

Report to the Commissioner's Performance and Delivery Board

Date: 7 June 2017

Title: Collaboration

From: Chief Constable



ESSEX

1. **Existing Collaborative Arrangements:** Kent Police has an established and strong collaborative arrangement in place with Essex Police. Both forces share a Serious Crime Directorate (Major Crime; Covert Support; Intelligence; Serious Organised Crime and Serious Economic Crime; Forensics) and a Support Service Directorate (HR; Learning and Development; Procurement; Payroll; Business Services; Estate; IS/IT; Fleet). Each of these Departments is led by a shared Chief Officer who is accountable to the Chief Constable in both forces.

EASTERN REGION

2. **Procurement:** The 7 Force (7F) Head of Strategic Procurement has been in place since 20 March 2017. The 7F Programme Team is currently re-prioritising work to scope in more detail the 7F procurement opportunities.
3. **7F Armed Police Training (Regional Chief Firearms Instructor & Governance Structures):** A full business case was circulated to the 14 Chief Constables and PCCs for consideration on 3 April 2017.
4. **Occupational Health Review:** The 7F review of Occupational Health Services includes occupational health, wellbeing, welfare and physiotherapy, across the seven forces. The final report with 10 key recommendations and 39 key findings was delivered on 30 March 2017. The three Heads of HR are reviewing the findings and will present a detailed response by the end of May 2017.
5. **Criminal Justice:** A convergence and benefits plan, with a supporting governance structure was approved by the Summit on 11 January 2017. This matter is progressing.
6. **Physical Storage Management:** A draft outline business case has been shared with stakeholders.
7. **ICT Enabler:** ICT dependency is still considered to be the top enabler to successful and timely delivery of the 7F Collaboration Programme. It is anticipated that the 7 Chiefs' meeting and 7F Alliance Summit in June 2017 will both focus heavily on ICT opportunities, risks and issues.

KENT FIRE AND RESCUE SERVICE (KFRS)

8. **Collaborative Initiatives:** A number of initiatives have been delivered. These include: a joint Control Room; the Kent Resilience Team and the Kent Community Safety Team; Search and Rescue Collaboration Board; M25 joint response plans and demand reduction work in the use of predictive policing and geographical taskings for hotspots/red routes. There are also joint initiatives for learning and development that include areas such as training in health and safety, driving, multi-agency debriefs, Strategic Command Courses and shared training venues/facilities.
9. **Road Safety Experience:** KFRS has the UK's first purpose built interactive road safety centre aimed at reducing the number of young people killed or seriously injured. Kent Police are integrated into this project, providing education and joint campaigns concerned with road safety.
10. **Joint Emergency Service Interoperability Principles (JESIP):** This is well embedded into collaborative arrangements with the development of a joint incident command vehicle, joint use of a 'drone' and use of KFRS to assist in building entry for emergency calls, thereby reducing demand.

11. **Joint Strategic Board:** This will commence on 26 July 2017 chaired by Mr Drysdale and Mr Bone-Knell from KFRS. This will be aimed at developing the above work streams further, ensuring statutory responsibility to collaborate is adhered to and maximising efficiency and effectiveness. South East Coast Ambulance Service will be integrated into this work stream. This Board will focus on existing, new and conceptual initiatives with an annual forum to brief the PCC, Chief Constable, Chief Executive of the KFRS and KCC lead.

KENT AND ESSEX CONTACT MANAGEMENT COMMAND REVIEW

12. **Strategic Outline Case (SOC):** The SOC was agreed by PCCs and Chief Officers in March 2017 and exploratory work has continued in both counties to determine the suitability of a collaborative contact management transformation between both Forces with ongoing blue light integration opportunities. The aim is to reduce cost, whilst maintaining or improving quality of service in both Forces.

13. **Outline Business Case (OBC):** The OBC is nearing completion and an update will be given to Chief Officers in June for consideration of a 'preferred business model'. If approved, a collaborative change programme will commence. The OBC will describe intended improvements in technology, workforce development, demand management and a joint management structure.

14. **Staff Engagement:** To ensure our staff feel valued and supported through potential change, significant staff engagement has occurred including workshops, one to ones, surveys and wider communications. All feedback from engagements will be evaluated to ensure it is fully considered in the OBC together with detailed data analysis, financial appraisal and benefit assessment.

15. **Business Benefits:** Financial savings are a priority through reduced headcount, improved resource planning, lower IT costs, freeing up front line, reducing future demand and a platform for further collaboration.

16. Both Chief Constables have approved that the process to identify a joint lead (Ch Supt) which will now commence.