454</td>
<td>£714,988</td>
<td>25.27%</td>
<td>Cashable savings through a reduction in staff numbers</td>
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<tr>
<td>OCCUPATIONAL HEALTH</td>
<td>APRIL 2012</td>
<td>£2,166,655</td>
<td>£1,853,112</td>
<td>£393,513</td>
<td>£706,734</td>
<td>32.62%</td>
<td>Cashable savings through a reduction in staff numbers</td>
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<tr>
<td>LEGAL SERVICES</td>
<td>NOV 2011</td>
<td>£2,478,779</td>
<td>£1,765,500</td>
<td>£ -</td>
<td>£1,002,279</td>
<td>40.43%</td>
<td>Cashable savings through a reduction in staff numbers</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>41,997,726</strong></td>
<td><strong>31,104,142</strong></td>
<td><strong>3,264,303</strong></td>
<td><strong>13,757,887</strong></td>
<td><strong>32.76%</strong></td>
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</tbody>
</table>

1. The baseline costs have been extracted from the original business cases and represent the combined cost of the function prior to collaboration.
2. First year costs are based upon the new collaborative budget including any set-up costs.
3. Additional savings are based upon further budget reductions post implementation and the 3 Year Efficiency Savings Plan.
4. The extent of Police Officer savings will be subject to a number of factors including attrition rates and the timing of any internal re-organisation of...
<table>
<thead>
<tr>
<th>Name</th>
<th>Post</th>
<th>Unit</th>
<th>Contact Details</th>
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<tbody>
<tr>
<td>Peter Goodman</td>
<td>DCC East Midlands</td>
<td>EMSOU</td>
<td><a href="mailto:Claire.mcculloch@leicestershire.pnn.police.uk">Claire.mcculloch@leicestershire.pnn.police.uk</a> 01623 608 402</td>
</tr>
<tr>
<td>Stuart Prior</td>
<td>DCS – Head of EMSOU</td>
<td>EMSOU</td>
<td></td>
</tr>
<tr>
<td>Kate Meynell</td>
<td>DSU – Head of Major Crime</td>
<td>EMSOU</td>
<td><a href="mailto:Sarah.Dillon@leicestershire.pnn.police.uk">Sarah.Dillon@leicestershire.pnn.police.uk</a> 01623 608 054</td>
</tr>
<tr>
<td>Andy Dickin</td>
<td>DSU – Head of Intelligence</td>
<td>EMSOU</td>
<td></td>
</tr>
<tr>
<td>Gary Cathcart</td>
<td>DSU – Head of Operations</td>
<td>EMSOU</td>
<td></td>
</tr>
<tr>
<td>Jo Ashworth</td>
<td>Regional Director</td>
<td>EMSOU-FS</td>
<td><a href="mailto:jo.ashworth@emsou-fs.pnn.police.uk">jo.ashworth@emsou-fs.pnn.police.uk</a></td>
</tr>
<tr>
<td>Gerard Milano</td>
<td>DSU – Head of EMSOU-SB</td>
<td>EMSOU-SB</td>
<td><a href="mailto:Gerard.milano.312439@derbyshire.pnn.police.uk">Gerard.milano.312439@derbyshire.pnn.police.uk</a></td>
</tr>
<tr>
<td>Julia Debenham</td>
<td>DCS – Head of EMCJS</td>
<td>EMCJS</td>
<td><a href="mailto:julia.debenham@leicestershire.pnn.police.uk">julia.debenham@leicestershire.pnn.police.uk</a></td>
</tr>
<tr>
<td>Chris Haward</td>
<td>DCS – Head of EMOpSS</td>
<td>EMOpSS</td>
<td><a href="mailto:christopher.haward@leicestershire.pnn.police.uk">christopher.haward@leicestershire.pnn.police.uk</a></td>
</tr>
<tr>
<td>Peter Ward</td>
<td>Head of L&amp;D</td>
<td>L&amp;D</td>
<td><a href="mailto:Peter.ward@leicestershire.pnn.police.uk">Peter.ward@leicestershire.pnn.police.uk</a></td>
</tr>
<tr>
<td>ACO Ali Naylor</td>
<td>Head of OHU</td>
<td>OHU</td>
<td><a href="mailto:alison.naylor@leicestershire.pnn.police.uk">alison.naylor@leicestershire.pnn.police.uk</a></td>
</tr>
<tr>
<td>Maz Ahmad</td>
<td>Head of Transactional Services</td>
<td>Transactional Services</td>
<td><a href="mailto:mazhar.ahmad.16598@derbyshire.pnn.police.uk">mazhar.ahmad.16598@derbyshire.pnn.police.uk</a></td>
</tr>
<tr>
<td>Craig Sutherland</td>
<td>Head of EMPLS</td>
<td>EMPLS</td>
<td><a href="mailto:craig.sutherland.9452@derbyshire.pnn.police.uk">craig.sutherland.9452@derbyshire.pnn.police.uk</a></td>
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<tr>
<td>Ronnie Adams</td>
<td>Head of EMSCU</td>
<td>EMSCU</td>
<td><a href="mailto:ronnie.adams@emscu.pnn.police.uk">ronnie.adams@emscu.pnn.police.uk</a></td>
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