

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

COLLABORATION AND PARTNERSHIP WORKING

Wednesday 4th December 2019

Updated for Wednesday 4th March 2020

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 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.

The 7 Force Collaboration project team continue to work towards gaining a full understanding, awareness and consideration of deliverables, timescales, costs, risks and other contractual commitments. On the 10th of October Chief Constable Simon Bailey, on behalf of the 7F Chief Constables, wrote to Mr Mike Cunningham at the College of Policing to officially ask for the full extension of IPLDP until July 2021. Based on the extended evaluation stage of the 7F procurement process, on 24th October this request was accepted. The college have stated that they will continue to support forces throughout the transition period, as we move towards full implementation of the new entry routes.

During December 2019 an extended period of due diligence was given to all 7 forces in order to provide enhanced implementation planning. It was felt that additional safeguarding was required before progressing to the mobilisation stage through an updated and more detailed implementation plan. Specifically it was felt that the initial plan submitted by Anglia Ruskin University was high level and forces would find it difficult to hold the provider to account against the required critical success factors.

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Essex Police and Kent Police developed a far more structured and detailed implementation plan, in consultation with force stakeholders and Lots 1 and 2. This plan was reviewed with Anglia Ruskin University at the Due Diligence Implementation and Milestone meeting on the 8th January 2020, where key critical success factors for each stage of mobilisation were jointly agreed.

With the final implementation plan agreed by the SRO and Anglia Ruskin University, the Essex Police and Kent Police PEQF development team were able to informally conclude Due Diligence on the 10th January 2020, with formal closure occurring at COG on 16th January 2020 and COSM on 21st January 2020.

Following Chief Officer approval, Chief Officers then made the recommendation to the P(F)CCs to agree the 7F Contract Award Approval Report and move to the Notice of a Decision to Award a Contract phase. This was approved by the Essex PFCC on 20th January 2020 and the Kent PCC on 27th January 2020.

Once all 7 Forces' P(F)CC's approve the move to the next phase the procurement lead will issue a notice to all 3 bidders informing them of the procurement outcome and a voluntary standstill period of 10 days will commence. At this point forces will then enter the contract finalisation phase and our legal advisers Sharpe Pritchard will produce a final contract for Anglia Ruskin University to review. Subject to the HEI's approval, Essex Police and Kent Police together with Anglia Ruskin University can then move forward to contract signature. The projected contract signature date by the P(F)CCs is 1st April 2020 with an anticipated 'Go Live' date of July 2021.

Armed Policing (Training & Governance).

A collaborative Strategic Threat Risk Assessment (STRA) has been developed and signed off by the 7F AP lead. The collaborative STRA outlines the National and regional threats and the ability to deal with these threats within the region.

The College of Policing (CoP) visited the 7F armed policing collaboration in September to conduct a "health check" of the existing 7F AP collaboration as part of the annual Armed Policing - Police Service Quality Management System (PSQMS) submission. The 7F newly merged single Chronicle database was also reviewed.

Some key deliverables were identified:

- The establishment of a 7F armed police training compliance, inspection and audit function is critical in demonstrating compliance with the code of practice and the College of Policing.
- Once this function is established The College of Policing will need to review 12 months of inspection data.
- The new Training Delivery Manger (TDM) role is a priority for recruitment to establish and coordinate this audit and compliance function. This key post will be advertised nationally for suitable qualified and credible staff.

ICT Convergence Programme

In September 2019 Atos, a global leader in digital transformation, were selected as delivery partner to support the design of future options for convergence of 7 Force ICT. This activity will result in the development of a fully costed and benefit focused outline business case, which will be presented for consideration by the 7F Summit in January 2020. The programme of work has been heavily supported and informed by the contributions of all force ICT functions which have included a series

of validation workshops with senior ICT staff. The 7 Force ICT Convergence Programme is currently being overseen by Mark Gilmartin on secondment from Kent & Essex Police.

The 7 Force Strategic Alliance made up of all 7 Chief Constables and PCCs, agreed to accelerate the convergence and alignment of the ICT Infrastructure for the 7 Forces. There is a strong desire of all Chief Constables and PCCs to achieve a point whereby the 7 Forces are served by a common ICT infrastructure which enables the future delivery of both national and regional business change; as well as addressing existing challenges felt by already collaborated functions.

There is potential for upwards of £10M worth of savings to be taken out of IT; economies of scale and investment in new technology could deliver substantial savings over and above this. The team have made a working assumption that this programme should proceed at a pace in order to meet the expectations of Chief Constables and PCCs, and for that reason the investment required and subsequent savings are 'front ended'. Mark Gilmartin, along with Atos Executive have been meeting with the 7F Chief Constables and PCCs to update them on the project. With the support of key regional ICT staff, Atos have now commenced a period of review and design, which will support the 7F ICT Integration Programme present options for future transformation to Chief Constables and PCC's at the Summit on 30th January 2020.

There are two stages; the design phase (8 weeks, concluding 15th November) and delivery phase. Following the design phase there will be an intense period working with Chief Constables, PCCs and their teams to share details of the proposal and the preferred options. This timing should also allow for sufficing provision to be made in 2020/21 budget if the summit on 30th January 2020 agrees to proceed.

