Performance and Resources Scrutiny Programme 2020/21

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

Title of Report:	**Future and Current Collaboration Activity – quarterly update**
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Report from:	**Essex Police**
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Author on behalf of Chief Officer:	**Ian Jenkins**
Date of Approval:	**18th June 2020**

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 26th March 2020 Board.

2.0   Recommendations

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

3.0   Executive Summary

Collaboration continues to permeate 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
- Mental Health Collaboration
- Resilience Forum
- 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 and organisations, 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 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
   c. Mental Health
   d. Resilience Forum

v. **External and innovative partnerships**
These initiatives include:

a. Essex Centre for Data Analytics (ecda)
b. 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

This report provides RAG ratings to reflect progress on current collaboration work. These are assessed using the criteria for Transformation Programme reporting to the SCCB and Strategic Board.

RAG	Project/ Programme has:	Overall Status RAG – Definitions	
RED	Critical Issues that significantly threaten delivery, cost or benefits and need to be escalated to a senior forum (e.g. SCCB, COG, JCOG or OEPCC) for resolution.	**Time**	When reviewed against agreed timescales/ plan
AMBER	Critical issues that significantly threaten delivery, cost or benefits but are capable of being managed at project board level	**Cost**	Reviewed against approved budget
GREEN	The project /programme is on track (within tolerances) and can be managed through normal project/programme delivery process.	**Savings**	Reviewed against agreed savings target e.g. Approved Business Case
GREY	To be confirmed at future board or not applicable	**Benefits**	Likelihood of achieving projected non-financial e.g. operational benefits when fully implemented

Where the work stream is not reported to the SCCB, a RAG assessment is determined for this report and is noted in the relevant section.
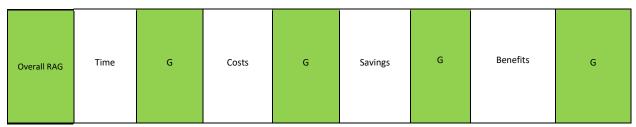
5.0 Update on Current Collaboration Work

Essex/Kent Collaboration

Joint Serious Crime Directorate (SCD) – Overall RAG (Green) (no change)

Note: RAG assessment determined for this report.

The Serious Crime Directorate (SCD) restructured most areas from the beginning of 2018/19 which included investment in the provision of new teams which include a Modern-Day Slavery team and a serious crime prevention capability in both Forces. Following completion of the Post Implementation Review (PIR) of the SCD – Volume Fraud Team in the Autumn of 2019, a review of SCD Forensic function has recently been completed with findings under discussion with the Command, with the PIR scheduled to be at the SCD Programme Board in June following which it will be presented to the SCCB. A joint PIR of the other elements of the SCD Review is planned and will be undertaken as a joint review by the Essex and Kent Change teams in the Summer of 2020.

Joint Support Services Directorate (SSD)

Overall RAG	Time	G	Costs	G	Savings	G	Benefits	G

(No change to RAG assessment)

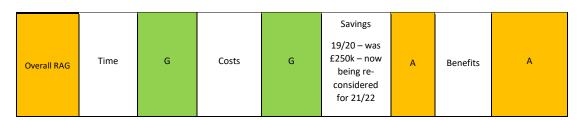**Note: RAG assessment determined for this report.**

The joint Support Services Directorate (SSD) has achieved considerable cashable savings objectives whilst maintaining service across both forces and continues to make a 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 the 7 Force – Procurement function.

The 7 Force procurement service went fully live in January 2020, and a number of vacant posts are in the process of being recruited to. A project closure report has been submitted to the project board to agree closure and formal handover to BAU.

The IT Convergence proposal is moving forward with the Director of Support Services being a key driver of this work. As part of the 7 Forces Strategic Collaboration Programme, full details are covered within the 7F section of this report (see page 8).

The directorate is also working collaboratively on a number of projects within the Home Office Digital Policing Portfolio/Home Office Technology Programme which are outlined later in this report.

Op Hexagon

Overall RAG	Time	G	Costs	G	Savings 19/20 – was £250k – now being re-considered for 21/22	A	Benefits	A

(No change to RAG assessment)

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

This workstream's remaining element involves moving to collaborative FSEL (Firearms, Shotguns, Explosives, Licencing) working with Kent Police. The principal reason for delay was that Kent Police FSEL needed to move to the same IT system as Essex. This is now

progressing and is in the IT programme of work for 2020/21 – currently planned for September 2020.

