




***EAST MIDLANDS SPECIAL OPERATIONS UNIT
AIMS AND OBJECTIVES 2009/2010***

1. DEVELOPING THE INFRASTRUCTURE


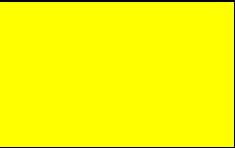
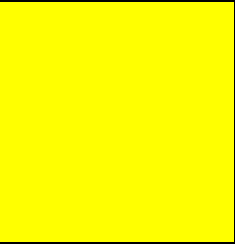

Ref	Objective	Time scale	Holder	Comments	Progress Indicator
1.1 -09/10	Establish a training programme to complement the foundation and intermediate principles of Covert Undercover Policing.	March 2010	AH	September 2009 working with National colleagues to develop programme of training for East Midlands Region. Foundation courses running in Sept / Oct / Feb. Funded by EMSOU, 2 courses completed, 5 successful candidates. Only awaiting training package from Met to confirm compliance with National program. Action will then be complete.	
1.2 -09/10	Explore the funding opportunities to promote and develop the benefits of a Regional Asset Recovery Team for the East Midlands.	March 2010	KK	September 2009 funding secured.	
1.3 -09/10	Through The Regional Surveillance User Group (RSUG) increase the awareness to Level 2 Teams of the Titan House Control Room facility.	July 2009	SB	28.9.09 All managers have visited the facility and arrangements in hand for force staff to be trained in use of the room.	
1.4 -09/10	Recruit and embed three new staff within TCD in support of the Five Forces of the Region.	June 2009	AH	Two already recruited, 1 working in TCD, 2 nd officer has commenced course in London Sept. Due to integrity issue 3 rd officer not suitable, vacancy re-advertised, Interviews pending. OCT UPDATE – Two officers now in TCD (bringing total to 5) 12.01.10 3 rd officer recruited with start date of 01.02.10	
1.5 -09/10	Recruit two Technicians within the TSU to provide specialist surveillance support for the Five Forces of the Region.	June 2009	SW	Completed - Oliver Watling recruited 18 May 2009 and Keith Baker recruited 1 June 2009 into the TSU.	
1.6 -09/10	Establish and maintain within the 5 Forces of the Region a cadre of Foundation and Intermediate Undercover Operatives to provide resilience across the region.	March 2010	AH	September 2009. Process commenced to recruit to trained U/C's directly into EMSOU. Foundation courses running in Sept, Oct, Jan 10- AS AT 1.1 12.01.10 Action now complete	

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1.7 -09/10	To implement the catalyst intelligence database suitable for all covert sources (RCU).	March 2010	AH	This objective will not be achieved in the year 09/10. Work is in progress to establish IT systems that satisfy the requirements of SOCA & Regional Forces without breaching legislation. – Update 12/1/10 unexpectedly there may be a Network available from the covert unit that could be utilised. This would be in the next financial year but represents a significant saving so should be explored.	
1.8 -09/10	Recruit a Police staff role, an Exhibit /Disclosure Post to support the Operations Syndicate and review business benefits.	November 2009	SB	28.9.09 The post has been advertised with the closing date of 30.9.09 21.01.10 This post was filled on 14.12.09. An interim report will be submitted by 31.03.10	
1.9 -09/10	Newly acquired covert garage premises to be made fit for purpose and occupied.	November 2009	AH	September 2009. Partly fitted out and can be used to complete vehicle fits. Also provides some storage for 'theatre' – Is fit for purpose & occupied	
1.10 -09/10	To establish a Training Priorities Panel highlighting training needs for each EMSOU department supported through the PDR system. To be discussed as an item on the SMT agenda.	March 2010	TA	September 2009. 2009-2010 PDR's being assessed and training needs collated. SPOC's for each force have been identified with regards to Training	
1.11 -09/10	To establish the EMSOU Management Board to afford effective governance following the closure of the EMSOU Project Board.	August 2009	KK	Completed - The first EMSOU Management Board Meeting is set for 29 September 2009 at Titan House.	
1.12 -09/10	To identify a Staff Association representative to assist HR.	March 2010	TA	Dec 2009 – All regional force support networks have been contacted in addition to regional Unison in order to discuss the setting up a staff forum with regards to consultation and communication with staff	
1.13 -09/10	Recruit a Police staff role of Case Management Supervisor in support of Crime Manager (formerly CLUESO) and review business benefits.	November 2009	SB	Linda Scott recruited into the role on 1 September 2009. Review of post will be done for 1.3.10 21.1.10 Initial interview taken place and report will be submitted by 31.03.10	
1.14 -09/10	Recruit a Police staff role of Surveillance Manager in support of the Control Room and review business benefits.	November 2009	SB	Peter Taylor recruited into the role on 13 July 2009. 21.1.10 Initial interview has taken place and report will be submitted by 31.03.10	
1.15 -09/10	Establish a Control Room operationally fit for purpose within Titan House. (carried forward 08/09)	March 2010	SB	09.04.09 – Control Room built, CLIO installed and training commenced. Sunguard (integrated airwave/telephony system) to be installed. Regularly used on Operations. 21.01.10 Control room fully functional and in use	

