

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

**COLLABORATION AND PARTNERSHIP WORKING**

Wednesday 26 September 2018

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**1. Strategic Overview.**

The Policing and Crime Act 2017 places a statutory requirement on emergency services to collaborate where the interests of the public are better served by improved efficiency or effectiveness.

The Chief Constable is committed to delivering collaborative initiatives that have a positive benefit on policing in Kent. The force's efforts, supported by the PCC, are both broad and have been in place for some time. Such initiatives and working practices have achieved significant benefits and continue to offer new and emerging options going forward.

**2. Aims of the paper.**

This report provides an overview of the collaboration and partnership working being undertaken by the force since the last Performance and Delivery Board on 31 May 2018.

**3. Seven-Force Collaboration.**

The force continues to make a significant contribution to the ambitions of the 7-Force (Kent; Essex; Bedfordshire; Hertfordshire; Cambridgeshire; Norfolk and Suffolk) Collaboration. Under new leadership, the emphasis and momentum around a number of joint working schemes appears to have improved and are moving forward with confidence. Those schemes include:

- **Procurement:** An agreed process to appoint an interim 7-Force Head of Strategic Procurement has concluded with Dave Edwards (From Kent and Essex) being successful. Mr Edwards will hold the position for an initial 3 month period pending a formal recruitment process for the new substantive post holder.

Initial work has commenced to develop the formal governance arrangements, and Section 22A Agreement, which will underpin the new 7-Force collaborated procurement function. This work is being supported by the Home Office Commercial Unit and consultancy with Sharp Prichard who have agreed to support the work without a fee. The Home Office Commercial Unit is in the process of arranging personal contact with each Police and Crime Commissioner and Chief Finance Officers to discuss the harmonisation of financial regulations and procurement documentation, as well as discussing governance arrangements.

- **Police Education and Qualifications Framework (PEQF):** In July the 7-Force collaboration, agreed that the delivery of PEQF procurement should fall within the remit of the 7-Force Strategic Collaboration Programme.
- **7-Force Programme Future Focus:** All forces are currently experiencing increasing levels of change from a variety of local, regional, and national sources in support of delivery of Police and Crime Plans and the Policing Vision 2025. It has also been recognised that the existing business plan for 7-Force Strategic Collaboration concludes in January 2019. Work has therefore commenced on a project to prepare a whole change landscape analysis to 2025 to inform the development of a clear vision for the future of 7F Strategic Collaboration, and the role of the 7F

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Strategic Collaboration Programme Team within this. The outcomes of this project will assist decision making by Chief Constables and Police and Crime Commissioners, increase stakeholder awareness of and interest in 7-Force Strategic Collaboration, and improve the ability of Kent and other forces to effectively plan for the future.

The key outcomes expected will be a product summarising the strategic change landscape analysis for consideration by Chief Constables in September 2018; a visioning workshop at the Summit meeting in October 2018; an agreed medium term vision for 7-Force Strategic Collaboration by November 2018; a suite of 7-Force Strategic Collaboration stakeholder communication products in the autumn of 2018; and a business plan for 7-Force Strategic Collaboration by 27 November 2018.

The completion of this project will not prevent the 7-Force Strategic Collaboration Programme from moving forward at pace with or initiating work on key work streams already agreed.

- **7F ICT Strategy:** The 7-Force ICT Strategy aims to deliver a converged ICT infrastructure that supports collaboration across the 7 forces along with any future collaborative objectives, while retaining the current local management of ICT delivery. Delivery of converged architecture will be supported by underlying technology, defined and aligned across all of the 7 forces. Each force IT department (by the three clusters) will collaborate to design and implement a converged ICT capability with a long term aim of a single ICT capability to deliver all ICT services. This strategy will continue to develop to ensure all equipment and processes are implemented in a consistent manner.

### 4. Kent Blue Light Emergency Services.

The inaugural Kent Emergency Services Collaboration Strategic Board was held on 9 August 2018. This Board received a comprehensive briefing on the current extent and future opportunities of the breadth of collaboration activities between Kent Police, Kent Fire and Rescue Service (KFRS) and the South East Coast Ambulance Service (SECAmb). All participants strongly endorsed the progress being made and endorsed a number of further schemes to be scoped that would, combined with existing ventures, strengthen overall services to the public through greater efficiencies, economies or effective outcomes.

