

## Performance and Resources Scrutiny Programme 2019/20

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

<b>Title of Report:</b>	<b>Future and Current Collaboration Activity – quarterly update</b>
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<b>Chief Officer:</b>	<b>Dr Victoria Harrington</b>
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<b>Report from:</b>	<b>Essex Police</b>
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<b>Date of Approval:</b>	<b>16<sup>th</sup> September 2019</b>

### 1.0 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 27th June 2019 Board.

### 2.0 Recommendations

The report is for the Performance and Resources Scrutiny Board to note. No action required.

### 3.0 Executive Summary

Collaboration permeates throughout the force and remains 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

#### **4.0 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:

- i. **Essex/Kent police forces**
  - a. Joint Serious Crime Directorate (SCD)
  - b. Joint Support Services Directorate (SSD)
  - c. Joint Operational working Essex OPC/ Kent TAC OPS
  
- ii. **Regional police collaboration**
  - a. 7 Force Strategic Collaboration Programme:
  - b. Athena IT Programme (nine forces):
  - c. Eastern Region Special Operations Unit (ERSOU):
  - d. Eastern Region Counter Terrorism Intelligence Unit (ECTIU):
  
- iii. **National collaboration –**
  - a. National Police Air Service (NPAS)
  - b. Eastern Region Mobilisation Hub
  - c. Home Office IT Programme
  - d. Home Office Digital Policing Portfolio

- iv. **Local collaboration**
  - a. Essex County Fire & Rescue Service (ECFRS)
  - b. Local Crime reduction collaborations– e.g. community hubs
  
- v. **External and innovative partnerships**  
 These initiatives include:
  - a. Essex Centre for Data Analytics (ECDA)
  - b. Innovative partnerships – BT Hothouse
  - c. Essex Online Partnership (EOLP)
  - d. Anglia Ruskin University (ARU)
  - e. Open University Centre for Research and Learning
  - f. Cyber Specials and Cyber Volunteers (CSCV)
  - g. Durham University

**5.0 Update on Current Collaboration Work**

**Essex/Kent Collaboration**

**Joint Serious Crime Directorate (SCD)**

Overall RAG	Time	G	Costs	G	Cashable Savings £1.62m	G	Benefits	G
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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. All remaining SCD team moves into Rayleigh will be completed by the end of this year, with the relocation of SCD teams from Essex HQ to Great Dunmow expected to complete by February 2020. A Post Implementation Review (PIR) of the SCD – Volume Fraud Team is complete and will be discussed at SCCB on 7<sup>th</sup> October. A joint PIR of the other elements of the SCD Review is currently being scoped and planned and will be undertaken as a joint review by the Essex and Kent Change teams in the first part of 2020.

**Joint Support Services Directorate (SSD)**

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 and 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. Recently, changes in roles and responsibilities have been announced for a defined interim period, with Mark Gilmartin moving to the 7 Force Programme for ten weeks to lead the IT and procurement elements of the 7 Force initiatives.

**Op Hexagon**

Overall RAG	Time	A	Costs	G	Savings 18/19 - £100k achieved. 19/20 - £250k – now being re-considered for 20/21	R	Benefits	G
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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).

An update on the development of the FSEL (Firearms Shotgun, Explosives Licencing) business case was provided to JCOG on 4<sup>th</sup> September 2019. There are 4 key areas of business that have been identified as requiring alignment if the opportunity for savings are to be achieved: Delegated Authority, IT Systems, Leadership/Management of Department and Policies & working practices.

Kent have reviewed Cyclops 2 as a potential IT solution for their FSEL team and now consider it to be a viable option for which a proposal has been developed for including in the 2020/21 IT programme. Any opportunities for savings by a closer working relationship between both FSEL teams is reliant on a shared IT platform. Lack of a shared IT platform continues to place alignment of processes and command on hold.

