

Performance and Resources Scrutiny Programme 2023

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 report is to provide the annual update to the Police, Fire and Crime Commissioner (PFCC) on the future and current collaboration activity and associated expected benefits. This is an update on the last collaboration report provided to the November 2022 Performance and Resources Scrutiny Board.

2.0 Recommendations

The report is for the board to note. No actions are required.

3.0 Executive Summary

This report builds on the annual Collaboration paper presented to the Performance and Resources Scrutiny Board in November 2022, and incorporates RAG ratings for collaboration activities as requested by the Office of the PFCC in 2021. The RAG assessment gradings have been assessed through consultation with the business leads and the rationale supporting them included in the updates outlined in section 5 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 2023.

10 collaborative workstreams are reported. Of these, 7 have a green RAG status and 3 are rated amber. Of the 3 amber, only 1 has moved from green to amber status for this reporting period, Mental Health. The full details are provided in Table 1 in section 5 of this report.

At the previous time of reporting, towards the end of 2022, we reported on 13 collaborative workstreams. Those that are no longer reported on are Digital Policing Portfolio National ANPR Service (NAS), Digital Public Contact Single Online Home (SOH) and the collaborative work with Durham University. The NAS and SOH workstreams have now been completed and closed. The future collaborative activity with Durham University is paused at the time of writing and the next survey is several years away.

4.0 Introduction/Background

Essex Police has developed, over time, extensive collaborative arrangements with other police forces and organisations, particularly over the last 17 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. Collaborative activities are aligned to both the Force Plan 2022-2025 and the PFCC's Police and Crime Plan for Essex.

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 through consultation with the business lead for delivery of benefits and/or progress against plan if still subject to delivery. Collaboration is grouped in 5 sections: (i) Essex/Kent, (ii) Regional, (iii) National, (iv) Local and (v) External and Innovative Partnerships.

Table 1 – Collaboration dashboard

Collaboration dashboard		Current RAG 2023	Previous RAG 2022
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			
5.2.1	Eastern Region Innovation Network (ERIN)	Green	Not graded
5.3 National			
5.3.1	HO - Digital Policing Portfolio - NLEDP	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	Amber	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

5.1 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 significant benefits to both Essex and Kent Police. The collaborative approach provides both forces increased capacity and capability to allow Kent and Essex to tackle the most serious criminality including murder, the supply of drugs and firearms, modern slavery, and organised immigration crime. A collaborative approach also allows resources to ‘flex’ to meet demand. There have been numerous incidences in the past 12 months where Essex Police has utilised specialist staff employed by Kent to meet the demands of fast moving and complex investigations; the same is true of Kent. This ability to ‘flex’ allows both forces access to a reserve of specialist officers and allows LPA based officers and staff to continue in their roles uninterrupted.

The modernisation of the forensics structure is now complete and the benefits of a central, joint, forensics submissions unit are already being felt, both in terms of maintaining and improving our UKAS accreditation and in reducing the significant demand felt by digital forensics. CSIs from both counties continue to support one another in periods of high demand or complex investigations. This allows Kent and Essex to service complex crime without a reduction in service across volume crime areas such as burglary.

The collaboration between both forces within SCD also allows both forces to access highly specialist capability that would be outside the reach of either force alone. Collaborated communications data DCs for another example, allow Kent and Essex to deploy highly specialist officers to gather complex technical evidence and later present this as an expert in court without paying external expert witnesses. Collaboration allows this dedicated team to provide cover for both counties within normal working hours (and often outside of that).

The SCD PUP increase is now complete and both capability and capacity in modern slavery, organised immigration crime, major crime and covert support has increased. The covert support collaboration continues to provide Kent and Essex Police with access to covert support 24 hours a day, 7 days a week. This is something almost unique amongst both county forces and ROCUs. The 24/7 response allows Kent and Essex Police to respond quickly to intelligence and tackle the highest risk serious criminals when the opportunity best presents.

SCD continue to support the Eastern Region Special Operations Unit (ERSOU) Police Uplift Programme (PUP). This increase in ERSOU's capacity will shortly allow Senior Investigating Officers to request increased support from ERSOU to successfully resolve investigations; ERSOU will also soon have the capability to adopt investigations. The ERSOU PUP increase in Economic Crime is expected to increase the ARIS funding allocated to both Kent and Essex Police.

The Joint SCD remains green in status.

5.1.2. Joint Support Services Directorate (SSD)

Overall RAG Green	No change
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The Joint SSD comprises the following departments: Business Services, Corporate Finance, Estates, IT Services, Transport Services, 7F Commercial Services, Seven Force Team, SSD Development and Pensions Guidance.