Items specifically highlighted included:

- A tri-partite gaining access [to premises] memorandum of understanding;
- A fire investigation memorandum of understanding;
- The development of "workforce" theme to draw together a number of potential people related initiatives;
- Joint Emergency Services Interoperability Programme (JESIP) progress with a particular emphasis on economic crime;
- Property sharing: existing, new and planned agreements between Kent Police and the KFRS but also with SECAmb extending a new interest in a number of possible options going forward;
- Knowledge Hub facilitated by the KFRS and "signed-up" by Kent Police and SECAmb;
- Search and Rescue drone capability, potential shared option for usage and training;
- Death in service memorandum for KFRS colleagues;
- Frequent caller progress update on experience and effective communication between the three services;
- Procurement, previous and future opportunities to drive out economies of scale;
- Training opportunities particularly around people and leadership development.

Overall, each of the service leads gave a strong endorsement of the progress being made and framework utilised to deliver and monitor further collaboration.

## **5. Joint Emergency Services Interoperability Principles (JESIP).**

In 2017, the UK experienced an unprecedented number of major incidents, which required a multi-agency response, including a number of terrorist attacks. These incidents truly highlighted the importance of JESIP for all emergency responders and demonstrated that, when the JESIP principles are used effectively, the response is more effective. It is for this reason that government continues to drive the 'embedding of JESIP' agenda across the three emergency services and increasingly, seeking the engagement of partner agencies involved in emergency responses.

Kent Police, working with its tri-service partners (KRFS and SECamb) and the Kent Resilience Forum (KRF) are driving the JESIP embedding agenda across Kent and Medway. The Resilience Forum in conjunction with the tri-service partners have developed and delivered a number of non-blue light JESIP training events to emergency responders. Where required, specific training events will be developed (in-house) for affected larger agencies such as the prison service, where they have the potential to interact with the tri-service agencies in terms of firearms and major incident responses.

The NPCC (National Police Chief's Council) JESIP Police Lead for the South East Region has, through the backings of his regional embedding meeting, initiated a regional approach to the development and delivery of JESIP refresher training which will see in excess of 1500 commanders receiving refresher training over the next 12 months.

JESIP awareness training is reinforced on an annual basis to all operational staff via a module within the Personal Safety Training programme. This approach ensures a greater level of JESIP awareness and has been reported as national good practice following JESIP assurance visits and inspections.

Recent exercises, such as that held at Bluewater in April 2018 testing the way in which the emergency services and other organisations work together to respond to a security alert, incorporate JESIP as part of the exercise planning process and ensure that interoperability themes across responder agencies are included within the exercise objectives. Joint organisational learning is a key area across the Resilience Forum members and as such the Resilience Forum have invested in ensuring that one common debriefing method is used across the partner agencies and is developing itself as a hub for multi-agency debriefs.

## **6. 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 highlights some of the most recent work streams assisting the force deliver the objectives and priorities within the PCC's Police and Crime Plan and the Chief Constable's Mission, Vision, Value's and Priorities.

Due to the well established relationships already developed with partners at a local level through our Community Safety Units, examples of partnership working is also reported throughout the Safer in Kent Delivery and Performance paper produced for the PCC Performance and Delivery Board.

**6.1 Strategic Partnership.** Following on from the Westminster Bridge terror attacks, Strategic Partnerships are working with the Security Industry and Business Crime Reduction Partnerships in Kent to develop an emergency response capability using volunteers. This will allow Kent Police to utilise accredited security industry staff to support cordons, evacuations etc. in the event of a terrorist or other incident. Strategic Partnerships is also supporting the 'One Maidstone' Business Improvement District management in how their Community Wardens will be able to support this as well as local policing in the town.

The team have been working with National Business Crime Solutions to improve information sharing and intelligence dissemination in respect of organised retail crime. The aim is to improve how information is shared and utilise the opportunities to identify and support vulnerable people

involved in this criminality. As part of this, a multi-agency operation is planned in October focussing on Ashford and Maidstone and utilising loss prevention staff from a number of major national retailers to identify and prevent organised retail crime.

