

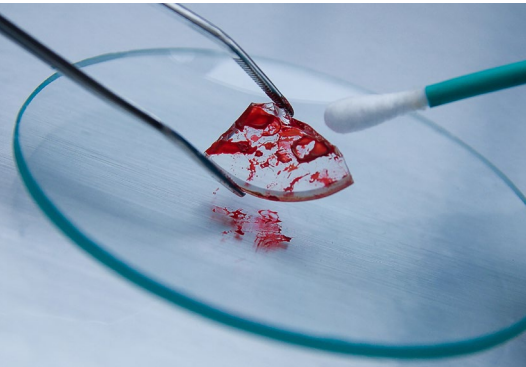
East Midlands Special Operations Unit



**COUNTER  
TERRORISM  
POLICING**  
.....  
EAST MIDLANDS

# We are EMSOU

STRATEGY 2021/22



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As we leave behind a year like no other, we look forward to welcoming a new year with a new set of challenges. The Covid-19 pandemic saw the police service, including EMSOU, significantly change the way it operates, which subsequently had an impact on how we look to the future. Despite the challenges, we were able to successfully serve our forces to protect our communities from harm.

In our 'We are EMSOU' Annual Summary for 2020/21, we provide a comprehensive document that looks back on achievements against our objectives. Counter Terrorism Policing East Midlands (CTP EM) officers made 17 arrests across the region, and we saw an impressive 67% increase in intelligence submissions. More than 3,000 identifications were made by our Forensic Services teams, and Crime Scene Investigators (CSIs) turned out to more than 10,000 scenes. Our Major Crime cadre undertook 56 inquiries, the 57th being the Notts bones discovery from Op Hickwall, over the past year, all while managing the criminal justice phase, which saw killers sentenced to more than 600 years in jail. Not only did we work on 'live' investigations, but our Regional Review Unit completed 227 reviews of a range of operations, processes and themes. Despite the national lockdown, serious and organised crime didn't stop. We seized more than £3 million in cash, 125kg of drugs and identified 125 suspects who were attempting to engage with children and vulnerable people online.

Moving forward, we will continue to build on what we learnt during the pandemic and progress EMSOU to continually evolve to target the most dangerous criminals operating in our region. The EMSOU Strategic Plan communicates our Vision, Mission and Values, and sets out in broad principles what EMSOU should look and feel like in three years' time. It also specifically articulates our four strategic objectives which will form the basis of a Business and Delivery Plan that will guide EMSOU's operational delivery and organisational development over the coming year.

EMSOU is the broadest crime and counter-terrorism collaboration in England and Wales and retains its reputation as one of the most forward thinking ROCUs within the network. We remain a blueprint of best practice for collaboration in the UK. Our reputation is built on the successes we see year on year and it is imperative that EMSOU continues to adapt and evolve to deliver against the greatest criminal threats targeting our regional communities, whilst also balancing local demand with the national requirement of building an interconnected and resilient national ROCU network.



*We could have the greatest strategy in the world, but without our people – those at the heart of everything we do – we wouldn't be in a position to deliver against our priorities or value for money; they are our biggest asset.*

**DCC Paul Gibson**

Just as we have adapted our approach and ways of working around the pandemic, so have criminals. We've seen cyber criminals siphon money from government financial schemes, drug dealers use young people to ferry their drugs up and down the country via public transport, and criminals lure vulnerable people across borders under the pretence of a better life, yet forcing them to work in squalid conditions. The service we provide to not only the regional forces, but the communities we collectively protect, is reliant on our commitment to innovate, assess and adapt our approaches to ensure that our productivity is reducing the most dangerous threat and harm we face.