£250k Op Hexagon savings included within the approved 2019/20 Savings & Efficiency Plan were reviewed at 4<sup>th</sup> September 2019 Efficiency & Savings Board. It was agreed following the update to JCOG on the FSEL Op Hexagon Business Case that the £250k 2019/20 savings forecast be reduced to nil, with the anticipated savings from this business case being re-considered for 2020/21.

## **7 Force Strategic Collaboration Programme:**

- **PEQF (Overall RAG Amber)** – 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 was concluded. At the Summit Meeting on 9 July an extension was agreed for the stage 1 decision to undertake further clarification questions and work with the College of Policing to develop and refine the abstraction modelling toolkit. It is important to note the timeline extension does not impact on go live dates for forces.. A presentation was provided to the 7 Chief Constables on 21st August 2019 to recommend each force's preferred strategic position. All but 1 force (who has been offered more time to consider) are recommending to move to due diligence and will present back a joint decision with local PCCs by 13th September 2019.
- **Procurement (Overall RAG Green)** - The 7F Head of Strategic Procurement is now in post. This appointment comes at a key time with 7F Programme working towards the implementation of the 7F Single Procurement Function. Work is currently underway in preparation for transition to the new single function, the first phase of which is due to go live in October 2019. An appointment has been made to the vacant post of 7F Head of Category Management, with a start date to be confirmed. The 7F Procurement Project Team has been mobilised and have started information gathering exercises. The Project Team will look to produce the 7F procurement processes, templates and workflows to enable the 7F operation model to be developed. In the coming months, the vacant posts will be advertised following completion of the appeals process. Joint HR and Finance workshops will also be held to develop the processes and principles for how HR and Finance are going to support Business as Usual for the single 7F procurement function.
- **Armed Policing (Training & Governance) (Overall RAG Amber)** - 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. Following feedback from the first draft of the 7F armed policing STRA (Strategic Threat and Risk Assessment), a second iteration has been drafted. There is a requirement for a second review to be submitted to the College of Policing by September 2019. The separate force STRAs now form part of a standardisation framework. The Armed Policing STRA sets the pace, tempo and requirements of operational armed policing activity, this in turn influences the training calendar and future of a single training command. Following participation in the first national diversity in armed policing working group and a separate meeting with SCO19 (Mets Specialist Firearms Command), activity that will inform benefits associated with recruitment and retention of firearms officers from underrepresented groups will be included within the Outline Business Case (OBC). The Training Delivery Manager role was advertised but no applications received so the role is to be re-advertised.
- **Forensics (Overall RAG Green)** - The 7F Programme are in the early stages of exploring potential 7F opportunities in Forensics. A work plan has been completed for the procurement key milestones. The first draft of the business user requirements is

currently being developed. A DPIA (Data Protection Impact Assessment) workshop was held on 30<sup>th</sup> August 2019, with two further dates scheduled for follow up workshops. The FSP (Forensic Science Provider) contract risks have been described in a report and shared with Chief Finance Officers who have supported the extension option. The Forensic Collision Investigation Unit SCR (FCIU) business case to create a Forensics Collision Investigation Network (FCIN) was supported by 7F Chief Constables. In the coming months, the first draft of the Data Protection Impact Assessment (DPIA) will be completed and work will continue on the ITT (user requirements). The first draft of business user requirements for a replacement case management system will be completed.

- **Vetting (Overall RAG Amber)** - 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.
- **Driver Management Module (Overall RAG Amber)** – Aims to deliver the Chronicle Driver Management Module across the 7F Forces to ensure we are compliant with the insurer’s requirements with a deadline of October 2019. Further revisions of the ICT Design Document have been priced and shared with ICT SPOCs and the Regional Technical Design Authority (RTDA). A Project Overview document has been drafted with a view to providing all 7F stakeholders with the information needed to develop local plans and activities for successful implementation. Testing was carried out by local Business SPOCS to ensure data looks as expected and reporting any issues that need to be reviewed further.

