

Report to the Commissioner's Performance and Delivery Board

Date: 6 December 2017

Title: Collaboration

From: Chief Constable



OVERVIEW

1. The force submitted a comprehensive report updating the Office of the Police and Crime Commissioner at the Commissioner's Performance and Delivery Board on 27 September 2017. That report included substantive updates on collaborative initiatives with: Essex Police; within the Eastern region (Kent, Essex, Hertfordshire, Bedfordshire, Cambridgeshire, Norfolk and Suffolk) and Kent Fire and Rescue Service.
2. The Chief Constable is committed to delivering collaborative initiatives that have a positive benefit on policing in Kent. Although there is now a statutory duty to collaborate, the force's efforts in this regard have always been and continue to be significant, pragmatic and positive. A Chief Officer lead has been identified to coordinate all collaboration work streams and whilst there is a clear record of success to date there are challenges. Procurement and contract management are covered in further detail in this report but is an important point that when considering contract reconciliation to drive out shared benefits, timing and the conclusion of existing arrangements are not always synchronised from force to force and thus the ability to achieve benefits can appear delayed or frustrated.
3. Additionally, the force reported thematic collaboration on: Procurement; Contract Analysis: 7-Force Armed Policing Training (Regional Chief Firearms Instructor and Governance structure); Occupational Health Review, Criminal Justice; Physical Storage Management; Information and Communication Technologies (ICT enabler) and Vetting.

7-FORCE COLLABORATION

4. Kent has always made a resourcing contribution to the 7-Force collaboration by allocating an individual with the requisite technical and stakeholder skills capable of ensuring that the forces interests and support for the programme is fulfilled. We have been exceptionally well served in this role by Chief Inspector Ellis who is an experienced and operationally credible senior officer that has made a strong and successful contribution to the programme. Chief Inspector Ellis is due to retire in January 2018 having completed 30 years of service. Succession planning for her replacement is currently being planned by the Deputy Chief Constable. Whilst the Kent representative reports directly to the programme lead, they also have a reporting line to the Director of Corporate Services who ensures that all collaboration activity is monitored across the breadth of arrangements in place.
5. The 7-Force collaboration lead for the last two years has been T/Deputy Chief Constable Wortley who retired from Essex Police on 4 November 2017. The process to identify a new lead for the programme is being managed by the Chief Constable of Suffolk but has not yet concluded.

KENT FIRE AND RESCUE SERVICE (KFRS)

6. The benefits of working with KFRS can result in strengthened efficiency and effectiveness without tangible financial savings but are of equal importance in terms of "joined-up" public service. Some of the collaborative schemes though have or will result in economies of scale of which the following are recent examples worthy of reporting.

Procurement - Cleaning Contract Framework – Collaboration with KFRS:

7. Kent Police has acted as the lead force for the procurement of a four year framework agreement for cleaning services. The procurement was structured as a framework to enable other named forces and the Fire and Rescue Services within the Eastern Region to access and utilise.

8. Kent Police and Essex Police took immediate call-off from the framework and commenced service with effect from 1 June 2017. KFRS also commenced services with effect from 1 June 2017 and there has been some recent interest from neighbouring forces Bedfordshire/Hertfordshire/Cambridgeshire Police and Bedfordshire Fire & Rescue Service.
9. Following a negotiated procurement procedure, and based upon the priced examples provided by the awarded contractor QAS, savings were predicted from the tender exercise and were reported to the Procurement Governance Board as detailed within the table below.
10. Savings have been reported as compared to expenditure for 2016/17 and were estimated on the basis that certain elements of service could fluctuate during the year dependent upon demand but were based on best assumptions at the time.

Authority	Kent Police	Essex Police	KFRS
Estimated Annual Saving Amount (based upon tender outcome)	£607,550	£1,024,160	£177,786
Savings Achieved to Date (November 2017)	£308,000	£307,000	£37,039

11. Additionally non-cash benefits and efficiencies were also reported as follows:
 - a. **Economies of scale** – the incoming provider may be able to offer a more cost efficient service over more sites through a larger opportunity offer by the framework.
 - b. **Alignment of Kent Police and KFRS** – many sites are close to each other and there is potential, subject to the requisite vetting clearance, for staff to be utilised over both estates.
 - c. **Change of specification** – input specification to output specification putting the onus on delivery onto the supplier.

