

# THE POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE

## POLICE AND CRIME PANEL

Report of	<b>POLICE AND CRIME COMMISSIONER</b>
Date	<b>WEDNESDAY 25 JULY 2017 – 1.00 P.M.</b>
Subject	<b>REGIONAL COLLABORATION</b>
Author	<b>ANGELA PERRY, EXECUTIVE DIRECTOR</b>

### **Purpose of Report**

1. To update the Police and Crime Panel on regional collaboration.

### **Recommendation**

2. The Police and Crime Panel are asked to note the Commissioner's report.

### **Update**

3. East Midlands Regional collaboration is widely held in high regard, and as a model of how collaboration should be delivered. In areas such as serious crime and forensics the East Midlands collaborative approach leads the way.
4. The Policing and Crime Act 2017 built on previous legislation and guidance to introduce a high-level duty to collaborate on all three emergency services, to improve efficiency or effectiveness.
5. The existing East Midlands collaborations outlined in APPENDIX 'A', mean that we are well placed to deliver on this legislation.
6. East Midlands regional collaboration has delivered verified savings of approximately £70m from 2010 to 2018 (and counting). This equates to £13.7m per annum for the EM region (these savings are not linear through time due to different 'go live' dates for collaborative activities).
7. Leicestershire's current annual collaborative savings are approximately £4.03m (£20.44m since 2010). Please note that the savings quoted are cash and non-cash combined.
8. All of the collaborations form part of HMICFRS inspection processes and are subject to normal audit regimes.

9. The East Midlands forces and OPCCs work to a set of collaborative principles for the region, which were developed a number of years ago. These are:-
  - Local policing will remain local
  - Collaboration in operational and non-operational support should be sought
  - The benefits and costs of working collaboratively will be shared between the five forces
10. PCCs in the East Midlands are keen to discuss and potentially develop a refreshed strategic vision for collaboration in the East Midlands region. To this end a workshop is planned for November 2018 to discuss collaborative issues. The 5 PCCs and 5 force Chief Constables and the Regional Deputy Chief Constable will attend this event.
11. PCCs have agreed standard content for their websites on the subject of the East Midlands Police Collaboration. The link to the Leicestershire PCC website is set out below:-

<https://www.leics.pcc.police.uk/Planning-and-Money/Collaboration.aspx>
12. An overview of collaborative activity can be obtained from an analysis of the section 22 agreements that have been signed. These are the legal agreements under the Police Reform and Social Responsibility Act 2011 that underpin collaborative activity. A copy of the regional section 22 register is attached at Appendix 'A'.
13. Attached at APPENDIX 'B' is a copy of the register showing national level section 22 agreements to which forces in the region are signatories.
14. In 2013 HMICFRS reviewed the East Midlands collaborations. They found that the collaboration arrangement between police forces in the East Midlands had generated savings, and been effective in helping the forces tackle serious and organised crime.
15. The review was conducted following a commission from the Police and Crime Commissioners (PCCs) for Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire. They asked HMIC to review the arrangements for collaboration between the five forces, and to provide the PCCs with high-level assurance on the overall approach to collaboration in the region.
16. The five forces have been collaborating since 2002, when the East Midlands Special Operations Unit (EMSOU) was established. Originally involving only three forces, and with a fairly narrow focus, it has since expanded to include all five forces in the region, as well as five major areas of policing.
17. HMIC found that the arrangements for collaboration in the East Midlands have a number of strengths. For instance, they have resulted in a better policing service for the people of the East Midlands (because forces have increased resilience in some important areas of policing, such as tackling serious and organised crime). They have also produced an average saving of 20% (when the costs of functions before and after collaboration are compared).

18. HM Inspector of Constabulary for the Eastern Region, Zoë Billingham, said at the time:

“The five forces in the East Midlands should be commended for the vision and strong leadership they have displayed in establishing this collaboration programme, which was ahead of its time and an example to others. The region was the first to increase capabilities in critical operational areas through joint working, and our review of the arrangements has found that collaboration has led to safer communities and a better policing service – all at a lower cost (by an average of 20%) than if the forces were working independently.

“We encourage PCCs and forces to consider how the good work to date can be further enhanced and developed. It is imperative this arrangement is preserved, and we make a number of recommendations to ensure that it keeps delivering benefits to the public in the East Midlands.”

