**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 – quarterly update** |
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| **Chief Officer** | **Dr Victoria Harrington** |
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| **Author on behalf of Chief Officer:** | **Paul Nagle** |
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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. This is an update on the report provided to the 27th Sept 2018 Board.

1. **Recommendations**

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

1. **Executive Summary**

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
* Digital Public Contact – Single Online Home
* National Police Benefits Realisation Group
* Essex County Fire & Rescue Service (ECFRS)
* Essex Centre for Data Analytics (ECDA)
* Innovative Partnerships – BT Hothouse
* Anglia Ruskin University
* Cyber Specials and Volunteers
* Durham University
1. **Introduction/Background**

Essex Police has developed over time significant collaborative arrangements with other police forces, particularly over the last twelve 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)
	3. Joint Operational working Essex OPC/ Kent TAC OPS
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. Home Office Digital Policing Portfolio
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 work stream is to develop collaborative opportunities between Operational Policing Command (Essex Police) and Tactical Operations (Kent Police).

The project’s approach includes the use of ‘Star Chamber’ 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.

The most recent workshop was successfully held in late November 2018. Core members of the Star Chamber included Procurement and Transport services. Results include closer alignment of equipment and vehicle requirements leading to procurement savings based on economies of scale. Key efficiency opportunities include: Joint procurement of equipment, IT requirements across OPC/TOC, Joint training for firearms and joint procurement of vehicle dash cams. Through Op Hexagon discussions, an improved understanding of Airwave interoperability was obtained over the use of talk groups channels used during firearms incident involving resources from Essex and Kent forces.

Detailed work reviewing the collaborative opportunities for the Essex Resource Management Unit and Kent Force Resource Unit has been completed. Improved joint working practices have been agreed. Following agreement not to pursue a single joint Essex/ Kent RMU/FRU an Essex only business case to streamline the Essex RMU and provide savings was presented and supported by the Strategic Change and Coordination Board on the 6th December 2018 and will be presented to Chief Officer Group for approval on the 19th December 2018.

A further Op Hexagon report will be provided to the Joint Chief Officer Group (JCOG) in February 2019 setting out opportunities and lessons learned from Collaboration with Kent.

**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.

PEQF- The Policing Education Qualifications Framework (PEQF) remains a significant focus for all forces. The 7F Programme is taking the lead on the procurement aspect of PEQF; defining and procuring the services of the Higher Education Institution's to deliver police apprenticeships. This work is being led by Nichola Newman who returned to the 7F programme in September 2018. The 7F Team have worked with specialists from across all the forces and local PEQF teams to develop the PEQF tender specification. A full set of Specification documents is currently with PEQF stakeholders for feedback prior to finalisation ahead of the launch of the ITT.

Following the appointment of Dave Edwards as the new Interim Seven Force Head of Strategic Procurement, in November 2018, Trish McHugh joined the 7F Programme as the 7F Project Manager to work on the Procurement Work stream.

As part of the governance and harmonisation work for the 7F Single Procurement Function, a draft Section 22 Agreement, Terms of Reference and Contract Standing Orders have been written and circulated for agreement.

**National Police - Business Change Council/Benefits Realisation Group**

The National Police Benefits Realisation Group is a subgroup of the Business Change Council. On the 28th November 2018 it held a Benefits Realisation principles and approach workshop at Greater Manchester Police headquarters. This is a national work stream to develop agreed approaches for the monitoring and effective delivery of benefits from change programmes. Mark Gilmartin chairs the Business Change Council with Essex Police also represented by Dr Vicki Harrington.

**Home Office Digital Policing Portfolio – Digital Public Contact – Single Online Home**

Single Online Home (SOH) is an internet platform provided through the Home Office Digital Public Contact programme which provides the public with a consistent way of engaging with their local police force and accessing policing services and information on line.

Nationally circa 40 police forces, including Essex and Kent have indicated they will transition to SOH. SOH will provide both significant initial improvements & consistency with other force sites and longer term potential for continued development. It supports ‘channel shift’ over time to a digital online self-service approach as the preferred option for public contact. The national transition team have agreed an Essex/ Kent roll out ‘slot’ of June/ July 2019. Transition work will commence in January 2019. A detailed business case and a Section 22 agreement will be submitted for approval once further details and costing figures are available in 2019.

**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.

Recent updates are highlighted below:-

* The joint control room solution, which was subsumed into the Contact Management Project under the direction of ACC Mills, is progressing. IT resource requirements are being met by ECFRS. ICCS project implementation is at risk because of compliance issues due to difficulty integrating new & existing systems and security compliance of software.
* Proposals for the purchase and operation of a Telehandler machine to be made by ECFRS to assist with clearing carriageway obstructions in support of Essex Police have been rejected by the Strategic Governance Board (SGB) at the request of the CFO. An alternative proposal for a contractual arrangement to clear the highways in a timely and effective manner is awaited from ECFRS. The Extreme Rescue contract held by ECFRS has been extended and a policy is being developed to allow Essex Police access to this service.
* Timeline for the three stage convergence of the community safety function has been developed with stage one being to achieve ECFRS representation at local community safety partnerships by Jan 2019, stage two being the representation in all 10 Hubs by April 2019 and stage three being a decision on converging the remaining central parts of community safety across both organisations.

* PA Consulting have been engaged by the leads for the joint fleet/fleet workshops strand of collaboration to determine whether there is a case to develop a joint function. Kent Police and PCC are being kept fully briefed on developments. They have developed a strategic outline business case which was taken to SGB on the 8/11/18, with the next stage business case being commissioned from PA.
* Evaluation report delivered on the success of the Manningtree and Corringham pilots for police drop in use of Fire Stations. . Scoring matrix for assessing the priority to be given to future drop in sites has been developed and applied to all police stations and ECFRS stations around the County and agreed at SGB.

