

Performance and Resources Scrutiny Programme 2021

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 the annual update to the OPFCC on future and current collaboration activity and expected benefits. This is an update on the last collaboration report provided to the December 2020 board.

2.0 Recommendations

For the board to note. No actions required.

3.0 Executive Summary

This report builds on the Collaboration paper presented to the Performance and Resources Scrutiny Board in December 2020, and the request from the PFCCs office to include RAG ratings for all collaboration activities. The RAG assessment gradings have been provided by the business leads and the rationale supporting them included in the updates outlined in the main body of the report.

Of note is the continued progression identified by leads, despite any pressures as a result of the pandemic restrictions over the last year.

The RAG status for the 15 areas is unchanged from the assessment in 2020. 11 areas are RAG'd green, 4 areas are amber: 7 force vetting, Digital Policing Portfolio, ECFRS collaboration and Community Safety Partnership Hubs.

4.0 Introduction/Background

Essex Police has developed, over time, significant collaborative arrangements with other police forces and organisations, particularly over the last fifteen years since the decision by the government not to proceed with compulsory mergers of forces in 2006. Collaboration provides cost savings as well as efficiencies and maximises joint working with the overarching aim of delivering more effective policing.

5.0 Current Work and Performance

This report provides an overview of current collaboration. Each area has been given a Red/Amber/ Green summary status identified by the business lead for delivery of benefits and/ or progress against plan if still subject to delivery . Collaboration is grouped from national to local/ innovative in 5 sections.

Collaboration dashboard		Current RAG 2021	Previous RAG 2020
5.1 Essex/ Kent			
5.1.1	Joint Serious Crime Directorate	Green	Green
5.1.2	Joint Support Services Directorate	Green	Green
5.2 Regional - 7 Forces (7F) Strategic Programme			
5.2.1	7F - Armed Police Firearms Training	Green	Green
5.2.2	7F – Forensic Case Management	Green	Green
5.2.3	7F - Vetting	Amber	Amber
5.3 National			
5.3.1	Home Office – Digital Policing Portfolio	Amber	Amber
5.3.2	Digital Public Contact – Single Online Home	Green	Green
5.4 Local Collaborations			
5.4.1	Essex County Fire & Rescue Service (ECFRS)	Amber	Amber
5.4.2	Local crime reduction collaborations	Amber	Amber
5.4.3	Mental Health	Green	Green
5.5 External and Innovative Partnerships			
5.5.1	Essex Centre for Data Analytics (ECDA)	Green	Green
5.5.2	BT Hothouse	Green	Green
5.5.3	Anglia Ruskin University	Green	Green
5.5.4	Cyber Specials and Volunteers	Green	Green
5.5.5	Durham University	Green	Green

5.1 Essex/ Kent Collaboration

Overall RAG Green	No change
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5.1.1 Joint Serious Crime Directorate (SCD)

The Essex and Kent Serious Crime Directorate (SCD) tackles the most serious organised criminal groups, covering areas of criminality from traditional drug supply to modern day slavery and complex cyber-enabled fraud. It provides Essex Police with forensic capability, both physical and digital, intelligence gathering and dissemination from a variety of sources, major crime investigation, covert support and communications intelligence. It benefits from working at scale, combining the assets of two forces. The directorate have graded their current effectiveness as green.

Across the investigative functions (Major Crime including Economic and Cyber Crime, Serious and Organised Crime including Modern Slavery/Human Trafficking and Covert Support), SCD are able to field sufficient numbers to surge and flex according to demand. This local investigative capability ensures a professional and effective response to serious crime from homicide to serious and organised crime, ensuring that the most dangerous offenders are prosecuted, drugs and weapons seized, and their assets recovered through POCA. SCD also provide a strong Prevent & Protect function, providing additional support to victims of fraud, and cybercrime and other SOC threats.

Digital Media Hubs at Colchester and Maidstone, which extract intelligence and evidence from mobile phones and tablets, have been recommended for accreditation to ISO 17025 following four days of assessment by the UK Accreditation Service at the end of June. The remaining evidence is due to be submitted for final verification in October this year.

Overall RAG Green	No change
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5.1.2 Joint Support Services Directorate (SSD)

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 directorate have graded current effectiveness as green.

The collaborated business model makes the most effective use of resources across two forces and is regularly reviewed and improvements to service are sought through obtaining feedback from staff and customer surveys. An overall staff satisfaction level of 72% represents an improvement on recent years and the more complex Net Promoter Score comes out at +5, where any positive figure is generally considered to be 'Good'.

