

# East Midlands Police Collaboration Annual Report

## 2008-2009

### Contents

- 1 Introduction
- 2 The Regional Picture
- 3 East Midlands Police Collaboration Programme
- 4 Collaborative Units
- 5 2008-2009 Highlights
- 6 Financial Overview
- 7 More Information
- 8 Appendices

## 1. Introduction

This is the first Annual Report that Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire police forces and police authorities have jointly produced. It focuses on the five forces' collaborative achievements over the previous 12 months and accompanies the region's Collaboration Plan.

We<sup>1</sup> have been working together for over a decade and collaborative activity within it ranges from a detailed programme of work carried out by the East Midlands Police Collaboration, formal structures like the East Midlands Special Operations Unit (EMSOU) and East Midlands Counter Terrorism Unit, as well as agreements between forces to support each other. Collaboration has taken on even more importance since the government's decision to abandon mergers.

Currently, there are 67 areas across the East Midlands region where all five forces work together and a further 29 areas which involve between two and four forces within the region collaborating. There are 58 collaborations between a force in the region and another body in the region or force outside the region. Further details of these can be found in Appendix A.

Collaborative opportunities were identified through work with external organisations and as a result of a regional threat and risk assessment in July 2006, which built on Her Majesty's Inspectorate of Constabulary's 2005 'Closing the Gap' report.

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<sup>1</sup> Throughout this document 'we' 'us' and 'our' refers to Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire police forces and police authorities.

Government policy has given greater significance to collaboration through the Policing Green Paper and the Policing and Crime Bill currently before Parliament. By announcing no change to the 2010-11 police grant, as well as requiring further efficiency savings, the 2009 Budget places an emphasises on joint working, improvements in support services and collaborative procurement.

We have brought in at least £30m of additional funding and cash savings over 5-year period to 2010/11.

#### **Side Panel- Facts & figures**

- Extensive collaboration within East Midlands: 67 regional, 29 sub regional
- Further joint working: 58 between single regional forces and other agencies, plus statutory partnerships
- The region has brought in at least £30m of additional funding and cash savings over 5-year period.
- 16,000 police officers and police staff employed across the region
- 5.6m people live in the East Midlands
- The region is growing 33% faster than elsewhere in England
- At 16,000 sq kilometres it is half the size of Belgium

## **2. The Regional Picture**

### ***Leading the way***

Despite historically low levels of funding for policing in the East Midlands, work in the region has been recognised nationally. Since last year, the region has worked with the Home Office, the National Policing Improvement Agency (NPIA) and other agencies to improve policing regionally and nationally. For example, we have been working with the NPIA to produce work on a resilience model examining the levels of staff with specialist skills that forces need to operate effectively.

We have been privileged to host a number of national events and ministerial visits regarding collaborative ventures. We have participated in two pilot workshops provided by the NPIA to map business benefits for the mobile data project. The region was the first in the country to jointly launch the Policing Pledge, which contains clear priorities for all forces, gives communities a stronger voice in those priorities and informs the public of the standard of service they should expect. It was also the first to link online crime maps to other forces within the region. Crime mapping is a key part of the Policing Pledge and allows the people to see how local crime fighting partnerships are impacting on issues of local concern.

During 2008/09, the East Midlands received government funding of £8.3 million to implement mobile data and £1.06 million for two automatic number plate recognition (ANPR) projects. Home Office demonstrator site funding was secured for projects on witness protection and making best use of police officers with specialist operational skills. Additional government funding was made available to support the East Midlands Special Operations Unit (EMSOU), who tackle serious and organised crime across the level, resulting in lengthy jail terms, drugs seizures and the confiscation of assets of major criminals. Other examples are included within the Annual Report.

Last year's regional collaboration plan was the first in England and all five authorities and forces have signed up to this year's Collaboration Plan and Annual Report.

