**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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| **Author on behalf of Chief Officer:** | **Paul Nagle** |
| **Date of Approval:** | **11th December 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 26th September 2019 Board.

1. **Recommendations**

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

1. **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

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. 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 Serious Crime Directorate (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 has been completed. The PIR was discussed at the SCCB meeting on 7th October where it was confirmed that all recommendations have been accepted by the SCD Board. 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)**

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| Overall RAG | Time | G | Costs | G | Savings | G | Benefits | G |

**Note: RAG assessment determined for this report.**

The joint Support Services Directorate (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, for which staff consultation was completed in June 2019 and go live of the governance functions followed in 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 to lead the IT and procurement elements of the 7 Force initiatives.

**Op Hexagon**

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

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

Joint working between Essex and Kent Firearms Shotguns and Explosives Licensing (FSEL) has been discussed as a Hexagon efficiency workstream for some time, it was identified at an early stage that a joint IT platform is critical to that work. Kent and Essex Police FSEL team managers and Chief Inspectors met 8th October 2019 to refine an operating model that would lean towards greater convergence in the future. An agreed model was put before Essex COG on 23rd October 2019 for views prior to moving towards consultation and staff workshops. The model has also been considered at Kent Police COSM. The model confirmed that a single IT system was critical to allowing joint working. Essex Police FSEL use an IT system called Cyclops.

Both Chief Officer teams have agreed that until Kent FSEL have a date for Cyclops installation there remains a critical barrier to convergence, therefore to pause staffing convergence until the delivery of Cyclops in Kent is achieved. This is being considered by Kent COSM and IT services have indicated Kent Cyclops delivery is likely to be in the 2020/21 Kent IT programme of work.

The £250k Op Hexagon savings included within the approved 2019/20 Savings & Efficiency Plan were reviewed at 4th September 2019 Efficiency & Savings Board. It was agreed following the update to JCOG on the FSEL Op Hexagon Business Case (and the projected delay to convergence whilst the Kent Police move to Cyclops) 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.

Other FSEL convergence work on administrative processes continues. A paper went to Essex COG on 23rd October, with Risk Based renewals, medical screening and delegated authorities all being agreed. Delegate authorities and medical screening align Essex with Kent. Kent are looking at Risk Based renewals to consider taking this forward. Medical screening for new grants went live 1st November 2019, for renewals it will go live 1st February 2020 (due to 12 weeks notice period requirements for renewals). Risk based renewals will start 1st February 2020 to coincide with medical screening, which is part of the decision-making process used.

**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. All of the Strategic Due Diligence meetings with 7 Chief Constables and PCC/PFCC have now been completed and reassurance has been provided. The draft Stage 1 Version 1 report was completed for the PEQF SROs to consider whilst extended due diligence is completed to ensure the business can develop a revised implementation/ milestone plan which will protect and safeguard forces. The anticipated final award of contract is now expected in April 2020. Next steps are for completion of the implementation and milestone plan and reviews with the HEI. The business will also identify local governance boards for sign off dates to close due diligence. Drafting of the Stage 2 final report will commence with an updated implementation and milestone plan.
* **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. An appointment has been made to the vacant post of 7F Head of Category Management, with a start date of 4th November. 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. The go-live of the Category Management function was originally scheduled for 31st March 2020, however it has now been agreed to bring this forward to 6th January 2020. Category Management is a strategic approach, which organises spend and resources by specific areas or ‘categories’ of spend, typically in line with supply markets e.g. Technology and sub categories e.g. End User Devices
* **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. The Training Delivery Manager (TDM) role profile was revised following agreement by the 7F ACC's to civilianise the role following two unsuccessful internal officer recruitment attempts. There was a requirement for the revisions to be considered and evaluated by the 7F HR partners. This evaluation process has now been concluded and the 7F team now seek the support of the 7F HR partners to recruit to the role as this role is a key dependency for the move to 7F Firearms accreditation. The TDM role has been advertised across the forces with a closing date of the end of December 2019.

* **Forensics (Overall RAG Amber) -** 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 developed. A DPIA (Data Protection Impact Assessment) workshop was held on 30th 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 Specialist Capabilities Review (FCIU- SCR) business case to create a Forensics Collision Investigation Network (FCIN) was supported by 7F Chief Constables.