Ref	Objective	Time scale	Holder	Comments	 Progress Indicator
1.16 -09/10	Establish and integrate SOCA, HMRC and UKBA staff and electronic systems within the RIU. (carried forward 08/09)	March 2010	AH	09.04.09 - SOCA system implementation being agreed Nationally by SOCA and the National Coordinators Office for Serious and Organised Crime. IT infrastructure regionally has been developed in readiness to ensure delivery once agreed nationally. - UPDATE 7/09 - HMRC have systems & staff in place. SOCA have system but with an unsuitable data transfer line. Upgrade due in Oct when staff are likely to arrive. UKBA No system likely this year (beyond EMSOU control) staff regularly visit - MOU's need to be completed 12.01.10 - HMRC - staff & IT in place. SOCA IT in place staff not identified despite repeated requests. UKBA staff regularly visit IT now being promised by end of March 2010.	
1.17 09/10	Identify and develop a suitable costing system to complement the Management of the Business Support Unit. (carried forward 08/09)	March 2010	JP	09.04.09 - Costing system sourced April '09. Live running has been delayed due to IT difficulties. 26.01.10 Full System Testing has been further delayed due to a lack of available resources within the BSU. New Finance Assistant will assist and testing now planned to commence in February 10 for Live running from Apr 10	
1.18 -09/10	Prepare a Business Continuity plan in relation to EMSOU. (carried forward 08/09)	March 2010	SMT	20.03.09 - Project Team established and meetings held with Derbyshire Business Continuity Team. A Business Impact Analysis is currently being prepared for each area of business. 21.01.10 Work ongoing.	
1.19 -09/10	Organisational security strategy to be devised and introduced. (carried forward 08/09)	March 2010	ES	27.11.09 - OPSY identified and to attend course in Jan 2010. EMSOU Operational Security Policy completed (encompassing RIU security policy). The Policy to be signed off by the Head of Unit. 21.01.10 OPSY on course, policy to be discussed at the next SMT on 12.02.10	
1.20 -09/10	Implement the East Midlands RART in conjunction with partners.	March 2010	MB	24.09.09 Funding identified, DCI in post. Financial Investigation Unit (FIU) staff transferred. Recruitment process commenced.	

2. STRATEGIC PLANNING

Ref	Objective	Time scale	Holder	Comments	Progress Indicator
2.1 -09/10	Review OCG mapping to develop processes that add value to Regional and Force tasking.	March 2010	AH	Pilot TCA 6 weekly crossover reports for RTTCG. – UPDATE 7/09 – agreed at RSTCC that pilot will continue. Report submitted to Collaboration board re software upgrade requirement around Ibase. UPDATE 22.01.10 – Recommendation to the RSTCC that the Region identify good practice around the identifying, risk assessing & managing OCG's	
2.2 -09/10	Update the EMSOU five year Financial Strategy Plan including the asset replacement plan.	March 2010	JP	Five year plan being developed for draft issue in January 2010, for approval by the Management Board. 27.01.10 A new three year revenue budget plan has been produced, together with a 5 year Asset Replacement Programme. Subject to EMJPAC approval in Feb 2010	
2.3 -09/10	Develop Regional protocol for prison debriefing in respect of nominals currently serving prison sentences from OCG's falling in categories a and b.	March 2010	AH	Protocol complete & ratified. Compliments ACPO Prison MOU. Regional database will be kept at EMSOU. No National database yet.	
2.4 -09/10	On behalf of National Surveillance User Group review Covert Monitoring Post Policy and implement within EMSOU.	March 2010	SB	28.9.09 Document complete and with the NPIA for publication in March 2010. Meeting to be arranged with EMSOU staff to ensure implementation of appropriate SOP's. 21.01.10 Now complete.	
2.5 -09/10	On behalf of the National Undercover Working Group (NUWG) contribute to the new undercover Manual of Standards.	December 2009	JC	30.11.09 Manual nearing final draft stage. 21.01.10 Final submissions to NPIA.	
2.6 09/10	Examine operational legislative barriers to collaboration and seek to influence changes nationally by representing the region on the Superintendents Crime Business Area and Peer Review Groups.	March 2010	JC	12.11.09 Policing and Crime Bill received Royal Assent. JC/JP working with Craig Sutherland to refresh collaboration agreement which would allow cross border authorities within region.	
2.7 -09/10	Produce an annual efficiency programme to achieve savings in line with Force requirements.	March 2010	JP	September 2009. Work commenced to review the unit's costs and efficiencies. 4% target equates to £206k. Saving to end of August = £84k 27.01.10 £145.2k efficiency savings achieved in 09/10 (2.8% of budget). 3% vacancy factor applied in 2010/11 saving £118k from the budget requirement.	
2.8 -09/10	To develop a total costing model for EMSOU with the agreements of the Regional FD's.	March 2010	JP	Work ongoing – proposal to implement full costing model in 2010/11. 27.01.10 A Total Cost model has been produced and circulated to Regional Directors of Finance, to be implemented in 2010/11 subject to EMJPAC.	