**Side panel - Quote**

*"The fruitfulness of the collaborative approach is perhaps demonstrated by the fact that the forces bidding as part of the East Midlands and Yorkshire collaborations comprised nearly half of those forces in England who were awarded funding for [mobile data devices]."*

Home Affairs Select Committee (2008) HOME AFFAIRS SELECT COMMITTEE REVIEW: POLICING IN THE 21<sup>ST</sup> CENTURY. SEVENTH REVIEW

### 3. East Midlands Police Collaboration Programme

Much of the regional work is managed through the East Midlands Police Collaboration, which was established following the Home Office's withdrawal of plans to merge police forces. The programme of work includes projects to improve performance; increase capacity and capability; make better use of technology; use officers and police staff time in the best way possible; save money and deliver the best service with the resources available.

**Programme Cost**

The team has a budget of £1.2m in 2009/10 and is funded jointly by the five police forces in proportion to their levels of government grant. To put this in context, the regional policing budget is over £660 million.

East Midlands Police Collaboration Programme Outturn					
2008-2009					
	Outturn	Demonstrator Site Funding		Budget	Total Spend
	£'000			£'000	£'000
		Witness Protection	Capacity & Capability		
Salary and Related Costs	700	137	153	962	990
Non-pay Costs:					
Premises	38	0	0	36	38
Transport and Travel	34	1	10	40	45
Supplies & Services	116	1	0	51	117
Demo Site Income	0	-104	-123	0	-227
	189	-103	-113	127	-26
<b>Total</b>	<b>888</b>	<b>35</b>	<b>41</b>	<b>1,089</b>	<b>964</b>

**External funding**

Five projects within the programme received funding from the government. The region made successful bids for Home Office demonstrator site funding for witness protection and making best use of police officers with specialist operational skills (capacity & capability). The Home Office paid for 75% of costs, with forces funding

the remainder. Further government funding was granted for mobile data and two automatic number plate recognition (ANPR) projects. More details can be found in Section 6 – Financial Overview.

### ***The role of staff associations and unions***

The region has a well-established partnership forum where management meet with staff associations and unions involved in policing to discuss and consult on regional collaborative issues. Staff associations and unions play a vital role in representing the views of police staff and officers. We will continue to encourage an active two-way discussion of issues in order to achieve our collaborative aims, without losing the good will and support of police officers and staff.

### ***Governance***

Strong governance has been in place since the work on mergers. From the beginning this has included a weekly conference call between all five chief constables, joint meetings of chief constables and police authority chairs (the Collaboration Board) and from July 2007, the East Midlands Police Authorities Joint Committee (EMPAJC).

### ***Delivered projects***

#### ***Civil contingencies***

Civil contingency plans are tested in each force. A Chief Inspector post has been approved to coordinate work at a regional level and test response plans regionally to improve response and resilience.

#### ***Forensics and Identification***

A Memorandum of Understanding about providing mutual support between force fingerprint bureaus has been written. However, due to a national issue that is being looked at by the NPIA in relation to this area it cannot yet be taken further. We are working with the NPIA to progress this issue.

#### ***Resource management reports***

This project has identified opportunities for forces to better match their staff, vehicles and technology to demand from the public. This means having the right people in the right place at the right time, meeting the needs of the public. The five forces have identified and developed good practice, which is now being implemented at force level.

#### ***Demand management reports***

Control room processes in all forces were reviewed with a view to improving customer service and identifying better ways of doing business. The five forces have identified and developed good practice, which is now being implemented at force level.

This is about improving the customer's experience in the way forces handle calls, as well as meeting their needs and expectations, for example by scheduling appointments to suit the public. The way the region is addressing demand management is recognised as best practice nationally.

#### ***Co-ordination of Automatic Number Plate Recognition (ANPR)/ Project Insight***

These two related projects have built on existing work to link the analytical capability between forces (Project Insight) and to co-ordinate the existing ANPR capability. The region originally received £800,000 in 2006/7 and a further £262,000 from the National Policing Improvement Agency in 2008/09 to progress the work.

