



Creating a safer  
**Cambridgeshire**



**To:** Business Coordination Board

**From:** 7 Force Programme Manager

**Date:** 21 September 2017

## **Seven Force Strategic Collaboration Programme Report**

### **1. Purpose**

- 1.1 The purpose of this report is to update the Business Coordination Board (“the Board”) on the progress of the Seven Force Strategic Collaboration Programme (“7F Programme”).

### **2. Recommendation**

- 2.1 The Board is recommended to note the report.
- 2.2 The Police and Crime Commissioner (“the Commissioner”) is recommended to notify the Police and Crime Panel of forthcoming decisions regarding these areas of business.

### **3. Background**

- 3.1 The Statutory Guidance for Police Collaboration 2012 sets out the legal context for collaboration:

“The legal requirements for police collaboration can be found in sections 22A to 23I of the Police Act 1996, as amended by the Policing and Crime Act 2009 and the Police Reform and Social Responsibility Act 2011.”

“The 2011 Act inserted sections 22B and 22C into the 1996 Act, which place new duties on chief officers and policing bodies to keep collaboration opportunities under review and to collaborate where it is in the interests of the efficiency or effectiveness of their

own and other police force areas. This is a stronger duty than the previous one for police authorities, who were required only to support collaboration by their own forces.”

- 3.2 The 7F Programme is a collaboration comprised of officers and staff from the police forces of Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk. The 7F team continues to make positive progress and proposals covering a number of areas are being developed in line with the overarching aims of the Programme which are to deliver enhanced Public Service, Efficiency, Effectiveness, Value for Money and Savings.
- 3.3 An amended Section 22A collaboration agreement for the Programme was signed by the Police and Crime Commissioners and Chief Constables of the respective seven forces on 20<sup>th</sup> February 2017.

#### 4. **Seven Force Collaboration Update**

Updates on key workstreams are as follows.

- 4.1 **Building the Infrastructure:** The 7F Programme works with colleagues from all our support departments including HR, ICT, Finance, Estates, Resource Management Units, Learning and Development, Policy, Information Management, Transport, Procurement, Communications and Change teams, to make sure that we have the infrastructure we need to collaborate effectively across seven counties. Established expert groups meet regularly providing valuable knowledge and guidance to the 7F force team. Business leads from support departments are assisting the development of consistent and sustainable ways of working across the 7 Forces, for instance with HR frameworks and processes, Information Sharing Agreements and ICT infrastructure. In addition, by working more closely together, the business leads are sharing good practice and avoiding duplication of effort by developing new initiatives only once, rather than many times over.
- 4.2 **ICT:** The Seven Force team continue to work closely with ICT colleagues from across the seven Forces, considering areas for potential convergence and collaborative approaches to implementing national changes, as well as discussing a wide range of ICT related dependencies and interdependencies.

Following an ICT Summit meeting in June of Commissioners and Chief Constables, work is underway to develop a 7F ICT Strategy, prioritised local plans for ICT projects and a standardised business case approach for all change work.

- 4.3 **Procurement:** In October 2016 Commissioners and Chief Constables approved the full business case for the appointment of a Head of Strategic Procurement for the seven forces and an appointment to this post was made in March 2017. This is the first key step to having the broadest police procurement collaboration in England and Wales.

Significant work has been undertaken to analyse the contracts in place with third party suppliers that exist across the 7 forces, to establish those that will deliver benefits through single specifications and aggregation of spend across the forces. The “pipeline” of contracts demonstrating when and in what areas these benefits can be achieved is near completion.

4.4 **Vetting:** The 7F Programme is focussing its efforts on working with Vetting Managers to scope technological solutions to help support the efficiency and effectiveness of the four Vetting units.

4.5 **Criminal Justice (CJ):** The Heads of CJ from across the 7 forces are leading a series of work strands that will deliver a range of benefits over the next three years, in alignment with the national Digital First programme and ongoing roll out of Athena.