* Inaugural workshop on developing benefits realisation in a multi-agency collaboration arena held on 21st November 2018.
* Following attendance at the LGA/ECC/Cabinet Office briefing on the Phase 7 bids for One Public Estate, the Collaboration Team are drawing up a set of bid proposals to support the future sharing of police/ECFRS estate, with options around buildings such as Rayleigh, Dovercourt, Loughton and Harwich being examined and the exploration of moving Urban Search and Rescue Teams from Lexden to Boreham, allowing the existing site to be sold for development.

**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. Future work will include the development of a risk stratification tool aimed at identifying those business that represent a high risk in terms of illegal activity and employment (Risky Businesses). Essex Police are currently working with the ESRC Business and Local Government Centre at Essex University to develop a data catalogue that will inform the risk stratification tool. This work is being funded by the ESRC innovation voucher scheme. The Risky Business directory will be delivered at the end of this financial year (2018/19).

Essex Police, ECC and Essex University are now jointly funding an Essex Police based data scientist and head of data and analytics at ECC. Both posts will work across all three organisations. Essex University has recently secured funding to recruit 5 data scientists/analysts to work on the ECDA project.

**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.

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 safe-guarding product, and 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.

Public Protection are setting up a workshop to ‘sense test’ the product using experienced officers in partnership with Dot.Com. A second charity, Safe to Net, are hoping to use Essex Police data to help enhance the algorithms behind their intelligent app that analyses online behaviour to identify concerns, filters risk and provides advice and guidance in real-time to children. Negotiations are underway to place one of their analysts in Essex Police to support this.

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 long 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. In addition, work is being scoped with Microsoft to undertake a second proof of concept that will allow the force to gain insights into its demand profile using internal and open source data. Essex University is currently looking at demand on the front line to add a further tactical layer to the data strategy and information audit already completed. Once this is completed, discussions will determine the next steps in applying the strategy to the force and setting out the data roadmap to put data at the heart of the force.

Planning is now underway for ‘hothouse’ 2019/2020 that 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.

**Anglia Ruskin University (ARU)**

Domestic Abuse Victims Project - This 12 month project, commissioned by the OPFCC is being undertaken by Anglia Ruskin.  First draft findings are due to be published by early 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. It will research understanding around what is a good outcome for a victim of domestic abuse, and how police can identify and define such, in particular with regards to repeat victims.  Do traditional police tactics keep DA parties apart either by DVPN (Domestic Violence Protection Notice), bail conditions or restraining orders, or do these perversely increase the risk depending on support network and demographics.   The research will also look at how effective is this issuing of DVPN/DVPO (Domestic Violence Protection Orders).  Is there evidence to suggest this enhances victims safeguarding and increases the probability of a victim continuing to support a case? Or does the effectiveness of DVPN/O rely solely upon the support of a victim, and if the victim is unsupportive how effective does it become.

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. This will include content analysis of publicly available information, and analysis of Essex Police data.

The Head of Public Engagement and Customer Service has met with the ARU research lead and shared the Essex Police Public Engagement Strategy, local plans and public perception survey results and discussed the key areas for the project and focus groups. The public engagement team are supporting ARU during the research and have already facilitated the request from ARU to conduct focus groups with district commanders and community policing teams from the Southend and Uttlesford District Policing Areas. The final report is due at the end of March 2019, but early findings from the focus group include the capacity of the Community policing teams to fulfil local engagement alongside their responsibilities for investigating Hate Crime.

Optimisation of Police and Public Engagement - This project is funded by an external grant achieved by ARU 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.

ARU launched their survey as part of this project in August 2018.   Essex Police has supported the promotion of this survey using social media channels to increase its reach and completion.  Unfortunately, over the summer period, whilst the public reach was very high, the completion rate was lower than expected.  This resulted in some adjustment to the survey and a series of targeted postings to increase public uptake.   ARU research team would like to achieve at least 500 completed responses from members of the public to validate its research and have therefore extended the period during which their survey will be Live until January 2019.  A written report with outcomes and recommendations for Essex Police is expected into Force by June 2019.

**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. A presentation is being arranged for January 2019 of the volunteer platform developed by Northampton as a prelude to adoption in Essex Police.

Some of the volunteers have started in Serious Crime Directorate and we have now matched some of the other volunteers to more of the roles we have available. The Northants platform will allow us to utilise the volunteers in a much more dynamic way in real time as issues and problems arise.

**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.

The pulse survey originally planned for April 2019 will now take place in June 2019 to allow time for the Force to resolve issues identified during the staff survey and the Chief Constable’s 5.5k conversations with a small investment from the approved Operational Transformation bid (£100k). The process for managing the Operational Transformation Bid and measuring benefits has been approved by the Staff Engagement Steering Group on the 3rd December. The process ensures that local issues can be locally identified, owned and resolved with effective mechanisms in place to ensure expenditure meets the requirements of the fund and do not conflict with any other activity within the Force.

The results will inform the work of the DCC led Staff Engagement and Steering Group (SESG).

**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.

More recent work completed in November 2018 by Essex Police Performance Analysis Unit (PAU) has further enhanced the severe/complex demand analysis and extends the forecast to 2020/21. The additional analysis is based on data up to October 2018 and includes a more sensitive forecasting methodology, incorporating seasonal and trend variations that occur during a year.

The conclusion from this work is that more severe/complex demand will continue to increase but at a significantly higher rate than previously expected, meaning that officers and staff will be spending even more time dealing with this type of demand.

**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 28th March 2019 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.