

## Report to the Commissioner's Performance and Delivery Board

Date: 27 September 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; 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. Kent Police is an integral participant in the Eastern Region 7 Force (7F) collaboration alongside: Essex; Norfolk; Suffolk; Bedfordshire; Hertfordshire and Cambridgeshire. Collectively a number of important initiatives are currently under active review:
3. **Procurement Business Case and Contract Analysis.** The Head of Strategic Procurement, Simon Mulvey, commenced in post on 20<sup>th</sup> March 2017. The 7F team are working with the 3 Procurement Departments to scope the 700+ key contracts and draw out the top 10 opportunities. A progress report was given at the 7 Chiefs' meeting on 8<sup>th</sup> June 2017.

Progress regarding the Business Case for a single procurement department is on track but is up against a very tight timeline to hit the deadline of the Summit on 12<sup>th</sup> October 2017. Hence the work is being progressed in prioritised tranches. The first tranche of the Full Business Case will be circulated to stakeholders on 21<sup>st</sup> September 2017 for feedback prior to finalisation and presentation to the Summit on 12<sup>th</sup> October 2017.

4. **7F Armed Police Training (Regional Chief Firearms Instructor and Governance Structures).** The Full Business Case was agreed earlier this year. The Chief Firearms Instructor (CFI) and deputy CFI appointments have been made (17<sup>th</sup> July) and start dates are expected to be in September/October 2017. Work has already commenced on the next stages of armed policing transformation.
5. **Occupational Health Review.** The 7F review of Occupational Health (OH) 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 by 30<sup>th</sup> March 2017. The three Heads of Human Resources (HR) are reviewing the findings and an interim report was presented to the 7F Oversight Group on 25<sup>th</sup> May 2017. A further report will be presented in September 2017.
6. **Criminal Justice.** A convergence and benefits plan, with a supporting governance structure was presented to the Summit on 11<sup>th</sup> January 2017 and approved.

The 5 priority work-streams to facilitate benefits realisation under 7F Criminal Justice are:

- i. Out of Court Disposals;
- ii. Case and Evidence Management: Including Digital Case File, Crown Court and Trials, Results and Finalisations;
- iii. File Quality;
- iv. Preparation of Record of Interview;
- v. Digitally enabled justice / digital Criminal Justice strategy.

Other key areas within the Criminal Justice scope are:

- Video Enabled Justice (including Live Links and Virtual Courts);
- Fixed Penalty Processing, Police Prosecutions and Traffic Justice;
- Victim and Witness Care.

ACC Blaker (ACC Central Operations) is the National Courts Portfolio lead and is working alongside the 7F to deliver Video Enabled Justice. The Portfolio is also taking the Police lead on the Automated Tracking Case Management System which is the new end to end digital service that will process Single Justice Procedure work. This will be rolled out to every police force next year.

7. **Physical Storage Management.** A draft Outline Business Case (OBC) has been endorsed by stakeholders (25<sup>th</sup> May 2017). In essence the OBC requests authority to progress through the appropriate procurement route to obtain costings against potential options.

8. **Information and Communication Technologies (ICT) Enabler.** ICT dependency is still considered to be the top risk to successful and timely delivery of the 7F Collaboration Programme. The 7 Chiefs' meeting on 8th June 2017 and Alliance Summit on 21<sup>st</sup> June 2017 both focussed heavily on ICT. Feedback indicates that stakeholders found these very useful and informative sessions.

- **Update since the Summit in June:** The meeting agreed seven priority areas namely: the 5 big 'strategic platforms' i.e. Emergency Services Network (ESN) / Emergency Services Mobile Communications Programme (ESMCP), Athena, Command and Control (linked to public contact), Enterprise Resource Planning, 'Microsoft Stack', plus Criminal Justice efficiency and Mobile Policing. It was also recognised that any new work-plan for ICT needs to incorporate the Police and Crime Commissioners' (PCC) agendas regarding vulnerability, complaints handling and victim support. It was further agreed that there is a need to de-prioritise work that does not directly contribute to delivering sustainable local policing models.

- **Recommendations from the ICT Directors were:**

- Joined up compatible infrastructure and technical standards;
- A joint, prioritised programme of work for 2018/19 onwards;
- Pump priming should be provided for fledgling projects – e.g. contracts for command and control systems (currently System for Task and Operational Resource Management (STORM)) expire in 2019 and a solution needs working on now;
- Technology is not a driver, but an enabler. To get the true benefits from technology there is a need for common policing processes to drive out savings/benefits.

- **The following next steps were agreed:**

- Understand our ICT Departments' baselines – i.e. undertake a capacity and capability assessment;
- Develop a workable 7F governance process, building on existing structures, such as the 7 Chiefs' meeting, Summit Meeting and 7F Oversight Group;
- Develop a consistent Triage/Prioritisation process (that complements and respects local governance processes);
- Empower the Heads/Directors of ICT to triage conflicting priorities efficiently and effectively;
- Engage the DCCs (as Heads of Change within Force) in the 'de-prioritisation' of existing ICT workload and champion the new triage process(es);
- At the October 2017 Summit, present the proposed prioritised work-plan for 2018/19 and supporting strategy, prioritisation and governance processes.

9. **Vetting.** The new policy of charging for the vetting of contractors went live across the 7 forces on 1<sup>st</sup> April 2017. The 7 Chiefs, at their meeting on 8<sup>th</sup> June 2017, expressed a firm desire to re-visit the Business Case. The Business Case has duly been refreshed and presented to their meeting on 10<sup>th</sup> August 2017. **Decision** – The Chiefs are still keen to progress towards a single vetting unit. It was agreed by the 7 Chiefs that the first step for this is to go to tender for a single IT solution to support the function of vetting (across the 7 forces).

## **KENT FIRE AND RESCUE SERVICE (KFRS)**

10. **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.
11. **Emergency Services Collaboration Delivery Group.** The first of these meetings was held on 26<sup>th</sup> July 2017 at Kent Fire and Rescue Services Headquarters and was attended by representatives from all three emergency services. Agenda items included a review of current collaboration initiatives, estate matters, new projects, organisational learning, policy and communication.

## **KENT AND ESSEX CONTACT MANAGEMENT COMMAND REVIEW (CMCR)**

12. This project was commissioned by Chief Officers in Kent and Essex to explore the feasibility of a collaborative Contact Management and Response capability. Following a detailed, methodical and objective assessment of a number of options, it is the shared view of the project team and Chief Officers that at this time none of the collaborative options should be progressed further due to the high level of risk and low benefit dividend associated with them.
13. In order to verify this decision and the evidence it is predicated on, an external quality assurance has been carried out by PA Consulting. Four recommendations were made, these are largely administrative and do not prejudice the decision to close the project now:
  - *The Options Appraisal and Closure Report for the Kent Police and Essex Police CMCR project re-confirms the compelling case for change set out in the SOC. A wide range of options have been identified and a short list has been appraised in detail, in line with HM Treasury Green Book guidance. The analysis confirms that none of the short-listed options offer good value for money in comparison to the 'Do Nothing' option, and therefore the report recommends that the CMCR project is formally closed. This quality assurance review has confirmed that the evidence provided within the report is sufficiently robust to support this recommendation.*

## **SUMMARY**

14. Collaboration continues to be a key catalyst for change and achieving economies of scale. The Force's strong and successful record will continue and with the support of the PCC we will look to a number of the foregoing initiatives to make contributions to our Comprehensive Spending Review (CSR) plans over the next 2/3 years.