The collaborated business model makes the most effective use of resources across two forces and continues to operate effectively, maintaining key services, and delivering value for money through savings and efficiencies. There have been recruitment and retention issues across all departments, but this continues to be managed, with plans in place across the different areas to address. Teams are working hard to ensure little to no impact on service delivery, while still seeking continued improvement and efficiencies.

IT availability has generally been at a good level over the course of 2023 but was challenged in September due to 6 unrelated critical incidents restricting service availability of core systems. This had varying impacts in each force, including limiting some access to Athena, MS Teams/O365 and the Force Control Room dispatch systems. The root cause and impact of these incidents was different in each case and has been identified as network configuration issues regarding Athena access, uncommunicated network changes made by BT in the final part of our Data Centre migration to the third-party data centres, and failing performance of the aging ICCS (Essex) and SICCS (Kent) systems. The Data Centre migration programme is now completed so further network changes are not required;

however the DCO (Kent?) and DCC (Essex?) are expected to write to express their dissatisfaction with the level of service received during this period. The ICCS/SICCS ad hoc issues are monitored closely by IT but will be resolved by the implementation of the Motorola ICCS in the next few months.

Recent successful technology implementations in the last six months across the two forces include:

- Good Sam Rapid Video Response solution for appropriate Domestic Abuse cases
- Property Services cloud-based solution in each force and back record conversion (e-PMS)
- FCR Smart Storm alerting
- National i-Leap system accessed via Mobile First smart phones (Interpol alerts)
- DAMS automated interface to Good Sam video evidence
- Vehicle module of the national NLED platform (replacing PNC functionality in stages)
- DocDefender auto redaction tool which went live in Kent in September and will be live in Essex in October
- Completion of the 2-year Data Centre Migration Programme, with the force IT systems that are not cloud based now hosted in secure and resilient 3rd party data centres (Crown Hosting) – decommissioning of the Essex and Kent data centres will complete after the new ICCS launch. It is worth noting that this programme has significantly improved our cyber security risk profile, removing and upgrading hundreds of old unsupported IT servers and applications.

Priorities for the following months include the ICCS implementation in each force, technical support for the new Target Operating Model in Essex FCR, the progression of the joint force Public Contact technology roadmap and business case, the SCD Digital Forensics Platform phased pilot, the ILAS solution to flag DA risk offenders from Athena (funded by the Home Office STAR funding), and the Data Transformation programme.

The update included focuses primarily on IT aspects. Overall, the Joint SSD remains green in status.

5.2 Regional Collaboration

5.2.1 ERIN (Eastern Region Innovation Network)

Overall RAG Green	Prev. not graded
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The 7-Force Collaboration Programme concluded in early 2022 and was replaced by the 7-Force Network. From this, the Eastern Region Innovation Network (ERIN) has now been established since the Annual Summit of 2022 in December, and Section 22a agreement in March 2023. ERIN's vision is:

“The Eastern Region Innovation Network will be a centre of excellence that leads on innovation and research, working jointly to test and implement transformational change at pace, harnessing and developing the expertise and skills in existence from across the region. It will promote a progressive, forward-thinking culture, embracing generational

diversity, tackling the policing challenges of tomorrow. The Network will be tactically agile, operationally effective and efficient and strategically responsive.”

ERIN has made significant progress in delivery of the vision. ERIN has so far; produced 5 Blueprints for replication of innovation, assisting project roll-out with support and assisted implementation; held a number of key events including a launch event and a number of Thinks Tanks; obtained substantial funding for the region (£1.2 million) and co-ordinated joint research and innovation initiatives, specifically in relation to funding bids.

ERIN is supporting the region with regards to Robotic Process Automation by linking in with the national leaders in this space and building a capability Blueprint. ERIN is also working with national and regional stakeholders to share innovation, develop staff skills and promote science and technology acceleration in policing through collaboration and the sharing of best practice and lessons learnt.

ERIN will present further details on its deliverables at the 2023 Summit in November, attended by the 7 PCCs/PFCCs and 7 Chief Constables. The culture of collaboration across ERIN has resulted in a real ability to innovate together and be more efficient and effective with deployment of resource in this space.

At this time, ERIN is rated green in terms of collaboration activities.

5.3 National Collaboration

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

The Digital Policing Portfolio (DPP) programme implementation has been regularly assessed at the Strategic Change and Coordination Board (SCCB). The National Law Enforcement Data Programme is currently in active reporting and is described below at 5.3.1.