Collaborative Engagement with KFRS

12. Following on from the procurement for the cleaning contract, the Property Services Category Team contacted KFRS to establish whether they had other contracts that were due to go out to tender and whether there was an opportunity to share processes to pro-actively review any joint tendering potential.
13. KFRS are very supportive of the process and have advised that they are restructuring their team in a similar manner to Kent Police and further advised that they would be pleased to continue to work with the force in sharing information and tender opportunities going forward.
14. A meeting with KFRS took place on 27 September 2017, to discuss our procurement timeline, share information and review strategic plans for development and other ideas for tendering contracts with multi-lot discount potential. The force also took the opportunity for KFRS managers to meet the force's wider Procurement Team and allow further engagement across both organisations.
15. Currently, Kent Police and KFRS are working on potential collaborative planned maintenance contracts for Generator/UPS equipment where it is proposed that KFRS act as the lead Procurement Team supported by the force Procurement Team. Tender documentation has been shared and circulated to respective Estate Services Teams for review. Interest in this procurement has also been sought from Essex Fire and Rescue Service, who have indicated they may join the tender exercise.
16. Further analysis is taking place reviewing approaches to assess other co-terminus contracts that we would be able to collaborate on in the future.

Sharing of Best Practice and Tender/Contract Documentation

17. The Procurement Team has an established policy of sharing information, best practice, guidance and lessons learnt from other public sector organisations to continuously improve the service and make efficiencies with procurement practices. Some of the recent sharing of information has been with the following organisations:

- KFRS – cleaning services, planned maintenance contracts;
- Essex Fire & Rescue Services – cleaning services, planned maintenance contracts, gym equipment maintenance;
- Norfolk & Suffolk Police – cleaning services;
- Bedfordshire, Cambridgeshire and Hertfordshire Police – cleaning services;
- NHS Shared Business Services – property services framework marketing;
- Metropolitan Police and Northamptonshire Police - shared information regarding the procurement of forensic marking products;
- Thames Valley Police and Metropolitan Police - shared information on a building construction framework and reactive maintenance contract;
- Canterbury Christ Church University - waste management tender documents;
- City of Westminster, DCLG, Ministry of Justice - Bravo use & developments;
- ICCS – Immigration Enforcement Directorate of the Home Office – request for tender documents and experience of the process to be shared for preparing to run their own tender;
- ICCS – Metropolitan Police – shared our tender documents for preparing to run their own tender, awaiting further contact to share our experiences of running the tender;
- Vehicle Recovery – one force contacted Procurement on behalf of themselves and three others - they are looking to implement the same solution and wish to learn from our experiences;
- Vehicle Recovery (VR) – Kent County Council – discussed how the VR scheme operates and whether there are any opportunities for KCC to utilise any of our arrangements;
- West Mercia Police - scenes of crime consumables contract – West Mercia will be leading on the re-tender in 2018 but will need continued support from procurement for background knowledge, having been the lead force for a number of years and having been through the tender process several times.

Learning and Development

18. The below outlines the training or vehicle testing that we have completed for KFRS and vice versa shows the training they have completed on our behalf. The costings/savings put against this training is based on the external cost of delivery. The force and KFRS do not cross charge each other, this is a mutual arrangement both organisations have to support and assist one another, but as you can see the cost benefit to each agency is similar.

KFRS Training by Kent Police		
Year	Training	Cost
2016	Driver Training	£1,572.24
2016	Continued Professional Development Event (4hr Event)	
2017	Driver Training	£5,931.00
2017	Miscellaneous	£4,621.00
2017	Continued Professional Development Event (2hr event)	
	TOTAL	£10,552.00
Kent Police Training by KFRS		
Year	Training	Cost
2016	IOSH (Institution of Occupational Safety and Health)	£9,000.00
2017	LGV (Large Goods Vehicle)	TBA
	TOTAL	£9,000.00

EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)

19. It is difficult to quantify savings in relation to the continued collaboration undertaken by the force however the below demonstrates a consequence in respect of income generation.
20. KFRS sit on our Integrated Communications Control System (ICCS) platform within the Force Control Room. The ICCS is in the process of being replaced, and in procuring the solution the force approached KFRS for a contribution to the cost. These discussions are ongoing but serve to demonstrate the breadth of opportunities that exist.
21. Kent Police also received a grant for the ICCS upgrade, in our case from the Home Office, but that grant did not meet the entire cost as it did in Essex. The KFRS monies assisted in making up the shortfall.

