

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

COLLABORATION AND PARTNERSHIP WORKING

Wednesday 25th September 2019

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 5th June 2019.

3. Collaboration.

3.1 Emergency Services Collaboration. The Emergency Services Collaboration Managing Successful Programmes project continues to strengthen with a number of work streams now 'business as usual'. An agreed revised governance structure with a number of defined sub groups are now in place giving traction to all work streams. Kent Police and Kent Fire and Rescue Services (KFRS) have widened the use of shared equipment and the recent MOU for the shared use of drones is a good example of this. The MOU is being developed further to include joint training and procurement. Another good example is the 'gaining entry' work stream whereby KFRS will deploy to those calls where ordinarily police would be used to gain entry for example to assist SECAMB. This has reduced demand for Kent Police.

A joint emergency services knowledge hub has been developed and now in use giving all agencies a platform to share information and best practise. Estates collaboration is proving to be effective with Kent Police staff being located at 7 Fire stations across the county and more being scoped.

JESIP principles are working well with a joint emergency services and partners exercise being planned for October. Of note JESIP working came into fruition during a recent significant protracted search operation of a missing young boy. Whilst this was a very sad incident it was noted upon that the multi-agency response was probably the best seen and in order to capture learning a structured debrief will be taking place.

3.2 Seven Force Overview. Collaboration projects between the 7 Forces of Kent, Essex, Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk and Suffolk continue to be developed under the 7 Force Collaboration Team who are working on a number of projects. Updates are provided below.

PEQF.

The Policing Education Qualifications Framework (PEQF) remains a significant focus for all forces. The 7F Programme are leading on the procurement aspect of PEQF; defining and procuring the services of the Higher Education institutions to deliver police apprenticeships.

A presentation was provided to the 7 Chief Constables on 21st August 2019 to recommend each force's preferred strategic position. All but 1 force (who has been offered more time to consider) are recommending to move to the due diligence phase and will present back a joint decision with their local PCC by 13th September 2019. Extensive work has been undertaken with the College of Policing abstraction tool-kit, leading to improved confidence and more accurate figures.

The current position for all 7 forces is that the tender for moving will be prepared to progress to the confirmation and commitment stage (due diligence). The bidders will be prepared with Clarification and Confirmation of Commitments Stage, which includes: dates for Due Diligence meetings, process, clarification questions and responses.

Armed Policing (Training & Governance).

7F Armed Policing is working to develop fully interoperable operational armed resources which can deploy seamlessly across the seven forces, with the same capability, training, equipment and operational understanding. Following feedback from the first draft of the 7F armed policing STRA (Strategic Threat and Risk Assessment), a second iteration has been drafted to reflect the amendments raised. There is a requirement for a second review to be submitted to the College of Policing by September 2019. The separate force STRAs now form part of a standardisation framework. The APSTRA sets the pace, tempo and requirements of operational armed policing activity, this in turn influences the training calendar and future of a single training command.

Following participation in the first national diversity in armed policing working group and a separate meeting with the Metropolitan Police Specialist Firearms Command, activity that will inform benefits associated with recruitment and retention of firearms officers from underrepresented groups, will be included within the Outline Business Case (OBC). The application process has closed for the Training Delivery Manager role with the interview process to commence at the earliest opportunity.

Activity identified in the armed policing SOC has enabled key armed policing areas to be managed as separate projects, simplifying the assessments. Activity against these projects continues. Supt Mark Greenhalgh (BCH) has now been identified as the new chair of the 7F Armed Policing tactical group. A refreshed meeting has been provisionally scheduled for September 2019 to drive activity aligned to the OBC.

Digital Asset Management System (DAMS).

The 7F Programme are working to deliver a 7 Force Digital Asset Management System (DAMS). Stakeholder engagement continues and a paper was presented to the 7 Force Strategic Procurement Board in July 2019 who agreed the option of a 7 Force approach using the Kent DAMS solution. The team are currently awaiting the outcome of the Kent DAMS go-live and will continue to monitor the National Digital First Programme including Digital Evidence Transfer System (DETS).

Driver Management.

The objective is to deliver the Chronicle Driver Management Module across the 7F Forces to ensure compliance with the insurer's requirements. Further revisions of the document are being reviewed and a project overview document has been drafted with a view to providing all 7F stakeholders with the information needed to develop local plans and activities for successful implementation. Testing

has been carried out to ensure data looks as expected and any issues can be reviewed further. Once the project overview document is finalised it will be circulated to all stakeholders.

It will be confirmed with 7F when the Chronicle Administrators will be in post for training and suitable training locations will be agreed and confirmed. Agreement will be sought to appoint a single 7F business owner for the 7F Chronicle Driver Management module.

Enterprise Resource Planning (ERP).

The 7F Programme are developing a Strategic Outline Case (SOC) to establish whether a case exists for adopting a common ERP system across the 7 forces. A common ERP across 7F is a component of a wider vision to design and implement a single, converged ICT capability to enable the delivery of services across all seven forces. This is in its early stages.

Forensics.

The 7F Programme are in the early stages of exploring potential 7F opportunities in Forensic Services. A progress report for the 7F PCCs was completed and briefings were provided to 7F Chief Constables regarding Transforming Forensics (TF) funding at NPCC July 2019. Plans have been agreed for the user requirement business analysis and resource required to complete the work. Work continues towards the Invitation to Tender (ITT user requirements) and a 7F question and answer session will be arranged with the national programme and a decision will be presented for the CCs and PCCs.