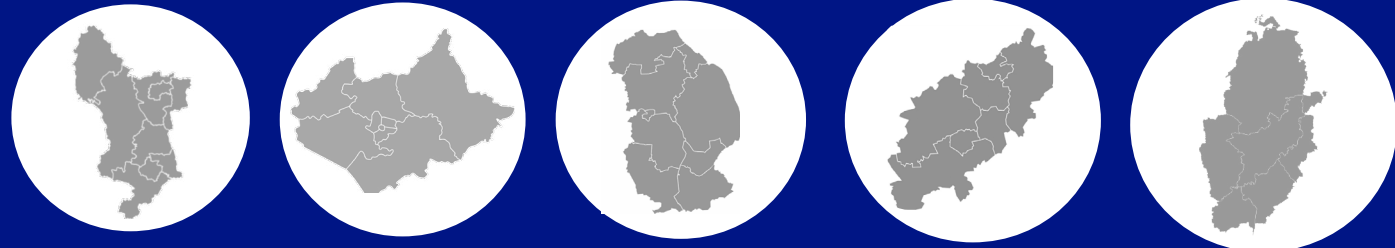
Technology is one of the greatest revolutions of our time and we are investing in ways to make it work for us, not just those seeking to exploit it. This year our dedicated teams will be looking at developing the Cloud, automation and artificial intelligence and identifying how this can improve our operational capacity, as well as encourage and support creativity to deliver ground-up innovation and change.

We could have the greatest strategy in the world, but without our people – those at the heart of everything that we do – we wouldn't be in a position to deliver against our priorities or value for money; they are our biggest asset. This year will be my first full year as Regional Deputy Chief Constable for EMSOU, and I will be continuing the renewed emphasis on wellbeing that was brought about by the pandemic. Work is already underway to develop our wellbeing strategy, driven by those with passion and enthusiasm for looking at how we can better support our people. As well as growing our Wellbeing Board, we now have an established Equality, Diversity and Inclusion Board that has hosted a number of workshops and learning opportunities, as well as established relationships with force networks. I'm proud that EMSOU is in a good place for wellbeing and sustainability for both our staff and resources.

The subsequent pages give an insight into the ambitious programme of work that we will embark on within EMSOU over the next 12 months, but also our vision of the position we're aiming to achieve within the next three years. It focuses on the priorities of; service, modernisation, people and culture, and governance – running parallel to those of the East Midlands PCCs and police forces priorities, as well as those of the National Crime Agency. We have consulted extensively with the forces we serve and within EMSOU in order to shape this plan, which will be a blueprint to drive our development within 2021/22. I have every confidence that our priorities will guide EMSOU in continuing to be an effective and efficient collaboration, being that they are underpinned by specific objectives and have designated ownership to the delivery of this important work, ensuring we are continually held to account by the forces that fund and task us, and of course, on behalf of the communities we are proud and privileged to protect and serve.



**Paul Gibson**  
**Regional Deputy Chief Constable**



***Five forces. One team.***

## About us

EMSOU is part of the fabric of the five forces it serves (Derbyshire, Leicestershire, Lincolnshire, Northamptonshire and Nottinghamshire), it is a collection of key resources that deliver specialist capabilities against the most significant criminal threats in the East Midlands. EMSOU is one of the largest collaborative units in the country and is led by DCC Paul Gibson.

Our remit covers five main areas of business:

- Regional and Organised Crime Unit (ROCU)
- Major Crime (EMSOU-MC)
- Regional Review Unit (RRU)
- Counter Terrorism (CPT EM)
- Forensic Services (EMSOU-FS)

### Regional and Organised Crime Unit

The ROCU uses a combination of covert and overt specialist tactics to gather evidence, make arrests and cause significant disruption to serious criminal activity in the East Midlands. The unit does this by tackling organised crime groups involved in drugs and firearms supply, cybercrime, human trafficking and modern slavery and money laundering.