### ***Policy and procedure***

This project created a mechanism enabling all five forces to jointly produce policies and procedures. This is a key enabler for collaboration as well as providing efficiencies itself. Previously, the forces developed and revised policies and procedures independently of each other, which lead to differences in style, processes and content. This also caused significant knock-on effects in collaborative efforts and operations.

### ***Mobile Data***

As a result of a successful bid through the East Midlands Police Collaboration programme, the five forces received £8.3 million in government funding in May 2008 to equip frontline officers and staff with mobile data devices.

The money has gone towards funding the devices, infrastructure and training. The devices have helped the five police forces in a number of ways, including increasing the time spent on the street by reducing the amount of paperwork police officers and staff have to complete back at the station.

The computers have proved useful in a number of situations from identifying offenders who have given false details to enabling staff on the ground at incidents to provide real time information and video footage to commanding officers.

The regional mobile data project will continue to support forces roll out mobile data devices and user applications throughout 2009. The project was originally due to end in March but will continue to support the delivery of benefits from the use of mobile data. The devices on average save frontline staff approximately 45 minutes per shift on returning to the station to do paperwork. Ultimately, some 4,600 mobile computers will be in use across the region.

#### **Side panel - Mobile data project is a winner!**

The five East Midlands police forces won a prestigious national award for excellence in public sector IT.

They received a Guardian GC Award in the Transformation Category for the introduction of mobile data devices (hand-held and in-car computers) to frontline police officers and staff, which has helped improve the service the public receive throughout the region.

The entry was submitted by the East Midlands Police Collaboration programme, who oversee the mobile data project across the region. The GC Awards highlight the excellent work done in public sector IT across the UK. The transformation category is awarded to a project that has delivered a radical change in the delivery and quality of a service.

### **Side Panel- Mobile Data Quotes**

*" Brilliant, love the terminals."*

*"The blackberry has become a very useful tool indeed, when we get the full functions on them I can see the blackberry becoming invaluable."*

*"I have been able to respond to Neighbourhood Watch co-ordinators as soon as they have emailed me, giving the opportunity to promote good partnership working by allowing information to be sent or clarified very quickly."*

*"I have been able to send photos to the cleansing department of fly tipping in the area, speeding up the process of it being cleared."*

### **Projects that will be delivered in 2009**

The projects delivered during 2008/09 are only part of the story. There has been considerable progress with other projects too, enabling their delivery in 2009:

- Witness Protection project has agreed common policies and procedures around threats to life and protected persons.
- Home Office funding was provided for a demonstrator project that considered opportunities to deliver specialisms on a regional basis to free up officers time and ensure better interoperability within the region. The research required for the project has been completed within timescales and a separate project has now been created through remaining funding specifically to look at Specialist Operational Capacity and Capability (firearms interoperability).
- A challenge day was held for Hi-Tech Crime (computer based crime), which looked at various options for delivering the project. Practitioners, the senior responsible officer for the project, staff associations and unions, the project team and other interested parties from all five forces attended. Options for progressing this project will be delivered in 2009.
- From the review of Covert Technical Capability (CTC) a challenge day was held bringing together practitioners, the senior responsible officer for the project, staff associations and unions, the project team and other interested parties from all five forces. An options paper was presented to regional ACPO who have given approval for a detailed business case to be prepared for the further consideration.

## **4. Collaborative Units**

### **East Midlands Special Operations Unit (EMSOU)**

Set up in 2002 to tackle serious and organised crime in the region, it initially covered Nottinghamshire and Leicestershire. In December 2005, the five Chief Constables of the region agreed to the expansion of EMSOU from two forces to five. The unit employs officers and staff from all the five forces.

Significant funding was obtained from the Home Office in 2007 with the funding package, which also covers the Regional Intelligence Unit, being worth an extra £6 million between 2008/09 – 2010/11. Once the central funding ends in 2011, the five forces will be responsible for the future funding of the unit.

