

Performance and Resources Scrutiny Programme 2022

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 PFCC on future and current collaboration activity and expected benefits. This is an update on the last collaboration report provided to the November 2021 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 November 2021, 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. The information in the different sections has been provided by the relevant departments and where available extracted from recent reports to the Strategic Change and Coordination Board which held its most recent meeting in October 2022.

Comparing the RAG status for the 13 areas in this report to the previous 2021 gradings. One area has improved from amber to green (5.3.1 National Law Enforcement Data

Programme (NLEDP)) and one area (7 Force Programme) has concluded and been replaced with the 7 Force Network so is ungraded as it is in the planning and consultation phase. Overall, in addition to the ungraded area, 9 areas are RAG'd green and 3 areas are amber: 5.3.2 National ANPR Service (NAS); 5.4.1 ECFRS collaboration and 5.4.2 Local Crime Reduction Collaborations (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 sixteen 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 activity. Each area has been given a Red/Amber/ Green summary status 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 and innovative in 5 sections.

<u>Collaboration dashboard</u>		Current RAG 2022	Previous RAG 2021
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			
5.2.1	7F Network*	Not graded	n/a
5.3 National			
5.3.1	HO - Digital Policing Portfolio - NLEDP	Green	Amber
5.3.2	HO - Digital Policing Portfolio - NAS	Amber	Amber
5.3.3	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	Cyber Specials and Volunteers	Green	Green
5.5.4	Durham University	Green	Green

*7-Force Network is a new workstream which replaced the 7-Force Programme

5.1 Essex/ Kent Collaboration

5.1.1 Joint Serious Crime Directorate (SCD)

Overall RAG Green	No change
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Collaborative working within the Serious Crime Directorate (SCD) continues to provide benefits to both Essex and Kent Police. The combined teams across both forces provide greater capability to locally respond to the most serious criminality including homicide, drug supply, firearms, modern day slavery, organised immigration crime, cybercrime and fraud. The strength of the collaboration allows for resources to flex across both counties in respect of reactive investigative demand where necessary, but also to provide a proactive covert policing response across both forces. This allows resources to be stood up locally at short notice, responding to immediate threat, harm and risk.

The Serious Crime Directorate also provides Essex Police with extensive forensic capability across the force, from crime scene management to digital examinations. The Forensics department has continued to professionalise, pursuing ISO accreditation across more functions. In addition to the Digital Media Hubs already accredited, Crime Scene Investigation at Southend has now achieved ISO accreditation, with more sites due in the coming period. Digital Forensic demand remains challenging. A business case to modernise SCD forensics capability in terms of officers and staff structure and better align it with developing demand has recently been agreed and is now subject of consultation prior to implementation.

Significant investment is being made in a joint Essex/ Kent Police Digital Forensics Platform which will provide a modern, refreshed, fit for purpose and scalable set of technologies supporting digital forensics analysis and storage. The introduction of the Digital Asset Management System (DAMS) in September 2022 has seen benefits in performance for officers carrying out investigations, earlier charging decisions and guilty pleas and the management of evidential digital media.

SCD have a strong investigative capability across the traditional areas of serious crime but have grown additional capability in newer and emerging threat areas including Modern Slavery and Organised Immigration Crime. SCD have successfully utilised Police Uplift Programme (PUP) resources to grow our capability in Major Crime, Serious & Organised Crime and Covert Policing which will allow further proactivity. SCD also continue to work jointly with the Eastern Region Special Operations Unit (ERSOU) to meet their PUP uplift targets, which will provide greater regional capability to tackle the most significant threats across Essex.

5.1.2 Joint Support Services Directorate (SSD)

Overall RAG Green	No change
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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 (SSD) staff satisfaction level of 60%

represents a downshift from last year’s 72% high. This may result from continued high workloads and workflows across the directorate and external factors around the cost of living which are directly impacting on the financial wellbeing of staff. The joint Support Services Directorate (SSD) has achieved 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.

IT availability has been high across services during the period, with a noticeable reduction in Critical Incidents impacting on Force Operations. IT projects delivered within the reporting period include Legacy Digital Data Store, O365 room booking & pool car booking Apps, OneDrive migrations from EqualLogic & Isilon Storage, Bomgar (tech supplier connections for virtual support), Mobile First for Tasking & Briefing, Airwave and BWV refresh of devices, Digital Interview Recording (Essex), DAMS and SharePoint for Intranet. There remains a high level of activity on the following priority programmes in delivery; the 21H2 upgrades (device operating system upgrade for Microsoft support & security), laptop increases for front line officers and the transition to co-located off-premises Data Centres is underway (Data centres are live and services are being migrated across). IT Services has also responded very effectively to two significant global cyber threats: Log4J and Spring4Shell, requiring a significant response from an extended team identifying any weaknesses, contacting and gaining patches from suppliers and applying these: closing out any cyber vulnerabilities and shoring up our network and system security.