- Sensitive Intelligence Unit (SIU)
- Regional Organised Crime Threat Assessment (ROCTA)
- Covert Operations - including Undercover Online (UCOL)
- Operations Syndicates
- Criminal Finances (Regional Fraud Team, Regional Asset Recovery Team and Asset Confiscation and Enforcement)
- Cyber Crime Unit (CCU)
- Technical Services: Digital Forensic Unit (DFU), Forensic Imaging Unit (FIU), Technical Surveillance Unit (TSU), Technical Development Unit (TDU), Radio Frequency Specialists (RFS), Digital, Data and Technology (DDaT)
- Government Agency Intelligence Network (GAIN)
- Regional Prison Intelligence Unit (RPIU)
- Regional Disruption Team (DT)

### Major Crime

Major Crime investigates causes of suspicious deaths, including murder and manslaughter offences, as well as complex crime and is the region's coordination point for the national Casualty Bureau.

The unit is centrally managed and tasked by EMSOU with Major Crime officers and staff employed by and based within each force area. Teams generally work on inquiries both in their force area but will deploy across force boundaries

to provide a regional response.

By the very nature of the crimes investigated, most cases taken on by the Major Crime team are high-profile, routinely attracting attention from the media and ultimately shining a spotlight on policing in the East Midlands region.

### Regional Review Unit

The RRU undertakes reviews of major inquiries, critical incidents and other identified investigations such as serious sexual offences and high-risk missing people. They identify areas of good practise and areas for development, as well as aid the Senior Investigating Officer (SIO) in concluding an investigation. They also seek new opportunities in older undetected inquiries.

### Counter Terrorism Policing East Midlands (CTP EM)

Working with the Security Services, mainstream policing and other key strategic partners, CTP EM plays a key role in reducing the risk to the region from acts of terror and extremism so people can go about their lives freely and with confidence.

They tackle any threat through intelligence gathering and investigation, monitor ports and borders, provide security advice for national infrastructure, hazardous sites and crowded places, and prevent vulnerable people from being radicalised. As part of the national Counter Terrorism Policing Network, CTP EM targets its efforts in line with the 'four Ps' of the national Contest Strategy.

*continued...*



### Forensic Services

EMSOU-FS carry out crime scene investigation and the subsequent range of forensic analysis and evidence handling as part of the investigation process:

- DNA
- Crime Scene Investigators
- Exhibit Handling and Couriers
- Drugs
- Forensic Analytical Services (FAS) Lab
- Regional Fingerprint Bureau
- Forensic Case Management Team
- Biometric Team
- Administration Team
- Quality and Accreditation
- Business Futures

### Legal Services

While Legal Services does not sit directly under EMSOU, it is overseen by Regional DCC Paul Gibson. They support all five forces in employment and disciplinary matters, inquests, civil litigation, commercial law and conveyancing. Please see the separate Annual Report for more information.

### Corporate Services

These five main branches of work are supported by a small, but dedicated, Corporate Services provision, comprising HR, Finance, Communications and Business Support. They report into the Senior Management Team to ensure efficiency in driving the business forward, in line with our priorities.

## Our Vision and Mission

Our vision and mission set out the ultimate aspiration of what we are here to achieve and is the driving force behind why we come to work every day. However, for it to be successful, it must be shaped by not only the forces we work for, but by the police officers and staff that are charged with delivering it.

Our vision is centred around protecting the communities of the East Midlands – the communities we all call home - from serious threat and harm, and we do this by working in close collaboration with our forces and partner agencies.

Our mission is based on preventing crime, pursuing those who commit it, protecting the vulnerable and preparing businesses and other partners to help us achieve our objectives. Whilst the statistics speak for themselves, highlighting EMSOU's proven track record of pursuing the most dangerous criminals, in the upcoming year greater consideration will be given to how the strands of protect, prevent and prepare contribute to our objectives.