Next Steps:

- Maintain contact with Kent FSEL with a view to closer convergence when IT systems are replicated. IT have advised work in Kent will commence in September with likely 'go' live March 2021. When IT systems align, there are further collaboration / convergence options.
- ACC led Essex/Kent workshop to review collaboration opportunities.
- Attempts being made to identify and deliver briefings on the medical screening process now fully live in Essex (and aligned to the approach adopted by Kent) to the 4 Sustainable Transformation Partnerships (STP) leads that cover all Essex. Discussions have been held with the PFCC regarding these external collaborations and identifying local contacts, and work is continuing (delayed due to Covid19) in relation to arranging meetings with the STPs (to include where possible the OPFCC).

7 Force Strategic Collaboration Programme:

RAG ratings as per 7 Forces Programme Highlight Report - June 2020.

RAG Status Key	
GREEN	Progressing as planned
AMBER	Potential issues and may need help in the future
RED	Problems now which need to be resolved

Procurement – Overall RAG – Green, Time Rag – Green (no change)

The 7 Force Procurement Department went fully live in January 2020 led by the 7 Force Strategic Head of Procurement, making the department the first full Seven Force function to go live across the Eastern Region, the first fully collaborated regional procurement service in policing and the second largest police procuring body in England and Wales. A number of vacant posts are in the process of being recruited to. A project closure report has been submitted to the project board to agree closure and formal handover to BAU.

Armed Policing Firearms Training – Overall RAG – Green, Time RAG - Green (no change)

The 7F Armed Policing Firearms Training workstream and Chief Firearms Instructor (CFI) governance have continued to work towards firearms training standardisation across the 7 forces. The project is currently developing the closure report for the CFI and Governance project for the workstream. Subject to formal sign-off for the closure report (June 2020), the project is considered to be in BAU phase. All 7 forces have migrated to a single CFI,

Deputy CFI, Armed Policing Strategic Risk Assessment (AP STRA) coordinator structure, the recruitment and establishment of the 7F Training Delivery Manager (TDM) was the final aspect prior to finalisation of the Full Business Case (FBC) and project closure. A slight slippage of the overall timeline has occurred due to Covid-19, but with no impact on the operationalisation of the FBC or embedding BAU process.

Digital Asset Management System – Overall RAG – Amber, Time – RAG Amber (no change)

The 7F Programme are working to deliver a Digital Asset Management System (DAMS). As a result of pressures on the forces as a consequence of the Covid-19 pandemic, there has been a challenge on the availability of business representatives to support and aid the provision of information requested from the Project. As a result the 7F Project Team submitted an Exception Report for consideration by the Project Board on 30th April, and following agreement of the Exception Report by the Project Board, it was decided that work should continue on the Outline Business Case (OBC) with an interim position to be taken to the July 7F Summit, it has subsequently been agreed by the Chief Constables that an OBC 'lite' will be taken to the July 2020 Summit containing key information to help inform decisions by the CC's and P(F)CC's, with the target of producing a FBC for the October Summit.

Forensics – Overall RAG – Amber, Time RAG – Green (Overall no change, Time improved from Amber to Green)

The 7F Programme are in the early stages of exploring potential 7F opportunities in Forensics, with an emphasis on the procurement of a 7F Forensic Case Management system. The current case management system is at the end of its life and the 7 Forces recognise the risk associated with forensics legacy data and the requirement to replace the current individual case management systems with a single 7 Force solution. The project is now in its procurement phase, the tender pack has been released to commence the procurement process. The 7F Programme are working towards presenting an Outline Business Case (OBC) to the Summit in July followed by the completion of the Procurement process in early 2021 with an anticipated go live in Q3 of 2021.

The Programme will continue to support the national Forensic Collison Investigation Network (FCIN) and through this partnership the 7 forces are expected to be the first region to secure ISO 17020 accreditation for Collision Investigation ahead of the October 2020 deadline. The 7F Forensic Project continue to work with the National Transforming Forensic Programme looking forward to clarity of the service offering and costs associated with any deliverables. Further work to clarify this is ongoing.