5.2 Regional Collaboration

5.2.1 7 Force Network

Overall RAG	n/a
Not graded	

The 7-Force collaboration programme concluded in early 2022 and has been replaced by the 7-Force Network under the leadership of DCO Drysdale from Kent as Chief Officer and Stacey Rothwell who was appointed as the 7-Force Network director in July. It has not been RAG graded at this time as it is in the consultation and planning phase.

At a time when collaboration arrangements around the country are diminishing, the 7-Force transition to a network seeks to achieve greater efficiencies in the cost of support whilst retaining the energy and support for collaborative work to continue to the benefit of all Forces. There are many initiatives to consider going forward and the establishment of the Network will enable an effective framework to ensure that the Eastern Region remain at the vanguard of multiple Force collaborative ventures.

Currently (October 22) following extensive consultation with key stakeholders the networks vision, strategy and delivery plan are in development and will be shared across the region for feedback in the coming months.

5.3 National Collaboration

Digital Policing Portfolio (DPP) and Digital Public Contact (DPC)

The Digital Policing Portfolio (DPP) programme implementation is regularly assessed at the Strategic Change and Coordination Board (SCCB). Two programmes are currently scrutinised by the board and the text below and grades are taken from the most recent updates at the October board. A third programme, Home Office Biometrics reported on in last year's report has moved into business as usual so is not included in this report.

The below section also includes the Digital Public Contact (DPC) workstream of Single Online Home which is also subject of review at SCCB.

Overall RAG Green	Improved was amber
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5.3.1 DPP - National Law Enforcement Data Programme (NLEDP)

This project which was subject of delay at a national level went through a re-set phase in August 2021. The purpose of the project was reduced to replacing functionality of the Police National Computer (PNC), with replacing the Police National Database (PND) removed from scope. The project has recently moved from 'Pathfinder' stage where aspects of the revised programme were being proven to 'Scaled Delivery Phase'.

During 2022, the mobile front end to P@RS (photographs at the roadside) was delivered supported by Home Office Funding. This provides officers with direct access to photographs held by the DVLA and was a collaborative venture between Kent/Essex/Norfolk and Suffolk to use the Mobile First supplier to deliver the P@RS application.

Delivery of the replacement functionality for PNC is about to commence. NLEDP Property and Drivers applications are due to roll out around the end of 2022 and a Wanted Persons application is due in March 2023. Local delivery across Essex and Kent is overseen by a delivery board chaired by ACC Pavelin from Essex and his counterpart from Kent Police.

Overall RAG Amber	No change
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5.3.2 DPP - National ANPR Service (NAS)

Delays to delivery of elements of the national programme continue and as a result the focus in Force is on maintaining the resilience of local systems whilst awaiting the national developments. This workstream remains at amber due to the national delays.

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 aims to 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.)

5.3.3 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.

32 forces across England and Wales are live with SOH, (28 last report). 2 forces are currently transitioning to SOH (Humberside and Cumbria) and a further 6 forces are scheduled to transition in the financial year 2023/24. This will leave 4 forces currently not scheduled to be on the platform (Durham, West Yorkshire, West Midlands and Avon and Somerset).

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, in September 2022 this had risen to three thousand three hundred the highest rate since going live. For crime reporting Essex maintains an online reporting rate of circa 20%.

The platform is subject of continuous improvement. In the last year Essex has gone live with new online reporting modules for (i) Fraud Bribery and Corruption and (ii) Domestic Abuse. Essex has also been the pilot force for the integration hub. This went live in January 2022 for crime reporting. It takes online reports and loads them into the Athena system thus preventing the need to re key the information. There have been issues with duplicate records being created within the Athena system. Work is ongoing to improve the processes within Athena to remove these duplicates and develop the benefits of the i-hub.

5.4 Local Collaborations

5.4.1 Essex County Fire & Rescue Service (ECFRS)

Overall RAG Amber	No change
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We are 5 years into a 10-year emergency services collaboration programme which seeks to deliver improvements in economy, efficiency and effectiveness of services by blue-light organisations working more closely together. This programme, reviewed at each SCCB, has a RAG rating of amber because at this point the profiled 10-year benefits of £12.4m Net Present Value (NPV) fall short of the target benefits of £15.4m NPV outlined in the original Collaboration business case.