Note: RAG assessment from 7 Forces Programme Reporting Pack

**Home Office Digital Policing Portfolio (DPP) / Home Office Technology Programme**

Overall RAG Amber	Time	A	Costs £ 136K NAS £50k HOB	G	Savings	A	Benefits	G
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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.
  - Recently two workshops have been held – regarding Code of Practice and PNC data.
  - A meeting is planned with the national NLEDP Team to further understand the forthcoming technical changes.
- National ANPR Service (NAS) - Since the last update, Essex and Kent Police now supply NAS Production (live) and dual running has commenced. The next stage will be to connect Ports cameras in Kent and resolve the ongoing snagging list.
- Home Office Biometrics (HOB) – Live connection to Home Office now in place. Pilot number increased in using Small fingerprint scanners. Pilot use to continue, procurement will commence following end of the Pilot period (End of October)
- Child Abuse Image Database (CAID) – Work has completed to upgrade the existing CAID and grading terminals, and to increase their number as the teams grow in size. The 20/21 Stage 1 Business Case for DFU Redesign is now complete, comprising DFU, POLIT (CAID) and Digital Hubs. The next stage will be to submit this Stage 1 Business Case for inclusion in the 20/21 IT Programme of Work.

Digital Public Contact – Single Online Home (SOH)

Overall RAG Green	Time	G	Costs £0.18M PA	G	Savings	N/A	Benefits	A
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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 provides 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 14th March and again on 13th June 2019. The Section 22 agreement has been approved and signed.

As an interim step, Single Online Home online crime recording went live in mid July 2019 replacing the online crime recording facility provided via the national www.police.uk website which was due to be removed as an available facility on 1st of August 2019.

Essex Police transitioned to the new internet platform over summer 2019, incrementally building testing and adding the circa 50 elements that make up Single Online Home initially

onto a trial Beta website. Full go live was achieved on 4<sup>th</sup> September 2019 when the previous 'legacy website' was removed and replaced by Single Online Home.

Essex and Kent Police are both Tranche 5 forces on the national rollout plan for Single Online Home. They worked together during the preparation and transition phases. Kent Police are due to complete their go live later this month (September 2019).

Work is ongoing to achieve an online payment option to support Firearms Licensing and other Single Online Home applications that would benefit from the ability to complete transactions with online payment. An interim non-payment version of Firearms licencing went live as part of the main September 2019 Go Live and this will be replaced with the payment version once online payment options are available.

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

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

Recent updates are highlighted below:-

- Assurance workshops, with the Finance teams from Fire and Police, have taken place to review the financial benefits for the Tactical Projects.
- Revised Terms of reference for the Strategic Collaboration Governance Board have been adopted and the revised Programme Board ToR were discussed and agreed at the Board on 22 August. These have been developed to ensure a consistency of approach to the governance process. This will go to SGB in September for approval.
- A draft Collaboration Stocktake, with indicated progress against the success measures in the PFCC Local Business Case has been developed and presented at the Commissioners Briefing in June and shared for comment across the Collaboration Team and individuals of Essex Police and ECFRS. An updated version of the Collaboration Stocktake, reflecting the comments and observations from both ECFRS SLT and Essex Police COG, will be brought back to the Commissioner’s Briefing in September, where identified actions will be discussed.

- Additional Shared use of Fire stations – The next round of enabling 20 fire stations as drop-ins has commenced, with Witham fire station holding inductions from 15th of August.
- Star Chambers for the Strategic Programme of Work projects will be held in September chaired by the Chief Constable and Chief Fire Officer to review progress and maintain momentum.

**Community Safety Hubs**

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

Overall RAG Green	Time	G	Costs £ 100k	G	Savings	N/A	Benefits	G
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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 (Basildon, Thurrock and Harlow). These areas are subject to ongoing dialogue, with in-principle plans and financing agreed and strong, healthy and effective partnership working arrangements within CSPs. A Hub is now operating at Basildon Council offices and being used throughout officers’ tours of duty with officers starting and finishing their tour of duty at Basildon Police Station.

The strong desire for effective working with local delivery partners through (Community Partnership Safety Hubs) 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.

