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**
Classification of Paper:	**Official**
Agenda Number:	**6.0**
Chief Officer:	**Dr Victoria Harrington**
Date Paper was Written	**26 November 2020**
Version Number	**V4**
Report from:	**Essex Police**
Date of Meeting:	**29 December 2020**
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Date of Approval:	**14 December 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 24th September 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 delivery of collaboration work where the collaboration is being implemented as part of the change programme. These are assessed using the criteria for Transformation Programme reporting to the SCCB and Strategic Board shown below or in the case of 7 forces workstreams their external assessment. It does not provide RAG ratings for areas that are now business as usual or not part of the change programme.

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

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 Essex and Kent Serious Crime Directorate continues to deliver the response against Organised Crime threats including Organised Crime Groups, Fraud and Cyber. In addition, SCD services the Force in the areas of digital and traditional Forensics, Intelligence, Major Crime and Communications Intelligence. In October and November, the United Kingdom Accreditation Service (UKAS) came into force to assess our progress against the ISO standards for initial Crime Scene Activity (ISO 17020) and Digital Forensics (ISO 17025) and recommended that these functions be accredited. This is a significant achievement and contributes to the overall programme of ISO accreditation which the Force is on track to deliver by the target date of 2027.

The ANPR team have secured funding to provide additional ANPR fixed sites across the County to enhance the response to travelling criminality which includes County Lines and drug supply, those committing acquisitive crime as well as supporting the response to Organised Immigration crime. The National ANPR Service (NAS) implementation has been delayed and as such local investment is required to support the back-office function to maintain a key system to support our fight against crime.

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 this year of the 7 Force – Procurement function.

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 Amber	Time	G	Costs	G	Savings	A	Benefits	A

(No change to RAG assessment)

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

Operation Hexagon involves joint operational collaboration between Essex Police Operational Policing Command (OPC) and Kent's Tactical Operations. This workstream's remaining element involves moving to collaborative FSEL (Firearms, Shotguns, Explosives, Licencing) administration. The principal reason for delay to implementation was that Kent Police FSEL needed to move to the same IT system (Cyclops2) as Essex. There is no

significant change since the previous collaboration report update. Having gained approval from Kent Police chief officers, installation is in the IT programme of work and due to be delivered by the end of March 2021. Kent Police FSEL will then go through a brief period of usage and settling in prior to being able to start collaborative activity later in 2021. In preparation Essex FSEL are ensuring their structure and working practices are ready for collaborative working once Kent are in a position to collaborate.

7 Force Strategic Collaboration Programme:

RAG ratings as per 7 Forces Programme Highlight Report - November 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

Armed Policing Firearms Training

7F Overall RAG	Green	7F Time RAG	Green	NO CHANGE

No significant change to this area which is in the process of closing and moving to business as usual. The workstream provides firearms training for the 7-force consortium under one licence. The 7 Force Firearms Chief Firearms Instructor (CFI) and Governance Structure is now complete and embedded as a BAU process across the 4-armed policing bases via the Force [Firearms] Training Managers. All 7 forces have migrated to a single coordinator structure. The recruitment and establishment of the 7F training and development manager was the final aspect of the project and has been completed.

The CFI and Governance Project Closure Report has been produced and submitted for consultation prior to final review by the 7 forces armed policing Chief Officer leads and Chief Constables. The closure report includes options regarding the 7 force armed policing superintendent post.

Digital Asset Management System

7F Overall RAG	Green	7F Time RAG	Green	Both RAGs improved

The 7F Programme are working to deliver a Digital Asset Management System (DAMS). The storage of digital information including images and video being increasingly important in this digital world. The project timescales have now been reset hence the improved RAG ratings . Otherwise this workstream continues to progress but there has been no significant change since the previous report.

As a result of pressures on 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 and project timescales have slipped. In

summer 2020 a recommendation to proceed with a pilot in order to provide assurance on the capabilities of the Preferred Supplier was accepted.

Pilot preparation and development is due to be completed by the end of 2020 with pilot running due in the first two months of 2021 and an assessment report in March 2021. Following the results of the pilot, work will be completed on a Full Business Case to agree the way forward. Initial approaches have been made to a number of Third-Party system suppliers following work to establish forces' integration requirements with a new DAMS.