Two workshops with Forensics Managers took place on 15th and 19th November 2019 to re-draft the business user requirements. Further work identified in these workshops will now be undertaken. A DPIA review has been completed and this has been shared with the Heads of Information Management for the 7 Forces. Information Security requirements have now been agreed for the ITT. Pre-market engagement supplier returns have been received and reviewed. A report of indicative costs based on the returns is currently in progress.

* Forensic Collision Investigation Unit - The Specialist Capabilities Review national team have appointed an implementation manager and a workshop is being planned for December 2019 to discuss the requirements for the s22a agreement.
* **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. Following the appointment of a Project Manager, a full review of the Outline Business Case (OBC) has been completed. A revised work plan has been agreed to develop a fully “Green Book” compliant business case. On the 5th November 2019, the Tactical Delivery Group met and worked through the benefits and risks of the preferred options for the OBC, the results of which have been fed into the development of the OBC. The Project Board met on the 14th November 2019. A number of critical assumptions were agreed for the calculation of benefits within the OBC. Work will continue on the development of the OBC which will then be socialised amongst all stakeholders prior to submission to the 7F Chief Constables meeting on 7 January 2020 and 7F Summit meeting.
* **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 delivery deadline for compliance of end of December 2019. Further revisions of the ICT Design Document have been priced and shared with ICT SPOCs and the Regional Technical Design Authority (RTDA). An exception Report was provided to 7F DCCs on local capacity to meet timelines for go-live. A new timeline for go-live date of 31 March 2020 has now been agreed with the Insurer Edison and the 7F team advise that this will not impact adversely on insurance premiums. The Chronicle Live system was updated to V3.13.1. The technical implementation plan from delivery of interface to go-live has been agreed.

**Digital Policing Portfolio (DPP) / 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 (Digital Policing Portfolio) 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 several national projects within this Portfolio currently being progressed in Essex:

* National Law Enforcement Data Programme (NLEDP) (replaces PNC & PND)
  + Supporting Central Business Change Team in collating local PND data requirement linked to interface between system and users.
  + Two workshops have been held – regarding Code of Practice and PNC data.
  + NLEDP Business Change team members met with internal stakeholders to establish Rough Order of Magnitude costs (£100k) for Essex Police in terms of training and potential delivery costs for the new NLEDS system, which will replace the current PNC and PND – expected end of 2021. A further planning meeting with the national programme is planned for 17th December.
* National ANPR Service (NAS) - Essex Cameras are connected and the data is being dual fed into the Essex back office solution and the NAS, dual running will continue until NAS functionality has been signed off, at which point the legacy solution will be decommissioned.
* National Home Office Biometrics (HOB) – Live connection to Home Office biometrics now in place. Essex Police and Kent Police have completed a 10 device Pilot in each Force which concluded at the end of October 2019. The scanners were confirmed as acceptable and procurement will now commence for purchase of an additional 150 scanners per Force.
* National Child Abuse Image Database (CAID) –Increased to 12 Essex Police CAID terminals (from 8), work is ongoing to improve the CAID service for Essex Police.

Note:- Progress on the National Law Enforcement Data Programme was discussed at the OPFCC Strategic Board on the 9th December 2019. An action was agreed to review the RAG rating for programme in light of the latest information from the national programme.

**Digital Public Contact – Single Online Home (SOH)**

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| **Overall RAG**  **Green** | Time | G | Costs  £0.18M PA | G | Savings | N/A | Benefits | A |

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. It provides the public with a consistent way of engaging with their local police force and accessing policing services and information on line. Currently 17 forces are live on the system covering 67% of the population of England and Wales. 22 forces should be live by the end of this financial year and most if not all Home Office police forces by the end of the following financial year 31st March 2021.

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](http://www.police.uk) website which was 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 4th September 2019 when the previous ‘legacy website’ was removed and replaced by Single Online Home.

Essex Police (and Kent) are Tranche 5 forces on the national rollout plan for Single Online Home. They worked together during the preparation and transition phases. Kent Police also went fully live with Single Online Home in September 2019.

A card payment supplier (Stripe) is now in place to support online payment. Preparations are being made to roll out an enhanced version of Firearms Licensing with online forms which conclude 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 enhanced version. Other Single Online Home applications that would benefit from the ability to complete transactions with online payment are being considered by the national steering group.

Work in the next period will focus on adding general content to the site and reviewing existing text content post go live as there was a significant amount of general content that was not transferred across by national team. In addition, correction work is required to address issues in ‘Your Area’ element of SOH including imperfections in maps and adding social media links. Online reporting of Anti-Social Behaviour is due to be trialled shortly by other Single Online Home forces. Once the trial is complete, possibly January/ February 2020 and any issues or improvements dealt with, the functionality will be considered for roll out in Essex.