The OPFCC has recently commissioned an external audit of the Hub Structure and results are awaited.

**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, for example 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.

A procurement exercise for a new data storage and sharing service has recently been concluded, this will be presented to the ECDA sponsors for final sign off. 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 13th June 2019. This will support key joint ECDA appointments and a data sharing service.

**Innovative Partnerships – BT Hothouse**

Overall RAG Green	Time	G	Costs	G	Savings	N/A	Benefits	G
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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.

**Dot.com Safeguarding Product**

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 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. 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.

Since the last update, the national Dot.Com pilot has been continuing, but the national roll-out has been postponed until January/February 2020 to allow the development of a new delivery platform from a new partner – 2 Simple. The new partner have a strong relationship with schools across the UK as well as with the British Educational Suppliers Association (BESA). The basic product will remain free to use for schools and the charities founder has recently done a TED Talk which tells the story.

<https://www.youtube.com/watch?v=OHR Ej k Y 5 j R 0>

### Other Hothouse initiatives

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. Recruitment of the EDO remains ongoing and should be completed by the end of October/early November.

### Hot House 2

Planning for the next round of activity under the partnership is well underway with the second Hothouse planned for 11th to 13th November 2019. The themes for this second Hothouse are:

Smart cities, Internet of Things (IOT), population growth, housing developments, surveillance and designing out crime; are all hot topics for Essex Police and our partners in the digital age. How will technology and developments in Essex over the next 20 to 30 years shape the role of the force? What do Essex Police, and our partners, need to start planning for now?

As with 'Hothouse 1' the aim of the event is to bring together cross sector partners to examine the topics from different perspectives and to leverage the exciting mix of skills, knowledge and experience in the room. Through this we hope to address topics identified as being critical to Essex Police, partners and the people of Essex in the digital age. As before, the event is likely to lead to a range of projects with partners and other stakeholders over the next 18 to 24 months.

## **Anglia Ruskin University (ARU)**

We are currently reviewing options for scoping and commissioning new research through the Policing Institute for the Eastern Region. A further update on this will be provided following discussion at COG on 25th September. Research areas for the Force will focus on the Chief Constable's four Vs (Victims, Vulnerability, Violence, and Visibility), there will also be an emphasis on understanding and managing demand, partnership working and applying research findings.

## **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 have continued to promote the survey using their social media channels to help boost participation levels.

This study has not been as successful as the researcher had hoped due to the low level of responses to the survey. We are waiting to receive the final report.

## **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 was 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). 8 candidates are being proactively progressed through vetting and 2 of the candidates have applied for dual roles.

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 2 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 4th June 2019 and closed on 2nd July 2019. The Force achieved an excellent response rate (2804 responses / 51%) and the results are due to be shared with the Senior Leadership Team in October 2019. The survey will measure our progress against the initial findings and introduced some new measures for staff and officer wellbeing and gender equality. Essex Police has been invited to speak at a national conference being planned by Durham University in September 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:

- i. More Local, visible and accessible policing
- ii. Crack down on anti-social behaviour
- iii. Breaking the cycle of domestic abuse
- iv. Reverse the trend in serious violence
- v. Tackle gangs and organised crime
- vi. Protecting children and vulnerable people
- vii. Improve safety on our roads

In addition, the Police and Crime Plan has the overarching theme that "Victims are at the Heart of What We Do" and this is incorporated in the collaboration strategies in which Essex Police participates and develops.

## **6.2 Demand**

The Essex Demand review informed initially by the work of PA Consulting in 2017 and subsequently developed by Essex Police Performance Analysis Unit (PAU) has 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.

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. This was an overarching theme in the Essex Police FMS 2 that was produced in June 2019.

## **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, and will continue to be so, going forwards.

## **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  
Will Newman  
Supt Cat Barrie  
Richard Day

## **8.0 Areas for Improvement**

No AFIs relating to Collaboration as at September 2019.

## **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 20<sup>th</sup> December 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.