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

Forensics

7F Overall RAG	Green	7F Time RAG	Green	Both RAGs improved

The Serious Crime Directorate Forensic teams are working with the 7Force project management for the procurement of a new Forensic Case Management system to further identify the business benefits and cashable savings associated with the project which has progressed to stage 2. Work has started to design the future storage solution to digital forensics, an area of growth as technologies develop. This is exciting new work which will secure a solution to enable the storage, access and transfer of data and evidence for investigators and prosecutors with a cloud-based model.

An outline business case was agreed at a 7 forces summit in October 2020. Following completion of procurement activities, a preferred supplier was agreed in November at the Strategic Procurement Governance Board. A letter of intent is being issued to the preferred supplier, and work will commence to deliver a full business case which is due to be considered at the 7 forces summit on 14th January 2021. This business case will clarify service improvements from the proposed solution.

Vetting

7F Overall RAG	Amber	7F Time RAG	Green	NO CHANGE

The 7F Programme are exploring the potential opportunities for Vetting administration across the seven forces. It seeks to identify an alternative delivery model to achieve convergence and standardisation, thereby improving service delivery.

Previously it was agreed that a common vetting system should be installed. SaaS CoreVet has been procured and accredited and is currently completing final acceptance testing. It is due to be ready for operational use at the beginning of 2021.

Approval has been obtained to recruit a 7-force vetting change lead. This post is due to be advertised and selection procedures completed in November 2020 with a projected start date for the post holder in January 2021.

Work has been ongoing with Deloitte for some time to provide support to the administration of vetting through robotics. It is now hoped that a solution can be made available by April 2021. This aligns with providing maximum benefits for the CoreVet V5 upgrade.

PEQF	7F Overall RAG	Green	7F Time RAG	Green	Both RAGs improved

The Policing Education Qualifications Framework (PEQF) remains a significant focus for all forces. The 7 forces have signed a contract with Anglia Ruskin University. This workstream is nearing closure from a 7F point of view. 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, when the 7F Team will fully handover to BAU.

The PEQF contract was completed on 12th June 2020 and the implementation plans have been activated. Work continues with the university to develop the critical activity set against the implementation milestones. Of the 7 forces, Essex and Kent Police are the last due to go live in January 2022. The first 7F force due to go live is Hertfordshire in July 2021. Essex Police will benefit from the lessons learned during the earlier roll outs.

IT Integration Programme – **(Overall RAG – Amber)**

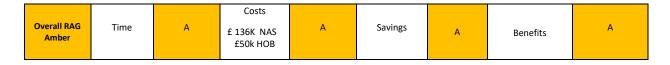**Note: RAG assessment determined for this report.**

- This initiative began in earnest with the procurement process that appointed a Delivery Partner, Atos, to assist with the design phase of this programme in September 2019.
- The original OBC was considered at the Summit held in January 2020 where it was not accepted. At that Summit PCCs and Chiefs set out a series of points that they wished to have addressed.
- In May 2020, again at the Summit meeting, four PCCs (Norfolk, Suffolk, Essex and Kent) and their Forces indicated their desire to progress this initiative whilst acknowledging the financial pressures and other concerns that constrained the other three Forces.
- A 'refresh' of the OBC, taking on board the comments from the January Summit, was commissioned. Significantly, in addition to this principal workstream there were governance and financial assurance workstreams to support and facilitate the work.
- A Steering Committee, comprising a mix of PCCs, Chiefs, CFOs and Chief Executives and with one representative from each Force area, was established to oversee and direct this work.
- The 'refresh' initially focused on the 4F permutation plus detailed work for a '4+3' permutation to provide for the onboarding of Beds, Herts and Cambs. That latter work was (and remains) paused on the basis that a 4F entity has to be agreed and

implemented as an essential prerequisite for any subsequent expansion and onboarding.

- The OBC 'refresh' was considered at the Oct 2020 Summit and whilst the ambition and potential benefits secured considerable (but not universal) support, the Summit discussions surfaced some Forces' concerns around affordability. The OBC proposition met the criteria of securing cashable savings and delivering at pace. However, this entailed a significant 'Year 1' 2021/22 investment that was variously described as a 'spike' or 'lumpy'.
- These affordability concerns had been heightened during the budget build process and had been accentuated by a deteriorating MTFP prognosis and the Government's intention to announce a single (not multi-year SR) settlement.
- With this in mind, the SRO was charged with further refining the OBC to develop an 'Affordability Option' together with the '4F' Force CFOs.
- The 'Affordability Option' will be presented to an Eastern Region 7F Summit in the new Year.

