**Performance and Resources Scrutiny Programme 2019/20**

**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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| **Report from:** | **Essex Police** |
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| **Author on behalf of Chief Officer:** | **Paul Nagle** |
| **Date of Approval:** | **17th June 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 28th March 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 updated information in relation to these items as documented within the Force Management Statement 2 (FMS 2) of June 2019.

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 | G | Costs | G | Cashable  Savings  £1.62m | G | Benefits | G |

*Note RAG assessment from SCCB pack except overall RAG which was determined for this report.*

The SCD programme of work includes restructuring of most areas of the Directorate with investment in the provision of new teams which include a Modern Day Slavery team and a serious crime prevention capability in both Forces. Whilst the SCD Review has made a number of significant changes to the directorate, the vast majority of which are in place, some are awaiting completion of estates work at Rayleigh and Great Dunmow before teams can move to their new locations.

**Joint Support Services Directorate**

The joint SSD has achieved considerable cashable savings objectives whilst maintaining service across both forces and continues to make the most significant contribution to the Essex Savings & Efficiency plan. The collaborated business model is regularly reviewed as reflected in the current 7 Force – IT Convergence work streams and the introduction of 7 Force – Procurement function, where staff consultation will be completed in June 2019, go live of the Governance functions is planned for October 2019. The directorate is also working collaboratively with a number of projects within the Home Office Digital Policing Portfolio/Home Office Technology Programme which are outlined later in this report.

**Op Hexagon**

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

*Note RAG assessment from SCCB pack except overall RAG which was determined for this report.*

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 is leading on is being developed which will subsequently be presented to SCCB and JCOG. This business case is scheduled for the 25th July 2019 P&R Board.

**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 and the stage one tender process for PEQF has now successfully concluded, with discussions now progressing with a preferred bidder.
* **Procurement** **(Overall RAG Green)** - The 7F Programme are working on the implementation of the 7F Single Procurement Function. Final stages of staff consultation, closes on 7th June. Still looking at a go live of the Governance functions in October 2019 and full go live for April 2020. The alignment of contracts will lead to greater interoperability as well as increasing efficiency and effectiveness across the Forces.
  + **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. From April 2019 the 7 Forces moved to a single interim 7 Force Firearms Licence structure with all four delivery centres now aligned. Essex and Kent are now part of the 7F Structure. The first draft of the Armed Policing SOC has been created and is under review by the AP Strategic group and DCCs. Scoping will take place for the procurement of ammunition. The use of psychometric testing was trialled during a recent Essex initial firearms training course and found to increase the pass rate. Consideration of using psychometric testing to support force training across all 7 Forces is now underway.
  + **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. Baseline work has commenced with five workshops held over March/April 2019 to agree baseline data and start planning for the future state. The benefits map and vision statement has been agreed.
  + **Vetting (Overall RAG Green) -** The 7F Programme are exploring the potential opportunities for Vetting across the seven forces. It has been agreed that DCC Kearton, Suffolk will be the Executive Business Lead for this Vetting. A Strategic Delivery Group consisting of Senior Business Owners of the Vetting Units will now be formed. The project will remain part of the 7F Programme and the responsibility of the Programme SRO Karen Georgiou.

*Note: RAG assessment from 7 Forces Programme Reporting Pack*

**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 |

*Note: RAG assessment from SCCB pack except overall RAG which was determined for this report.*

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:-

* National Law Enforcement Data Programme (NLEDP) (PNC & PND)
  + Awaiting output from re-planning and recommendation for delivery options along with costs.
  + Essex/ Kent IT Services are arranging to meet Central Programme Team to prepare local initiation documentation.
  + Supporting Central Business Change Team in collating local PND data requirement linked to interface between system and users.
* National ANPR Service - Attempts to move the cameras over to the management server to supply NAS have not yet been successful and several issues with processing data have been found. These have been remedied on the current systems with load balancing functions installed on the management server to prevent further occurrences. Essex/ Kent IT Services are currently working to resolve issues of data not yet pushed through to the current systems by the management server and any data which may have been lost during the changeover periods. A previous attempt to resend reads to Cleartone in Essex has meant some data now has the wrong time stamp (shows 1 hour out). Work is underway to remedy this and ensure all data is correct.
* Home Office Biometrics – Live connection to Home Office now in place. Small fingerprint scanner due from suppliers in May/June 2019. These will be tested and rolled out. Additional scanners to be purchased summer 2019 (approximately 200 per force)
* Child Abuse Image Database (CAID) - A work package is being produced and funding sourced for the additional design resource. This will support production of a business case for September submission. This will be for a new IT platform incorporating DFU, Digital Hubs and POLIT. In the interim work is progressing to upgrade the existing CAID and grading terminals, and to increase their number as the teams grow in size.

