**Performance and Resources Scrutiny Programme 2018/19**

**Report to: the Office of the Police, Fire and Crime Commissioner for Essex**

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| **Title of Report:** | **Future and Current Collaboration Activity - Update** |
| **Agenda Item** | **8** |
| **Chief Officer** | **Dr Victoria Harrington** |
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| **Date of Approval:** | **21st Sept 2018** |

1. **Purpose of Report**

The purpose of this paper is to provide a quarterly update to the OPFCC on future and current collaboration activity and expected benefits.

1. **Recommendations**

The report is for the Performance and Resources Scrutiny Programme Board to note.

1. **Executive Summary**

Essex Police continues to develop its Collaboration with a wide range of partners. This is being achieved through enhancement of existing partnerships with embedded public service providers and voluntary groups and pursuing innovation through partnership with leading private companies and academia. Collaboration permeates throughout the force and is fully embedded within our business planning strategy and delivery. Updates are provided on developments in the following areas:-

* Essex/Kent Police Forces – Op Hexagon
* 7 Force Strategic Collaboration Programme
* Anglia Ruskin University
* Durham University
* Innovative Partnerships – BT Hothouse
* Cyber Specials and Volunteers
* Essex Centre for Data Analytics (ECDA)

1. **Introduction/Background**

Essex Police has developed over time significant collaborative arrangements with other police forces, particularly over the last ten years since the decision by the government not to proceed with compulsory mergers of forces in 2006. These were for the purpose of cost savings as well as looking to achieve efficiencies and maximising joint working with the overarching aim of delivering more effective policing.   
  
The main Police collaborations are:

1. **Essex/Kent police forces**
   1. Joint Serious Crime Directorate (SCD)
   2. Joint Support Services Directorate (SSD):
2. **Regional police collaboration**
   1. 7 Force Strategic Collaboration Programme:
   2. Athena IT Programme (nine forces):
   3. Eastern Region Special Operations Unit (ERSOU):
   4. Eastern Region Counter Terrorism Intelligence Unit (ECTIU):
3. **National collaboration** –
   1. National Police Air Service (NPAS)
   2. Eastern Region Mobilisation Hub
   3. Home Office IT Programme
4. **Local collaboration**
   1. Essex County Fire & Rescue Service (ECFRS)
   2. Local Crime reduction collaborations– e.g. community hubs
5. **External and innovative partnerships**  
   These initiatives include:
6. Essex Centre for Data Analytics (ECDA) –
7. Innovative partnerships – BT Hothouse –
8. Essex Online Partnership (EOLP)
9. Anglia Ruskin University (ARU)
10. Open University Centre for Research and Learning
11. Cyber Specials and Cyber Volunteers (CSCV).
12. Durham University

**5.0 Update on Current Collaboration Work**

**Op Hexagon**

The purpose of this review is to consider collaborative opportunities between Operational Policing Command (Essex Police) and Tactical Operations (Kent Police). A Project Initiation document was prepared and presented to the DCCs Collaboration Board and subsequently approved at JCOG on 26th June 2018.

The PID detailed an approach which centred on the development of ‘bottom up’ workshops, supporting or rejecting the notion of developing, aligning or adopting working practices with a view to increasing the efficiency and effectiveness of both teams and identifying opportunities to deliver savings aligned to any efficiency and effectiveness gains. Detailed work to develop the FRU (Kent - Force Resource Unit) /RMU (Essex – Resource Management Unit) Outline Business case commenced in June 2018. Structured staff exchange visits took place in July 2018 with subsequent joint workshops agreed to focus on:-

* Training and Admin functions
* Force Control Duty Planning
* Duty Planning and Resource Management functions

The developed business case is due to be presented to JCOG later in the Autumn.

**7 Force Strategic Collaboration Programme:**

The 7F Programme continue to work on the development of a change landscape picture to 2025, as commissioned by the 7 Chief Constables, to help inform the creation of a clear vision for 7F Strategic Collaboration. The Strategic Change Landscape Analysis will consider National, 7F Strategic Collaboration, preferred partnership and Local Change requirements to allow better understanding of the change landscape, clarify the vision of the 7F Collaboration (and the role of the 7F Collaboration team) and enable better links between financial and change planning. This work will conclude with the agreement of a vision by the 7F Chief Constables and Police & Crime Commissioners and subsequent development of 7F business plans by December 2018.

In August 2018, the 7F Programme announced Dave Edwards as the new Interim Seven Force Head of Strategic Procurement. The appointment to this role is a key step following the July 2018 Summit meeting whereby the Chiefs and Police and Crime Commissioners of our seven forces gave their backing to the latest development plans for the 7F Single Procurement Function as presented by the 7F Team. Initial work for Seven Force Procurement focuses on governance arrangements and harmonisation.