Further to last year’s report, the DPP National ANPR Service (NAS) was completed and formally closed in May 2023. Similarly, the DPC Single Online Home (SOH) project has completed. These two workstreams are therefore no longer reported to SCCB and hence removed from this current collaboration summary report.

5.3.1 DPP - National Law Enforcement Data Programme (NLEDP)

Overall RAG Green	No change
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This project which was subject of delay at a national level went through a re-set phase in August 2021. The scope of the project was simplified to replacing functionality of the Police National Computer (PNC) (removing initial plans to replace the Police National Database (PND)). 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, with support from 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.

Local delivery across Essex and Kent is overseen by a delivery board chaired by ACC Nolan from Essex and their counterpart ACC Brookes from Kent Police.

During 2023, Kent and Essex project team have worked in collaboration with the Home Office to deliver NLED's Property, Vehicles and Drivers modules (MVP) across both forces. Kent and Essex are engaged in an extended period of UAT to ensure appropriate feedback and lessons learned are used to mould targeted updates allowing effective use of the product as the product iterations evolve. Property enquiries was released in January 23, vehicle enquires and historical insurance data mvp was released February 23 and drivers enquiries was released in May 23. The core persons product is currently in consultation and development phase, with an expected release date being Q4 23/24. Essex and Kent Police are Pioneer Forces for the core persons product, which means that we will be at the forefront on the development and implementation of this crucial module to policing. The full NLEDS system is due to complete in 2025 enabling the decommission of PNC.

NLEDS Mobile- The NLEDS project has placed a requirement on the mobile first programme (specifically on Fergus Caulfield) to enable the availability of NLEDS products via the mobile first app. This will provide greater operational efficiencies and a greater uptake in usage.

Property, vehicle and drivers training packages have been released with circa 500 users partaking in the extended UAT and feeding back into the programme any efficiencies that can be made.

Officers and Staff using the new modules are already reporting early operational and efficiency benefits and these are being captured through a Benefits and Efficiencies Register and monitored through the NLEDS Tactical Delivery Board.

The Programme Team continue to maximise the National NLEDS Grant Funding that is available, creating a professional delivery structure and core team that remains cost neutral within budget listings.

A Communications Strategy is in place, and NLEDS now occupies a space across SharePoint and Connexions. The communications strategy is updated as appropriate and will evolve in line with the Home Office product roadmap iterations and release dates. NLEDP remains green in terms of status.

5.4 Local Collaborations

5.4.1 Essex County Fire & Rescue Service (ECFRS)

Overall RAG Amber	No change
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We are 6 years into a 10-year emergency services collaboration programme which seeks to deliver improvements in economy, efficiency and effectiveness of services with blue-light organisations working more closely together. This programme, reviewed at each SCCB, has a RAG rating of amber, at this stage the profiled 10-year benefits of £14.266m fall slightly short of the minimum target benefits of £15.4m outlined in the original Collaboration business case. Opportunities exist to explore where current natural collaboration benefits can be identified and tracked, or new opportunities developed to meet any of the shortfall in target benefits.

During the early stages of the programme, the focus centred on delivering tactical projects including the development of joint education teams, a new procedure for responding to collapsed behind closed door incidents, and changes to ECFRS' safe and well visits to incorporate crime prevention advice. The perceived benefits for these projects were profiled and now annually appraised in reviews that are taken to the Strategic Emergency Services Collaboration Board. 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 land 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 cost-avoidance benefits of between £30,965 and £68,540 per annum for Essex Police and ECFRS.

The programme is also exploring how emergency services can respond more collaboratively to opportunities presented by housing growth or other large infrastructure projects such as the Lower Thames Crossing. These opportunities may lead to direct investment in emergency services capital or revenue costs associated with supporting new local communities or infrastructure, who will benefit from a collaborative response with blue light partners.

The programme 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.

5.4.2 Local Crime Reduction Collaborations (Community Safety Hubs)

Overall RAG Amber	No Change
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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. Work on the Harlow Hub is progressing, with the launch currently expected to be December 2023. Thurrock CSP Hub provision is on long term hold (noted at SCCB January 2023) due to the local council being subject of a section 114 notice. Hence the RAG status remains at amber at the time of reporting, as per in 2022.