Digital Public Contact – Single Online Home

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| **Overall RAG**  **Amber** | Time | A | Costs  £0.18M PA | A | Savings | N/A | Benefits | TBD |

Note RAG assessment from SCCB pack except overall RAG which was determined for this report.

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.

The detailed business case was presented to the OPFCC Strategic Board on the 14th March and again on the 13th June 2019. The Section 22 agreement has been approved and signed.

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. Phase 0 – Complaints and complements went successfully live on the 12th June.

The online crime recording facility currently being provided via the national police.uk website will be removed on the 1st of August when that website closes. Single Online Home is due to provide online crime recording as of the 17th July thus avoiding a gap in service to the public. The 17th July should also see Road Traffic Collision and Incident recording go live so it is significant milestone date for the project.

Work is ongoing to achieve an online payment option to support Firearms Licensing go live at the end of August 2019.

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

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| **Overall RAG**  **Amber** | Time | A | Costs  £ 1,320k (2 yrs) | G | Savings | A | Benefits  £14.9m – cashable and non-cashable | A |

*Note RAG assessment from SCCB pack except overall RAG which was determined for this report.*

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 OPFCC have appointed an interim (c 6months) independent Collaboration Programme Lead (Anna Hook) who will report to the OPFCC CEO – Pippa Brent-Isherwood and the DPFCC, Jane Gardner.
* Strategic Programme of Work – covers Fleet, Procurement, shared estate, ICT convergence and joint Community Safety. Assurance is through quarterly STAR chambers with CC and CFO and the monthly Strategic Governance Board (SGB).
* Recommendation has been made to close the majority of the Tactical 10 (T10) projects. These are now having closure reports completed and will be subject of benefits realisation review on a quarterly basis, agreed at February 2019 SGB.
* Drop-in usage of 13 fire stations, in addition to two co-located Stations – Corringham and Manningtree are all now live with inductions, and relevant H&S checks having been completed. A proposal for a further 13 on call stations has been submitted to ECFRS SLT for a decision to proceed, including exploring opportunities for mobile teams having access.
* 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.
* The outcome of the Phase 7 bids for One Public Estate funding has been awarded. This relates to the Lexden (Colchester) site owned by ECC, East of England Ambulance Service Trust (EEAST) and ECFRS. This will help inform ongoing collaborative projects exploring shared fleet and specialist training facilities. Scoping work is now underway.
* Work is underway between the Collaboration Team/Police and Fire Estates and Fire SLT to gather evidence to determine the feasibility for Police Officers and staff to move from Harwich Police Station to Dovercourt Fire Station as well as scoping for Police CPT Team based at Walton Police Station to use Frinton Fire Station as a drop-in location.

**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 |

*Note RAG assessment from SCCB pack except overall RAG which was determined for this report.*

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.

Seven out of 10 Local Policing Districts now have a Community Safety Hub in place, the latest at Brentwood District and Chelmsford City Council. 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.

The strong desire for effective working with local delivery partners through CPSH is sometimes hindered by social care and NHS resource pressures, particularly in ensuring NHS representation at multi-disciplinary meetings. New tactical and Strategic Steering Groups has been established between Essex Police and the NHS to assist the management of demand and joint working and problem solving.

**External and innovative partnerships:**

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

*Note: RAG assessment determined for this report*

As part of the Essex Partners’ Vision, the partnership is building on the ‘Essex Data’ initiative and creating an Essex Centre for Data Analytics (ECDA). This is a joint venture between Essex Police, Essex County Council, and the University of Essex with the ambition to make Essex national leaders, using the power of analysis, data science and AI to tackle key public policy/social challenges (Violence including knife crime, Domestic Abuse, Mental Health and Homelessness). This will allow the partnership to continue making better use of data to prevent and reduce risk and vulnerability to improve outcomes for the people of Essex.

ECDA was launched on 4th June 2019 at the NESTA City Data Conference.

Market testing for a new data storage and sharing service has recently been concluded prior to a procurement exercise over the next few months. The ability to store and share vast quantities of structured, semi structured and unstructured data is an important step towards the full implementation of ECDA. A Business Case for Essex Police funding from the Operational Transformation Reserve for 3 years was considered and agreed by the OPFCC Strategic Board on the 13th June 2019. This will support key joint ECDA appointments and a data sharing service.

**Innovative Partnerships – BT Hothouse**

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

*Note RAG assessment from SCCB pack except overall RAG which was determined for this report.*

In November 2017 Essex Police launched an innovative partnership 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.

Over the last year and a half Essex Police has worked with a charity called The Dot.Com Foundation, and a range of other partners including Microsoft, Data Art and children from Holy Cross School in Thurrock to create a digital version of the charities child safe-guarding product, and also to extend the product to include online harms such as grooming, bullying and harassment. The national pilot product was launched on the 5th June 2019 at Holy Cross School and the event included linking with the developers based in Russia and the Ukraine via a video link, and hearing from the children about their experience of using the products. Around 2000 year 5 and 6 children across the country will now be acting as ‘developers’ helping to test and refine the product. Holy Cross School and St Joseph’s School in Stanford-Le-Hope, both in Essex, have a key role in supporting the pilot and developing the product.