Ref	Objective	Time scale	Holder	Comments	 Progress Indicator
2.9 -09/10	To modernise and improve the National Delivery of Operation Liberal in support of the 42 participating Forces, through a National Problem Profile.	March 2010	AH	National Problem Profile commissioned. Analyst recruited. Timescales produced & circulated. 40 separate workstreams identified to date 12.01.10 – draft problem profile complete. Expected delivery early March	
2.10 -09/10	To boost the level of EMSOU Reserves to ease the financial impact of unexpected events or emergencies in accordance with operational risk and financial management arrangements.	March 2010	JP	Efficiency and operational savings being achieved in current year will help bolster the level of reserves. Asset Replacement programme being considered by the Fleet Review Group to determine capital purchases from reserves in 09/10. 27.01.10 Asset Replacement plan will make use of reserves to replace the Unit's fleet of vehicles. Significant shortfall from 2013/14 onwards.	
2.11 -09/10	To review the capability and capacity of the EMSOU Covert Internet Investigations (CII) within the region.	March 2010	AH	20.03.09 – Regional meetings have been held and a process has been drafted. This has yet to be agreed regionally. Work in progress. EMSOU have trained officers from 4 of the 5 Regional Forces giving them a CII capacity. EMSOU have 2 trained CII operatives + 5 further being trained in Nov 2009 (2 day course). Regional conference in New Year. 12.01.10 – Officers trained across the Region with the exception of Lincs who declined. 10 + officers at EMSOU given awareness training. CII room established. Anticipate that EMSOU will be able to provide a full CII capability to the Region by mid 2010. Review is COMPLETE	






3. VALUING STAFF

Ref	Objective	Time scale	Holder	Comments	Progress Indicator
3.1 -09/10	Ensure 100% of PDR's are completed for EMSOU staff.	March 2010	All	All PDR's need to be closed by 31.03.10.	
3.2 -09/10	Achieve 100% compliance for all EMSOU Staff in post completing the Unit AA1 (Promote Equality and Value Diversity).	March 2010	TA	September 09 - The majority of Managers have completed – all staff have been sent a briefing document together with the relevant documentation and a reminder that these need to be completed by March 2010 – being reviewed monthly at SMT meetings.	
3.3 -09/10	Establish a Health & Safety Committee to ensure compliance with legislation.	March 2010	KK	Completed.	
3.4 -09/10	Establish an EMSOU recognition process to acknowledge good work achieved by Police Officers and Staff.	March 2010	TA	September 2009. Internal Communication Group being consulted.	
3.5 -09/10	Establish a drug and alcohol testing system for all EMSOU staff, to be implemented.	November 2009	SB / TA	28.9.09 Ongoing due to Federation issues with regard to policies currently in place within forces. 21.1.10 Copies of Leicester and Derbyshire policies obtained. Our policy yet to be finalised and then to be forwarded to federation for consultation.	
3.6 -09/10	Raising awareness of EMSOU to encourage recruitment of under represented groups throughout the five Forces of the region, via EMSOU representatives making links with Associations and Support Networks.	March 2010	TA	TA – All adverts include positive action statement Force Support Networks have been consulted on how best to promote EMSOU Jan 2010 – attendance on EMCTIU PACT event.	