Procurement.

The 7F Programme are working on the development of the 7F Single Procurement Function. Recruitment for teams and the 7F Head of Governance, Head of Commercial Delivery and Head of Category Management, is in its final stages. Work has commenced on the development of a transition project plan are underway.

Vetting.

The 7F Programme are exploring the potential opportunities for Vetting functions to be provided across the 7 forces. An initial assessment has been completed which has provided a positive indication of cashable benefits. This is primarily achieved by moving all Forces to a single Case Management System and removing geographical IT boundaries. Further work is now being done to establish the IT implications/cost and best procurement routes. Four decision papers have been written and circulated to the board to formally agree, in principle, what the future state blueprint will be. The IT implications and costs of moving the Region to a single Case Management system will be investigated. The outline arguments for the Outline Business Case will be formulated.

Appointment of 7F Chief Officer Lead for IT and Procurement.

On 19th August 2019 Kent's Mark Gilmartin commenced a nine week secondment to lead IT and Procurement issues across 7 Forces. IT and Procurement are seen as significant enablers and this appointment will be critical to driving through successful initiatives to benefit all Forces. At the end of the secondment the 7F Chiefs and PCCs will discuss its success and possible continuation.

4. EU Exit Preparations.

4.1 Kent Police Planning. Kent Police and partners have continued to develop comprehensive plans to mitigate the expected disruption both for Kent and the wider country as a result of congestion at the key ports of Dover and Folkestone (Eurotunnel). This effectively was the daily mobilisation of

in excess of 300 police officers and staff (including 140 daily on mutual aid) and up to 100 Highways England officers to:

- Support the Traffic Management plan (including welfare and enforcement).
- The associated logistics requirements.
- Staff appropriate Strategic and Tactical Coordination centres including the associated command structure.
- Maintain capability and contingencies for potential public disorder and other problem solving.

Following the March and April deadlines with the move to the operational phase there have been multi-agency and internal debriefs and reviews. The findings and recommendations have been used to refine and enhance the current planning process.

The Kent Police Planning Team has commenced the logistical planning process in preparation for a potential 'no deal' on 31st October 2019. The Force Resource Unit are managing the large-scale duty planning process in support of the planning team.

The Traffic Planning Team have had meetings with partners that has resulted in an interim plan for managing any port related disruption with the Operation Brock infrastructure in place but not in an 'active' state. There are also ongoing workshops with key partners in relation to border readiness, transit checks, compliance and enforcement. Another workshop was also held in July in order to further explore potential impact on local communities.

4.2 Schengen Information System (SIS). Planning and preparation for EU Exit has rightly been focussed on a 'no-deal' scenario in which the UK would lose access to the EU tools and need to revert to non-EU alternatives. Policing needs to be fully prepared for all possible outcomes and as a result existing records on the Schengen Information System (SIS) were required to be transferred to Interpol systems, known as Back Record Conversion. This is to ensure that international circulations of wanted or missing persons are recreated should a potential loss of access to SIS occurs, in the event of a 'no deal' scenario. The Force has now completed the process of converting this information.

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 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 paper.

5.1 Harmful Practices. A national multi agency safeguarding operation has been under way where there was a week of activity focusing on raising awareness of harmful practices by all agencies, officers and staff. The week also focussed on Forced Marriages to mark Shafiea Ahmed day with activities focussed at Ebbsfleet International and the Ports of Dover and Cheriton. Nationally 20 Police Forces, 18 Ports, Heathrow and 14 US Cities took part.

5.2 Licensed Premises. In June, the regular monthly multi-agency operation was held in East Kent to target night time economy issues. Working with Kent Fire and Rescue Service (KFRS), Trading Standards together with Licensing Officers, local PCSOs and local officers 18 licensed premises were visited. Security Industry Act accreditation was checked and KFRS issued several warning letters and identified three premises requiring a full fire safety audit. A number of minor licensing issues were also identified and raised with the premises management.

5.3 The Youth Justice Team (YJT). This team are now embedded within the Adolescent Risk Units and Youth Offending Teams within Kent and Medway. The YJT Officer works remotely one day

per week in their designated area which has improved partner relationships as well as the flow of information sharing in relation to the higher risk young people who have come to police attention. It further promotes the 'working together' principles and ensures a joined up approach when considering early intervention and diversions for young people.

5.4 Rural Task Force (RTF). Effective partnership enforcement operations have continued when tackling fly-tipping. Recent operations have seen arrests made and vehicle seizures in Sevenoaks and Maidstone. With the support of KCC these are to continue regularly over the next 12 months. Kent are contributing to a National "Week of Rural Policing Action" which is planned for autumn and will address many rural policing priorities. Hare Coursing and poaching offences started in July with reports being received as crops are harvested. A National Operation continues which combats this offence and the RTF have planned their proactive enforcement campaign to address this disruptive seasonal crime.

The Crime Rural Advisory Group (CRAG) will convene in September 2019 as concerns are being raised from rural stakeholders and communities that the effect of policing the EU Exit will reduce the well-established, effective rural police presence currently being experienced.

6. Summary.

The Force continues to work with partners effectively, being innovative, using resources wisely and operating as one team which underpins the Mission, Vision, Values and Priorities of Kent Police. It delivers 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.