



Seven Force  
**Strategic  
Collaboration  
Programme**

## EASTERN REGION

# SEVEN FORCE STRATEGIC COLLABORATION PROGRAMME

PCC/PFCC BRIEFING

## What is the 7F Strategic Collaboration Programme?

The Seven Force Strategic Collaboration Programme was established 2015 and is working across the Eastern Region to develop and implement successful collaborative solutions to protect the front line local delivery of policing.

The police forces that form the collaboration are Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent.

The Programme covers a geographic area of more than 9,000 square miles, serving nearly 8 million residents. This makes it one of the most ambitious police partnership programmes ever undertaken.

The programme is delivered by a dedicated 7 Force Strategic Collaboration Team consisting of a small number of members of police staff and officers from across the 7 counties. The team reaches out to and engage closely with key stakeholders, managers and end users across the region to deliver a complex programme of work, working in partnership while respecting the individual forces independence.

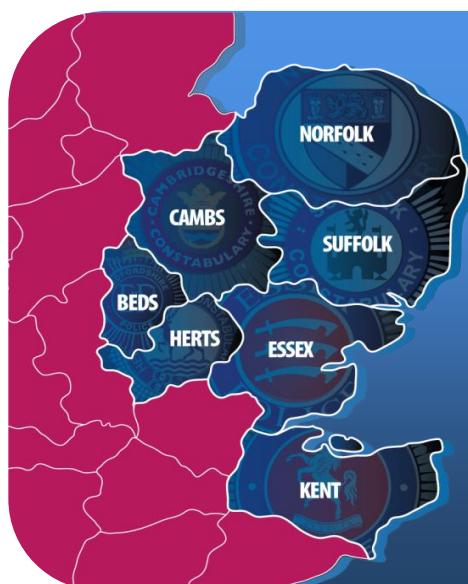
## What are the aims of the 7F Strategic Collaboration Programme?

**The aims of the Programme are to deliver enhanced:**

- Public Service
- Efficiency
- Effectiveness
- Value for Money
- Savings

The 7F programme strives to improve public safety through better and more productive use of police resources, increasing public confidence in policing and meeting the local needs across the Eastern Region.

Successful outcomes have already been achieved through collaboration but as the challenging era of public sector austerity continues, opportunities are being identified and developed by the programme for greater effectiveness and synergy, helping to meet existing and future demands on the forces.



*The range of benefits derived from, or assisted by the 7 Force Programme is broad. As well as tangible benefits of savings in money and time, the intangible benefits are also significant. This includes benefits such as better strategic co-ordination, stronger resilience, increased capacity, efficiency and effectiveness, reduction of duplication and bureaucracy, greater interoperability and ensuring the needs of each of the 7 forces are promoted and represented.*

## Why is collaboration important?

Working collaboratively is an important policing tool, allowing police forces to achieve savings, make investments which would be unaffordable by single or small groups of forces and to deal more effectively with crimes that go beyond a single force's borders.

All police forces already collaborate to tackle terrorism and organised crime through regional units, but there are still opportunities to use collaboration to bring about further improvements.

The structure of policing in England and Wales is based on independently run police forces with a clear set of local responsibilities. When there are unusual demands police force boundaries do not stand in the way, but if forces want to set up longer-term joint working arrangements with each other, those arrangements need to be agreed and recorded properly in terms of business arrangements, how forces will be held to account and any necessary changes to responsibilities that arise. This is where collaboration agreements come in.

There is a duty to collaborate wherever it is in the wider public's best interests, if it would provide the best outcome for a group of forces or an individual force.

## How is the Programme Governed?

The legal framework under which the 7F Programme exists is a Section 22a Agreement. This document, reviewed annually and signed by all 14 corporations (Police (Fire) and Crime Commissioners and Chief Constables) lays out the purpose, parameters and governance of the programme.

### The Eastern Regions Summit

Strategic Governance is provided through a quarterly Eastern Region Summit meeting (the Summit). All PCCs, PFCCs and Chief Constables are members of the Summit. The Summit members make 'in principle' decisions regarding various matters, including business cases. Final decisions regarding any 7 Force matters are made within individual organisations schemes of Governance and Consent or Strategic Governance arrangements. The Summit is chaired by a nominated PCC or PFCC.

### 7F Oversight Group

The group has senior representation from all member forces including Deputy Chief Constables, OPCC Chief Executive Officers and Chief Finance Officers and provides advice, support and oversight to the programmes Senior Responsible Owner (SRO). The group also makes recommendations to the Summit. The Oversight Group is chaired by a nominated PCC or PFCC.