Vetting – Overall RAG – Amber, Time RAG - Green (Overall no change, Time improved from Amber to Green)

COVID-19 has impacted on all 3 Vetting projects. The Vetting workstream has lost 3 7F resources including 2 officers returning to force. A new Work Stream Project Manager has

been allocated who is now undertaking a full impact assessment on each of the projects to determine achievability of current milestones.

The 7F Programme are exploring the potential opportunities for Vetting across the seven forces. The Outline Business Case (OBC) to procure a single IT system for vetting was submitted to both the 7F Chief Constables meeting and the Summit meeting in January 2020. This was approved and it was agreed that the single IT system for vetting would be implemented. It was also agreed to move to a Full Business Case for a regional Vetting Coordinator in July 2020. The project is in the process of procurement with anticipated go live in Q3 2020.

On 28th August 2019, a proposal was taken to the Digital Policing Board which recommended a Digital Policing Portfolio (DPP) funded pilot of Vetting automation. Due to the initial activity and support provided by the 7 Forces in the proof of concept phase, DPP/Deloitte confirmed they wished to host the national pilot in the Eastern Region. The complex work of Information Security Accreditation has begun. Consultation with the National Police Information Technology Risk Management Team and the National Cyber Security Centre has begun to identify the requirements of accreditation (this is a precursor requirement for access to PNC & Athena). The DPP/ Digital Policing Accelerator team (DPA) are now developing the accreditation material required. The project is looking to achieve efficiencies in the region of 40% across the function. Covid-19 stopped the development of the 'bot' that is the basis of the automation, which has delayed the roll out. That, with challenges around the accreditation of the bot for use with some integrated solutions, and the fact DPP ceased to exist on 31/05/2020 means there is ongoing engagement at a national and project level to agree new timelines. Work is continuing in relation to the roll out in Norfolk and Suffolk Vetting units, and work also continues on the commencement of roll out for Bedfordshire/Cambridgeshire/Hertfordshire. Once stabilised, the system will them be rolled out to other vetting units across the 7 forces.

<u>PEQF – Overall RAG Green, Time RAG - Green</u> (Overall & Time improved from Amber to Green)

The 7F Programme has led on the procurement aspect of PEQF; defining and procuring the services of the Higher Education Institution's to deliver police apprenticeships. The contract was approved at the Eastern Regional Summit in January 2020 and was due to commence on 31st March 2020 moving to the implementation stage, however this date has been revised to 10th June 2020 as per 7CC & 7P(F)CC decisions as part of COVID-19 response.
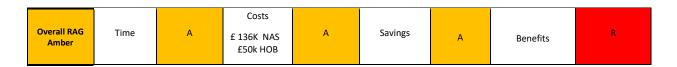
The contract will bring significant opportunity of convergence and alignment of curriculum design and innovation through the use of technology as the Forces work with one Higher Education Institute to recruit and train new student officers. It is estimated that this approach realised circa £400k of cost avoidance for the 7 forces through a single Project Team, developing a significant amount of the specification and documentation once for the benefit of all 7 Forces.

IT Integration Programme – Not RAG rated

The 7 Forces have worked with external delivery partners around IT delivery and continue to work towards greater convergence. The Director of Support Services is leading this workstream with key areas as follows:

- The original OBC for 7F IT Convergence was rejected at the Summit meeting held on 30 Jan 2020 and during the intervening period there have been numerous discussions, at 7F Boards, on how best to refine and refresh the concept given the wide support and broad agreement in principle with the concept.
- At 28 May 7F Summit a firm proposal for 4 Force IT Convergence and Transformation between Essex, Kent, Norfolk and Suffolk emerged. Whilst there was an appreciation and understanding of the affordability concerns expressed by two Forces in particular, these 4 were keen to develop and progress a proposal at pace.
- A Steering Committee for this phase of the work has been established and will hold its inaugural meeting on 15 June, it is comprised of senior representatives including (P(F)CC, Chief and Chief Officers from all the Forces in the Region and the group represents a mix of OP(F)CCs and Forces.
- Clearly the Steering Committee will take critical decisions around the scope and coverage of the work but, at this stage, the broad plan is to have three principal workstreams – a) revised and refreshed business case b) concurrent and parallel financial assurance around costs and savings c) governance. These will be aligned and run in parallel to an aggressive timeline that would allow the proposals to be considered at the next scheduled summit on 27 July.
- The involvement of, and engagement with, BCH is deliberate and designed to ensure there are suitable identified decision points that would allow for all or some of the BCH cluster to onboard. The 28 May Summit articulated the wider benefits of converged IT in enabling and facilitating collaboration across other functions outside of IT and a desire to prevent divergence and fragmentation of technology choices.