In the early years of the programme there was a focus on delivering tactical projects which included the development of joint education teams, a new procedure around collapsed behind closed door incidents, and changes to ECFRS’ safe and well visits to incorporate

crime prevention advice. Longer-term, strategic projects identified in the original local business case included the capital receipt from Hoffmanns Way (by the PFCC moving to Kelvedon Park), delivery of a joint fleet workshop function, estates sharing (such as the new police facility on ECFRS and in Dovercourt) and joint procurement opportunities. More recently, the programme has approved the expansion of the tri-service rural community prevention officer project which will see 2 officers working in Uttlesford and the Dengie to explore whether the benefits identified in the first phase of the project can be replicated elsewhere. It is anticipated that the project can deliver benefits equivalent to £169,620 per annum.

The programme is also exploring how emergency services can respond more collaboratively to opportunities presented by housing growth or other large planning project such as Bradwell power station and the Lower Thames Crossing. These opportunities might lead to direct investment in emergency services capital or revenue costs associated with supporting new local communities or infrastructure.

The project is governed by a bi-monthly Strategic Governance Board attended by Chief Officers and chaired by the PFCC. The meeting considers programme risks as well as reviewing formal documentation such as annual benefit reviews, business cases and project closure reports. Each meeting reviews the programme’s finances and tracks the benefits via a programme dashboard.

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

Community Policing Teams (CPTs) work with our multi agency partnerships involving local authorities, housing associations, and the NHS. This partnership provides a local geographical response to policing demand including crime, anti-social behaviour and non-crime incidents. Community Safety hubs provide a central physical site for collaborative joint working. 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 remain yet to achieve co-located hubs (Thurrock and Harlow). Activity was put on hold during the Covid-19 affected period, but agreement has since been reached for both sites to have hubs on Council premises. Building work has been ongoing at both sites, and it is currently projected that the community safety hubs will operate from early 2023.

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 several key activities and initiatives underway. Partnership collaboration through a multi-agency

approach is a vital method in supporting this critical area of work and is graded green. Examples of recent activity include:

Partnership Boards – Essex Police is committed to working with key internal and external stakeholders around the Mental Health portfolio. Several boards have been set up, both internal and external to ensure the identification and early intervention of any emerging themes as well as the progression of any recommendations. This includes the Force Mental Health Board which sees the attendance of Single Points of Contact (SPOCs) from across the commands as well as representatives from Essex Partnership University NHS Foundation Trust (EPUT) to discuss and address any operational areas of concern. This feeds into the Senior Partnership Mental Health Board, which is attended by senior leaders from Essex Police and EPUT with plans to incorporate the Southend, Essex and Thurrock CAMHS (SET) heads into this group. This board provides agencies with the opportunity to raise any strategic concerns, as well as discuss initiatives for closer partnership working. Essex Police continue to co-chair with EPUT the Essex Crisis Concordat Meeting, which oversees 19 recommendations made within 8 core topic areas, with subgroup leads from across the partnership assigned to each core topic area to progress.

Cohorts and Risk Management – Work is underway with health partners to identify a cohort of individuals who have been identified as posing the greatest risk of harm. Agencies will agree a 4 P (Pursue, Prevent, Prepare and Protect) tactical plan to mitigate these risks which will be shared with the relevant Local Policing Areas for action. Work will include data sharing with internal and external partners to identify those who are the highest service users as well as those who have seen a significant increase in service use. This data will be overlapped with both the High Harm, Domestic Abuse and Contact Management cohorts to identify those who are presenting as the greatest risk. Data will then be fed into the new senior level multi-agency tactical forum known as the Mental Health Risk Management Board (MHRMB) which commences in October 2022. The MHRMB will be the partnership forum attended by senior representatives from Essex Police including, Crime and Public Protection, Contact Management and Custody Command. External partners involved in this process include EPUT, Integrated Care Boards, Approved Mental Health Practitioners, SET MH leads and East of England Ambulance Service.

Homicide Prevention - A Force Homicide Prevention Profile was developed which highlights mental health as a possible risk factor linked to 21% of homicides. A plan has been created in response to this which includes improved care for those in mental ill health crisis, including provision of Section 136 Mental Health Act beds, to avoid escalation resulting in serious violence 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 Artificial Intelligence (AI) in tackling key public policy/social challenges. As a result of the substantial activity to date this workstream has been graded green.