5.4.3 Mental Health

Overall RAG Amber	Previously Green
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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. Examples of recent activity include:

Right Care Right Person Introduction and Progression:

Right Care, Right Person is about 'ending the inappropriate and avoidable involvement of police in responding to incidents involving people with mental health needs.' It is aimed at developing commitments by different partners across a system area, to clarify when the police are the right people to lead, and when care and support would be better provided by other services. A National Partnership Agreement (NPA) has recently been signed between policing, DHSC, NHSE and the Home Office which sets out the principles of RCRP and encourages local areas to roll out the model. Neither ADASS, LGA, ADCS were involved in the initiative at the beginning although there is now a working group, coordinated by the DHSC, that has been tasked with developing guidance for social care. Guidance is expected in late October.

There are 4 key priority areas set out in the NPA from the College of Policing. These are:

- Concern for Welfare.
- Section 135 & S136 of MHA and voluntary MH patients.
- Walk out of healthcare facilities and absent without leave from MH establishments.
- Transportation of patients.

Whilst the main area of focus is reducing police involvement in mental health activity where it is not deemed necessary or where the police may not be the best agency to respond, the guidance has wider implications on safeguarding and welfare interventions for vulnerable children and adults. The extent to which the scope of RCRP will impact on these areas is still unclear and will emerge in local priority setting, action plans and when changes are implemented.

The NPA does not specify implementation timescales and it also recognises that each local system will be at different stages of readiness, therefore the need to determine local priorities and the sequencing of work is important.

Essex Police has set out objectives to be achieved, timescales to achieve, sequencing of priorities and the governance arrangements for overseeing the programme. The police, with the support of performance data from partners, are formulating baseline data so that we are clear about our starting position and the scale of change required across the county and at locality level.

The following arrangements have been put in place in Essex to oversee this programme:

- Governance: The police chair and coordinate a multi-agency Strategic Group (chaired by Kevin Baldwin, Assistant Chief Constable).
- Underneath the Strategic Group there is a Tactical Group that is co-chaired by Natalia Ross, D/Superintendent and Essex County Council MH Director Peter Devlin.
- A working group alongside each priority area led by the police with partner involvement will be tasked with baselining the current position in Essex (including equality impact assessments) to inform the sequence and prioritisation of work using a risk and responsibility matrix. Essex Police is advanced on the concern for welfare priority, having started work on this two years ago and so the completion of the programme may be shorter for Essex.
- The work of this Board will form part of the urgent and crisis care pathway for mental health and thus needs to connect into the SET MH Strategy Oversight Board and ICB's with the responsibility for overseeing the delivery of priorities.
- There are plans to involve people with lived experience, and other non-statutory agencies in the work plan.
- Essex Police has set out a commitment to work with the children and adults safeguarding boards as the plans shape and develop.

Partnership Boards – Essex Police is committed to working with key internal and external stakeholders around the Mental Health portfolio. Several boards have been established, 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 Southend, Essex and Thurrock CAMHS (SET) 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 continues to co-chair with EPUT the Essex Crisis Concordat Meeting, which oversees development within core topic areas, with subgroup leads from across the partnership assigned to each core topic area to progress.

Cohorts and Risk Management – The Mental Health Risk Management Board is a multi-agency MARM which sits outside of statutory processes in existence such as MAPPA. The strategic group oversees the strategic issues and risks identified using a multi-agency risk register. This includes but is not limited to S2 MHA bed availability and community risks where a partnership approach is required. Underneath the board sit ICB aligned MHRMB sub-groups who work with health partners to identify individuals who have indicators to suggest they pose 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 strategic Mental Health Risk Management Board (MHRMB) for any escalated risks or concerns. 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, Acute Hospitals, 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. The Essex Police MH Partnership Team was instigated as part of the Police Uplift Programme to assist with identifying individuals showing indicators of escalation of serious violence and homicide and work with partners to reduce this risk.

Mental Health collaboration has moved from a green to amber RAG status in this reporting period, largely due to the challenges with implementation regarding RCRP. Cultural change, both internally and externally, will require close partnership work and investment to achieve the anticipated benefits. RCRP has not been subject to formal analysis due to its infancy. Close monitoring is underway within the force with collaborative partners.

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 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 for Essex to be national leaders in data, using the power of analysis, statistics, machine learning, data science and Artificial Intelligence (AI) to tackle key public policy/social challenges. As a result of the substantial activity to date this workstream has been graded green.