Digital Policing Portfolio (DPP) / Home Office Technology Programme

Overall RAG Amber	Time	A	Costs £ 136K NAS £50k HOB	A	Savings	A	Benefits	R

(No change to RAG assessment)

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

The Digital Policing Portfolio (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 several national projects within this Portfolio currently being progressed in Essex:

<u>Update</u>

National Law Enforcement Data Programme (NLEDP) A workshop took place on 15 June with representative of Kent Police and Essex Police (business, IT, Training, Information Security, AMO and Mobile First). Operational Communications in Policing (OCiP) presented the programme and offered the opportunity for Kent and Essex to start planning to take the first 'stone' of NLEDS, which has two parts to it when they become available in November 2020 (Images at the roadside capability via our Mobile devices) and February 2021 (Driver Enquiry component).

The whole programme will 'migrate' all PNC functions across by end of 2022, there will be a point in time before that when forces will be mandated to start their journey – probably August 2021, but with many steps to go through it would make sense to start our journey. The implementation is being done in a way that allows interoperability between PNC and NLEDS, users will not 'see any difference during the journey until the final step when updates are migrated across. There are some pre-requisites to be completed – the gateway we use will require an upgrade, the date for that is not yet known (dependant on information going from central team to supplier followed by development) but expected before it will be needed in Feb '21.

The central project is covering most costs and there are no 'dual running costs' being devolved to forces. There are likely to be 3rd party costs where applications need to be tested (expecting minimal change) e.g. Athena, Mobile First.

National ANPR Service (NAS) We are working through the transition milestones to move to NAS but there are some delays due to Covid-19. It is estimated, full functionality will be available in October 2020 and we envisage moving onto NAS as our primary system in December 2020, although any further delays in functionality will affect this. Dual running would be due to cease at the beginning of 2021.

There are regular calls with the Home Office to work through the transition milestones. During the initial Covid lockdown the regular catch up call for NAS, with the supplier were halted for a period, but recommenced from 11th May. Bulk upload of basic users was due in May as this functionality is available, however, due to a Home Office backlog, this has been delayed. We are awaiting a new timescale from the HO. Development of a plan to train Advance users is under way (albeit difficult during Covid-19).

The enhanced camera health function on the management server, has completed testing and has been rolled out to ANPR. Penetration testing will be completed after lockdown because of need to go into premises.

Home Office Biometrics – Prüm DNA framework (solution by which DNA and fingerprint information is shared with European law enforcement) went live in the MPS last summer and is now offered to other forces as a service. Fingerprints service was expected to go live in Essex by the end of May 2020, however, the impact of COVID-19 restrictions have now pushed back the planned start date of the live exchanges to the end of June. Costs for this service will be passed onto forces as part of the national funding model. The Prüm

Convention is an EU law enforcement treaty, Schengen III agreement, named after a town where it was signed in Germany.

Child Abuse Image Database (CAID) – There are competing priorities and the design for the new network, to replace NetC for CAID, and the scoping to expand the DFU network are currently heavily dependent on progression of other IT Services projects. The NetC, CAID and POLIT Project Board (an internal Kent & Essex IT Services project board) requested that incidents outstanding for CAID are prioritised ahead of the design work to move CAID off NetC. This internal Kent & Essex work will follow on from the current ITS priority to implement SailPoint and should start w/c 15th June. The implementation of Hi Spec Workstations will commence in July 2020.

Digital Public Contact – Single On-line Home

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

(No change to RAG assessment)

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. Essex are 1 of 24 forces across England and Wales live with SOH. Further forces will roll out in 2020/21.

