

Performance and Resources Scrutiny Programme 2020/21

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

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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 25th June 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 OEPC) 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.

A series of Post Implementation Reviews (PIR) are being completed with SCD. Following completion of the Volume Fraud Team PIR in the Autumn of 2019, a review of SCD Forensic function has recently been completed with findings under discussion with the Command, who will present to SCCB in due course. Further joint PIRs of the other elements of the SCD Review are planned; timing of these reviews is subject to discussion at this time by the Essex and Kent Change teams.

Joint Support Services Directorate (SSD)

Overall RAG	Time	G	Costs	G	Savings	G	Benefits	G
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(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 the project closure report was reviewed by the Strategic Procurement Governance Board (SPGB) in July 2020. It was agreed to take the report forward to the July 7F Summit for review. The 7F Summit agreed the Closure Report on 27th July 2020 with Post Implementation Review (PIR) to be scheduled in 12 months. Details of the PIR process and timescales will be provided closer to the PIR commencing.

The IT Convergence proposal is moving forward with the Director of Support Services leading this work. As part of the 7 Forces Strategic Collaboration Programme, full details are covered within the 7F section of this report.

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	A	Benefits	A
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(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 to commence in September 2020. The request to purchase Cyclops2 in Kent has been ratified.

7 Force Strategic Collaboration Programme:

RAG ratings as per 7 Forces Programme Highlight Report - August 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. An updated project Closure Report and Lessons Learnt log with additional feedback received from CCs, CEOs and CFOs was reviewed by the Strategic Procurement Governance Board (SPGB) in July 2020, with agreement to take the report forward to the July 7F Summit for review. The 7F Summit agreed the Closure Report on 27th July 2020 with Post Implementation Review (PIR) to be scheduled in 12 months.

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 first draft of the CFI and Governance project closure report has been completed and circulated across the 7F team for initial feedback and assessment of the realisation of the predicted financial, operational and collaborative benefits. There is ongoing activity to provide a benefits map to use alongside the closure report. The benefits profiling is retrospective (as the profiling was not part of the initial FBC or delivery); although this will delay the release of the closure report this does not impact on the project which is currently

in BAU. It is suggested that this delay will add further evidence and provide clear assurance on how/what the project has delivered.

During the next period, the CFI and Governance Project Closure Report will be finalised and submitted to the Chief Constables. The priority is now re-focussed onto the delivery of the specialist capability review as mandated by the 7 Chief Constables. This significant workstream will report into Chief Constable Nick Dean as the chair of the Specialist Capabilities board.

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. The OBC slide-deck was submitted to the July 2020 Summit where the recommendation to proceed with a pilot in order to provide assurance on the capabilities of the Preferred Supplier was accepted, subject to the provision of a proposal by the end of August for final approval before commencement.

Several discussions were held with the two remaining potential suppliers and an evaluation completed based on functional and technical merit, and overall best fit. The results indicated that whilst there were no issues that would exclude either supplier, one supplier scored marginally higher. However, when taking cost into consideration, the other supplier was better value for money although there are concerns regarding their ability to deliver and the size and fragility of the company and their employee base. As a result, the recommendation was to complete a more technical and commercial viability assessment through the delivery of a pilot and external QA and due diligence assessment. Work on the development of a Full Business Case will be extended to allow the pilot to be undertaken and the results to inform it.

External consulting resource completed work supporting the analysis of the DAMS benefits and building upon the benefits register, profiles and financial appraisals. These will be developed further during development of the FBC alongside the Benefits Realisation Plan.

Initial approaches have been made to a number of Third Party system suppliers following work to establish forces' integration requirements with a new DAMS.

The next period will see the Pilot proposal and costings being submitted to the Chief Constables and Chief Executives. The scope and timescales for the pilot are currently being developed and therefore at present it is unclear what the requirements are for ICT input and the associated timescales.

Forensics – Overall RAG – Amber, Time RAG – Amber (Overall no change, Time has reverted back to Amber)

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 clarification phase has been completed and only two suppliers achieved a suitable grading on all requirements and were therefore taken through to the negotiation phase. A checkpoint update was presented to the 7F CC's who confirmed willingness to proceed with OBC. An initial demonstration from two suppliers has been completed. The 'Do Minimum option' has been defined as far as possible at this stage.