19. Collaborative plans are continually reviewed, as is required by law. The arrangements continue to attract positive comment from HMICFRS; for instance the 2018 Effectiveness report on Leicestershire Police stated;

‘The force benefits from a strong and effective working relationship with the East Midlands specialist operations unit (EMSOU), which takes the lead in investigations of the most complex types of crime, such as murder and kidnap. The force makes good provision for investigators to be available to carry out investigations at all times. Experienced detectives are on duty around the clock, and other specialists, such as those who investigate sexual offences and child abuse, are on duty into the late evening, and are then on-call throughout the night.’

#### Governance

20. Decisions to enter into a collaboration, or withdraw from one, are made at the East Midlands Police and Crime Commissioners and Chief Constables Board meetings. This meets bi-monthly.
21. The major areas of collaboration e.g. East Midlands Serious and Organised Crime Unit (EMSOU), East Midlands Criminal Justice and East Midlands Operational Support Service (EMOpSS) have a strategic level board that provides oversight of activity in that area. The requirement for such a board and terms of reference for it are set out in the section 22 agreements.
22. Evaluating the outcomes from regional collaboration can be looked at in terms of operational delivery and in terms of efficiency.
23. Evaluating operational delivery is a role for the appropriate strategic board for each area of collaboration. PCCs have also created a post for a Regional Performance Analyst to assist them in holding Chief Constables to account by providing them with analysis of each unit’s performance report. The PCC & Chief Constables Board meetings in May and November examine performance across the collaborative activity.

24. The East Midlands Resources Board also has a role to play and included in their terms of reference are the following:-
- Ensure all regional collaboration units continue to provide value for money and focus on delivering efficiencies.
  - Monitor delivery against regional efficiency targets and advise the EMPCC board of any financial risks that are impacting on delivery.
25. A Regional Efficiency Programme Board was also established in May 2018 as a 'Task and Finish' group to deal with the looming budget deficit. Included within the Terms of reference for this Board is;
- A review of the original business case to establish whether the collaboration is functioning in accordance with the agreed plans/objectives
26. At this minute in time the documents are not made public. This is an issue that the Regional Collaboration Team will bring forward for discussion by the PCC and CC Board in the final quarter of 2018.
27. The Police and Crime Panel will be provided with reports on regional collaboration as per the forward plan of work or on request to any future meeting.

### **Implications**

Financial:	None
Legal:	The Panel has a role to scrutinise the delivery of the Police and Crime Plan and any decisions made by the Commissioner.
Equality Impact Assessment:	None
Risks and Impact:	None.
Link to Police and Crime Plan:	Regional Collaboration is included within the Police and Crime Plan.

### **Appendices**

Collaborative Mapping – APPENDIX 'A'  
National Collaborative Mapping – APPENDIX 'B'

### **Persons to Contact**

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**APPENDIX A**

Collaborative Activity	Participating Forces					PCC Lead on Strategic Board	Chief Officer Lead	Operational Lead	Finance Lead	Comments
	Derby	Leics	Lincs	Northants	Notts					
Section 22a agreements										
<b>EMSOU Overarching Agreement</b>						Lincolnshire	Derbyshire	Regional DCC	Leics	To cover SOC, MC, TSU, RPIU, FFI, Intel Strategic estates - Derbyshire
<b>EMSOU Serious &amp; Organised Crime</b>						Lincolnshire	Derbyshire	DCS Andy Dickin	Leics	
<b>EMSOU Major Crime</b>						Lincolnshire	Derbyshire	tbc	Leics	
<b>EMSOU Special Branch</b>						Lincolnshire	Derbyshire	Mark Pollock	Leics	To be outside EMSOU overarching agreement
<b>EMSOU Technical Support Unit</b>						Lincolnshire	Derbyshire	tbc	Derby	
<b>EMSOU Forensic Services</b>						Lincolnshire	Derbyshire	Andrew Price	Derby	Derbyshire: HR, fleet, procurement, audit, IM, cost recovery Notts: insurance, IS, estates
<b>EMSOU Fraud &amp; Financial Investigation</b>						Lincolnshire	Derbyshire	Tbc	Leics	
<b>EM Protected Persons Service</b>						Lincs	Derbyshire	Regional DCC	Notts	
<b>EMOpSS</b>	NP				NP	Northants	Lincolnshire	CS Kerry Smith	Lincs	Leics; Insurance, HR, estates, risk management, H&S, information management
<b>EMCHRS Learning &amp; Development</b>			NP			Notts	ACO Naylor	Peter Ward	Leics	
<b>EMCHRS Occupational Health</b>			NP			Notts	ACO Naylor	Julie Feechan	Leics	
<b>EMCHRS Transactional Services</b>	Tbc	Tbc	Tbc	Tbc	Tbc	Notts	ACO Naylor	Maz Ahmad	-	
<b>EM Legal Services</b>						Notts	Regional DCC	Craig Sutherland	Derby	
<b>EM Strategic</b>	NP	NP	NP			-		Ronnie		

