

Chief Constable's Report  
to  
Kent Police and Crime Commissioner's Performance and Delivery Board

**COLLABORATION AND PARTNERSHIP WORKING**

Wednesday 7<sup>th</sup> March 2018

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**1. Strategic Overview.**

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 for the Police and Crime Commissioner (PCC) to collaborate, the force's efforts supported by the PCC in this regard have always been and continue to be significant, pragmatic and positive. A Chief Officer lead coordinates all collaboration work streams.

**2. Aims of the paper.**

This report aims to give an overview and update of existing collaborative arrangements.

**3. Force to Force Collaboration.**

Continuation of significant collaboration with Essex Police continues to strengthen with the recent review of the Serious Crime Directorate (SCD) and the ongoing outcome of Operation Hexagon which sought to achieve closer and shared working practices within Tactical Operations but without a single directorate level lead shared between the two forces. Both the SCD review and Hexagon enabled contributions to the force's requirement for financial savings as a part of the ongoing efficiency requirements.

Both Chief Constables of Kent and Essex have recently challenged Chief Officers in both forces to review existing collaboration arrangements and scope other areas of potential joint working for discussion at the Joint Chief Officer Group meeting in February.

Seven-force collaboration (Kent, Essex, Norfolk, Suffolk, Cambridgeshire, Hertfordshire and Bedfordshire) remains firmly committed to by the Chief Constables of each force and in light of the increasing debate around specialist capabilities at a regional and national level, the 7-Chief Forum has become an important forum to ensure a consistent approach is adopted in the participation of the national debate to address how these areas of policing are organised within the service.

The Seven-force lead has now retired and is in the process of being replaced. Kent's representative (Chief Insp Gill Ellis) has also retired and following an internal selection process will be replaced by T/Chief Insp Michael Coltham.

**4. Kent Fire and Rescue Service (KRFS).**

The breadth of collaborative and partnership working continues and includes the following live areas:

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- Co-location of force and fire control and command – joint mobilising system
- Shared base at multi agency incidents
- Water safety units
- Driver training
- Staff welfare
- Learning and Development
- Margate Task Force
- Estate – sharing of buildings

A strategic briefing is planned for 16<sup>th</sup> April 2018 where the progress and future opportunities to expand collaboration will be covered.

### **5. Partnership Working.**

Work with our partner agencies continues to ensure a co-ordinated and consistent response is provided to those coming into contact with the police service. The activity listed below is assisting the force deliver the objectives and priorities within the PCC's Police and Crime Plan and the Chief Constable and PCC's joint Mission, Vision, Value's and Priorities:

- Fighting crime and anti-social behaviour
- Tackling abuse, exploitation and violence
- Providing visible neighbourhood policing

**5.1 South East Coast Ambulance Service (SECamb).** In January 2018, a workshop involving all emergency services and mental health professionals was held to consider demand from repeat callers and how to improve working practices, particularly in support of SECamb.

The proposed solution is to hold a monthly multi agency meeting which will allow bespoke response for individuals which operate as a Community Multi-Agency Risk Assessment Conference (MARAC). Those identified with mental health issues will be prioritised for activity and early intervention by all partner agencies.

The Kent Emergency Services Collaboration Delivery Group meeting allows the heads of the emergency services control rooms to discuss demand placed on each agency and where collaborative initiatives are discussed and developed. An example is where KFRS will now assist SECamb with gaining access to properties to reduce demand on Kent Police.

The History Marking Strategic Group is a meeting led by SECamb to identify individuals and locations where due to risk, it is likely the support of police may be required. This allows for appropriate markers to be placed on police systems relevant to the risk and provides the justification for effective decision making when police attendance is requested.

**5.2 Partnership Activity.** The force currently runs a monthly multi-agency operation, working in the night-time economy addressing violent crime and sexual offences. All partners work together utilising their intelligence, tools/powers and evidence based targeting of specific locations, to promote public safety and prevent crime and disorder. During 2018, this will be expanded for a greater focus on modern slavery, human trafficking and child sexual exploitation.