During the next period the negotiation phase will be completed with the suppliers. The final tenders will be confirmed, and benefits workshops with business Subject Matter Experts will be completed.

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

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. The Tender report for the Vetting CMS System was supported by the Chief Finance Officers on 8th July 2020 and the Vetting Transformation Board on 22nd July 2020. The contract for the Vetting CMS system was signed off on 31st July 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. The National Ownership of the Vetting Programme has, in response to the closure of the DPP transferred to the Police ICT Company. The 7F Director continues to work closely with the 7 CC Vetting SRO and the Police ICT Company to secure ongoing funding.

- National Robotics Pilot – Norfolk and Suffolk – The BOT build has been completed and currently awaiting funding to commission the Pen-Testing.
- National Robotics Pilot – BCH - The BOT build is complete and the UAT has been designed but not completed. Awaiting funding to complete.

PEQF – Overall RAG Green, Time RAG - Green (no change)

The Policing Education Qualifications Framework (PEQF) remains a significant focus for all forces. The 7 forces have now signed a contract with Anglia Ruskin University. The 7F Team role has now moved from leading the procurement to assisting the transition of the administration of the contracts over to Preferred Partnership and HEI leadership until 31st December 2020, upon which it the 7F Team will fully handover to BAU.

The PEQF contract was completed on 12th June 2020 and the 3 LOT specific implementation plans have been activated. Work continues with the university to develop the critical activity set against the implementation milestones. The Working Groups have now commenced across the 3 Lots with ARU. Programme Governance and infrastructure has been finalised ready for sign off (Steering and Programme Boards). The first Steering Groups (Level 2) were completed with Essex & Kent and Bedfordshire, Cambridgeshire & Hertfordshire. Bi-Weekly meetings continue with ARU and 7F to enable early identification of any issues. The college of policing event with forces took place on 28th July 2020.

The next stage will see the first Steering Group (Level 2) meeting and the Programme Governance and infrastructure will be signed off at Programme Board level. The Commercial and Performance Group governance and infrastructure will also be finalised for board approval.

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:

- There is now an Outline Business Case, OBC1, that sets out the case for 4 Force (EKNS) IT convergence, collaboration and transformation and that has been subject to Financial Assurance from a group comprising CFOs / ACOs from all 7 Forces
- At headline level, OBC1 sets out an investment requirement of £16.3m and gross and net benefit of £29.1m and £9.8m respectively. The Finance Assurance workstream assessment of risk and optimism bias makes inroads into the business case savings
- The OBC is deliberately ambitious in terms of pace, 5 years, to deliver a relatively rapid payback period and positive Return on Investment
- The 4 Forces (or more particularly, their Chiefs and PCCs) will need to, individually and collectively work out some high level details prior to this progressing to the next stage. For instance, is cost / benefit sharing on the basis of proportion of total NRE, a 4 x 25% proposition or some other variable. These are important considerations in terms of principle but also affordability and attractiveness of the OBC1 proposal
- The circumstances and, into a degree, preferences of Beds, Herts and Cambs collaboration cluster has meant that the three Forces sit outside the OBC1 proposition

- A considerable amount of time and thought has gone into how that EKNS – BCH relationship can work effectively and minimise fragmentation or divergence and continue to support wider regional collaboration
- The desire is to onboard the BCH cluster at some point in the future and the business case, OBC2, for this has been progressed although following Steerco3 in Aug that work has now paused on the basis that until and unless EKNS agree to proceed , OBC2 is otiose
- The Governance workstream is examining Level 1 (legal vehicle) and Level 2 (interaction, prioritisation, management reporting) arrangements and, as outlined above these will be designed with BCH considerations in mind
- We convene Steerco5 on 18 Aug and that will finalise the work outstanding and agree what is to be presented (for info, decision or action) to the eastern Region Summit scheduled for 13 Oct

Digital Policing Portfolio (DPP) / Home Office Technology Programme

Overall RAG Amber	Time	A	Costs £ 136K NAS £50k HOB	A	Savings	A	Benefits	A
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(No change to the overall RAG assessment. Benefits have moved from Red to Amber)

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:

Update

National Law Enforcement Data Programme (NLEDP) The first database to move will be Drivers, which is planned to be available in Law Enforcement Data Service (LEDS) as well as PNC in Q4 2020. Due to alignment with the DVLA programme, the Driver Enquiry component is now planned to be ready to deploy from mid-Feb 2021. The Images at the roadside capability will be available from November 2020 via your mobile application.