## Our vision

**To protect the communities of the East Midlands from harm, supporting them when they are most in need and doing all we can to stop the most dangerous criminals operating in our region.**

## Our mission

**We will PREVENT criminality and safeguard people from serious and organised crime, terrorism and exploitation.**

**We will relentlessly PURSUE those who cause most harm and exploit the most vulnerable in society by utilising specialist tactics and capabilities.**

**We will PROTECT our communities both physically and online from the most serious organised crime and terrorism.**

**We will PREPARE our teams and partners to meet and mitigate current and emerging threats.**



## Our Values

The nature of our policing collaboration means providing specialist skills and tactics to successfully address the most serious and violent criminal threats is our daily business. Working for the police isn't a job for everyone and it certainly isn't an easy one, but those who do join, do so to make a difference. If we asked ourselves what it takes to do our jobs, words similar to creativity, courage, trust, selflessness and compassion would consistently figure. Every day we see or hear examples of how colleagues or teams have fulfilled our values to the people of the East Midlands; they are the blueprint for all that we do. Our values are drawn from and reflect the Code of Ethics which applies to all police staff, officers, volunteers and contractors.

You will see that our Vision, Mission and Values link to this national code, which gives clear guidance about how we should conduct ourselves in how we protect our communities.

Our values are not only at the heart of what we do operationally, but ethically. At EMSOU we continue to strive for a rich and diverse workforce. We want our hubs, offices and other workspaces to be a place where everyone feels they can be themselves, freely and without judgement. Our values are important to the organisation at every level, and form the foundations of our decisions at a tactical, operational and strategic level.

### We are...



#### SELFLESS

We seek what is best for those we protect, and for those we work with. We are open minded and embrace differing perspectives to make better decisions and collectively achieve the best outcome.



#### CREATIVE

We look beyond the obvious response and think creatively. We are willing to explore all possibilities to find the best solutions. Whilst never wanting to be reckless, we are willing to take calculated risks to push the boundaries of traditional thinking.



#### PASSIONATE

We are driven and enthusiastic and inspire others to achieve the same high standards that we set. We are committed to the vision and mission of EMSOU alongside the task in hand. We are role models to others who aspire to work in EMSOU.



#### TRUSTWORTHY

We act with the highest levels of integrity and are open and honest in all that we do. We work closely with our colleagues and consider the needs of others at all times, treating everyone in the way we want to be treated.



#### COURAGEOUS

We are willing to challenge the status quo and question actions inconsistent with our values, even when this may be uncomfortable. We protect and support colleagues and the communities we serve.

## The future of EMSOU

### What should EMSOU achieve, look and feel like in three years' time?

Whilst this strategy looks to the next financial year, it is important that it also considers how we will look and operate in the future. By forecasting further, we are able to plan our path effectively and continue to modernise and innovate to ensure we are providing the best service possible. Our priorities over the next year will inform our strategic planning for the future to ensure we are prepared to deal with any new challenges that may arise and improve our capabilities to deal with current threats.

We will review and evolve our priorities to ensure we are on the right trajectory to meet our operational demands so we can serve our forces and protect the people of the East Midlands from harm. We will continue to listen to our people and recognise the exceptional work they do to build a trusted and transparent culture, so they can continue to perform their roles to the highest possible standard. We are aware that criminals constantly evolve to evade law enforcement and we are committed to constantly reviewing our approach to tackle new and emerging criminality.