The national roll-out is planned for October 2019. Aside from the product itself the involvement of the two Essex Schools has allowed the force to engage with the school children in an extremely positive way in a community where it can be hard to build and sustain positive engagement with young people. The local launch received extensive local media coverage including BBC Essex Radio and some national press coverage as well. The project is supported by the Department for Education who are keen to make the successful product available in all schools free of charge.

 In addition to the child safeguarding activity the innovative partnerships initiative has driven a new approach to data across the Force through the development of 3 foundation products, a data audit, data strategy and a front line assessment of data demand. The work with core partners has enabled the Force to understand the value of its own data and the importance of taking a holistic approach to the exploitation, management and analysis of data. To advance this work a new post for a single force data lead, Enterprise Data Officer (EDO), has been created to deliver the new approach. The recruitment of the EDO has commenced and should be completed in the summer 2019.

Planning for the next round of activity under the partnership is well underway with the second Hothouse planned for 11th to 13th November 2019. This will focus on two themes: how technology/development in Essex over the next 20 to 30 years will shape future planning and the role of Essex Police; and how technology can be used to help safeguard those vulnerable to particular harms.

**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)

*Note: RAG assessment determined for this report*

A summary of the paper produced by the Policing Institute for the Eastern Region (PIER) on the use of DVPN and DVPO by Essex Police was provided to the OPFCC in May 2019. The aim of this review was to explore the use of DVPO/Ns in Essex. The main points from the research are set out in the following paragraphs.

Since the National implementation of Domestic Violence Protection Orders (DVPOs) and Domestic Violence Protection Notices (DVPNs) in 2014, the orders are heavily underutilised and a large proportion of victims who may benefit from a protection order are not receiving them.

Considering the consistently high volume of DA incidents within the UK and the low-threshold required to issue a DVPN/O, it is surprising that they are not issued more frequently. Possible issues could be:

* Officers do not see the value in issuing a DVPN/O
* Officers are not appropriately trained in the circumstances within which they should be offered
* A procedural issue (i.e. a DVPN may be too resource intense to operationalise in their current form)

A risk identified in the report is that although Essex Police are within the top-middle range for the implementation of DVPN/Os nationally, the orders are still massively underutilised which bears the risk that victims are not being provided with the support they need to make decisions.

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

*Note: RAG assessment determined for this report*

This 12 month project, commissioned by the OPFCC has now been completed and the findings have been reviewed and summarised into a report for the OPFCC. The findings are summarised below and are consistent with other sources of insight.

## Key Findings

### Strengths:

* Strong partnerships with other agencies (especially the council)
* Good local knowledge/Dedicated and Experienced officers
* Community engagement activities (inc social media)
* Integration of Special Constables and volunteers

### Challenges

* Maintaining a visible presence in the community
* Accessibility and familiarity of officers – Closure of police stations, poor performance of 101 and perceived lack of visible foot patrol which shows obvious consequences for flow of information/public confidence in police accessibility and responsiveness. Community participants expressed a reluctance to call the police and an awareness of the strain and pressure on officers.
* Resources low/demands high. Lack of local tasking within CPTs and the need to consistently prioritise other tasks (i.e hate crimes, more serious calls for service) meant that CPTs felt constrained in their ability to solve long-term problems and address the priorities that were brought to them by the community.

The report was used to inform the District Engagement plans which were refreshed in April 2019 and the full report and findings will be presented to the Victim Focus and Public Confidence Board to inform the programme of work overseen by the Board.

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

*Note: RAG assessment determined for this report*

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.

This study has not been as successful as the researcher had hoped due to the low level of responses to the survey. The final report is still expected towards the end of June 2019.

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

*Note: RAG assessment determined for this report*

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 using a platform available through the national Cyber Specials and Volunteers Scheme (CSCV).

Some of the volunteers have now started in the Serious Crime Directorate and volunteers are now being matched to more of the roles we have available. The CSCV platform will allow the force to utilise the volunteers in a much more dynamic way as issues and problems arise. The Cyber Specials and Cyber Volunteers’ module has been activated on Duty Sheet and 7 Specials have updated it with their digital skills.

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

Note: RAG assessment determined for this report.

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 further ‘pulse’ survey was launched on the 4th June 2019 and closes on 2nd July 2019 and will measure our progress against the initial findings and introduce some new measures for staff and officer wellbeing and gender equality. The survey will be live for four weeks and the response rate (35%) after the first two weeks is looking encouraging.

Essex Police has been invited to speak at a national conference being planned by Durham University in autumn 2019 as the Force is recognised for its best practice in delivering and responding to the results of the staff survey.

**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 is scheduled for the 26th September 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.