13 key projects from the IT Portfolio have been delivered during the reporting period and some key workstreams including the refresh of body worn video and Airwave devices, as well as Data Centre migration are in progress.

5.2 Regional Collaboration

7 Force Strategic Collaboration Programme:

Below are the current active workstreams from the 7 Force Collaboration Programme which aims to develop and implement successful collaborative solutions which benefit from the scale of working at a regional level. The RAG ratings are taken from the October Highlight report produced by the 7 Force programme.

5.2.1 7F - Armed Policing Firearms Training

Overall RAG Green	No change
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The 7F firearms training function has been delivered and achievement of full licencing detailed below should conclude this workstream. A College of Policing full licence inspection is due between 30th November - 3rd December 2021. Assuming the licence is granted, the 7-Force Collaboration will then move from an interim licence to a full CoP licence. The formal inspection will involve 5 key areas; Organisational Structure, Design, Delivery, Assessment of learning and Accuracy of training records, they will also inspect the training armouries and ranges. This will be centred around documentation and compliance with training and Standard Operating Procedures (SOPs).

5.2.2 7F - Forensics Case Management

Overall RAG Green	No change
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The Essex and Kent SCD Directorate Forensic Team has worked with the 7Force Programme Team to evaluate and procure a Forensic Case Management Solution, which has now moved into design stage, following approval of the Full Business case and award of contract. The solution is planned to rollout to all forces by March 2023, replacing the current legacy solutions, ensuring business continuity for forensic exhibits and case management and assisting the forces to retain internal forensic services through accreditation.

5.2.3 7F - Vetting

Overall RAG Amber	No change
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The 7F Programme is exploring opportunities to support Vetting administration across the seven forces. It seeks to identify an alternative delivery model to achieve convergence and standardisation, thereby improving service delivery. The project is working through phases on business standardisation with a report due to the 7F summit in April 2022.

SaaS CoreVet has been installed as a common vetting system across the seven forces in February 2021 and is in operational use. A seven forces vetting change lead was recruited in April 2021.

Work has been ongoing with Deloitte for some time to provide support to the administration of vetting through robotics. A pilot system was installed in July 2021 and the project is currently (October 2021) working through technical infrastructure issues which are preventing full Bot usage. Once fully operational the benefits of Bot usage will be examined.

5.3 National Collaboration

Overall RAG Amber	No Change
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5.3.1 Digital Policing Portfolio (DPP) / Home Office Technology Programme

Essex currently has three key programmes outlined below being delivered as part of the national Digital Policing Portfolio (DPP). The DPP programme is regularly assessed at the Strategic Change and Coordination Board (SCCB) and currently graded amber in Essex as a result of national delays to delivery timescales and the reduction in scope of the NLEDP programme.

DPP - National Law Enforcement Data Programme (NLEDP)

This project has recently been through a re-set phase (completed in Aug '21). The purpose of the project has been reduced to replacing functionality of the Police National Computer (PNC), with replacing PND removed from scope. The project is now in 'Pathfinder' stage.

Funding has been provided to Essex to deliver the mobile front end to P@RS (photographs at the roadside) that will provide officers with direct access to photographs held by the DVLA. This is a collaborative venture between Kent/Essex/Norfolk and Suffolk to use the Mobile First supplier to deliver the P@RS application.

DPP - National ANPR Service (NAS)

A 4-month delay to delivery of elements of the national programme to March 2022 is likely as the disaster recovery instance will now not be in place until February 2022.

Work has continued to support the local legacy back-office functions due to delays in the delivery of the national system. Significant improvement in the current solutions' stability has been achieved through local investment and technical activity between the suppliers, Essex and Kent IT Services and the ANPR team.

The national programme 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.)

DPP - Home Office Biometrics

The Prüm framework (solution by which DNA and fingerprint information is shared with European law enforcement) continues to work well and Essex has received lines of enquiry following searches commissioned. IDENT1 is the United Kingdom's national fingerprint database. The live IDENT 1 service transitioned to Leidos (company) in January 2021 and

continues to work well. Leidos have a roadmap to transform IDENT1 infrastructure over the next 2-3 years with the aim of reducing future running costs.

5.3.2 Digital Public Contact (DPC) – Single On-line Home

Overall RAG Green	No change
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Single Online Home (SOH) is an internet platform provided through the Home Office Digital Public Contact (DPC) programme. Go live in Essex was in September 2019. SOH is assessed at each SCCB and has been given an overall assessment of green.

