**Performance and Resources Scrutiny Programme 2017/18**

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

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| **Title of Report:** | **Essex Police’s Role & Ambitions for Future and Current Collaboration Activity** |
| **Chief Officer** | **Dr Victoria Harrington** |
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1. **Purpose of Report**

The purpose of this paper is to summarise Essex Police’s role and ambitions for future and current collaboration activity. It is intended to cover what the force wants from collaboration in the future.

1. **Recommendations**

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

1. **Executive Summary**

The current situation with regards collaborative activity and forthcoming collaboration, concerning Essex Police, is summarised in the following key points:

1. Strong embedded collaborated departments covering the full range of support services and serious crime functions with continuous review and appraisal of the best configuration of joint services, driving quality of service and efficiency. Collaboration permeates throughout the force and is fully embedded within our business planning strategy and delivery.  
   Leading on ground breaking fire service collaboration overseen by the first joint Police, Fire & Crime Commissioner (PFCC).
2. Exploring further opportunities for collaboration with Kent e.g. through joining up of some specialist operational resources – Operation Hexagon.
3. The 7 Force collaboration programme – e.g. discrete progress on firearms training, procurement, potentially more significant opportunities with IT system and process alignment particularly Athena.
4. Strong desire for effective working with local delivery partners e.g. through community partnership hubs, although sustaining effective relationships sometimes hindered through social care and NHS resource pressures.
5. Essex Police is working with local partners, Essex County Council and Essex University, on the development of a county data sharing and analytics model (Essex Centre for Data Analytics), which includes shared posts in analysis and data science. A proof of concept, led by Essex police, is looking at how a data science based approach can help to locate Essex businesses engaged in modern day slavery.
6. **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):  
      The joint SCD provides greater resilience to respond to serious crime investigations through pooling of resources and expertise.
   2. Joint Support Services Directorate (SSD):  
      The joint SSD has achieved considerable cashable savings objectives whilst maintaining service across both forces. It is an area recognised nationally in terms of good practice and has won numerous awards.
2. **Regional police collaboration**
   1. 7 Force Strategic Collaboration Programme:  
      In October 2015, the Seven Force Strategic Collaboration Programme (7 Force) was commissioned by the Chief Constables and Police and Crime Commissioners (PCCs) of Bedfordshire Police, Cambridgeshire Constabulary, Essex Police, Hertfordshire Constabulary, Kent Police, Norfolk Constabulary and Suffolk Constabulary. The 7 Force programme team includes officers and staff from the seven police forces, overseen by a programme director. The 7 Force team continues to make positive progress and proposals cover a number of work stream areas being developed in line with the overarching aims of the programme which are to deliver enhanced public service, efficiency, effectiveness, value for money and savings.
   2. Athena IT Programme (nine forces):  
      The Athena programme is a large collaborative project incorporating a considerable number of forces with an overarching aim of generating advancements in the sharing of information and data.
   3. Eastern Region Special Operations Unit (ERSOU):  
      The Eastern Region Special Operations Unit (ERSOU) is the name for the eastern region Regional Organised Crime Unit (ROCU) and was established in 2010 to deliver an increased response to tackling the threat of organised crime across the seven police forces in the eastern region of the United Kingdom and to provide specialist covert policing capability to law enforcement.
   4. Eastern Region Counter Terrorism Intelligence Unit (ECTIU):  
      A counter terrorism intelligence unit that works across county borders for mutual benefit including sharing of information and resources in the Eastern Region.
3. **National collaboration** – National Police Air Service (NPAS), Eastern Region Mobilisation Hub, Home Office IT Programme  
   Essex Police has entered into a number of national collaborations including NPAS, mutual aid arrangements, key national IT systems including the Police National Computer (PNC) and Police National Database (PND), all of which are established business as usual arrangements. Essex/Kent are the pilot force for the National Police IT Enabling Programme. Essex will also be participating in the Home Office Technology Programme which is providing a set of technology solution deliveries covering CAID (Child Abuse Image Database), PNC and PND replacement, biometrics and the National ANPR Service (NAS).
4. **Local collaboration**
   1. Essex County Fire & Rescue Service (ECFRS)