2022 has been an important year for ecda, building on the data ethics framework and the independent ethics committee. Ecda has launched the government 'data masterclass for senior leaders' across Essex. Leaders from the police, district councils and the county are taking part in the masterclass, building data literacy in senior leaders across the county. Ecda has also launched the Essex Data Declaration. Led by the Chief Constable, the declaration aims to ensure that all public sector organisations across Essex use and share their data to improve the lives of the people of Essex.

Areas of focus for ecda include work on harm to Children, working with health to access NHS Accident & Emergency data relating to knife crime, preventing Domestic Abuse by focusing on perpetrators and a Mid and South Essex Health project.

Ecda are working with the Essex Violence and Vulnerability unit to test and deploy the knife crime model and a 6-month trial has taken place. A comprehensive independent review of the predictive model was carried out by Essex University which found the model to be accurate. The Force is now looking at extending its use to test it more widely.

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 move into series 3 of the Hothouse due to take place in November 2022.

Hothouse has already demonstrated its success with projects such as (i) Analytics for Everyone (A4E) which has put Essex Police data into the hands of officers and staff in a format that can be easily understood and used to make decisions and provide insight and (ii) work with the Dot.Com children's charity to produce resources which are used in schools to prevent online harm.

The 5 themes for Hothouse series 3 were selected by Chief Officers and are:

1. Robotics and Automation in Policing
2. Using Data and Technology to prevent serious harm to children
3. Using data to predict and prevent Modern Slavery and Human Trafficking (MSHT)
4. Using Technology to tackle drug driven violence
5. Using technology to maximise prevention opportunities

Each of the projects involves working with a wide range of partners to bring innovation and new solutions to each of the topics and will bring up to 90 people together from the force and other organisations to drive innovation and develop practical and deliverable solutions under each topic.

5.5.3 Cyber Specials and Volunteers (CSCV)

Overall RAG Green	No change
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We have 18 Cyber Specials/Volunteers, an increase of 6 on last year. Most of our Police Support Volunteers have now returned to duties after pandemic restrictions and the CSCV's continue to grow in numbers, supporting policing activity.

There are two Police Support Volunteers based at Headquarters with the Digital Forensics team and two new Digital Volunteers in Colchester Police Station.

Three Cyber Volunteers are working at a high level around Cyber Crime incidents. Two of them (one a university lecturer and the other who has previous experience in Cybercrime work) support the Prevent and Protect manager for the Intelligence team in the Serious Crime Directorate. The other who is an accountant with expertise in economic crime supports the work of the Eastern Region Special Operations Unit (ERSOU).

We now have 10 Police Support Volunteers who are part of the Ethics Committee, an increase of 2 from last quarter, and they meet regularly with Jen Housego, the Head of Digital Change.

Overall RAG Green	No change
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5.5.4 Durham University

Essex Police enjoys a collaborative working relationship with Durham University over 6 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 was launched as planned in September 2022 and has very recently concluded. Results from the latest survey will be available Spring 2023.

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 twelve priorities to get crime down in the Police and Crime Plan 2021/24:

- I. Further investment in crime prevention
- II. Reducing drug driven violence
- III. Protecting vulnerable people and breaking the cycle of domestic abuse
- IV. Reducing violence against women and girls
- V. Improving support for victims of crime
- VI. Protecting rural and isolated areas
- VII. Preventing dog theft
- VIII. Improving safety on our roads
- IX. Preventing business crime, fraud and cyber crime
- X. Encouraging volunteers and community support
- XI. Supporting our officers and staff
- XII. Increasing collaboration

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 Statement (FMS) 2022 is that that more severe/complex demand will continue to increase despite the dip seen during the pandemic, meaning officers and staff will be spending more time dealing with this type of complex, high harm demand.

FMS 2022 identifies five areas of focus for the Force:

1. Strategic prevention activity
2. Tackling violence and high harm
3. Enhancing our investigation capability through supervision and leadership
4. Reducing the disparity in levels of public confidence and increasing victim satisfaction
5. Creating an inclusive and diverse workforce that reflects and represents the widest diversity with our county

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.

7.0 Consultation/Engagement

Detective Chief Superintendent Lucy Morris (Serious Crime Directorate), Mark Gilmartin (Support Services), Stacey Rothwell (7 Forces Network), IT Programme Office (DPP), Stuart Hooper/ Richard Day (DPC Single Online Home), Greg Myddelton (ECFRS collaboration), Detective Inspector James Gray/ Jules Bottazzi (Mental Health), Jen Housego (Hothouse), Mark Johnson (ecda) Sarah Wright/ 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.