28 forces across England and Wales are live with SOH, (20 last report). 4 forces are currently transitioning to SOH including Bedfordshire, Cambridgeshire and Hertfordshire who are due to be live February 2022 and Lincolnshire in March 2022. As an example of throughput in Essex, in September 2021 the core online reporting modules of crime and road traffic incidents received just under three thousand reports, the highest rate since going live.

During the peak of the Covid pandemic, Essex installed Live Chat facilities on its SOH website. This facility has recently been updated to a new Live Chat provider (IMiMobile) and is being operated by Force Control Room staff working from home on a 7am to 11pm 7-day shift pattern.

Two current developments are: the online reporting of Domestic Abuse incidents due to go live at the end of November 2021; and the creation of a prototype integration ‘hub’ between SOH and back-office systems initially to support crime recording and due to go live by the end of the year. Essex is the lead force for this work, working with the National SOH/ Digital Public Contact team, the Athena Management Organisation and NEC Software Solutions (previously known as Northgate). A significant benefit from an integrated interface with Athena for crime reports is to reduce the need for double keying of text.

5.4 Local Collaborations

5.4.1 Essex County Fire & Rescue Service (ECFRS)

Overall RAG Amber	No change
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We are 4 years into a 10-year programme with collaborative partnerships and integration being explored in all areas of responsibility for both Essex Police and ECFRS where there is the potential for improving economy, efficiency and effectiveness. This programme, reviewed at each SCCB, has a RAG rating of amber because of challenges achieving the benefits outlined in the original collaboration business case.

Tactical projects delivered include joint education teams, collapsed behind closed door incidents and changes to ECFRS safe and well visits to incorporate crime prevention advice. Strategic projects identified in the original local business case included joint fleet workshops, estates sharing and joint procurement. The programme is also working on a

hot-spot vulnerability mapping project which has the potential to improve our collective understanding of areas of demand for issues such as Violence Against Women and Girls and attacks on emergency workers.

Work continues on the development of a joint fleet workshop on Essex Police land at Boreham. This work has a dependency on existing plans around Boreham.

A 6-month evaluation of the tri-service rural community prevention officer project was recently completed. The evaluation report noted benefits for all three services including 300 fire prevention engagements, 400 smoke alarms fitted, 259 hours of availability for East of England Ambulance Service, and 463 hours of community engagement.

Overall RAG Amber	No Change
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5.4.2 Local Crime Reduction Collaborations (Community Safety Hubs)

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). This workstream is graded amber because limited progress has been made in resolving the remaining hubs during the Covid-19 Pandemic however positive developments are now occurring in Thurrock.

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.

It has been agreed that the Thurrock hub will be at the council offices. Refurbishment work continues within the Civic Centre and is due to complete in January 2022. The building work will incorporate facilities and security measures to allow police officers and staff to work co-located with the Fraud and Environmental Enforcement teams. Co-location is expected to physically occur in the New Year.

In Harlow the Chief Executive has commissioned a space review at the Harlow Civic offices to see if that is a viable option post-Covid. A review of the Community Safety Partnership has also been commissioned by the Harlow Council portfolio holder. Timescales for completion of these pre cursor reviews are currently unknown.

Overall RAG Green	No change
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5.4.3 Mental Health

In line with both the Force Plan and the PFCC Police and Crime Plan, there are a number of key activities and initiatives underway. Multi agency collaboration is seen as effective in supporting this critical area of work and is graded green by Crime and Public Protection Command. Examples of recent activity include:

Partnership Tabletop event – The Force led on four multi-agency ‘leaky pipe and myth busting’ exercises held in December 2020 and January 2021. For ‘leaky pipe’ issues the aim was to establish where mental health cases were not being effectively progressed due to systemic procedural problems. Force analysts have reviewed the findings and outcomes. The Essex Crisis Concordat Meeting is overseeing 19 recommendations made within 8 core topic areas, with subgroup leads from across the partnership assigned to each core topic area to progress.

Mental Health Units – Work is underway with NHS staff working within mental health settings in Essex to identify/ select a number of patient’s partners who pose the most risk of either committing or being subject of serious violence. This is with a view to conducting a partnership problem solving exercise to consider the support and response provided to each individual.

Triage service evaluation –The College of Policing Street Triage Evaluation Toolkit Framework was released to forces at the end of November 2020. C&PP are working with Strategic Change and Contact Management to finalise a Terms of Reference for the Force’s evaluation process to commence. This review will require engagement with a number of key internal and external stakeholders.