#### In three years:

- We are an exemplar collaboration within the UK at preventing and tackling serious violence, SOC, terrorism and exploitation; engaging with and protecting communities and putting victims at the heart of our services.
- We strive to innovate, transform, evolve and embed new and enhanced methodologies against emerging criminal threats in collaboration with our partner forces; we are data and evidence driven and make the best use of technology to deliver our vision.
- We work closely and constructively with East Midlands forces, who own and task us collectively, to prioritise our efforts to contribute to communities that are safer, stronger and more resilient.
- We work positively with our partners and stakeholders to deliver the best possible service in reducing harm.
- We proactively and consistently share good news and relevant information, primarily via local force media channels, but also supporting regional and national communication initiatives.
- Our people have clarity of purpose, have helped develop our organisational plan, take responsibility for their part in delivering it and are held accountable in doing so.
- The culture at EMSOU revolves around genuine support, high expectation and clear direction; which is built on high levels of trust, open dialogue and challenge both internally and externally.
- EMSOU is an employer of choice; we attract and retain a diverse workforce, recognise and reward good performance and create a fair culture that enables our staff to be motivated, healthy, engaged and feel safe to be themselves at work.
- We nurture our teams to ensure they have the appropriate skills, capacity and capability to deliver a quality service to meet current and future legislative and operational needs.
- EMSOU has a more sustainable and longer-term funding base; we transparently deliver value for money for each of the five forces and as a collective.
- Our approach is ethical and there is a set of clear values that are a blueprint for all that we do.
- We are an environmentally conscious organisation and seek to pursue sustainable strategies and policies in line with the forces who we serve, wherever possible.
- We have a performance and delivery plan that understands our impact, is prepared for emerging threats and demand and can provide evidence of our business benefits and the impact of our work.



# Our Priorities

## Service

### Stakeholders are assured and confident in EMSOU's quality of service:

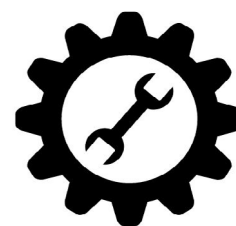
- Operational priorities and outcomes are linked to the five forces and associated PCC plans; whilst being balanced against regional and national objectives.
- Urgently develop a performance framework based upon effective business intelligence systems which effectively analyses progress against the strategic plan; primarily focusing on productivity in reducing threat and harm, examining the force's return on investment and linking to national performance measures.
- Develop a clear baseline of service level expectations agreed by all five forces and will provide evidence led reviews of our working practices to ensure the most efficient use of resources.
- Work with forces to review the supply of enabling services to EMSOU via the 'lead party' model, ensuring greater equity and efficiency, creating service level agreements with forces to support EMSOU.

### Develop our operating model; balance local and national requirements, with particular focus on:

- Examine our ROCU operating model and consider all options for maximising collective productivity, resilience, flexibility, efficiency and greater integration with all East Midlands forces.
- Conduct a review of intelligence processes within CTP EM to ensure compliance and inter-operability with national systems.
- Scope the feasibility of sensitive intelligence provision to forces, subject to appropriate security standards and national policy, as part of a more integrated approach and for the collective benefit of all forces.
- Examine the East Midlands five-year homicide trend, impact factors and causation; review the model to ensure the most up to date technology and approaches in preventing and responding to major crime.
- Prepare and deliver Police Officer Uplift Programme for 2021/22 and 2022/23; balancing the local ambition to develop force-based crime teams to tackle issues such as county lines criminality, alongside advancing national networked capability against emerging criminal threats.
- Consolidate national SOC system tasking and APMIS to prioritise rapid responses to disrupt the highest harm threats.
- Accelerate the region's capability to respond to vulnerability-based crime, focusing on county lines, modern slavery, organised immigration crime and child sexual exploitation and abuse (positively incorporating the TOEX pilot).
- Proactively respond to the recommendations of HMICFRS, IPCO and other inspection bodies.
- Strive to deliver validated and quality services which meet accredited standards and the Forensic Science Regulator's Codes of Conduct.
- Map our forensic, digital, cyber and fraud capabilities to show how we manage these capabilities across the region and what is being delivered at both local and regional level.

### Frequent, open and transparent communications with stakeholders and partners:

- Continue to develop positive and constructive relationships with East Midlands forces, which are reciprocated.
- Provide regular, consistent and relevant communications to stakeholders to help demonstrate the EMSOU impact on community safety primarily via local force media channels, but supporting regional and national media initiative's where necessary.
- Improve stakeholder awareness of available capabilities and operational results; actively consult and measure/monitor the impact of our communications in order to continuously improve reach and target audiences.