**Essex County Fire & Rescue Service (ECFRS)**

Collaborative partnerships and full integration are being explored in all areas of responsibility of both Essex Police and ECFRS where there is the potential for improving economy, efficiency and effectiveness. The strategic change team at Essex Police have been working with the ECFRS Collaboration team to provide details of their approach to managing and delivering change including identifying efficiency as well as cashable savings.

Recent updates are highlighted below:-

* Work to identify those systems that will need to be reviewed and potentially procured as part of the move for ECFRS to Steria STORM is progressing with IT from both services, with the onus on ECFRS to consider the resources required to support that wider work e.g. ACD, mapping, etc. It is therefore likely that the move to the same IT systems will involve a number of further contracts being scrutinised and aligned. This work is being scoped between Kent/Essex IT and ECFRS IT.
* Outline Business case for the provision of a Telehandler capability being re-worked following OBC submission to the Governance Board on the 07/09/18.
* Benefits realisation documents have been developed for all of the 10 original collaboration projects and will be brought to SGB for sign off detailing the cashable and non-cashable savings to date.
* Timelines are being developed to deliver the programme of work for collaboration including developing a proposal for a joint fleet workshops, increased joint activity between the emergency services cadet schemes, more joined up procurement and IT services (through closely engaging with Kent Police).
* Following a meeting with the CFO, DCC, DPFCC and Programme Manager a STAR Chamber approach has been agreed to jointly hold all of the work stream leads to account.

**Anglia Ruskin University**

Domestic Abuse Victims Project - This 12 month project, commissioned by the OPFCC, is due to be completed by February 2019. The focus of the research project is to understand reasons for DA victim non-cooperation and whether enforced separation increases the risk against some DA victims. The data collection stage has been completed and academic work is on-going.

Restoring Public Confidence through the delivery of improved Community Policing - This 12 month project, commissioned by the OPFCC, is due to completed at the end of March 2019.The main outcome from the research will be a report on community policing in Essex which contains a solid understanding of how community policing is undertaken in Essex. This will include content analysis of publicly available information, and analysis of Essex Police data in response to the following questions:

* How is Community Policing happening now?
* Is it local, especially in rural areas?
* Is it visible?
* Is it accessible?
* How is it accessible and to whom?

Two focus groups will be undertaken in Southend and Uttlesford District, one with Community Policing Team officers and one with key informants in local communities. The research will be used to identify gaps in the EP Public Engagement Strategy, provide additional context to the EP Public Confidence Survey results and identify where improvements can be made to our work to improve public confidence through visible and targeted engagement.

Optimisation of Police and Public Engagement - This project is funded by an external grant achieved by Anglian Ruskin University and is a follow up to the research project in 2014/15 – Optimisation of Police and Public Engagement. This project will test and implement specific Social Media communications aimed at improving Essex Police’s public confidence based on the findings of the 2015 Essex Police survey. The project will measure confidence in Essex Police following an intervention (public information on social media) to measure the impact of the information and the way it is presented and perceive.

**Durham University**

Essex Police is continuing to work with Durham University to learn more about our organisational culture and to track the key measures (Public Service Motivation, Organisational Fairness, Perceived Organisational Support, Organisational Pride, Leadership Style, Job Satisfaction, Staff Engagement and Barriers) to doing a job well.

A pulse survey is currently being developed to be undertaken in April 2019. The benefits of this work have previously been presented to the OPFCC in June 2018 and a further update is scheduled to be presented at the December 2018 Performance & Resource Scrutiny Panel Meeting.

**Innovative Partnerships – BT Hothouse**

In November 2017 Essex Police launched an innovative partnerships initiative to engage with a varied range of cross sector partners to help the force work through some of its most complex issues. Partners included technology companies, charities, academia, consultancy firms and other local partners such as councils and Essex Fire and Rescue Service. The first series of events and projects focused on 3 key areas, demand, child safeguarding and big data, and these projects are now transitioning from the ‘hothouse’ to business as usual. Examples of activity include the completion of an information audit and Data Strategy which together will provide the foundations for our big data activity across the force, the development of a child safeguarding digital product in association with a charity and a technology company, and the approval of a business case for a Digital Hub in the force control room.

Essex Police worked with a charity called The Dot.Com Foundation, Microsoft and children from Holy Cross School in Thurrock to create a digital version of the charities child safeguarding products, and also to extend them to include online harms such as online grooming and bullying and harassment. The product is now going into production as a free product for schools and the Department of Education are looking at a national roll out.

Following on from the work on the information audit referred to above, Essex Police is now working with BT, Accenture and Thought Spot on a proof of value pilot to use data analytics and artificial intelligence to help us identify our highest risk outstanding suspects. In the longer term it is hoped that this type of technology will provide predictive analytics as well as user friendly reporting and analysis of business intelligence to enable decision making based on data insights.