The 7F Programme is represented on the National Police Chiefs' Council Digital First Steering Group, the planning and co-ordination programme charged with delivering the national Criminal Justice digital transformation strategy. The design and delivery of a Digital Case File (DCF) system is a core element of the strategy to improve the efficiency and accuracy of prosecution files and reduce the cost of the associated administrative burden throughout the CJ system. As a result, in March 2017 the 7 Force Team engaged with 12 police forces nationally in order to propose the design and implementation of a DCF system. This led to a Police Reform and Transformation Board (PRTB) funding bid for £3M over three years. On 4<sup>th</sup> September 2017 the Home Office published the successful PRTB applicants, which included the 12 force consortium. (Subject to a written confirmation from the PRTB and Validation Panel).

4.6 **Physical Records Storage:** A Full Business Case is currently being developed by the 7F Programme to be presented in November 2017 on Physical Records Storage and the optimisation of storage. This will be informed by a tender that is currently in progress and should be completed by mid-October.

The Records Managers are working in parallel on the implementation of a Records Management strategy to harmonise working practices and improve service delivery; focusing on data quality, better records management, digitisation and education.

4.7 **Armed Policing:** Following approval of a full business case relating to "Firearms Training (Chief Firearms Instructure & Governance Structure)" a 7F Chief Firearms Instructor (CFI) and Deputy Chief Firearms Officer (DCFI) were appointed in July 2017. These key roles are the first step in developing a 7 force approach that will lead to standardisation of the firearms training product across all 7 forces.

4.8 Development is underway of an Outline Business Case that will present options for the delivery of a networked capability across the 7 forces that tailors the provision of specialist armed policing skills to the threat and demand that the 7 forces face.

## 5. Benefits

5.1 Benefits realisation is at the heart of the 7F Programme approach. Each work-stream is designed to identify potential benefits in the first instance, plan how they will be realised and then facilitate the delivery of the benefits.

5.2 Contracts - The implementation of a single translation service, Professional Standards Department software, learning management systems are all areas supported by the 7F Programme to develop single specifications that enabled aggregation of contracts and interoperability.

5.3 The existence of the 7F Programme has both established and reinvigorated existing meetings, with expert groups from across the seven forces which help to build the 7F

Infrastructure. This includes Estates, Finance, HR, Procurement, Policy, ICT, Transport Services, Resource Management Units, Information Management Department and Heads of Change. Soft benefits are immediately delivered through connectivity, sharing of good practice and reduced duplication, with a 'single voice' on national matters to influence national policy.

- 5.4 The 7F Programme provides a link into national reform programmes and the opportunity to assist the 7 Chief Constables and their respective national policing responsibilities.
- 5.5 A report into savings and benefits identified to date will be presented to the Eastern Region Summit in October 2017.

## **6. Governance**

- 6.1 The Eastern Region Summit is a quarterly meeting of the Police and Crime Commissioners and Chief Constables of the seven forces. This meeting undertakes the oversight function in respect of ongoing collaborative functions and collaboration projects and consider plans for the delivery of all functions through collaboration and where appropriate ensure they are implemented effectively.
- 6.2 The Oversight Group comprises representatives from each of the forces at Commissioner, Chief Constable, Chief Executive, Deputy Chief Constable and Chief Finance Officer level. The meeting provides a forum to give dynamic advice, support and oversight to the Senior Responsible Officer (SRO) for the 7F Programme.
- 6.3 The Oversight Group is chaired by the Cambridgeshire Police and Crime Commissioner, Jason Ablewhite. The Senior Responsible Officer for the 7F Programme is DCC Julia Wortley.

## **7. Recommendation**

- 7.1 The Board is recommended to note the report.
- 7.2 The Commissioner is recommended to notify the Police and Crime Panel of forthcoming decisions regarding potential further regional collaboration.

## **BIBLIOGRAPHY**

<b>Source Document(s)</b>	
<b>Contact Officer</b>	Jim Haylett - 7F Programme Manager