**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** |
| **Chief Officer** | **Dr Victoria Harrington** |
| **Date Paper was Written** | **18th March 2019** |
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| **Report from:** | **Essex Police** |
| **Date of Meeting:** | **28th March 2019** |
| **Author on behalf of Chief Officer:** | **Paul Nagle** |
| **Date of Approval:** | **19th March 2019** |

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 3rd January 2019 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 have been provided on the following areas:-

* Joint Serious Crime Directorate
* Joint Support Services Directorate
* Essex/Kent Police Forces – Op Hexagon
* 7 Force Strategic Collaboration Programme
* Home Office – Digital Policing Portfolio
* Digital Public Contact – Single Online Home
* Essex County Fire & Rescue Service (ECFRS)
* Local crime reduction collaborations
* Essex Centre for Data Analytics (ECDA)
* Innovative Partnerships – BT Hothouse
* Anglia Ruskin University
* Cyber Specials and Volunteers
* Durham University

The report incorporates an agreed action from the last Board to integrate quantification of costs and benefits and apply a RAG rating. Information on costs and benefits have been provided where captured through existing Programme reporting mechanism, primarily for the larger active collaboration workstreams. Further detailed work would be required to develop a full quantification of costs and benefits for the smaller but innovative areas of collaboration.

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**

**Essex/Kent Collaboration**

**Joint Serious Crime Directorate (SCD)**

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| Overall RAG | Time | A | Costs | G | Cashable  Savings  £1.62m | G | Benefits | G |

Good progress has been made in implementing the remainder of the new structures and teams agreed following the SCD Review that was agreed by JCOG (Joint Chief Officers Group) in November 2017. A project board has been established to oversee and co-ordinate SCD Estate Moves necessary to complete the full implementation of the agreed changes.

**Joint Support Services Directorate -**

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. The collaborated business model is regularly reviewed as reflected in the current 7 Force – IT Convergence work streams, introduction of 7 Force – Procurement function and the formalisation of the separation of Kent & Essex Estates functions.

**Op Hexagon**

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| Overall RAG | Time | A | Costs | G | Savings  18/19 - £100k achieved.  19/20 - £250k | A | Benefits | G |

The purpose of this work stream is to develop collaborative opportunities between Operational Policing Command (Essex Police) and Tactical Operations (Kent Police).

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 £100k savings was presented and agreed by COG on the 19th December 2019.

A further Op Hexagon report was discussed at the 4th March 2019 SCCB setting out opportunities and lessons learned from Collaboration with Kent. The report identified opportunities in the following areas that will now be progressed.

* The consistent use of the departmental name of ‘Resource Management Unit’
* Alignment and adjustment of ownerships of budgets e.g. overtime
* SAP working practices review, SAP self-service, SAP ‘robotics’
* Structured review of RMU – already complete in Essex
* The notion of agile resourcing. Kent to consider the ‘Essex Flex’ model
* Demand Analyst role(s)
* Training Administration
* FCR Duty Planning. Essex FCR duty planning is carried out within the RMU, benefits of Kent adopting similar approach to be considered.
* Single contact number across both Forces

The FSEL (Firearms Shotgun, Explosives Licencing) Hexagon business case which Essex will lead on will be developed and presented to the SCCB in the summer of 2019/20 and then subsequently to COG/JCOG.

**7 Force Strategic Collaboration Programme:**

**PEQF (Overall RAG Green)** – The Policing Education Qualifications Framework (PEQF) remains a significant focus for all forces. The 7F Programme are leading on the procurement aspect of PEQF; defining and procuring the services of the Higher Education Institution's to deliver police apprenticeships. The tender process was launched on 4th February 2019. A briefing update was provided to the 7 Chief Constables on 28th February 2019. The first set of Clarification questions have been answered. A clarification event and finance evaluation training are being held in March following which evaluation packs will be collated, anonymised and issued.

**Procurement** **(Overall RAG Green)** - The 7F Programme are working on the implementation of the 7F Single Procurement Function. The Job Description evaluation panels for roles for the Seven Force Procurement function are on track for completion. The 7F Procurement model is being revised and reviewed considering the feedback collated from the initial consultation process.