Essex Police transitioned to the new internet platform over summer 2019, circa 50 elements make up Single Online Home. Full go live was achieved on 4th September 2019 when the previous 'legacy website' was removed and replaced by Single Online Home. Essex and Kent Police worked together during the preparation and transition phases. Kent Police also went fully live with Single Online Home in September 2019.

An interim non-payment version of Firearms licencing went live as part of the main September 2019 Go Live. On 26th February 2020 this was replaced with the enhanced version which included both online application forms and online payment.
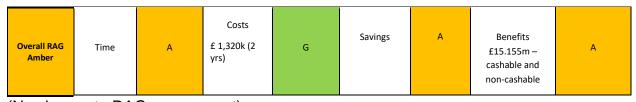
In April 2020 as part of emergency measures to deal with the effects of the Covid-19 pandemic, Essex Police with the support of the national content team installed live chat facilities on its SOH website. This facility is being operated by Force Control Room staff working from home on a 7am to 11pm 7-day shift pattern. It is being used to provide an alternative to contact via 101 telephony calls. Rollout of what normally takes 10 to 12 weeks was fast tracked in 2 weeks. During the Covid-19 Op Talla period this facility is provided without charge by the national team. This free period is being reviewed at the end of June and may be extended to September.

The SOH website continues to develop. A 5-force national trial for the online reporting of Anti-Social Behaviour has successfully concluded. The national team are offering this upgrade as a fast track deployment during Op Talla and Essex implemented this module on 19th May 2020. The ASB upgrade provides the same detailed triage, signposting and advice facility as before but now enables the user to continue to utilise the online facility to complete their report, rather than being directed to make contact via the 101 telephone service.

In June 2020 a media campaign to promote public use of online facilities in Essex is being completed.

A significant benefit from the introduction of SOH will be to achieve an integrated interface with Athena for crime reports to reduce the need for double keying of text. Interface discussions continue with the National SOH/ Digital Public Contact team, the Athena Management Organisation and Northgate. National funding for an interface portal has been obtained and work is due to commence towards the end of 2020. It is hoped that the Athena Online Crime Reporting interface will be prioritised and Essex could be an early adopter. This is a complex area of development with a number of interdependencies.

Essex County Fire & Rescue Service (ECFRS)

Overall RAG Amber	Time	A	Costs £ 1,320k (2 yrs)	G	Savings	A	Benefits £15.155m – cashable and non-cashable	A

(No change to RAG assessment)

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 (CC), Chief Finance Officer (CFO) and the monthly Strategic Collaboration Governance Board (SGB). Recent updates are highlighted below:-
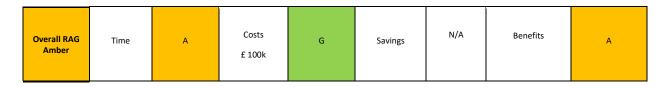
Update on recent activity

- Agreement of prioritised list of work-streams during COVID-19 pandemic situation and associated staff and officer abstractions to support work within the Essex Resilience Forum.
- Essex Police and ECFRS Change leads met to review existing strategic change programmes and consider opportunities for greater collaboration and align current projects with any future Wave 2/ 3 pipeline projects.

- Transition of the lead for Delivery of the Local Business Case.
- Guidance now agreed and commissioned for inclusion in the Essex Design Guide (EDG) and the Essex developers' guide – this will allow EP's proactive and response needs to be incorporated into master plans for Essex. Essex Emergency Services will soon have a section in the EDG, a first in the UK to help our services influence and shape what new communities look and feel like with a focus on safety and demand prevention where possible.

Local Collaboration

Community Safety Hubs

Overall RAG Amber	Time	A	Costs £ 100k	G	Savings	N/A	Benefits	A

(No change to RAG assessment)

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 continue and the refurbishment of the Civic offices has commenced, although some work has paused due to Op Talla. Joint patrolling with Thurrock Council Enforcement Team is taking place. It is hoped that a Thurrock partnership hub can go 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. Whilst both Essex Police and the OPFCC would like to see a full hub in Harlow, the Harlow CSP are content with the current situation. There is continued close contact with Police and the CSP which includes attendance at the tasking pre meets. Ongoing joint work between the partnerships including tacking anti-social behaviour, assistance through Operation Elf and promotion of the Community hub (supporting Harlow residents throughout Op Talla). The CSP are also accredited under our Community Accreditation Scheme.