The Programme is led and managed by an SRO, who is ultimately responsible for the success of the programme. A Lead Chief Constable, elected by the seven Chief Constables provides guidance and support to the SRO.

To ensure informed investment decisions can be made by Summit members, the programme has adopted the Treasury's Green Book '5 Case Model' for business cases. Whilst the development of the cases are resource and time consuming, the content of the business cases are well researched and evidenced, aiming to provide confidence in understanding of levels of investment against benefits alongside a realistic perspective of how achievable the proposal is in the context of the wider complex organisational environment.

# What has the Programme achieved and what is the programme currently working on?

## Establishment of an Enabling Infrastructure

In an environment of organisational independence and difference, a network of expert 'Enabling' groups have been set up across the region to support, guide and challenge the work streams that contribute to a regional capability. These include ICT, Finance, HR, Communications, Information Management and Security, Regional Deputy Chief Constables Forum, Specialist Advisory Groups, National Change Programmes etc.

## 7F Procurement Services

On 6<sup>th</sup> January 2020, the single 7 Force Procurement Department went live covering all seven forces across the region. The transformation from three independent Procurement functions to a single 7 Force Procurement Department has resulted in the creation of the second largest police procuring body in England and Wales, second only to the Metropolitan Police. By pooling our investment in this capability, we are able to build resilience, increase our attractiveness as clients and customers, reduce cost, improve service provision and become an attractive employer to talent and emerging talent in the highly competitive Procurement sector. The 7F Procurement Pipeline shows savings of £8.455m over 4 years.

The 7F Programme have now successfully delivered the Procurement workstream which is now being managed in Business as Usual.

## Police Education Qualification Framework (PEQF) Recruit Officer Training Programme

All forces were required to adopt a new approach to all police training. The first phase of this national change was the introduction of PEQF Recruit Officer Training. This approach required forces to enter into a contractual partnership with a Higher Education Institution (HEI) who will act as the awarding body for an Apprenticeship Degree which recruit officers will secure on successful completion of a three-year training and education programme.

The PEQF Contract has now been successfully delivered by the 7F Programme and this is now being managed in business as usual.

## 7F Firearms Training

A 7F Firearms Chief Firearms Instructor and Governance has been established for 7F Armed Police training across the region. This approach will assist with implementing a fully interoperable operational armed response which can deploy seamlessly across the seven forces. A second phase of work is currently considering options which will result in a business case for consideration by the 7F Governance.

## Driver Management

To drive down the cost of insurance and as a part of a recently negotiated insurance policy, a new system of recording all our 25,000 drivers (officers and staff) driving qualifications and driver performance was successfully coordinated by the 7F Programme and this is now being managed in business as usual.

## Digital Asset Management System

Each of the 7 forces has an urgent and growing need for a solution that will assist them in managing the growing volume of digital media-based evidence and intelligence entering the police system and Investigative and Criminal Justice processes. In addition, forces require a solution which will allow them to comply, more efficiently, with information management legislation.

Following agreement from the Eastern Region Summit meeting, the 7F Programme are currently working on the planning and development of a Pilot with the Preferred DAMS Supplier which will commence in January 2021. The purpose of the Pilot is to provide confidence in the supplier and its ability to deliver and manage a DAMS solution across the 7 Forces.

## Vetting

The 7F Programme are leading on the implementation of a programme to transform Vetting across the seven forces.

The Programme are currently working with Deloitte on the development and implementation of a National Robotics Pilot which explores the use of robotics automation in some of the simple transactional elements of the Vetting process. Work is currently underway with the forces to roll-out the enabling technologies to the Vetting units across the seven forces.

Work is currently progressing on the implementation of a single Case Management System (WPC Software CoreVet) with the additional deployment of Online Digital Applications (WebForms). The CMS is to remove the current IT boundaries and drive the standardisation and convergence of Vetting processes across the seven forces.

A Full Business Case was approved by the Eastern Region Summit in October 2020 for the introduction of a Regional Vetting Coordinator to bring standardisation and convergence of the 4 Vetting Units. Forces are to retain business risk and ownership of staff.

## Forensics

Three Forensic Services Departments work in close partnership across the seven forces. Before options can be considered re regional delivery of Forensic Services, there is an urgent and shared requirement to replace the three existing and out-dated Case Management systems (CMS). A Full Business Case regarding the need to replace the Forensics CMS system is currently being developed by the 7F Programme and will be submitted to the Eastern Region Summit Meeting in January 2021 for review and approval.

## 7F Future Opportunities

The 7F Programme are currently engaging and working with the forces to identify, scope and analyse the next phase of 7F opportunities.