Supporting Kent's Control Strategy, the force will be delivering through our community safety partners, vulnerability awareness training to the licensed industry in Kent. This will be achieved by delivering short interactive briefings of up to an hour, utilising the new Vulnerable Adult Intervention PCSOs, to focus on key areas such as: recognising what vulnerability is, what are their licensing/community responsibilities for safeguarding people and how to prevent/reduce harm. We intend to work in partnership with a number of community safety and health partners, as well as the business retail crime partnerships.

In late 2017, we saw the introduction of the Kent Community Safety Team (KCST) newsletter, which seeks to promote effective community safety practice amongst partners across Kent and Medway. Each newsletter is themed to promote current issues, such as addressing anti-social behaviour around Halloween, or promoting safety at Christmas time with home safety advice or personal safety/substance misuse within the night-time economy. We engage and utilise a range of Kent community safety partners, thus addressing their priorities. Problem solving is crucial to sharing effective practice, as is highlighting the good work that the districts and wider community safety partners undertake to keep the people of Kent and Medway safe.

There are a large number of Private Security Companies operating in Kent, many are well established and well organised but seem to work in isolation. Together with our network of Business Crime Reduction Partnerships we have formed a working group to explore ways for possible collaboration. This could include looking at ways we can train and exercise together, reassuring the public by providing a greater uniform presence and other benefits such as greater resilience in emergency situations, greater coordination of effort and strengthening relationships. The working group has met twice and although early days agree that there is potential for a closer working relationship and a paper has been prepared for Chief Officers.

The GLOW project (G SAFE Low-level Offenders Workshop) allows retailers to refer young people responsible for low level crime in their premises onto the project. GLOW is a multi-agency approach to educating young people about the impact of crimes they commit. Those referred to the project will take part in a restorative practice session aimed at changing their behaviour at an early stage. Participation in the project is purely voluntary with parents given the opportunity to participate; if they decline the matter is referred to the police in the usual way.

The main aim of the project is to divert people away from the criminal justice system and give them the opportunity to see the effect of their actions on themselves and others. During the workshop the offence is discussed with emphasis being placed on the impact on the retailer, the community and of course the future of the young person.

The initiative went live on 24<sup>th</sup> March 2017 and very quickly attracted national attention in that the GLOW project was runner up in the innovation category at the National Association of Business Crime Partnership Awards. To date referrals have resulted in a 27% uptake which compares favourably with the national level of uptake in restorative justice which sits at 12%.

## **6. National Police Chief Council (NPCC) Commitments.**

In addition to their local Kent responsibilities, members of the Chief Officer Team lead on a number of National Police Chief's Council Commitments, in order to ensure that the police service can collectively coordinate operations, reform, improve and provide value for money. The details of their national commitments are as follows:

- Chief Constable Alan Pughsley - National Undercover Working Group;
- Deputy Chief Constable Paul Brandon - National Tactics, Training and Equipment Working Group (Public Order);
- Assistant Chief Constable Jo Shiner – National Fitness Working Group;
- Assistant Chief Constable Tony Blaker – National Courts Portfolio and the Eastern Region Firearms Lead;
- Assistant Chief Constable Nick Downing – Seven-force Specialist Capability Lead for Forensics and National Financial Investigations/POCA Portfolio;
- Mr Mark Gilmartin – National Commercial Board Shared Services Portfolio.
- Mr Ian Drysdale – Vice Chair of the CPOSA Panel of Friends

## **7. Risks.**

**7.1 Force to Force (Essex).** There are some emerging potential risks for the force's joint Support Services functions which are linked to the Essex PCC's recent adoption of the governance of the Essex Fire and Rescue Service. These are being worked through and are subject to ongoing debate

**7.2 Seven-force Collaboration.** There has recently been a number of individuals within the Seven-force team who have left the service on retirement and thus gaps in knowledge may have a negative impact on stakeholder management and the traction of bespoke initiatives.

**7.3 Partnership.** No risks to report.

**7.4 NPCC.** No risks to report.

## **8. Police and Crime Plan.**

Collaboration, at all levels impacts positively but indirectly on a number of areas of the Police and Crime Plan. The joint and partnership working has clearer links to the areas of working efficiently.

## **9. Summary.**

The force continues to deliver collaborative initiatives through our arrangements with Essex Police and that of the Seven-force collaboration programme in addition to the wider emergency services and partners. This continued work provides effective and cohesive processes and approaches to policing, working across all agencies to ensure the public of Kent receive a first class service.