Forensics.

The 7F Programme are in the early stages of exploring potential 7F opportunities in Forensic Services which is focussing on the procurement of a new case management system, with the work towards the Invitation to Tender nearly complete. The current timeline aims for an Outline Business Case along with a preferred solution for July 2020.

Procurement.

The 7F Programme are working on the development of the 7F Single Procurement Function. The first areas of the 7F procurement went live on 31st October 2019 with the function aiming to be fully live in January 2020. There will then be a period of transition prior to it moving in to full business as usual.

Vetting.

The 7F Programme are exploring the potential opportunities for Vetting functions to be provided across the 7 forces. Work continues on an Outline Business Case for January 2020 that will present the recommended options relating to governance, automation, case management system and process alignment required to optimise service delivery within the agreed spending objectives.

- 4. EU Exit Preparations.** Kent Police and the Kent Resilience Forum (KRF) partner agencies have developed comprehensive plans to mitigate the expected disruption for Kent at the key portals of Dover and Folkestone (Eurotunnel) following EU Exit. The KRF went into an operational phase on the 21st October 2019 in line with national reporting structures for EU Exit and were formally stood down on the 29th October following the extension to Article 50 to the 31st January 2020. This operational phase included standing up the Strategic Co-ordination Centre at Kent Police College and

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the Tactical Co-ordination Centre at Medway Police Station. During this period Brock M20 was activated briefly in advance preparation to mitigate the risk of a no deal.

The traffic management plans in preparation for October no deal date were revised from March/April to reflect the revised national planning assumptions and the identified lack of trader readiness for customs controls post EU Exit. The traffic management plans now incorporate; the Op Brock traffic management plans (M20, Manston and M26), CTC sites, border readiness checking sites and turn back sites for non-border ready freight. Comprehensive plans were also developed for driver welfare and tactical options developed for communities identified that may be effected by disruption or the traffic management plans.

In October, three new statutory instruments were passed through parliament which also provided legislation to support the compliance and enforcement of the Brock Traffic Management Plans. These new powers also delegated powers to Highways England traffic officers and enable the production of documentation to facilitate border readiness checks.

The Police operation would have required the daily mobilisation of in excess of 300 police officers and staff (including 160 daily on mutual aid) and up to 100 Highways England officers to:

- support the traffic management plan (including enforcement)
- associated logistics requirements
- staff the strategic and tactical coordination centres
- maintain capability and contingencies for potential public disorder, marine response and to maintain business continuity

In light of the recent extension to EU Exit, the Kent Police Planning Team will recommence the planning process in preparation for the future potential 'no deal' date in January 2020. Kent Police will also co-ordinate plans to respond to local policing related issues in connection with the recently announced General Election on the 12th December 2019.

On the 23rd December 2019 Kent Police were informed that the Government's Operation Yellowhammer had been stood down due to the decreased likelihood of the UK leaving the EU without a deal on 31 January 2020. The passing of the Withdrawal Agreement Bill means we will transition into the negotiation and implementation period without any changes to current arrangements. The Withdrawal Bill will make it illegal to request an extension to EU Exit beyond the end of December 2020. The Government focus will now be on the delivery aspects of the current deal, the future relationship negotiations and preparing for the end of the implementation period.

Kent Police as a result has stood down all Op Blythe preparations for the 31st January 2020 and its planning team will continue to develop with partners the interim solution for spontaneous disruption at the Kent portals with a refresh of the Op Fennel Plan, following the removal of Brock M20; and to support the longer term development and solution for cross channel disruption.

The governance of the multi-agency work to prepare for the end of the implementation period remains under the Op Fennel Strategic Planning Meeting and the Op Fennel Tactical Group. The Kent Resilience Forum will be undertaking a review of the suite of Operation Fennel plans with all key stakeholders and will consider next steps for December 2020.

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 Injunction Masterclass. On the 10th October 2019 Protecting Vulnerable People department (PVP) held an Injunction Masterclass at Kent Police Training College. This consisted of a presentation by an external speaker, Daryl Edmonds who has vast experience in various organisations relating to the Anti-social Behaviour, Crime and Policing Act 2014. Over 80 officers and staff attended, from a wide range of departments and different ranks. These included officers specialising in Domestic Abuse, Sexual Offence investigation, CID, CSU, PVP, Analysis, Prevent & Protect, Legal Services, along with colleagues from Essex Police. The main topic of discussion related to taking a broader and wider approach to the use of injunctions, with examples provided of successful applications in various scenarios. The impact of the presentation was clear as there was a lot of engagement by the audience and subsequent feedback. It does appear that injunctions can offer a more rapid and effective solution in many areas of policing. The presentation also fits in well with other projects, such as upskilling and bringing together the county ASB practitioners in a regular county meeting process and the ongoing training of Town Centre PCs.