**Armed Policing (Training & Governance) (Overall RAG Green)**  - 7F Armed Policing is working to develop fully interoperable operational armed resources which can deploy seamlessly across the seven forces, with the same capability, training, equipment and operational understanding. Vision meetings have taken place in which there was 7F agreement for a single procurement framework for the 7F Armed Policing Uniform (Shirts/ Trousers). Standardisation of the Armed Policing curriculum is taking place ahead of full 7F Armed Policing migration expected on 1st April 2019. A workshop will take place in order to develop the 7F Armed Policing Strategic Outline case (SOC). This is expected to be ongoing for at least 3 months.

**Forensics (Overall RAG Green) -** The 7F Programme are in the early stages of exploring potential 7F opportunities in Forensics. The forensics work plan has matured to give greater detail of the service review phases and key milestones. The second monthly board meeting has taken place and fortnightly project meetings have been held. The Baseline work has started and a Benefits mapping workshop was held, with the initial draft benefits map and vision statement completed.

**Home Office Digital Policing Portfolio/Home Office Technology Programme**

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| **Overall RAG**  **Amber** | Time | A | Costs  £ 136K NAS  £50k HOB | G | Savings | A | Benefits | G |

The DPP is a national delivery organisation that will support the evolution of policing, enabling forces to respond and adapt to the increasingly digital world we live in, by developing nationally consistent services and capabilities enabled by technology. The solutions developed will enable forces to meet the changing demands of the public, more effectively prevent and investigate crime and better handle digital evidence. There are a number of national projects within this Portfolio that are currently being progressed in Essex with updates as below:-

* CAID (Child Abuse Image Database) – Alternative grading product trialled, findings to be incorporated into outline business case for Digital Forensics Unit (DFU) & Police Online Investigation Team (POLIT) IT redesign.
* NAS (National ANPR Service) – Due to delays in implementing the PSN line the original date to begin dual running from March 2019 cannot be met. A new connection date has been agreed and is on schedule, providing the PSN line is in place.
* HO Biometrics – Mobile Fingerprint - LIVE pilot begun. Wider roll out of HOB functionality and scanners planned from April 2019.
* National Law Enforcement Data Programme NLEDP (PNC and PND system replacement) – Awaiting output from re-planning and recommendation for delivery options along with costs.

Digital Public Contact – Single Online Home

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| **Overall RAG**  **Amber** | Time | A | Costs  TBD (circa £110k PA) | G | Savings | N/A | Benefits | TBD |

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.

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.

Essex and Kent Police both held transition start-up events in January 2019 and now have project teams working with the national transition team to prepare for migration to Single On-line Home. The forces are working independently although sharing best practice and co-ordinating joint work in areas such as IT change and Information Security matters. The go-live dates for Essex and Kent Police will be the same and are currently scheduled for three phases during June, July and end August 2019. The detailed business case was presented to the OPFCC Strategic Board on the 14th March and the Section 22 agreement is currently being considered.

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

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| **Overall RAG**  **Amber** | Time | A | Costs  £ 1,320k (2 yrs) | G | Savings  Non-cashable £11.28m  Cashable - TBC | A | Benefits | A |

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:-

* A deep-dive review of the Programme Risk Register is underway with the OPFCC’s Pippa Brent-Isherwood in conjunction with EP (Paul Nagle)/ECFRS (Charles Thomas). The 5x5 model is being adopted to ensure consistency of risk scoring with both services and the OPFCC.
* Pippa Brent-Isherwood is undertaking a review of the governance and decision making pathways for the collaboration projects in conjunction with the Collaboration Team.
* The outcome of the Phase 7 bids for One Public Estate funding has been awarded. Planning will now commence. This relates to the Lexden (Colchester) site owned by ECC, EEAST and ECFRS. This will help inform ongoing collaborative projects exploring shared fleet and specialist training facilities.
* Community Safety collaboration to continue to ensure effective attendance at / operation of Community Safety Partnerships (CSPs) and effective attendance at / operation of the Community Safety (CS) Hubs. This work will provide greater detail on the identification and selection of the 8 x ECFRS staff, including a timeline for them to work as part of the CS hubs. It will consider how the 4 x Community Builders also become integrated. The Feb 2019 SGB agreed these staff will continue to be part of the shared space. This convergence work will also include a deep dive review of youth diversion / engagement work across police and fire and consider options for closer working. This also links into LPSU-led wider Youth Justice Team development and its links to the Violence and Vulnerability Unit and the Home Office funding availability for diversion.
* Business cases for joint Fleet workshops, IT Convergence, Joint Incident Command vehicle and Increasing Resources in the Dengie are due at SGB in the next three months. The ICT convergence report will be shared with Kent Police and Kent PCC by PFCC Roger Hirst and CC Harrington.
* Business cases for tactical projects – Arson Prevention, Intelligence Sharing and shared Drone usage are being developed and will be presented to SGB when ready.

