

Report to the Commissioner's Governance Board

Date: 1 March 2017

Title: Overview of Collaborative Arrangements

From: Chief Constable



INTRODUCTION

1. Kent Police has a number of formal arrangements to collaborate with others. Such arrangements have increased and broadened over the last five years as one of a number of means to address growing demand with a diminishing revenue budget.
2. Historically Forces have, for many years, co-operated with one another to provide mutual aid support where either capacity or capability was restricted, and neighbouring or lead Forces would provide essential help to others challenged by specific events.
3. Since 2010/11 there has been an increase in the number of formal collaborative agreements and Kent (with Essex Police) has been a leading and innovative Force in establishing collaborative arrangements with others.
4. In addition to economies of scale, efficiency and effectiveness is an important feature of collaborative arrangements that have been established and are supported by a governance framework to monitor the adequacy of current arrangements as well as scoping new areas of potential collaboration.

EXISTING COLLABORATIVE ARRANGEMENTS

5. **Essex Police** - 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; L and D; 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.
6. **Regionally** - Kent Police has regional arrangements and ambitions to collaborate in a number of areas including: Procurement; Information Management; Records storage; Criminal Justice; Occupational Health; Armed policing training and governance; Specialist Operations (such as public order and dogs); as well as further scoping and consideration of areas such as Forensics and Resource management.
7. **Athena** - The Force is clearly developing the Athena programme with others and whilst these partners are predominately within the Eastern region others (West Mercia and Warwickshire) have joined the programme.
8. **Nationally** - The Chief Constable has been clear that all forms of collaboration will be considered, provided the attendant benefits are positive. National collaboration in areas such as Airwave and the National Police Air Service (NPAS) are examples of major national efforts where Forces collaborate.
9. **Kent Fire and Rescue Service (KFRS)** - 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 first aid, driving, and shared training venues/facilities.

BENEFITS

10. **Financial** - The two primary areas of collaboration with Essex Police are SSD and SCD. SCD has saved an estimated £8.3M since collaboration commenced in 2010/11. £17.5M is the estimated saving from SSD. Both Directorates will continue to be required to contribute significantly to the ongoing savings programme.
11. **Non-financial** - Joint ventures have produced demonstrable benefits for both Forces and include the Mobile First programme, Channel Shift and Body Worn Video where joint teams have been utilised to bring transformational innovation to the front line of which all have a schedule of benefits where the project and programme overheads have been shared. There is an additional benefit to 'surge and flex' combined resources according to demand and threat. There have also been examples where one Force alone may not have been able to afford new investments in areas of demand such digital forensics but shared between the two Forces this has been possible. Additionally, the sharing of information, intelligence and best practice has flourished.

GOVERNANCE ARRANGMENTS

12. The overarching governance for Kent/Essex collaboration sits with the Joint PCC Collaboration Board. Additionally, the Joint Chief Officer Group (JCOG) enables further scrutiny opportunities for the Chief Constable of each Force to monitor progress and ensure focus. Both SCD and SSD have monthly programme board meetings in addition to many subject matter specific areas of focus.
13. Legally, the arrangements in place for both the collaboration with Kent and Essex and at a 7-Force regional level are covered by a Sections 23A agreement (Police Act 1996) which provides a formal structure for joint working between police forces and/or policing bodies and/or other parties where, in the opinion of the chief officer or policing body, the collaboration delivers greater efficiency or effectiveness to at least one of the participating forces or policing bodies.

GOING FORWARD

14. Collaboration has been the source of significant success and the emergence of the 7-Force collaboration challenges Forces to further explore the opportunities that are/can be delivered at a regional level as a consequence of the need to identify further savings opportunities or because it is the most professional way to deliver specialist services going forward.
15. Detailed considerations will have to be afforded as to how to arrange services amongst the different options available and the Force will retain an open mind as to benefits of those options. Aspects of the Kent/Essex arrangement may need to be reviewed in light of the regional opportunities to further strengthen some policing services.
16. The Force is particularly proud of a number of successful initiatives with the Kent Fire and Rescue Service and this continues to be a source that we would want to further develop. There is also an opportunity to scope and work with the South East Coast Ambulance Service (SECAM). The Force has held some early discussions about the possibility of co-location and joint working within the Communications Centre. This would be a valuable public service opportunity and has significant potential to address a number of joint interests from a police, fire and ambulance perspective – perhaps the most obvious area being that on mental health related calls for assistance.
17. A key concern that the Force has with regard to some of the collaboration arrangements is the demands that are placed on individuals and the 'stretch' that they experience across two organisations. Appropriate safeguards are in place to monitor the holders of collaborative positions but experience does show that monitoring needs to be responsive and supportive to the needs of individuals.