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.

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.

Bulk upload of basic users has been delayed but is planned for during this quarter. The development of a plan to train Advance users is under way.

The audit function in Essex will be covered by Audit and Inspection and Information Security where it is not covered already by ANPR unit.

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 June 2020, however, the impact of COVID-19 restrictions have now pushed back the planned start date of the live exchanges. It is now confirmed that the Prüm Fingerprint exchange treaty will go live on Monday 5th October 2020 which will enable us to search fingerprint marks against the German fingerprint database. The Prüm Convention is an EU law enforcement treaty, Schengen III agreement, and is also caught up in the EU Exit negotiations. Costs for this service will be passed onto forces as part of the national funding model.

Child Abuse Image Database (CAID) – The outstanding IT issues affecting uploading to CAID have been resolved and work has started on the design to move CAID off Net C. Calls have taken place to agree a process with National co-ordinators to get sign off for the designs. Build work has started on the new Hi Spec machines and it is hoped all the machines can be imaged and delivered in August. Proof of concept is in test for moving NaBIS and E-Borders off Net C for both forces.

Digital Public Contact – Single On-line Home

Overall RAG Green	Time	G	Costs £0.214M PA	G	Savings	N/A	Benefits	A
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(No change to RAG assessment)

(Note: Costs now shown as overall budget - was previously just the subscription cost of £0.18m, The remaining funding being to support online chat and media campaigns to promote channel shift)

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 20¹ forces across England and Wales live with SOH, 41 of the 43 forces are signed up to take the system. Circa 50 system 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 was provided without charge by the national team. This free period is due to conclude at the end of September 2020 after which Essex will pay a monthly subscription cost for the Comm100 live chat system (Annual charge currently estimated as £5,400 for the 15 concurrent user licenses operated by Force Control Room). It should be noted that the DPC is currently negotiating with Home Office to fund an extension to the free period. This was an interim option pending a longer-term solution being procured by national SOH, details of available options are expected later this year.

The SOH website continues to develop. Following a successful 5-force national trial for the online reporting of Anti-Social Behaviour on 19th May 2020 Essex implemented this reporting mechanism. The ASB upgrade provides the same detailed triage, signposting and advice facility as before but now enables the user to utilise the online facility to complete their report, rather than being directed to make contact via the 101 telephone service.

During June 2020 the 'Do Even More Online' external media campaign was run across Essex to support channel shift away from 101 calls towards online. Supported by the Media department and Contact Management Command the campaign had significant success with Live Chat usage doubling to just over 500 a week and online SOH reporting submissions increasing; examples being Report a Crime (up 22.2%), Report an RTI (up 39.2%), Report ASB (up 44.7%), and Request firearms renewal (up 19%). Some fallback is expected following the campaign, but work will continue to encourage channel shift and further campaigns will be scheduled.

Nationally there is work going forward to create an integration 'hub' between SOH and back office systems, integration to support crime recording has been prioritised. A significant

¹ This was previously reported as 24, which has now been corrected - possibly as some forces are using www.police.uk which now comes under the DPC/ SOH management for Covid 19 reporting.

benefit from the introduction of SOH in Essex will be to achieve an integrated interface with Athena for crime reports to reduce the need for double keying of text. Essex are now the national lead force for a Home Office funded project to create such an interface working with the National SOH/ Digital Public Contact team, the Athena Management Organisation and Northgate. It is hoped that the Athena Online Crime Reporting interface will be available early 2021. This is a complex area of development with a number of interdependencies.

Essex County Fire & Rescue Service (ECFRS)

Overall RAG Amber	Time	A	Costs £1.977m	G	Savings	A	Benefits £11.15m –non-cashable	A
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(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, with the Multi-Agency Information Cell (MAIC) continuing to utilise collaboration resources.
- Collaboration (Wave 2) pipeline planning meeting took place on Aug 3rd – idea capture document distributed to Chiefs of EP and ECFRS
- Developing an OPC and EP Estates board report on the Boreham site – high level phasing and prioritisation of OPC teams and alignment longer term joint fleet development for the site
- Emergency response to Housing growth – key principles and approach now live on Essex Design Guide site.
- Shared Rural Resource pilot expected to go live Aug/Sep.