The 10 enabler projects are:

* + 1. Expansion and roll-out of Parish Safety Volunteers model into the Safe & Well and Secure Visits
    2. Development of an Essex Risk Intervention Service
    3. Development of a Joint Rural Engagement programme with Essex Police
    4. Development of web-based portal for the public to request a Safe, Well and Secure visit
    5. Collapsed Behind Closed Doors
    6. ECFRS to take over the Development of Community Speed Watch
    7. Strategic Road Network- ECFRS supporting Essex Police in keeping the Essex Strategic Road Network open
    8. Expansion of ECFRS Education Team with officers funded by Essex Police
    9. Duke of Edinburgh Provision for Essex Police Cadets
    10. Restorative Justice Firebreaks
  1. Local Crime reduction collaborations– e.g. community hubs   
     Local Policing forms the bedrock of how Essex Police delivers services to our communities. Community Policing Teams (CPTs) and our multi agency partnerships involving local authorities, housing associations, and the NHS provide a local geographical response to policing demand including crime, anti-social behaviour and non-crime incidents. The Transformation Programme is improving our service to the public through the creation of Community Safety Hubs across the county. More than half the county has a hub established in their district with the Community Safety Hub Steering Group focusing on implementation, marketing and logistics. The steering group acknowledges that the hub is a mechanism for partnership working, not necessarily a physical location and it is emphasised that even where partners are not co-located, there is a strong partnership working ethos in every district policing area.

1. **External and innovative partnerships**  
   These initiatives include:
2. Essex Centre for Data Analytics (ECDA) - Essex Police are working with Essex County Council and the University of Essex on a county data sharing and analytics model.
3. Innovative partnerships – BT Hothouse – Essex Police are working with several organisations (BT, Microsoft, ATOS) on the use of digital and data analytics.
4. Essex Online Partnership (EOLP) – Technology based partnership with public bodies across Essex.
5. Anglia Ruskin University (ARU) - The Essex Police digital lead delivers the digital module for ARU policing degree.
6. Open University Centre for Research and Learning; Essex Police are a member of the OUCRL policing group, which is looking at the application of research to improve policing.
7. Cyber Specials and Cyber Volunteers (CSCV).

**5.0 Current Work and Performance**

Collaboration is a key section of the Force Management Statement (FMS), section 12, which has recently been submitted to HMICFRS. The FMS is now central to helping identify strategic force wide business planning priorities within Essex Police.

**6.0 Implications (Issues)**

None noted at this time.

No discernible gap in skills and resources to review current collaborations, assess their effectiveness and deliver future collaborations.

Fire Service Collaboration provides many opportunities to improve efficiency, effectiveness and public safety. A joint team is in place overseen by a fire/police collaboration board.

**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 PA Consulting Demand Analysis Report was fundamental to the development of Essex Police’s FMS and underpinned the key findings of each section.

**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 following many change initiatives being implemented primarily in response to austerity pressures over the last eight to ten years. 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

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Please note – extensive force wide consultation occurred for the production of the FMS.

**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 following initiatives will be progressed over the next 6-18 months:

* National IT programmes – ANPR implementation goes live February 2019.
* 7 Forces – Vetting procurement, Essex leading on the Regional Single Firearms Officers.
* Recruitment of Cyber Specials and Cyber Volunteers.
* Kent Collaboration – Operation Hexagon review of RMU function alongside Kent equivalent (business case due autumn 2018).
* Fire Collaboration – progression of the ten enabler projects and development of further strategic collaboration work streams.
* Next BT Hothouse event is 10th September 2018.

In addition, the National Specialist Capabilities Review is underway, 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.

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

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