*"As we prepare to deliver the Police Officer Uplift Programme, we'll be considering all options for maximising the overall service we provide. Invigorating and exciting times ahead; a great opportunity to maximise our collective productivity, resilience, flexibility and efficiency."*

Regional DCC Paul Gibson

## People and culture

### Build diverse teams and nurture a fair, just and open culture:

- Develop a clear and inclusive plan to attract, retain and monitor diversity of characteristics, beliefs and thought supported by the relevant strategies and plans in each of the five forces.
- Promote diversity awareness, discussion and learning; initiatives to be led and informed by the EMSOU community utilising lived experience and inclusive of all differences.
- Develop a cultural development plan, focusing on building an inclusive culture to value and accept difference with refreshed values; include clear milestones to enable the measurement of progress against objectives.
- Examine the fairness and proportionality of our actions internally and externally to enable the development of a legitimate and trusted service; appropriately and independently scrutinised by either a force or EMSOU ethics board.
- Examine and pilot multiple options for entry into EMSOU, including the direct entry pilot as advocated by the NCA and NPCC Crime Business Area lead.
- Examine the use of internships and build industry liaison to bring new ideas and talent into the organisation.

### Motivated, healthy, engaged and valued workforce:

- Regularly communicate, engage with and listen to our people and feed back accordingly, explaining action that is taken (or otherwise) along with clear rationale.
- Develop health and wellbeing strategies across the EMSOU family.
- Actively recognise and reward organisational, operational and creative excellence.
- Robustly challenge unsatisfactory performance and inappropriate behaviour.

### Teams with right skills and capacity:

- Undertake a skills audit to better develop current and future capabilities.
- Work closely with forces to maintain EMSOU resilience and skills requirement; consider alternative routes of entry; open and transparent recruitment supported by all five forces.
- Robust strategic and tactical workforce planning arrangements.
- Leadership development plan and continuous professional development, including a positive approach to talent management.
- Build teams with skills, capacity and capability to deliver a quality service to meet current and future legislative and operational needs.





*“With EMSOU already benefitting from new Wellbeing and Diversity and Inclusion boards and multiple communication platforms, it puts us in good stead to maintain a motivated, healthy, engaged and valued workforce, regardless of what the future of the pandemic may bring.”*

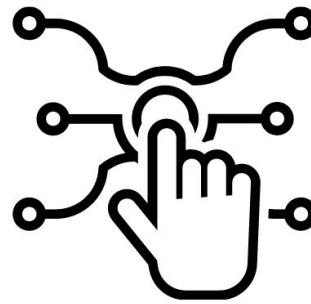
**DCS Nikki Mayo, Head of EMSOU**



## Modernisation

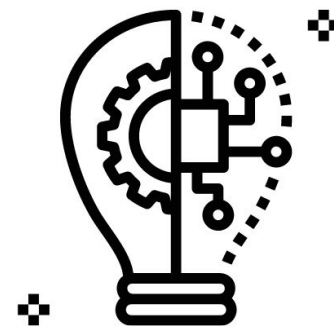
### Technical and digital revolution:

- Deliver against our digital, data and technology strategy, including the development of our approach to cloud, automation and artificial intelligence to support our objectives; based on sound evidence and clear improvement outcomes.
- Ensure that staff across EMSOU have the correct level of digital and data literacy to be effective and efficient.
- Embed and continue to develop EMSOU Technical Services as a department to meet the needs of EMSOU and regional forces in respect of specialist technical skills and capabilities.
- Develop business intelligence and data science strategy to support a performance framework and to increase EMSOU efficiency, effectiveness and productivity.
- Accelerate technical innovation to improve the receipt, assessment, analysis of operational data such as phone and CCTV as proof of concept; linking into national potential for expansion.
- Progress options appraisal for digital forensics collaboration, considering the available options for achieving accreditation.
- Develop proposals for regional approach to physical forensics accreditation.
- Develop and implement EMSOU intranet and internet solutions, ensuring alignment and integration with force websites.
- Support and optimise national and regional programmes of work, where there is mutual benefit and they deliver against our priorities.