7 Forces Procurement Department

This area is now business as usual, implementation of the collaborative unit having been completed. 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. The 7F Summit agreed the Closure Report on 27th July 2020 with Post Implementation Review (PIR) to be scheduled in 12 months.

Digital Policing Portfolio (DPP) / Home Office Technology Programme

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

(No change to the overall 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:

Update

National Law Enforcement Data Programme (NLEDP)

This is the replacement of the Police National Database (PND) and Police National Computer (PNC) providing improved data mining/analytical capability of these critical operational information systems. The first database to transfer over was planned to be the vehicle records. The Home Office estimate a national annual revenue reduction from £35m to £16.5m at the point that both PNC and PND have been migrated - originally estimated as 2024.

This programme has been subject of significant delays. A central review of the NLED programme completed in November 2020 is due before the National NLED Programme Board 9th December. Timescales, technology change and functionality will not be redefined or agreed until January '21, which is likely to slip the programme further. Essex has asked to work with the Operational Communications in Policing (OCiP) team after that point on the change impact assessment, recognising the competing demands for resources across a number of national programmes and regional programmes and the uncertainty that surrounds NLEDs currently. The software required to enable access to NLEDs for Essex Police has not yet been developed, there is no further activity Essex can undertake in readiness at this stage.

National ANPR Service (NAS)

Automatic Number Plate Recognition (ANPR) is an increasingly important technology used to target criminality. This development will reduce local storage; ease data sharing across national forces; allow national convoy analysis and provide improved national alarm monitoring (90% decrease in local data storage.)

We are working through the transition milestones to move to NAS. We have been notified of considerable delays to the National Programme which means we now need to plan to continue to supply the National ANPR Data Centre (legacy National system) and local legacy back office functions until at least March 2022. Calls are taking place to identify options and potential costs involved to maintain the best access to data across Essex. Work is being directed towards mitigating the risk with regards to legacy systems and reviewing possible options to take us forward to 2022.

A new transactional audit function is required as part of the transition requirements to the new system. In Essex this will be completed by the Audit and Inspection team who have liaised with the National Auditor and our internal ANPR unit. Processes have been devised and policy will be updated once a confirmed go live date is known.

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. The fingerprints service went live in Essex on 5th October 2020 which enable us to search fingerprint marks against for example 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.

IDENT1 is the United Kingdom's central national database for holding, searching and comparing biometric information on those who come into contact with the police. The planned date that Leidos (company) will take over responsibility of IDENT1 is January 2021. They will transform infrastructure over the next 2-3 years and will reduce running costs from 2021/22.

Child Abuse Image Database (CAID) – This area previously reported on in this document has completed delivery as part of the national programme and has now become a business as usual area no longer reported on as part of the change programme. The CAID is a critical database use to support the identification of victims and investigation of child abuse in particular where there are online/ digital images.

Digital Public Contact – Single On-line Home

Overall RAG Green	Time	G	Costs £0.214M 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 (DPC) 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 is 1 of 20 forces across England and Wales live with SOH, 41 of the 43 Home Office (HO) forces are signed up to take the system. The 4 Welsh forces are currently onboarding and due to be live by the end of 2020 and British Transport Police (non HO force) are transitioning to SOH in the new year. Circa 50 system elements make up Single Online Home.

In Essex 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.

SOH has been developed to provide additional services in response to the Covid-19 pandemic including breach reporting and advice. In April 2020 as part of emergency measures to reduce any pressure on the 101-system associated with the Covid-19 pandemic, Essex Police with the support of the national content team installed Comm100 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. Rollout of what normally takes 10 to 12 weeks was fast tracked in 2 weeks. During the Covid-19 Op Talla period this facility has been provided without charge by the national team.
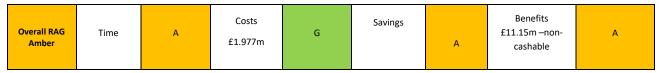
Comm 100 was an interim option pending a longer-term Live Chat solution being procured by national SOH. A solution from Imimobile has been chosen and is due to roll out in Essex and the other 6 forces using Live Chat on SOH at the start of 2021. Imimobile will cost Essex approximately £14k per annum for an initial circa 60 named user licence.

SOH is the subject of general ongoing development in addition to the emergency pandemic related work which has dominated 2020. 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 a significantly enhanced version which included both online application forms and online payment.

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.