Local Collaboration

Community Safety Hubs

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

Thurrock remains non co-located however building work has commenced on the offices within the Civic Centre. Currently no time scales for completion and co-location but progressing. The new Community Safety & Engagement Officer (CSEO) has embedded themselves in the virtual Hub and will share their time equally between both the Hub and Civic offices moving forward. This is an increase in the partnership working and will result in the CSEO working at least half of their time directly with the Community Safety Partnership (CSP) officers. Due to Covid-19 the civic offices are not open to all council staff with some currently still working from home.

In Harlow, the hub still has no aspiration to co-locate with no change in the good relationships enjoyed across the district. There is currently limited face to face contact due to COVID restrictions with a large percentage of people working from home. Virtual daily briefings are undertaken with police, council and CSP. The new Community Safety Engagement Officer (CSEO) has been introduced to CSP and partners with the intention of working from the CSP council officers for part of their week 2/3 days post COVID19.

Both hubs are a fixed agenda item within the CSP steering group meeting.

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 Performance Dashboard - the Force's Mental Health (MH) Performance Dashboard developed earlier in 2020 with the support of the Performance Analysis Unit (PAU) to present trends and patterns in demand has been considered an example of best practice and sought by the College of Policing MH lead to share nationally with other forces.

Core MH Training Programme – The Force's Core MH Training Programme was designed following College of Policing identifying a need for all Frontline Police Officers,

Specials, PCSO's and front line staff such as FCR, Front Office, Custody etc to receive such a package. The training was postponed due to COVID-19, however it started in July 2020.

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 was postponed due to COVID-19, however, is planned to be re-formatted with partners to be conducted virtually before the end of 2020. 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.

Street Triage – The Force have strong ongoing and oversight management processes in respect of the Mental Health Street Triage service. Contact Management Command have begun a post COVID-19 recovery review, seeking to utilise data to inform the most effective post-COVID ST model. The review will include incorporating national feedback following the independent review of the Force's Street Triage by the College of Policing and Nottingham University in October 2019. The post-COVID recovery planning will utilise the subsequent template and practice guidelines being developed by the College of Policing to enable all forces to self-evaluate their Street Triage function in order to assess effectiveness. It is anticipated the template and practice guidelines will be made available by the College of Policing in September 2020.

Suicide Prevention Steering Group – Essex Partnership University Trust (EPUT) secured funding from NHS England and NHS Improvement for a Suicide Prevention Programme focussed around prevention, community place based treatment and support, and, training. Essex Police are actively engaged in the steering group as a key stakeholder in terms of first responders, with efforts focussed around data provision to inform a partnership approach to programme development, bereavement support to families, and, training provision to frontline officers and staff to recognise and support those displaying warning signs.

Mental Health Liaison Service Steering Group – Essex Police are actively engaged in the Mental Health Liaison Service Steering Group led by EPUT which is seeking to ensure effective implementation of the Core24 liaison service and emergency care pathways. The purpose is to achieve a more all-encompassing MH service, taking a holistic approach towards patients and ensure their needs are met in right way. The Force's engagement in the group provides opportunities to ensure the pathways for those in need of support include opportunities for police to refer and signpost members of the public into MH services, via Crisis Cafes and 111 option 2 direct police line. Essex Police will be involved in the steering groups pathway mapping event due to take place September 2020 which will inform the development of a multi-agency Standard Operating Procedure.

111 option 2 – the NHS 111 option 2 Mental Health crisis line went live and EPUT have reported that the processes, IT infrastructure, recruitment and capacity are all working

effectively. They will be running a Webinar to which the Force have been invited to attend regarding 111 option 2 pathways and how police can engage via a direct line.

Simultaneously, Contact Management Command are scoping the Cambridge Police 111 option 2 model for any learning.

National returns – In Q1 2020, the Force conducted a review at the request of the NPCC of 50 incidents of missing from mental health settings / hospitals to inform the development of a National Memorandum of Understanding between the Police and NHS England concerning patients missing from mental health care settings; and, completed the Mental Health Home Office Annual Data Return (ADR) regarding those detained by the Force under the Mental Health Act.

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, and the system is now in a phase of testing.