4. QUALITY OF SERVICE

Ref	Objective	Time scale	Holder	Comments	Progress Indicator
4.1 -09/10	Aim to achieve the 90% target of all invoices being paid with 30 days. To identify any barriers preventing EMSOU from achieving this target.	March 2010	JP	27.01.10 Current performance to the end of Dec 2009 is 98% of invoices paid within 30 days.	
4.2 -09/10	EMSOU to deliver Control Room familiarisation training to Ops, RIU and FIU staff.	March 2010	SB	28.9.09 Training has commenced and ongoing 21.1.10 Sufficient staff trained for room to function. Training will be a continual process as new staff are recruited to EMSOU.	
4.3 -09/10	Review how the National Policing Pledge and Public Confidence Agenda is relevant to EMSOU business supporting the regional Forces and develop an implementation strategy.	March 2010	ES	A review of both documents has been completed. The 3 main areas relevant to EMSOU are: <ul style="list-style-type: none"> • Ensure all staff are aware of the need to treat all persons with dignity, respect and fairness. The Diversity policy will encompass these issues • Ensure all victims of crime are kept informed. Line managers to brief staff and dip sample for compliance • EMSOU to positively market successful prosecutions in support of BCU's to improve public confidence in line with EMSOU communications policy. 	
4.4 -09/10	Undertake National Accreditation of Undercover Units to ensure consistency across UK Law Enforcement.	March 2010	JC	19.11.09 National Counter Terrorism Unit Covert Operations (SO15) accredited.	
4.5 -09/10	Develop a de-brief process for all Covert Operations to identify and evaluate good practice for all areas of business and to enhance knowledge of OCG mapping.	March 2010	SB / AH	There is an existing 'closing' report in existence which with amendments can be made fit for purpose. 28.9.09 Arrangements have been made for the first operational debrief for 13.10.09. A document will be produced for this 21.1.10 Debrief of Op Guinness concluded and document to be produced. From this a template for future debriefs will be created.	
4.6 -09/10	RIU to have single point access per terminal to Force intelligence systems (carried forward 08/09)	July 2009	AH	Notts system still not in place. This is being chased by ACC Davies. Lincs move to a new system in Autumn this year which will need to be fed into EMSOU. DI Miles liaising with IT to check systems support new 'Niche' . SEPT update. All Regional Forces are now into the RIU. Further work required to get access on each terminal. 12.01.10 Complete. – UPDATE 22/1/10 Strategic Priority suggested for 2010/2011 for covert systems to be accessible through the Regional Confidential Unit. If accepted this could be included in new A & O	

5. COMMUNICATION

Ref	Objective	Time scale	Holder	Comments	 Progress Indicator
5.1 -09/10	Prepare the Annual Report for the five Forces of the Region and the Chief Constables.	June 2009	ES	Completed.	
5.2 -09/10	Provide financial and operational updates to ACPO, JPAC, Police Authorities, BCU Commanders and Heads of Units.	March 2010	SMT	September 2009. Three Open Days planned for Police Authorities to visit EMSOU on 16, 23 and 30 November 2009. Further visit scheduled for 22.01.10.	
5.3 -09/10	Update the EMSOU communications strategy.	March 2010	ES	08.09.09 – Communications Strategy updated by SMT and circulated to all 5 Forces.	
5.4 -09/10	Establish communications working group to develop internal and external marketing opportunities.	May 2009	ES	22.07.09 – Communications Working Group established. Newsletter published, notice boards erected. EMSOU links to 'extranet' being developed.	

6. PARTNERSHIPS

Ref	Objective	Time scale	Holder	Comments	Progress Indicator
6.1 -09/10	Establish a Regional User Group of Level 2 Forensic Co-ordinators to share Good Practice and encourage interaction.	March 2010	SB	28.9.09 Consultation ongoing with Mr Watling to identify appropriate personnel to attend 4.12.08 Initial Meeting took place on 10.10.09 and will continue quarterly.	
6.2 -09/10	Continue developments within GAIN including performance measurement, partnership training and marketing strategy.	March 2010	ES	Performance measurement system implemented. Training course developed for POLSA and NIM. GAIN marketing strategy implemented.	
6.3 -09/10	In conjunction with Regional colleagues examine TSU capacity and capability with recommendations to regional ACPO/PA	March 2010	JC / SW	8.9.09 Proposals to regional Chiefs by ACC Goodman. Now being led at collaboration team by C/Supt Usherwood. 27.01.10 Further proposals to be discussed at 24 February 2010 meeting at Newark.	
6.4 -09/10	In conjunction with Regional colleagues examine regional Witness protection with recommendations to regional ACPO/PA	March 2010	JC	16.9.09 Draft proposals being worked upon by the Collaboration Team which will be circulated to regional Chiefs.	
6.5 -09/10	To establish meetings and local partnerships with SOCA, UKBA, HMRC and GOEM to develop closer working relationships and to enhance EMSOU and the Regional Tactical Tasking Co-ordination Group (RTTCG).	March 2010	All	September 2009. Ongoing. 21.01.10 Key partners now integrated into RTTCG.	