Commercial Unit								Adams		
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<b>EM Criminal Justice Service Overarching</b>	NP					Leics	Lincs	Mark Harrison	Lincs	Leics: HR & procurement Notts: Information management
<b>EM Criminal Justice Service Custody Detention Officers</b>	NP				NP	Leics	ACC Debenham		Lincs	
<b>EM Criminal Justice Service Regional Data Quality Team</b>						Leics	Lincs		Lincs	Leicestershire PCC website does not show Derbyshire participating
<b>EM Criminal Justice Service Regional Review Detention and Disposal</b>						Leics			Lincs	
<b>EM Criminal Justice Service ICTP Regional NICHE</b>						Leics			Lincs	To be extended to include City of London police
<b>EM Region Emergency Services Network Programme Team</b>						-				
<b>East Midlands Risk Register</b>			NP	NP	NP	-				Variance between S22 register and Leicestershire and Derbyshire PCC website(54 & force)
<b>Strategic Alliance Proof of Concept</b>	NP		NP			-				
<b>Shared Human Resources Service Centre</b>			NP	NP	NP	-			Derby	Derbyshire: IS, HR, estates, audit Leics: property storage, procurement
<b>Multi Force Shared Service (MFSS)</b>	NP	NP	NP			-				With Cheshire police
<b>Digital Interview Recording Database</b>			NP			-				
<b>Payroll</b>			NP	NP	NP	-				

## East Midlands Police Collaboration

## List of National Section 22 agreements

National Police Chiefs Council (NPCC)	In order to deliver some of the functions that were previously carried out by ACPO, the Parties have agreed to establish a new co-ordinating body known as the National Police Chiefs' Council (the "NPCC") which shall be hosted by the Metropolitan Police (the "Host Force"). This will be a non legal entity and shall be a collaboration between Chief Officers.
National Police Air Service (NPAS)	The National Police Air Service is a national service, regionally coordinated for local delivery. NPAS is delivered under a lead force model with West Yorkshire Police and West Yorkshire PCC acting as the lead policing body.
National Police Co-Ordination Centre (NPoCC)	The National Police Coordination Centre (NPoCC) undertakes several functions in coordinating a multi-disciplinary response to a wide range of threats.
National Counter Terrorism Policing Headquarters (NCTPHQ)	The counter-terrorism coordination committee has responsibility for devising and driving national Counter Terrorism (CT) and Domestic Extremism (DE) strategic policy through the UK National Counter Terrorism Policing Headquarters (NCTP HQ) and reports to the NPCC and the government.
Criminal Records Office (ACRO)	The ACRO Criminal Records Office provides operational support to forces in relation to criminal records and associated biometric data, including DNA and fingerprint information.
National Ballistics Intelligence service (NABIS)	The National Ballistics Intelligence Service provides an intelligence resource that is available to police forces and other law enforcement agencies that focuses entirely on the criminal use of firearms.
National Vehicle Crime Intelligence Service (NaVCIS)	NaVCIS works with partner agencies and stakeholders within the trade and associated businesses to tackle 'vehicle enabled crime' by gathering and disseminating intelligence and sharing best practice.
National Wildlife Crime Unit	The main role of the UK National Wildlife Crime Unit (NWCU) is to assist in the prevention and detection of wildlife crime. We do this by obtaining and disseminating information from a wide range of organisations and by assisting police forces in wildlife crime investigation.
National Police Freedom of Information and Data Protection Unit (NPFDU)	The NPFDU acts as a national co-ordination body in providing professional advice and support for forces and stakeholders in all matters relating to both Freedom of Information and Data Protection within the UK police service.
UK Disaster Victim Identification (UKDVI)	The role of UK DVI is to coordinate the national capability of the police service to respond to mass fatality incidents.
Modern Slavery Transformation Fund	A time limited project set up to improve the police service response to this growing area of concern