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.

ECDA is also currently working on a societal impact project (led by Essex Police) to assess the impact of latent demand as a result of the COVID 19 lockdown. Initial work is focussing on child abuse and will be reported to sponsors on 11th September, the aim of this work is to assess and predict impact in terms of volume and harm, helping practitioners to plan for and react to the emergence of latent demand. Further work is planned to look at mental health, domestic abuse and fraud. The child abuse work currently being undertaken includes these elements and findings will be used to inform future work

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	A	Costs	G	Savings	N/A	Benefits	G
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(No change to overall RAG assessment. Time has dropped from Green to Amber)

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.

The Hothouse projects are now being restarted and a meeting has been arranged to discuss next steps with the key leads for each area. The project had previously been on hold due to COVID and the impact across the wider force. Hothouse work is currently now shown as proceeding at a slower pace.

A catch up meeting with Dot.com has taken place but developments have been on hold due to the schools being closed until very recently.

Some planning and scoping has occurred in relation to the Demand project in association with AWS and ECDA, the latter having agreed to take the lead role in terms of any procurement arrangements for the proposed pilot. Following discussions with AWS a final stakeholders meeting has been arranged to finalise the scope of the pilot.

Discussions are also ongoing with BT in respect of potential dates and formats for the next Hothouse event for Series 2. This is likely to be in the new year.

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, Fire and Crime Panel.

Further work will continue in this area from September 2020.

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

Note: RAG assessment determined for this report.

The CSCV initiative continues to make strong progress by attracting talent from local businesses and organisations interested in working in digital capabilities in the force such as Internet Investigation and Intelligence (III), Cyber and Big Data Analytics. This has resulted in 6 active volunteers being placed in 8 posts across Essex and Kent which include Digital Change, Volunteer III Investigators, Cyber Investigator Volunteer and Digital Forensics. There are a further 2 volunteers who will be placed in teams once their skills have been assessed. Cyber Volunteer Dr Christian Kemp has been successful in obtaining a Home Office grant of approximately £100,000.00 to focus on a Cyber Protect Research project over 18 months. Dr Kemp will gather evidence from a variety of sources in order to

create a menu of evidence based tactical options which will assist businesses in protecting themselves against becoming a victim of cyber-crime and will support the prevent and protect agenda.

In addition, a further 9 volunteers are currently being processed through appropriate vetting checks and will form part of the Data Ethics Committee.

There are 5 Cyber Special Constables who 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. The response rate achieved was sufficient enough for the force to receive additional force level information. This will be available once the national survey has been published later this year. The force continues to collaborate with Durham University through regular update meetings and has received an indication that the force level information will be available towards the end of September.

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. Whilst this is still in operation it has been scaled down somewhat, however Essex Police are providing the bulk of the support. 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. Work in this area remains the majority of weekly business for the ERF.

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. Two COMAH exercises took place virtually in July, whilst not ideal they did allow some testing of the external COMAH site plans, learning is taken from each one and used to assist in crafting the next one, due in September. The limitation is the ability to test the operational level response to this type of incident, testing the tactical level has become the main focus in these virtual exercises.

The ERF is now moving towards looking at the impending EU transition and seeking to assess the likely impact of Essex and its partner agencies.

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. Tackling Gangs and serious Violence
- v. Disrupting and Preventing organised Crime
- vi. Protecting children and vulnerable people from harm
- 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; Dawn Clark; Supt Ed Wells; D/Supt Elliot Judge; David Alexander

8.0 Areas for Improvement

No AFIs relating to Collaboration at present.

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.

Within the 7 Forces collaboration a number of Business Cases are being moved forward to deliver the next stages of this key workstream, and some areas are working with/working towards closer links with potential suppliers.

The excellent collaborative work across numerous IT platforms, linked to the Digital Policing Portfolio, is due to see a number of system upgrades and new/additional functionality being delivered over the coming months.

During the next 12 months the ECDA work will commence a new, additional focus around 2 specific policing areas: County lines and Gangs, protecting young people & Population and demographic demand, using data to meet future challenges.

The BT Hothouse will move to Series 2 in the new year, continuing to deliver on excellent partnership work with other organisations.

The outline Business case for the Forensic Case Management System has been completed and through the 7F summit process is being reviewed to move to full business case.