### Operational futures:

- Exploit new technology to improve our operational capability and capacity across all areas of the business to deliver against our priorities.
- Shape and contribute to an interoperable ROCU and CT network, including the response to the SOC review, CT's Strategic Efficiency and Reinvestment Review and the SB Funding Transfer.
- Consider where the strands of protect, prevent and prepare contribute to the achievement of our objectives, when compared to the pursue element of our operations.
- Streamline our departments and capabilities into a more joined up and efficient 'whole' with EMSOU departments working cohesively together.
- Develop solutions to mitigate and/or overcome ICT differences between Forces.
- Develop national standards for SOC Ops Rooms and implement new command and control software to enhance our surveillance and operational response.



### Innovation culture:

- Strategy to formulate staff creativity and involvement in shaping priorities and organisational development.
- Scope development of staff suggestion scheme with practical support and guidance to deliver ground-up innovation and change.
- Maximise academic partnerships, peer review, industry relationships and other partnerships to engender an evidence-based discipline to change and benefits analysis; work with EMPAC as a primary partner to support this evidence-based approach.



*“The technology and digital revolution is accelerating at a rate of knots, and I'm confident that EMSOU has the infrastructure in place to ensure that we are keeping on top of trends, developments and emerging threat areas, while also working with external providers to arm our officers and staff with the tools and programmes required to meet the need for specialist tactics and techniques.”*

**Andrew Price, Director of Corporate, Forensics and Technical Services.**

## Governance

### Ownership and accountability:

- Refresh EMSOU governance structure aligned to this strategy and delivery plan.
- Identify EMSOU thematic leads for strategies and delivery plans; achieve greater spread of responsibility and accountability and everyone plays their part in making change.
- Improve formula for regional governance and performance reporting to CCs and PCCs to show EMSOU operational and financial benefit.
- Establish annual cycle for delivering EMSOU strategic plan, annual reports and other performance reporting requirements, aligned to force planning arrangements.
- Utilise the 'check in' process to link staff performance to the EMSOU strategy and delivery plan; formalising professional development, audit and accountability.

### Enabling services:

- Develop an enabling services review group, to assess lead party distribution and effectiveness, equality of responsibility and service level agreements.
- Urgently develop an appropriate response for s22 priority areas (information management, information technology, human resources, fleet and change management).
- Develop a refreshed S.22 and MOU for CTP EM, taking into account changing governance following the SB Funding Transfer.
- Work closely with forces to ensure contribution to regional assets (estate, vehicles etc.) is monitored and maintained.
- Develop post pandemic planning, ensuring lessons learned are implemented.
- Positive stance to agile and flexible working, where service productivity and safeguards can be maintained or enhanced and where it doesn't adversely impact the wider team.
- Implement methodology (such as priority-based budgeting) to provide a formula for advanced planning of investment or disinvestment, aligned to force medium term financial plans.



Governance

Our meetings are attended by representatives from our different services and in order to ensure we gain the most out of our meetings, we collate feedback from those who attend. The feedback echoed that there were too many meetings and that some were not properly aligned. As such, we have redesigned our governance structure to streamline our meetings and reduce bureaucracy. The structure can be reviewed at any time to remove meetings that are no longer needed, and any urgent business will be addressed outside of the structure.



Governance is now shaped around our delivery plan and each meeting has a clear purpose to ensure business can be done. Within the new structure it is clear how each individual and meeting has a part to play in reaching our mission, vision and objectives and greater responsibility and accountability is bestowed. The new structure sees the implementation of a Quarterly Senior Leadership Team meeting, so that there is a direct line into the Command Team for decisions to be made effectively. The switch from weekly to monthly meetings will ensure updates are meaningful and impactful.

The addition of an Ethics Board will increase the fairness of our actions and open us up to independent scrutiny to secure that we are a trusted service, whilst our Enabling Services Project Group will update and clarify our Service Level Agreements, ensuring that they consistently reflect the development of our unit.