The structure of the unit is currently being used as a template for a national roll out of operational resources to support the other nine Regional Intelligence Units in the UK.

The Government Agencies Intelligence Network (GAIN) is a collaborative agreement between government agencies that have an intelligence and investigative remit in the East Midlands. The agencies work together, using their collective influences to tackle region wide issues. EMSOU employees a Detective Chief Inspector full time as the GAIN co-ordinator to manage activity. A full list of GAIN members is in Appendix B.

Due to the sensitive nature of EMSOU's role, further details of their work cannot be published in this document.

**Side panel - Quote**

“Joint units such as Tarian in Wales and the East Midlands Special Operations Unit (EMSOU) continue to provide valuable serious and organised crime operational capability” *Home Office (2008) FROM THE NEIGHBOURHOOD TO THE NATIONAL: POLICING OUR COMMUNITIES TOGETHER*

**Vehicle Mileage Clockers (GAIN)**

Organised criminal gangs who altered the mileage on second-hand cars (clockers) in Nottinghamshire, Leicestershire and Warwickshire were targeted in an operation co-ordinated by GAIN, supported by EMSOU, both regional forces and trading standards, who were lead agency.

Two people are currently on bail for these matters, along with money laundering offences. A quantity of controlled drugs and £8000 cash were seized and Leicestershire Trading Standards recovered a number of counterfeit goods.

**Metal Thefts (GAIN)**

Metal thefts, in particular of railway cabling, in Leicestershire and Northamptonshire were targeted by collaborative activity. Leicestershire Constabulary co-ordinated the operation, supported by British Transport Police, VOSA, Trading Standards and the Environment Agency.

As a result, several vehicles have been taken off the road, scrapyards have been closed and arrests have been made. The officers involved devised a practical guide for dealing with metal theft and working with partner agencies. The agencies issued a joint press statement and public confidence was raised by the multi agency activity.

**Operation Channel (EMSOU)**

An organised crime group carried out a series of cashpoint robberies throughout the East Midlands region between April 2006 and October 2007.

The group committed 55 burglaries in seven counties and stole over £960,000. The estimated total loss, counting damage and loss of business, was in excess of £3 million pounds. Following an operation by EMSOU, six people were arrested. In January 2009, four offenders were sentenced to 9 years imprisonment while two others received 15 months, 7 ½ of which was suspended.

**Operation Core (EMSOU)**

Nine men involved in drug supply across the East Midlands were jailed for a total of 54 years and nine months following a covert operation by EMSOU.

The group faced charges of conspiracy to supply Class A, B and C drugs, firearms offences and Proceeds of Crime offences. A total of 660 firearms, including rifles, were seized during the operation, in addition to 3kg of cocaine, 1.75kg of amphetamine and 31.25kg of cannabis, with a total estimated street value of £522,000. Approximately £53,300 in cash was also seized.

### **East Midlands Counter Terrorism Intelligence Unit (CTIU)**

The East Midlands Counter Terrorism Intelligence Unit (CTIU) was established in 2007 as part of a national initiative. It provides counter terrorist intelligence support across the region and is staffed by police officers and police staff from across the five forces.

The unit, which contains an Intelligence Unit, Surveillance Team and Business Improvement Unit, is funded nationally but based within the East Midlands.

The focus for the CTIU is developing partnerships (both police and non-police) and linking together the five force Special Branches. This year has seen significant progress in the development of counter terrorism nationally, regionally and locally. Regionally the unit has been identified as national best practice in its delivery of a Regional Tasking structure and the risk and threat matrix has been adopted as the national matrix.

The unit supports the delivery of the national CONTEST Strategy and its components; Pursue, Prevent, Protect and Prepare at a regional level. It has also developed a local management and performance framework. The regional training team delivers regional courses, a number of counter terrorism exercises and co-ordination of learning outcomes.

Due to the sensitive nature of CTIU's role, further details of their work cannot be published in this document.