Mental Health - (Overall RAG – Green) (No change)

Note: RAG assessment determined for this report.

In line with both the Force Plan and the PFCC Police and Crime Plan there are a number of key activities and initiatives underway within Essex Police seeking to make the current approach and system more effective.

Mental Health Steering Group - Essex Police holds a bi-monthly Mental Health Steering Group which is attended by all commands within the Force coordinating activity and providing an opportunity to feed in to local and countywide strategic partnership groups.

Strategic Aims for Mental Health – Essex Police have developed a 'Strategic Aims for Mental Health' document, which is currently out for consultation with partners, setting out the key commitment and objectives of Essex Police in respect of the Force's response to Mental Health.

Mental Health Performance Dashboard – In January 2020 with the support of the Performance Analysis Unit (PAU), the first iteration of the Force's Mental Health Performance Dashboard has been developed which analyses and explores trends and patterns in demand.

Partnership Table Top event – A Mental Health 'leaky pipe and myth busting' table top exercise is being arranged by the Force for all partners. The date of the event has been postponed due to COVID-19. The purpose of this event is to reality check multi-agency joint working protocol and process effectiveness. Five scenarios have been developed by relevant partners in collaboration to explore if there are opportunities to improve the service that those in crisis receive.

Mental Health Units – The Mental Health Force SPOCs and Crime and Public Protection Strategic Centre subject matter expert meet regularly with the Essex Partnership University NHS Foundation Trust (EPUT) Local Security Management Specialist. In January 2020, attendees began utilising data to establish a multi-agency problem-solving approach.

Triage service evaluation – The Force have strong ongoing and oversight management processes in respect of the Mental Health Street Triage service. Essex Police were one of two forces working with the College of Policing and Nottingham University to devise a template for all Forces to self-evaluate their Street Triage function in order to assess effectiveness. An independent review by the College took place in October 2019 with feedback anticipated from the College of Policing post COVID-19.

External and innovative partnerships:

Essex Centre for Data Analytics (Overall RAG – Green) (No change)

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. Using our data and combined analytical skills allows 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.

Ecda's ambition is 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, working in the ecda space, Essex Police has developed a risk model for those factors directly associated with carrying and use of knives. Ecda will be working with partners across Essex to prevent and stop knife crime. Ecda are currently working with the Essex Violence and Vulnerability unit to test and deploy the knife crime model, COVID19 has hampered progress but plans are in place to field test in July for a full roll out in September.

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. An amorphic Amazon Web Services data solution has been procured, partners are currently linking and testing this solution with go live planned for the end of July.

A data ethics framework, to assist 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, and recruitment interviews have now completed following adverts being placed in the local and national media. 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.
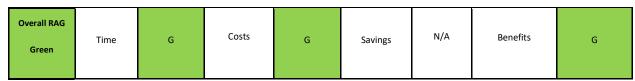
Ecda will focus on 4 areas over the next 12 months, 2 will be focused on policing:

- County lines and Gangs, protecting young people
- Population and demographic demand, using data to meet future challenges.

The sponsors 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

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

(No change to RAG assessment)

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 new cross sector partners such as charities, academia, technology companies, consultants and both national and local public sector organisations, to help the force work through some of its most complex issues.

As a result of the first hothouse, Essex Police worked with the Dot.Com Foundation charity and other partners including local children 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 product is now freely available to schools across the UK and is endorsed by the Department of Education. Recent development work has extended the content to include gangs and county lines, and over time the product will provide anonymised data allowing local forces to target their safeguarding and preventative work to counter harms that face local children in real time.

Now in its second series, 6 new themes were launched in November 2019. The new themes are gangs, county lines, knife crime, surveillance and ethics, Internet of Things (IOT) and smart cities and demographic and population change. Progress on the new themes has been delayed by Covid 19, but the projects will continue with the next Hothouse event now planned for January 2021.

As with the first hothouse, the second set of topics has generated several high profile projects, including working with Amazon Web Services and others to find new ways of looking at demand using different data sets to help the police and partners obtain insights to assist future planning in the short, medium and long term.