We are now in the planning process for ‘hothouse’ 2019/2020 which will include both existing and new partners working on a different problem set. A key area to be explored as part of the development of the second iteration of the initiative is the sustainability of the model.

**Cyber Specials and Volunteers**

In May 2018 Essex Police launched its Cyber Specials and Volunteers Scheme, looking to attract talent from local businesses and organisations interested in working in digital capabilities in the force such as Internet Investigation and Intelligence, Cyber and Big Data Analytics. The scheme as launched at Anglia Ruskin University (one of our ‘hothouse’ partners) and resulted in over 70 applications from people interested in working with Essex Police, mostly as a volunteer. Work continues to match the applicants to opportunities and developments include the creation of a forum to engage with the applicants and the wider Cyber business community following a model developed by Northamptonshire Police and Crime Commissioner.

**Essex Centre for Data Analytics (ECDA)**

Essex Police is working with Essex County Council and the University of Essex on a county data sharing and analytics model. A proof of value has been undertaken to evaluate the use of shared data to help tackle modern slavery. The evaluation focused on the identification of employers that are involved in illegal employment. A prototype smart directory is currently being developed, with help from NESTA, to link several key information sources to current intelligence on illegal employment. The proof of value has also identified a need to improve these data sources. Once this has been achieved, a risk stratification tool will be developed, aimed at identifying those business that represent a high risk in terms of illegal employment.

Essex Police, ECC and Essex University are now jointly funding a data scientist post that will be based at police headquarters, but will work across all three organisations. Essex University has recently secured funding to recruit 5 data scientists/analysts to work on the ECDA project.

**6.0 Implications (Issues)**

None noted at this time.

**6.1 Links to Police and Crime Plan Priorities**

Collaboration is embedded within the force across all areas, both strategically and at local level. It encompasses all of the seven priorities of the Police and Crime Plan:

1. [More Local, visible and accessible policing](https://www.essex.pfcc.police.uk/police-and-crime-plan/local-visible-accessible-policing/)
2. [Crack down on anti-social behaviour](https://www.essex.pfcc.police.uk/police-and-crime-plan/crack-anti-social-behaviour/)
3. [Breaking the cycle of domestic abuse](https://www.essex.pfcc.police.uk/police-and-crime-plan/breaking-cycle-domestic-abuse/%20%E2%80%8E)
4. [Reverse the trend in serious violence](https://www.essex.pfcc.police.uk/police-and-crime-plan/breaking-cycle-domestic-abuse/)
5. [Tackle gangs and organised crime](https://www.essex.pfcc.police.uk/police-and-crime-plan/tackle-gangs-organised-crime/)
6. [Protecting children and vulnerable people](https://www.essex.pfcc.police.uk/what-we-are-doing/police-and-crime-plan/protecting-children-vulnerable-people-harm/)
7. [Improve safety on our roads](https://www.essex.pfcc.police.uk/police-and-crime-plan/improve-safety-roads/)

**6.2 Demand**

The Essex Demand review informed by the work of PA Consulting highlighted the growing demand on Police Resources. Effective collaboration can assist greatly by improving the economy, efficiency and effectiveness of the force, and working effectively with partners in responding to the Policing and safety needs and concerns of Essex Citizens and communities.

**6.3 Risks/Mitigation**

Not applicable – no strategic risks identified at this time.

**6.4 Equality and/or Human Rights Implications**

Sustaining and pursuit of collaboration opportunities draws upon staff and expertise in a wide range of operational and change focused areas. The design and implementation of change, and the skills necessary to manage change in the workplace are well established. Strong support mechanisms are in place for staff and officers. The unions and Essex Police Federation have been actively engaged at a very early stage where collaboration developments are being considered and designed.

**6.5 Health and Safety Implications**

No specific Health and Safety implications are noted.

Please refer to point 6.4 in which this would be covered.

**7.0 Consultation/Engagement**

Mark Johnson

Jen Housego

Claire Heath

**8.0 Areas for Improvement**

No AFIs relating to Collaboration at this current time.

**9.0 Future Work/Development and Expected Outcome**

Whilst collaboration is fully embedded as a working principle for Essex Police, there will be continued evaluation of potential collaborative working possibilities to improve efficiencies and effectiveness regarding policing within the county of Essex. The next quarterly update report on collaboration will be provided to the 20th December 2018 P&R Scrutiny Board.

The National Specialist Capabilities Review continues, which is looking at how specialist policing capabilities could be considered and coordinated across the forces to adapt to modern policing challenges and threats to better protect the public. The capability areas being reviewed are armed policing, cyber-dependent crime, major investigations, open source, intelligence (receipt assessment and analysis), roads policing, (collision investigations and intelligence), Tactical Support Unit (TSU), surveillance and forensics. Updates will be provided as this develops.

**10.0 Decisions Required by the Police, Fire and Crime Commissioner**

No decisions sought at this time – paper is to be noted.