Work with local districts to develop the partnership approach taken to tackle gang related criminality as part of the Gangs Strategy continues. This involves identifying and sharing best practice, assisting with the creation of 4P plans and utilising partner agency powers to identify and support vulnerable individuals involved in gang criminality. The dates for the next multi agency operation are yet to be confirmed but will be during September/October 2018.

**6.2 Unaccompanied Asylum Seeking Children (UASC).** Working with partner agencies the force has been involved in positive discussions with the Strategic Operations Manager for UASC as well as key local managers to highlight potential areas of risk with these particularly vulnerable children. Key police leads are now invited to attend the UASC Partnership Board meetings to provide updates to all members on a quarterly basis. This will ensure that the wider county picture is known to all attendees including service providers and managers so that they are also able to manage risks and the safeguarding of UASC.

**6.3 Operation Locality.** Working with our partners the force run Op Locality which focuses on night-time economy (NTE) licensing and drug related enforcement. Partners include KFRS, Immigration, Revenue, Local Authority, Security Industry Authority, Trading Standards and the Gambling Commission. It is an opportunity to inspect, assess, gather intelligence and safeguard against modern slavery, human trafficking, brothels, homelessness and the wide ranging vulnerability that all partners across organisations and directorates aspire to identify and take positive action against.

The objectives of each operation are agreed with the local district and activity involves joint partnership visits to licensed premises or other venues where intelligence indicates offending may be taking place.

During the recent operation in Sheerness five licensed premises were visited. A number of drug searches took place resulting in 3 arrests and a number of cannabis warnings being issued. In addition a male was arrested who was wanted by the Metropolitan Police for grievous bodily harm and sexual assault.

**6.4 Hate Crime.** Working in partnership with the Independent Police Advisory Group and MCCH, Hate Crime Hubs have been established in Medway and Canterbury to facilitate third party reporting of hate crime and victim support within the locations. This enables vulnerable members of the public to report hate crimes whilst not having to attend police stations and provides them with instant support.

## **7. Athena.**

Athena remains on course for go-live in Kent for the autumn of this year. A meeting took place between the Chief Constable and Northgate Public Services (the supplier) on 27 July in order to set out expectations of the Athena system.

Back Record Conversion (BRC) commenced on 14 August, involving the loading of data from our current system (Genesis) onto the live Athena system. This is a significant milestone. The process of loading over 49 million records will take several weeks to complete. Once finished, it will enable Kent to go-live with Athena.

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Planning for Athena implementation is at an advanced stage. A 'scrutiny' event was chaired by DCC Blaker on 26 July during which the Athena implementation team were asked to present on progress and take questions. The panel was satisfied that good progress was being made, albeit it was accepted that there is still work to be done. A follow up to this event is planned for 5 September.

Each department across the force has appointed a strategic lead who has responsibility for ensuring their area of business is ready for Athena go-live. Their planning is detailed and will be subject to a series of smaller 'scrutiny' events during September to ensure all departments are ready for go-live. The delivery of Athena training is 90% complete and is on schedule to finish at the end of September. Generally there has been good feedback from staff on the quality of the training. Internal and external engagement with key stakeholders continues, including the CPS and HMCTS.

### **8. Chief Officer's National Contribution.**

The breadth and extent of additional [national] contributions made by the force Chief Officers has previously been reported at the Police and Crime Commissioner's Performance and Delivery Board and this will be reported on an annual basis. Two changes have taken place since that report:

- a. Mr Drysdale, Director of Corporate Services, has been elected as the Chief Police Officers Staff Association Chair of the Panel of Friends following the retirement of Assistant Commissioner Pat Gallan. This role is responsible for the coordination of legal and peer support to all Chief Officers who are under notice (formal or otherwise) of threats to their employment, reputation or wellbeing.
- b. Mr Leicester has been invited to be a member of the Home Office Frontline Review of Policing Group where his HR expertise and extensive policing knowledge will add demonstrable value to the group's objectives.

The Chief Constable approved both of these appointments having been satisfied that the force should make a national contribution and that the two Chief Officers concerned were sufficiently able to discharge the expectations of the roles in terms of their own personal capacity and technical capability.

### **9. 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.

### **10. 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.