Homicide Prevention - A Force Homicide Prevention Profile has been developed which highlights mental health is a possible risk factor and linked to 21% of homicides. A plan has been created in response to this which includes improved care for those in mental health crisis, including provision of S136 beds, to avoid escalation resulting in serious violence; evaluating street triage capability to protect those vulnerable to Mental Health crisis; and continuing to develop the profiling of Mental Health demand.

5.5 External and innovative partnerships

5.5.1 Essex Centre for Data Analytics

Overall RAG Green	No change
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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. 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. As a result of the substantial activity to date this workstream has been graded green.

2021 has been an important year for ecda, 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.

Areas of focus for ecda include work on Suicide Prevention; Public Safety; Mental Health; Vulnerabilities for those not in Education or Employment and Domestic Abuse including a Domestic Abuse perpetrators project.

Ecda are working with the Essex Violence and Vulnerability unit to test and deploy the knife crime model, a 6-month trial is currently taking place with results expected in May 2022.

Overall RAG Green	No change
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5.5.2 Innovative Partnerships – BT Hothouse

The BT Hothouse is 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. Progress is graded green as we are now moving out of Covid related restrictions and activity is resuming.

As part of the second series of events 6 new themes were launched in November 2019 which are gangs, county lines, knife crime, surveillance and ethics, Internet of Things (IOT) and smart cities and demographic and population change.

The final event in the second Hothouse series is planned to take place in January 2022. There are four projects in the series which cover human trafficking, child safeguarding, the internet of things, and knife crime and gangs. A full report on the progress of each project during the series will be available in February 2022 following the event. Each of the projects involves working with a wide range of partners to bring innovation and new solutions to each of the topics and issues.

Overall RAG Green	No change
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5.5.3 Anglia Ruskin University (ARU)

Following the publication of the first 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. Both projects were delayed due to COVID 19, however both are now nearing completion with final reports expected before the end of 2021.

Collaboration with ARU continues to be graded green as progress resuming after delays due to Covid 19.

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

We have 15 Cyber Specials/Volunteers an increase of 3 on last year. As we come out of the pandemic, we are working to return our Police Support Volunteers to various volunteering opportunities. CSCV's are providing growing support for policing activity and have been graded green.

Our Police Support Volunteers based at HQ have now returned to work with the digital forensics team. Two additional Digital Volunteer roles that have been created in Colchester Police Station. Three Cyber Volunteers are working at a high level around Cyber Crime incidents. We now have eight Police Support Volunteers who are part of the Ethics Committee and continue to have regular zoom meetings with the Head of Digital. Two new volunteers have been placed in the Counter Corruption Unit which is a brand-new volunteer role currently going through the approval process.

Overall RAG Green	No change
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5.5.5 Durham University

Essex Police enjoys a collaborative working relationship with Durham University lasting over 5 years. The force 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.

Force wide surveys took place in 2018, 2019 (interim) and a third survey is scheduled for Summer 2022. The results are shared with Chief Officers and members of SLT and published on our intranet site. The force is supporting the National Police Wellbeing Survey which is being run by the Policing Research unit at Durham University. The survey was launched in October 21 and will run until the end Dec 21. 2021 activity is moving forward as planned and is graded green as a result.

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.

An overarching theme in the Essex Police Force Management Statements (FMS) is that more severe/complex demand will continue to increase and 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.

The most recent demand analysis in FMS 2021 identified four areas of focus for the Force:

1. Strategic prevention activity
2. Consistency in the quality of investigations
3. Reducing the disparity in levels of public confidence
4. High harm

The collaborative activity outlined in this paper supports these areas of demand.

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

T. Detective Chief Superintendent Lucy Morris (Serious Crime Directorate), Mark Gilmartin (Support Services), Fiona Brown (IT Services), Ewen Wilson/ Richard Day (DPC Single Online Home), Superintendent Nick Morris/ Chief Inspector Matt Cornish (7F Firearms), Greg Myddelton (ECFRS collaboration), Superintendent Shaun Kane (Local crime reduction collaborations), Detective Superintendent Elliott Judge/ Megan Hiscock (Mental Health), Jen Housego (Hothouse/ ECDA), Mark Johnson (ecda, ARU research) Jenny Brouard (Cyber Specials and Volunteers) Claire Heath (Durham University)

8.0 Actions 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.