Another project involves working with a knife crime charity to try and create a 'rebellion' movement against carrying knives, building on the example of the climate change movement, and linking in with the music industry and social media companies.

Anglia Ruskin University (ARU) - (Overall RAG – Green) (No change)

A new research strategy was presented to COG in September 2019 and PR&S in October 2019, the strategy included proposed areas for research with ARU. The strategy was agreed by COG and the PFCC.

Following the publication of the Force Research strategy the force and OPFCC agreed that Op Goldcrest (project that provides vulnerable victims with a box of forensics tests for them to use) will be evaluated under the ARU research contract. . A further topic has been agreed in principle by the OPFCC which will look at disproportionality in the Criminal Justice

system. Virtual meetings have taken place between ARU and Goldcrest and the OPFCC work is now being progressed via the Essex Police and Crime Panel.

Cyber Specials and Volunteers – (Overall RAG – Green) (No change)

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. This has resulted in six active volunteers being placed in teams across Essex and Kent which include Digital Change, Volunteer III Investigators (Volunteer Internet Intelligence and Investigations (III) Investigator), Cyber Investigator Volunteer and Digital Forensics. There are a further two volunteers who will be placed in teams once their skills have been assessed.

The majority of Cyber Volunteers have been unable to support the force during the Co-Vid 19 pandemic due to Officers/Staff working from home and no one being in the office, however they remain ready to return to support when able. Cyber Volunteer Dr Christian Kemp has been successful in obtaining a Home Office grant of approx. £100,000.00 to focus on a Cyber Protect Research project. The project is expected to last for 18 months and Dr Kemp will gather evidence from a variety of sources in order to create an evidence based tactics option. This menu will be designed to help businesses protect themselves against becoming a victim of cyber-crime and will support the prevent and protect agenda. Dr Kemp's application was one of only two accepted within the country. Five Cyber Special Constables support Cyber investigations and an additional Special is now permanently assigned to the Serious Organised Crime Unit. In the next six months, three further Specials will be assigned to the Serious Organised Economic Team.

Durham University - (Overall RAG – Green) (No change)

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 overall findings show that the force has achieved an improvement in all the areas identified in the previous survey as requiring improvement.

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.

Following on from the 2019 interim staff survey the Force actively encouraged officers and staff to complete a National Survey of Wellbeing, Diversity, Equality and Inclusion which took place across all forces in England and Wales in December 2019. This survey was designed to assess the current state of wellbeing and inclusion from the perspective of the whole policing workforce.

Resilience Forum - (Overall RAG – Green)

Note: RAG assessment determined for this report.

Essex Resilience Forum (ERF) is comprised of over thirty different agencies who work together on a weekly basis to try and ensure greater multi-agency cooperation in daily business as well as in a major incident or civil emergency.

Partners meet weekly to assess risk, plan exercises and training and work to produce multi-agency plans for implementation if required. The efforts of this work has been invaluable during the current Covid-19 pandemic in ensuring Essex is as prepared as reasonably practicable.

Essex Police set up the multi-agency information cell (MAIC) with support from Essex Fire. This is the central hub for all information coming in from all ERF partner agencies, this allows us to build a picture across the entire ERF in relation to the resilience of each agency as well as the ERF as a whole. Essex Police have supplied the majority of staff for this, at all levels during the current pandemic.

Essex Police Contingency Planning has been involved in the ERF work requiring adaptation of existing plans to fit the current situation. An example being the rest centre plans which have required amending to introduce social distancing. This has required work on the rewriting as well as suitable testing and exercising to ensure validity.

Legislation also requires the continued testing and exercising of various plans across the county for certain sites containing hazardous materials. COMAH (control of major accident hazards) sites have historically been exercised via a live play on the site and a remote tactical coordination centre elsewhere. Work is underway between Essex Police and other partners on how to move these to a virtual type of exercise, with two of them planned in July.

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 and has been confirmed as a continuing trend in more recent analysis informing the 2020 FMS

6.3   Risks/Mitigation

No strategic risks identified regarding Collaboration 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, Supt Cat Barrie, Richard Day, Craig Pirie, Kathleen Barlow

8.0   Areas for Improvement

No AFIs relating to Collaboration as at February 2020.

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 3rd September 2020.

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.