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

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| **Overall RAG**  **Amber** | Time | A | Costs  £ 1,320k (2 yrs) | G | Savings | A | Benefits  £15.155m – 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. The Strategic Programme of Work – covers Fleet, Procurement, shared estate, ICT convergence and joint Community Safety. Assurance is through quarterly Star Chambers with Chief Constable, Chief Finance Officer and the monthly Strategic Collaboration 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 SGB have been adopted and the revised Programme Board ToR were discussed and agreed at the Board on 22 August 2019. These have been developed to ensure a consistency of approach to the governance process. The ToR were agreed in September at the SGB and guidance and templates will be developed to support the revised ToR in December 2019.
* 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 August.
* Five thermal imaging cameras have been donated from Fire to OSG, FSU and each LPA. Usage is subject of regular review and recently a camera was used on the South LPA to help locate a High Risk Missing Person.
* Closure reports for Tactical 10 projects went to November SGB.
* Strategic Planning Project (linked to future growth in Essex) was presented to COG on 30th September and Fire SLT to facilitate the formulation of future-thinking principles. Continuing to build appropriate networks and gather relevant information in order to ensure that Essex Emergency Services are engaged and consulted with on new developments before they are designed and to avoid retrospective design cost.

**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 Safety Hubs**

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.

Community Safety Hubs have been successfully set up in eight of the ten districts (Tendring, Colchester, Braintree & Uttlesford, Chelmsford & Maldon, Southend, Castle Point & Rochford, Epping Forest & Brentwood and Basildon). Where agreements are yet to be made there are no co-located hubs (Thurrock and Harlow). Negotiations with Thurrock council are at the planning stage and are linked to the refurbishment of the Civic offices. It is hoped that a Thurrock partnership hub can become live in 9 to 12 months. Negotiations with Harlow council have not progressed as they are currently of the view that they do not wish to co locate.

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 as well as joint working and problem solving. The OPFCC commissioned an external audit of the workings of the Community Safety Hubs Steering Group. The audit was undertaken by RSM and the completed report is due to be presented to the Audit Committee on 13th December 2019.

**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 has created the 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 officially launched in June 2019 following an extensive proof of concept.

2019 has been an important year for ECDA with the procurement of a new data analytics, storage and sharing capability with a new provider, funded via the PFCC’s transformation fund and the other 2 partners. The ability to analyse, store and share vast quantities of structured, semi structured and unstructured data in accordance with the learning from the proof of concept is a big step forward. A data ethics framework, to assist the partners in determining the ethical issues relating to individual projects, has been created and is being used by the team. In addition, the terms of reference for an externally recruited data ethics committee have been completed, with a view to advertising for members in the national press in January 2020. The ethics committee will provide informed advice and challenge to support public trust and confidence, transparency, community engagement and will drive the ethical use of technology.

This year has also seen ECDA partner relationships and governance grow and develop through joint working, and the ECDA core team has matured ensuring that the partners are working together efficiently and effectively. A recent strategic workshop has provided the partners with insight into what being a national exemplar for data analytics looks like, and this has identified key areas of focus for the next 12 months which include ensuring that ECDA projects deliver impactive outcomes for the people of Essex, an understanding of how ECDA can accelerate progress and impact as well as reviewing resources and the priority of individual projects. Finally, the partners have recognised the importance of attracting other key partners to be part of the core group and will be actively looking at ways to bring key health stakeholders on board.

**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. Work continues on the projects and themes emanating from Hothouse 1 and in addition 6 new themes were launched at Hothouse 2 in November 2019.

Hot House 2  
Hothouse 2 took place on 11th, 12th and 13th November 2019 and as with ‘Hothouse 1’ brought partners together to examine the topics from different perspectives and to leverage the exciting mix of skills, knowledge and experience in the room. This second event focused on gangs, county lines, knife crime, surveillance and ethics, Internet of Things (IOT) and smart cities and demographic and population change. As for Hothouse 1, the event is likely to lead to a range of projects with partners and other stakeholders over the next 18 to 24 months. We are now working through the event outcomes to determine those which we will take forward – some of which may be potential future projects for ECDA.