2023 has been another important year for ecda. Building on the data ethics framework and the independent ethics committee, ecda launched the government ‘data masterclass for senior leaders’ across Essex. Leaders from the police, district councils and the county took part in the masterclass, increasing data literacy in senior leaders across the county. ecda has further finalised the Essex Data Declaration; led by the Chief Constable, this 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.

ecda recently presented the findings of a Domestic Abuse Perpetrators Project. This involved a statistical analysis of DA suspects from which groups of offender types were identified, along with the types of offences they commit.

ecda are additionally working on the following areas of focus:

- ISTV (Information Sharing to Tackle Violence). This involves working with health sector colleagues to access NHS Accident and Emergency data relating to knife crime.
- Risk of Serious Harm and Homicide to Children. This project aims to identify and test indicators for this type of offending with the University of Essex, who intend to subject the data to rigorous statistical analysis.

5.5.2 Innovative Partnerships – BT Hothouse

Overall RAG Green	No change
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The BT Hothouse is an innovative partnership initiative to engage with 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 come to the conclusion of series 3 of the Hothouse in November 2023, at which point the theme leads for the topics below will report back on the work that has been undertaken during the course of the year, the learning and the results or next steps.

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) working 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 brought over 90 people together from the force and other organisations to drive innovation and develop practical and deliverable solutions.

The BT Hothouse initiative remains green in status.

5.5.3 Cyber Specials and Volunteers (CSCV)

Overall RAG Green	No change
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We have 25 Cyber Volunteers within the force, an increase of 7 on last year. We have no Special Constables working as Cyber Volunteers.

There are a total of 8 Cyber Volunteers now working in the Prevent and Protect Fraud Team. Seven of these started as Fraud Police Staff Volunteers but have since gained cyber skills. There are 4 volunteers based within teams at Colchester and at HQ Digital Forensics who are no longer being utilised. We are engaging with the volunteers and their teams to explore further volunteering opportunities within the force.

Three Cyber Volunteers continue to work 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 still have 9 Police Support Volunteers who are part of the Ethics Committee, and they meet regularly with Jen Housego, Head of Digital Change.

The Cyber Specials and Volunteers collaborative initiative remains green.

6.0 Implications (Issues)

No implications noted at this time.

6.1 Links to Police and Crime Plan Priorities

Collaboration is embedded within the force across all areas. It encompasses all of the twelve priorities to get crime down in the Police and Crime Plan 2021-24:

1. Further investment in crime prevention
2. Reducing drug driven violence
3. Protecting vulnerable people and breaking the cycle of domestic abuse
4. Reducing violence against women and girls
5. Improving support for victims of crime
6. Protecting rural and isolated areas
7. Preventing dog theft
8. Improving safety on our roads
9. Preventing business crime, fraud and cyber crime
10. Encouraging volunteers and community support
11. Supporting our officers and staff
12. 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 by Essex Police Performance Analysis Unit (PAU) has highlighted the growing demand on police resources.

The demand profile for the force remains affected by the COVID-19 pandemic and this continues to be regularly reviewed at the Strategic Demand Management Board. Drivers of demand are considered in the Force Management Statement (FMS) and FMS 2023 identifies the following areas of focus for the force which support the areas of demand:

1. Strategic prevention activity with partners.
2. Tackling violence and high harm.
3. Reducing the disparity in confidence between our victims and non-victims and increasing victim satisfaction through investments in first response and investigation.
4. Enhancing capability and professionalism through consistent supervision to a high standard.
5. Recruiting and retaining an inclusive, skilled, and capable workforce that is representative of the diversity within our community.

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.

6.3 Risks/Mitigation

No collaboration related strategic risks 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. Staff associations and the 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 implications noted regarding Health and Safety at this time.

7.0 Consultation/Engagement

ACC Andrew Pritchard (SCD), Claire Medhurst (SSD), Stacey Rothwell (7 Force Network, ERIN), Catherine Halliday (IT), Ch Insp Michael Samuel (ECFRS), Det Supt Natalia Ross

(Mental Health), Matt Robbins (ecda), Jen Housego (BT Hothouse), Sarah Wright (Cyber Specials and Volunteers), Emma Gillgan (AFIs and Strategic Risks), ACO Fiona Henderson

8.0 Actions for Improvement

No Areas for Improvement (AFIs) relating to collaborative activities currently.

9.0 Future Work/Development and Expected Outcome

Essex Police has actively sought opportunities to collaborate with Kent Police, regionally with other forces, nationally, locally with partners and in external and innovative partnerships. The collaborations described in this report are now embedded and align to the Force Plan and the PFCC's Police and Crime Plan for Essex. The current arrangements will continue to be closely monitored and assessed for benefit realisation and further collaboration opportunities will be explored as they arise to improve efficiencies and effectiveness.