## **5. 2008-2009 Highlights**

Over the course of 2008/09 the East Midlands Police Collaboration and other collaborative activity has brought different benefits for individual forces. Here are examples illustrating the wide-ranging work being done across the five counties:

### ***Hi-Tech Crime & Covert Technical Capabilities (CTC) challenge days***

Two projects in the regional programme are piloting a new way of working. 'Rapid Reviews' of Hi-Tech Crime (computer based crime) and (CTC) (strengthening technical support) are ongoing to increase the pace of delivery.

As part of these 'Rapid Reviews' a challenge day for each project was held to look at various options for delivering the project. Practitioners, the senior responsible officer for the project, staff associations and unions, the project team and other interested parties from all five forces attended

From the review of CTC, an options paper was presented to regional ACPO who have given approval for a detailed business case to be prepared for consideration at their next meeting. Work on Hi-Tech Crime is still progressing although slower than originally foreseen, due to the complexity of this area and the high costs of some potential solutions.

### ***Region pilots national business benefits approach***

The region has participated in two pilot workshops provided by the NPIA to map business benefits for the mobile data project. In October 2008, representatives from the five forces attended the workshops at the East Midlands Police Collaboration offices in Newark.

***We've changed our name!***

The team that manages the programme of work for the region have changed their name. From the 1 June 2009, the Regional Collaboration Team will be known as the East Midlands Police Collaboration. The name brings constancy and the new logo creates a regional identity without compromising local identity.

***Extranet***

The region has developed an Extranet between the five forces. It is on a platform hosted by the NPIA and will allow information to be shared easily. It is due to go live in summer 2009.

***HMIC Subsidiary Review***

The East Midlands Police Collaboration Team co-ordinated response to the HMIC assessment of protective services plans and a regional response to HMIC subsidiary review.

***Regional work brings in the cash***

The region has brought in at least £30m of additional funding and cash savings over 5-year period up to 2010/11.

***Crime Mapping***

The launch of crime mapping in January 2009 has enabled the public to access improved information on crimes in their local area through interactive online crime maps on force websites.

The East Midlands forces are the first in England to map collaboratively by sharing links between the five forces' websites. Not only is this an efficient approach it also means that anyone living close to the edge of a police force area can look at crime levels in adjoining areas.

***Policing Pledge***

The five East Midlands police forces were the first to collaboratively launch the national Policing Pledge in December 2008. At a regional launch, Policing Minister Vernon Coaker was presented with the East Midlands pledge which outlines Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire's commitments to their communities.

Several of the projects in the East Midlands Collaboration Programme will support forces to deliver the Pledge. Projects on demand and resource management will improve the service people receive by making recommendations on scheduling appointments to better suit members of the public and make better use of police time. The projects also make sure that police resources are available at periods of peak demand.

Other projects on witness protection, co-ordinating civil contingencies and protecting vulnerable people will also assist forces. The outcomes of these projects will help officers provide a better level of service to the public.

The Pledge was launched in the Policing Green paper in 2008 and all police forces across England and Wales have signed up to meet those commitments.

### **Regional risk assessed**

A workshop was held to identify and rank the top priorities in the East Midlands for operational and organisational collaboration.

The region's five chief constables and Police Authority chairs, other command team members, heads of departments, the collaboration team and other regional agencies took part in the workshop. HMI Kate Flannery presented the HMIC's perspective on protective services and the role of collaboration has to play. The NPIA's Giles Herdale explained where the national body fits into delivering protective services.

This is the first time the region has come together to discuss risk in this way and the initial reaction has been very positive. The outcome of the workshop helped redraft the collaboration plan and look again at the regional programme of work to make sure it reflects forces' needs. Discussions on the day have led to a formal project on risk to establish common processes and terminology across the region.

A further workshop is planned to define the organisational and operational risks the region faces in its protective services.

### **Benefits of Regional Training**

- **Crime Skills Training**

Crime Skills Training has been delivered regionally since 2008 and is estimated to produce a £170,000 recurring annual saving.