Work continues to create an integration 'hub' between SOH and back office systems. Integration to support crime recording has been prioritised and Essex is the lead force for this work, working with the National SOH/ Digital Public Contact team, the Athena Management Organisation and Northgate. A significant benefit from an integrated interface with Athena for crime reports is to reduce the need for double keying of text. Procurement activities are concluding, a preferred supplier has been selected to provide the i-hub. Detailed plans are being prepared for delivery and roll out in the new year. This is a complex area of development with a number of interdependencies including the upgrade of Athena to version 6.7.

Essex County Fire & Rescue Service (ECFRS)

Overall RAG Amber	Time	A	Costs £1.977m	G	Savings	A	Benefits £11.15m –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 for 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 the Chief Constable (CC), Chief Finance Officer (CFO) and the monthly Strategic Collaboration Governance Board (SGB). Recent updates are highlighted below:-

Update on recent activity

- Multi-Agency Information Cell (MAIC) is continuing to utilise collaboration resources.
- Shared Rural Resource pilot went live at the beginning of November 2020 with a resource in the Dengie area of Essex.
- Collaboration (Wave 2) pipeline planning has been completed with results due to go back to the Strategic Governance Board in November 2020.

- Proposed way forward agreed for the sharing of estate in Harwich and Dovercourt. Full business case due before purdah period in March 2021
- Tri service information sharing agreement signed.
- Tender process was completed to identify provider of full business case for fleet workshops. This was unsuccessful and the way forward is being considered. This work links to the Boreham site master plan.

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 development of these Community Safety Hubs is led by Safer Essex.

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). Two districts are yet to achieve co-located hubs (Thurrock and Harlow).

Thurrock remains non co-located. Refurbishment continues within the Civic Centre and future co location has been discussed, it is intended that police officers and staff will have access to the new enforcement and CCTV centre once it is completed. Co-location discussions are now on hold pending the end of social distancing during the pandemic. 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.

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 the CSP and partners with the intention of working from the CSP council offices for part of their week for 2/3 days post COVID19.

<u>Mental Health - (Overall RAG – Green)</u> (No change)

<u>Note: RAG assessment determined for this report.</u>

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 Demand Snapshot – A 24-hour snapshot of mental health demand took place in November 2019 as a result of the HMICFRS recommendation in the 2018 'Picking up the Pieces' report. The Force will be conducting a repeat of the MH snapshot exercise again in November 2020. The snapshot involves the extraction and review of data on all incidents recorded from 00.00 – 23.59 on the chosen date, as well as including relevant MH data on missing persons and those detained in custody.

Partnership Tabletop event – The 'leaky pipe and myth busting' partnership events will take place as a series of smaller MS Teams events in December 2020 and January 2021 with representatives across the partnership in attendance at each session. The sessions will explore five scenarios developed with relevant partners to identify opportunities to improve the service those in crisis receive. All events will be independently facilitated by Professor Eddie Kane and associates from the University of Nottingham. Professor Kane leads on behalf of the College of Policing for a number of MH research projects.

Street Triage – The Street Triage model altered temporarily in response to COVID-19 and moved to nurses working from home providing remote support. However, on 28th September 2020 a more 'normal' service resumed. Street Triage are currently operating 1000-midnight, 1300-2300 there will be a police officer out in a triage car with a nurse, outside of these hours a nurse will be control room based and accessible.

111 option 2 – A referral pathway for any adult suffering mental ill health to be able to speak to a mental health nurse went live in Essex in April 2020. Essex police have worked closely with the NHS Mental Health Crisis Response Service (CRS) and developed a direct line providing police with access to the service. An intranet article has been published and training package (aimed to roll out to LPT at their briefings) which highlights the resumption of Street Triage as fully operational as well as the process for police contacting the CRS, in particular out of Street Triage operating hours.

Partnership meeting engagement –This includes participation in the Mid & South Essex Suicide Prevention Steering Group and North East Essex & Suffolk Suicide Postvention Support Group with efforts focussed around real-time data provision to inform a partnership approach to suicide prevention and bereavement support. We also attend the NPCC Suicide Prevention Regional workshops. Engagement in the North East Essex Mental Health Liaison Service Steering Group seeks to ensure effective implementation of the Core24 liaison service and emergency care pathways to achieve a more all-encompassing MH service.

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 in tackling 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 the field testing has been completed and a full roll out is planned for December/January.

2020 has been an important year for ecda with the implementation of the new data analytics, storage and sharing capability with a new provider, funded via the PFCC's transformation fund and the other two 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. The system has been tested and will be used on the Domestic Abuse Perpetrators project linking social services and police data.