Dot.com Safeguarding Product  
Over the last two years Essex Police has worked with a charity called The Dot.Com Foundation, and other partners including Microsoft, Data Art, 2 Simple 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. The event included linking with the developers based in Russia and 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. The project is supported by the Department for Education who wish to make the successful product available in all schools free of charge.

Since the last update, the national Dot.Com pilot has been continuing, and the national launch of the product will take place in January 2020 at the British Education Technology Trade Conference at the ExCel Centre in London, following the development of the new delivery platform provided by 2 Simple. The new partner has a very 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. Work is now taking place to add further content in relation to County Lines as part of the national launch following Hothouse 2.

Data Work  
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.

In addition to the baseline data work detailed above, Essex Police has undertaken a procurement exercise on a project called ‘Analytics for Everyone’, which is aimed at putting core data in the hands of everyone in the force to help drive decision making. The winning bid has been selected and the product should be rolled out in early 2020.

**Anglia Ruskin University (ARU)**  
A new research strategy was presented to COG in September and PR&S in October, the strategy included proposed areas for research with ARU. The strategy was agreed by COG and the PFCC. A meeting is taking place between the Head of Analytics and the OPFCC to progress the next round of ARU research projects.

**Optimisation of Police and Public Engagement – (Overall RAG – Green)**

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 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. The final report did not provide any further update to the previous research which discussed the importance of keeping the right balance between warmth and competence in our public communications and social media messages.

**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. 2 of the candidates are due to receive their staff warrant cards imminently and they will be awarded at the monthly Special Constables Attestation Ceremony.

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 5 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%). This interim survey has allowed Essex Police to compare its results with other forces and to track progress since the previous survey in 2017. The overall findings show that the force has achieved an improvement in all the areas identified in the previous survey as requiring improvement. Durham University have commented on the significant change in ‘organisational tone’ and responses from officers and staff. Essex Police has achieved the highest score for ‘Vision Clarity’ of all forces recently tested. Police officers and police staff are reporting higher levels of ‘Emotional Energy’ than most other forces. This measure has shown a large change and is defying the trend of all other forces. The findings were presented at the 28th November Performance & Resources Scrutiny Board.

The 2019 results were presented and discussed in detail with Chief Officers and Senior Leaders at the monthly SLT meeting in October 2019. They are also in the process of being shared with all officers and staff through ‘face to face’ and intranet briefings during November and December 2019. The Staff Engagement Steering Group will continue to oversee other activities and initiatives that tell Essex Police how officers and staff are feeling about their work and working environment to ensure sustained improvement across the repeat measures. Some of these include: Idea Drop, the Learning the Lessons Board, the Ethics Committee, the Diversity & Inclusion Board, the local Culture Boards, Exit interviews (through HR) and work led by the Vital Signs Business (Improvement) Advisor.

The programme of work overseen by the DCC led Staff Engagement Steering Group since the initial survey has resulted in an improvement in the feedback received from officers and staff about their overall perceptions of wellbeing in the work place. This includes: Removal of day to day barriers achieved through the Operational Transformation Reserve £100k fund, Increases in Chief Officer Visibility, Development of the Force Plan 2019/20 and Introduction of local Culture Boards.

Essex Police is seen as a leading force in the work it has been doing since its first survey in 2017, and was invited to share its good practice with over 20 other forces attending a national conference organised and led by Durham University in September 2019.

**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/)

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**

No strategic risks identified regarding Collaboration at this time.

Following project related risks are of note:

* Operation Hexagon – amber risk that installation of IT system required for Kent Police Fire, Shotgun and Explosives Licensing team to come onto same system as used by Essex Police is as yet not on the IT programme of work (likely to be on 2020/21 programme).
* Single Online Home – amber risk that storage of video evidence supplied by the public is an issue because of no Digital Asset management (DAM) System. Mitigation recently agreed is that the Egress storage system will be extended to store this information.
* 7 Forces – Vetting; red risk that retention of project staff is an issue
* 7 forces - Armed Policing; red risk associated with difficulty in recruiting Training Delivery Manager (2 failed attempts to date).
* 7 forces – Police Equivalent Qualifications Framework; red risk that the current timeline is unachievable.

**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, Ch. Insp Terry Balding, Christine Nicholls

**8.0 Areas for Improvement**

No AFIs relating to Collaboration as at November 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 26th March 2020 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 strands 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. ACC Tim Smith is the Essex/Kent Lead for the forensics strand and all other strands are covered for the Eastern Region by Chief Constable Nick Dean from Cambridgeshire. Updates will be provided as the review continues.