- **Regional Refresher Courses**

Refresher training is being delivered in these areas: firearms commander, explosives search dog, traffic law, VIP visitor training and public order training.

### **Regional Procurement brings savings**

- **Payroll Bureau Services**

In July 2008, Nottinghamshire, Leicestershire, Lincolnshire and West Yorkshire police forces awarded business services group Mouchel a three-year contract to provide payroll bureau services. The shared procurement will reduce costs but still offer each force a customised service.

Mouchel implement, host and manage a payroll platform for the four police forces on a shared service infrastructure, while the forces' payroll departments are responsible for maintaining employee data on a daily basis.

- **Regional Audit**

The five East Midlands Police Authorities, as well as Bedfordshire Police Authority, awarded a joint contract to RSM Bentley Jennison. It will enable authorities to share information, ensuring a real focus and potential standardisation of audit plans across the region.

Overall from the joint tender there was a regional saving of £79,000 throughout the life of the contract, over the historical spend. Another benefit was the £61,000 market saving, over the life of the contract, on the next best supplier. The collaboration covers the tender and evaluation process but also the vetting and corporate social responsibility audit. This removes the duplication of each force undertaking their own audit in both those areas.

#### **Quote**

"In terms of transactional shared services for finance, HR, IT, estates, and procurement, the Home Office say they "have seen good early examples in the East Midlands." *Home Office, ACPO and APA (2008) EFFICIENCY & PRODUCTIVITY STRATEGY FOR THE POLICE SERVICE: 2008-11*

## 6. Financial Overview

The region has some of the most under-funded forces in the country that all receive less funding per capita than the national average. This is due to the government's funding formula not being fully implemented. If that were the case, we would have received an additional £57 million over the three years to 2010/11.

There was £11.642 million generated through increased funding or saving during 2008/09, with £8.3 million being awarded for Mobile Data and £262k for Automatic Number Plate Recognition (ANPR) from the National Policing Improvement Agency. The Home Office provided funding for two demonstrator site projects (witness protection and best use of police officers with specialist operational skills (capacity & capability), paying for 75% of costs, with forces funding the remainder.

### Increased funding or saving

Area	Increased funding or saving (£'m)*		
	2006/07	2007/08	2008/09
Joint procurement project	0.5	1.31	* more figures due for 08/09
Home Office support	0.34	0.04	0.04
Demonstrator project funding	-	-	0.27
ANPR project	0.8	-	0.262
Mobile Data	-	-	8.3
EMSOU & Regional Intelligence Unit	-	-	2.6
Regional Crime Training	-	-	0.17
<b>TOTAL</b>	<b>£1.64m</b>	<b>£1.35m</b>	<b>£11.642m*</b>

Full details of the programme cost are in Section 3 of this document. The forthcoming regional financial forecast can be found in the Collaboration Plan.

## 7. More Information

Copies of the Annual Report plan can be found on Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire police and police authority websites. More information about collaborative activity can be found in the Collaboration Plan

For further information, please contact the East Midlands Police Collaboration Team:

Email: [eastmidlandscpt@nottinghamshire.pnn.police.uk](mailto:eastmidlandscpt@nottinghamshire.pnn.police.uk)

By phone: 01636 685208

### ***Commitment to diversity***

The Annual Report recognises the importance of respecting diversity. The work of the East Midlands Police Collaboration takes into account the needs of different

communities from around the region and legislation around gender, religion, disability, age, race and sexuality. This document can be made available in different formats on request.

## 8. Appendices

### APPENDIX A – Collaborations within the East Midlands

Examples of these range from large-scale collaborative issues such as the Lincolnshire Road Safety Partnership involving the full-time secondment of 13 police officers and 14 members of police staff to a formal partnership involving 6 other non-police agencies; to smaller scale examples like Northamptonshire Police working with Leicester University on research issues and local schemes in BCUs. While this list is as comprehensive as possible, it is possible that further examples of collaboration at force level exist.