In addition to the data ethics framework, an independent ethics committee has been recruited to assist partners in determining the ethical issues relating to individual projects. 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 is focusing on 4 areas in 2020, two will be led by Essex Police:

- County lines and Gangs and knife crime, protecting young people
- Population and demographic demand, using data to meet future challenges. The focus of this work has shifted to the societal impact of COVID (see below).

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 focused on child abuse, this has been completed and presented to key stakeholders at various boards

with a dedicated webinar for around 50 attendees. Further work using the same methodology has started, with a focus on mental health.

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

(No change to overall 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 work has now restarted with core partners. The next round of events is scheduled to take place in February and April 2021.

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 Amazon Web Services (AWS) and ecda, the latter having agreed to take the lead role in terms of any procurement arrangements for the proposed pilot/project. A recent meeting with key stakeholders has identified a new approach which is now being developed. This involves using the existing Cloudwick data sharing platform for the project in association with AWS. The stakeholders in the project have been asked to provide a set of key performance indicators for the project and this work in now ongoing prior to a full Hothouse MS teams meeting in January 2021.

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

Note: RAG assessment determined for this report

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 office of the PFCC 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 by the office of the PFCC to look at disproportionality in the Criminal Justice system. Virtual meetings have taken place between ARU and Goldcrest and the office of the PFCC.

It is anticipated that work on both projects will be completed by end of March 2021.

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

Note: RAG assessment determined for this report

No significant change since the last collaboration report. This initiative is on hold in terms of further development during the pandemic and will be subject of discussion in the new year.

The CSCV initiative attracted 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 and current social distancing reduces.

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 is gathering 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.

Following on from the 2018 survey and 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 for the force to receive additional force level information. The force level results will be presented to the Diversity and Inclusion Board, chaired by the Chief Constable.

A second annual national police wellbeing survey is being launched this month (November) to assess the current state of wellbeing across UK policing. The survey is led by Chief Constable Andy Rhodes, NPCC National Wellbeing Lead and Service Director for Oscar Kilo – the National Police Wellbeing Service. It is being run by Durham University and is supported by the College of Policing.

The survey is open to serving police officers, staff and volunteers across the UK. It goes live in police forces across the UK on Monday 16th November 2020 and will remain open for approximately four weeks.

Resilience Forum - (Overall RAG – Green)

Note: RAG assessment determined for this report.

The Essex Resilience Forum (ERF) is comprised of over thirty different agencies who work together on a weekly basis to ensure greater multi-agency cooperation in daily business as well as in a major incident or civil emergency. This work is invaluable during the Covid-19 pandemic.

Essex Police set up the Multi -Agency Information Cell (MAIC) with support from Essex County Fire and Rescue Service. Police officers within the MAIC are responsible for the weekly production of the Common Operating Picture (COP) document that details areas of focus, risk, horizon scanning and notable absence levels as well as the Police version of this document (PCOP). The MAIC is the central hub for all information coming in from all ERF partner agencies and 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 Contingency Planning has been involved in the ERF work requiring adaptation of existing plans to fit the current situation. Recent examples have been around Rest Centre plans (including adaption for COVID safe measures) as well as a move in recent

times towards various winter pressures likely to affect the county including: COVID 19; EU Transition; Winter Flu pressures amongst others.

Regular use of Resilience Direct, a partnership information sharing system, is made. The ERF and MAIC have the assistance of two Military Liaison Officers (MLOs) adept at reviewing plans and strategies and assisting partners with stress testing such plans. Examples of this activity include reviewing Excess Death Management including Mortuary Capacity and hospital occupancy.

Since August 2020, the ERF has significantly increased the volume and scope of the work being undertaken around EU Transition, with weekly partnership based meetings to review and take action around the various Risks and Themes associated with exiting the EU on 31/12/2020 and onwards and assessing the likely impact on Essex roads, ports, communities, hate crime, food considerations and 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 advanced 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. There is likely to be a focus on NLEDs following the November review and an understanding of any changes required to local readiness.

The newly appointed Head of ecda is reviewing progress to date. Having considered the result of that review decisions will be made on the future direction of this work.

The innovative partnership work associated with the BT Hothouse has restarted having been paused due to Covid-19. The next partnership events are scheduled for January, February and April 2021.

There are likely to be increased pressures on the work of the ERF and whilst the MAIC has been scaled back up, the current changes with regard to national restrictions, Tier restrictions and possible programmes for delivering a vaccine in the New Year will draw on this effective collaboration.