**Local crime reduction collaborations e.g. community hubs**

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| **Overall RAG**  **Green** | Time | G | Costs  £ 100k | G | Savings | N/A | Benefits | G |

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.

6 out of 10 Local Policing Districts have implemented Community Safety Hubs. Where agreements are yet to be made there are no co-located hubs, these areas are subject to ongoing dialogue. Nevertheless, those areas benefit from strong, healthy and effective partnership working arrangements within CSPs. With the exception of Harlow, progress is now being made for Hubs to be established in all areas by mid- 2019. Terms of Reference for the hubs have been agreed and circulated to all stakeholders.

Work is on-going to deliver a single and consistent performance framework for CPTs to measure their contribution. Another focus is increasing the number of partners embedded within the hubs, e.g. ECFRS are working to establish a presence in each CSH as part of the Fire Collaboration Project.

**External and innovative partnerships:**

**Essex Centre of Data Analytics (Overall RAG – Green)**

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.

ECDA are in the process of market testing new data storage and sharing services. The ability to store and share vast quantities of structured, semi structured and unstructured data is an important step to the implementation of ECDA. There are plans in place to procure a service during the next 6 months.

**Innovative Partnerships – BT Hothouse**

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| **Overall RAG**  **Green** | Time | A | Costs | G | Savings | N/A | Benefits | G |

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.

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 rollout following a product demonstration.

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, filter risk and provide advice and guidance in real-time to children. A re-arranged stakeholder meeting to progress negotiations, including placing one of their analysts in Essex Police to support this, will be scheduled in the next period.

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. The Hot House event is planned for October 2019. A planning meeting for external partners is to be scheduled for May 2019.

**Anglia Ruskin University (ARU)**

Domestic Abuse Victims Project - This 12 month project, commissioned by the OPFCC is being undertaken by Anglia Ruskin.  (Overall RAG – Green)

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.

Essex Police and ARU will be entering into a data processing agreement enabling DVPN/DVPO data to be shared for ARU to complete the project. A completion deadline of 30th April 2019 has been confirmed.

Restoring Public Confidence through the delivery of improved Community Policing - (Overall RAG – Green)

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.

We have been informed that the findings and report have been sent to the OPFCC. EP has received a copy of the Executive summary.

The findings of the focus groups were as follows:

• Strong partnerships with other agencies: many police officer respondents spoke warmly about the strength and benefits of the relationships that they had built with other agencies, especially those of the local council. Co-location had clearly created advantages for the maintenance of these relationships.

• Experienced and dedicated community policing teams with good local knowledge: officers they struggled at times to find the time to maintain this knowledge. Residents spoke very highly of the local officers they knew by name.

• Commitment to facilitating a range of community engagement activities, including social media: officers were happy to use a range of methods for engaging the public, and were effective in doing so, when other demands allowed.

• Integration of special constables and volunteers: Special Constables were well-integrated with regular officers and in some areas were given the opportunity to develop ‘ownership’ over the areas they policed. The ‘Active Citizen’ programme was also widely spoken highly of.

Optimisation of Police and Public Engagement – (Overall RAG – Amber)

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.

ARU report that despite a push on social media channels to increase participation, completed surveys are still under 300.  Essex Police will continue to promote the survey using their social media channels to help boot participation levels.  The project remains on track and ARU aim to complete their report by June 2019.

**Cyber Specials and Volunteers – (Overall RAG – Green)**

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. Priority is being given to the Cyber Protect Volunteers.

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. The Cyber Specials CV module has been activated on Duty Sheet and 7 Specials have updated with their digital skills. For example a Special Constable who works in Cyber Security has been identified and has engaged with the Cyber Team. He will work attachments with the team where required.

**Durham University - (Overall RAG – Green)**

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 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. Final arrangements are now in place with Durham University and an internal communication plan is being developed to support the survey which will take place at the end of June 2019.

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

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 27th June 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.