Collaboration with all five forces		
There were 67 areas on which all five East Midlands police forces collaborated are listed below:		
EMSOU	Firearms Working Group	Firearms Logistics
Hi Tech Crime	Firearms Operations	MOU for Fingerprint Identification
Major Crime Review Capability	Procurement of Forensic Services	Regional Counter Terrorist Intelligence Unit
Holmes Casualty Bureau (Call Taking)	Regional Workforce Modernisation Group	Regional Support Group Officers (CT)
Protecting Vulnerable People Group	Hostage Negotiator Regional Group	Regional Special Branch CHIS Recruitment
Public Protection Unit Collaboration Initiative	Hostage Negotiator Mutual Aid	Working Group Meetings – Firearms
Witness Protection	Prison Intelligence	Operation Mermaid (vehicle checks)
Foreign & National Crime Team	Hostage Negotiator Regional Vehicle	Specialist Ops Resources
Government Agency Intelligence Network	Regional Emergency Planning Officers Liaison	Digital Interview System for Suspects
Hostage Negotiator Annual Exercise	Civil Contingencies Coordinator	Regional Resilience Forum
Analyst Training	Disaster Victim Identification Team	IMPACT/MOPI (Information management)
Project Insight Regional Analytical Database	Roads Policing Unit Working & Training	Regional Policies & Procedures
Regional Special Branch Mutual Aid	Collaborative Procurement	SO15 Forensic Search Satellite Officers
Major Incident Support	Highways Agency	PC & Server Maintenance
Regional Counter Terrorism Training Coordinator	Regional Custody Safe Detention Group	Regional Agreement for the Provision of Interpreters
Regional Criminal Justice Forum	Workforce Modernisation	Computer Workstation & Laptop Procurement
Resource Management Protocol & Toolkit	National Mutual Aid Telephony	Policing Pledge Communication
Internal Audit Contract	Regional HR Board	Contact Management
Regional Recruitment & Advertising Consortium	Regional Training & Development Unit	Framework Agreement for Security Fencing
Driver Training	Regional Hire Contract	Specialist Vehicle Register
Regional Transport Group	Framework Agreement for Asbestos	Estate Management Group
Framework Agreement for Mechanical & Electrical Services	Public Order Unit (PSU) Protocols & Regional Working Group	Framework Agreement for Building Consultancy & Architectural Services

## Sub-Regional Collaborations

There were also a number of sub-regional areas on which some of the East Midlands police forces collaborated; 2 four-force collaborations, 10 three-force collaborations and 18 two-force collaborations as listed below:

Derbys, Leics, Northants, Notts	1
Derbys, Leics, Lincs, Notts	2
Derbys, Leics, Lincs	2
Derbys, Lincs, Notts	1
Derbys, Leics, Notts	4 (1 with other midlands police forces)
Leics, Lincs, Notts	1
Derbys, Northants, Notts	1
Derbys, Lincs,	3
Derbys, Notts	2
Leics, Northants	8 (1 with Warwickshire)
Leics, Lincs	2
Lincs, Notts	2
Leics, Notts	1

## Force collaborations with other forces/agencies

In addition, there were a number of single force collaborations with either a police force outside the East Midlands region or a non-police agency as follows:

Derbyshire	9
Leicestershire	8
Lincolnshire	29
Northamptonshire	10
Nottinghamshire	12

## East Midlands GAIN members

The members of the East Midlands GAIN are:

Police and British Transport	Vehicle and Operator Services Agency	Department of Work and Pensions	Government Office East Midlands
Serious and Organised Crime Agency	Gangmasters Licensing Agency (set up to protect workers from exploitation and reduce illegal activity)	Security Industry Authority (set up to manage the licensing of the private security industry)	Department for Business, Enterprise and Regulatory Reform
Trading Standards	Environment Agency	The UK Border Agency	National Health Service
HM Revenue and Customs	The Gambling Commission	Driver and Vehicle Licensing Agency	Federation Against Copyright Theft