CONCORDAT ON CHILDREN IN CUSTODY

22. The aim of the Home Office Children in Custody Concordat is to support police forces and local authorities in complying with their statutory responsibilities in transferring children (under 18s) who have been charged and had their bail denied from custody into the care of the local authority.
23. However, the Children in Custody Concordat is limited to children who have been charged with a substantive offence and had their bail denied. To give it some context during the 3 month period of June to August 2017 only 5% (33) of the children arrested by Kent Police were charged and had their bail denied.
24. While it is recognised the concordat allows for police forces to charge local authorities for not being able to provide local authority accommodation Kent Police have never sought any reimbursement from local authorities. The ability to seek reimbursement was introduced as part of the Children's Act in 1989.
25. Instead, Kent Police in recognising the vulnerability and the need to safeguard all children and young people who are arrested and detained in one of Kent's custody suite, has been working with our partners in KCC and Medway Unitary Authorities on a joint protocol around the transfer of children from custody into local authority accommodation.
26. This joint protocol is far more ambitious in its scope than the Children in Custody Concordat with the main objective of the protocol being to minimise the incidents of children being detained in custody overnight.
27. The protocol aims to safeguard children and protect the public through effective partnership arrangements and includes all children and young people who have been arrested and charged with an offence and denied bail in line with the Children in Custody Concordat. In addition the protocol includes children who can be released on bail or under investigation but currently have no suitable accommodation to be released to.
28. The protocol is managed via a quarterly Children in Custody Partnership meeting chaired by the Head of Custody where captured data on the number of children arrested and successfully transferred out of custody is discussed as well as the reasons why a transfer was unsuccessful.
29. While communications and training has been delivered to custody staff the protocol continues to be a work in progress in order to continue to fully embed it into daily business.

FRAUD AND CYBERCRIME

30. The new Kent Police Fraud Framework was launched in May 2017 and saw the introduction of dedicated Primary Investigation and Volume Fraud Teams in Kent. During May to September 2017 the teams investigated an average of 235 fraud reports per month.
31. These two new teams underline the force commitment to tackling fraud in the County and they provide additional capability beyond the existing Complex Fraud Team, already established. All three fraud teams sit within the Serious Economic Crime Unit and are part of the Kent and Essex Serious Crime Directorate.

32. The new Primary Investigation Team evaluate all referrals from the National Fraud Intelligence Bureau (NFIB) to ensure the early recognition of vulnerable victims, who may require an enhanced level of safeguarding, and to ensure that the force deliver a consistent investigative response to fraud reports. In the first six months the two new teams have seen considerable success, particularly against fraudsters committing 'courier frauds' against some of the most vulnerable elderly victims in our County.
33. The Primary Investigation Team work closely with partner agencies to ensure victims receive appropriate support and to reduce the number of repeat victims of fraud in Kent. The Volume Fraud and Complex Fraud teams both focus on those fraud offences where there are investigative opportunities to bring offenders to justice and obtain compensation for victims. Both teams consist of specialist fraud investigators with dedicated intelligence and analytical support, who are able to investigate a wide range of fraud offences including those committed by Organised Criminal Groups.
34. Kent Police also have a dedicated Cyber-Crime Unit (CCU). This specialist team of accredited investigators lead the force's response to the growing threat from computer crime, digital threats and online fraud. The CCU are focussed on investigating cyber dependent crime and have the expertise necessary to tackle a range of serious and complex computer-dependent crimes from malware attacks, to Organised Crime Groups involved in laundering criminal funds on the Dark Web by means of Bitcoin and other virtual currencies.
35. There is much that can be done to protect against the threat of cyber-crime and the CCU also includes our dedicated 'Cyber Protect Officers', who work across the County to educate and safeguard communities against the ever changing cyber threats. 'Protect' is a key function within the CCU providing local business, community groups and individuals with the knowledge needed to avoid becoming a victim of this sort of crime. The team have a dedicated cyber protect 'Twitter' page which provides dedicated cyber advice and is updated weekly. In October 2017 the CCU delivered a cyber event attended by over 100 local Kent businesses and they have now delivered cyber protect presentations to over 1000 people in Kent.
36. The Kent Serious Economic Crime Unit is completed by the Pro-active Money Laundering Team. This team are intelligence led and able to work proactively against individuals and Organised Crime Groups involved in money laundering. They work closely with the Financial Investigation Unit to target assets held by criminals and to disrupt those who enable the laundering of criminal funds. The seizure of criminal assets causes significant disruption to criminal networks and a percentage of forfeitures are returned to Kent Police to reinvest in local policing. Over the past five years over £12 million has been seized from criminals in Kent.