5.2 Working with the Local Authority. An operation continues whereby HQ Licensing and Drug Liaison officers based across the county come together to support CSU licensing and Town Centre officers. Working with relevant partners, certain premises are pre-selected for common interests, which:

- supports the premises licence holder/SIA staff
- targets poor working practices, and
- installs visible policing

In addition officers and staff actively look for vulnerable people to safeguard and signpost or refer to support services. On 25th October a total of 21 venues in the Ashford and Tenterden area were visited and drug swabbed. Eight Police officers and two Local Authority Licensing Officers were in attendance with a number of successful results and interventions which are highlighted below:

- One bar was found to have no personal licence holder on site so sales of alcohol were immediately ceased until one was present.
- Whilst at the nightclub next door, officers had to urgently return to the above mentioned bar to deal with a large fight between known travellers and an intoxicated group. Evidence was secured for further enquiries.
- Bar staff at another establishment recovered drugs from a member of the public trying to gain entry. A small quantity of unknown pills were found on a stairway in the pub.
- 2 venues were referred to Pub watch.
- 4 premises will be subjected to a follow up visit by the local authority due to minor issues identified as a result of the visit.
- 1 venue referred to Kent Fire Search and Rescue (KFRS).

5.3 Child Protection. A new pilot project is due to start imminently with a focus on a diversion programme for Knife Crime offences in Canterbury and Thanet. The project will be a tripartite arrangement between Kent Police, Addaction (a charity organisation who helps children with behavioural issues) and the Kent Youth Justice Service. It will use the learning from an existing programme which offers an alternative to prosecution for first time low-level drug offences.

For those who are eligible and who are willing to accept support, the young person and their family will be referred to the pilot programme which will be delivered by Addaction. They will receive a short intervention that will include an understanding of the risks of carrying weapons, the potential impact on the young person and others from carrying a weapon, the current strengths and areas of

concern within the young person's life. It will also include a discussion with the young person's parents or carers as to any worries that they have about the young person.

A project plan has been created to design and host a Secondary School Prevention Event with key partners. The aim of the project is to hold an engagement event in the morning to understand the views and concerns of young people in Kent & Medway. The afternoon event will consist of interactive sessions to educate on a number of key topics for example CSE, grooming, county lines and knife crime, mental health and consent as well as inputs from KFRS. Each interactive station will be co-designed with young people to ensure that the method and key messages that are delivered to young people in a way that they will engage with and understand and remember.

Kent Police are represented on the new Adverse Childhood Experience Steering Group. The vision of this group is to ensure that by 2023 Kent and Medway will be trauma informed. By working together across partner agencies they will prevent and reduce the impact of ACE guided by the five principles of a trauma informed system.

School attendance 'truancy sweeps' aim to tackle unauthorised absences and enforce parents' responsibility for their children's whereabouts during the first days of exclusion. They are carried out during normal school hours. They involve stopping any young person believed to be of school age, whether accompanied by an adult or not. The intention is to establish whether or not the young person is registered at school and, if so, whether he/she is out of school legitimately. If the authenticity of the absence is in doubt the Local Authority Officer will follow up each case individually to substantiate the reasons given for the absence

5.4 Hate Crime. On the 10th October PVP hosted a Hate Crime Masterclass, as part of the national Hate Crime Awareness week. The event saw 75 attendees, who received inputs from Victim Support, CPS, victims of hate crime, extremism, Kent restorative justice service and a number of 'quality of service' key messages. The event was a huge success and an excellent way of delivering key messages and professionalising the Force response to Hate Crime.

Other activities for the awareness week included:

- Launch of a Hate Crime App and survey. The survey is seeking feedback around hate crime and reasons for not reporting and is monitored by a third party organisation. The findings and recommendations will be shared with Kent Police via the Hate Crime Forum.
- A CPS and Kent Police Hate Crime checklist has been launched to assist our investigators in providing quality policing.
- A Home Office campaign link was shared to raise awareness around hate crime.
- A link to educate against Hate was promoted with the aim to give teachers, parents and school leaders practical advice and information on protecting children from extremism and radicalisation;
- A Kent Hate Crime Video was launched and a link to You Tube 'Publication of a Preventing Extremism'
- Hate Crime Partner Information Pack created
- Kent Police and CPS awareness lunchtime surgery in Canterbury, sharing best practice.

5.5 Multi-Agency Partnership Working. On the 27th – 29th October PVP hosted a Controlled Drug Liaison Officers (CDLO) course. This role is pivotal in multi-agency partnership liaison to investigate and identify professionals who are committing criminal acts in the medical profession (i.e. Shipman, GPs, medical prescribers, theft of drugs etc.). This 3 day CDLO course trained 18 officers and staff. 8 were from Kent and the other 10 were from other Forces NHSE. Those on the course are now better trained to identify risk and intervene when there are rogue medical prescribers.

5.6 The Medway Task Force. The Medway Task Force (MTF) is now operating as a multi-agency group based within Medway Council offices in Gun Wharf. It comprises of staff from Kent Police, Medway Council, Department of Work and Pensions, Kent Fire and Rescue, Immigration, the Community Rehabilitation Company and Victim Support. The MTF also has wider support from other partners and third sector organisations, such as Probation, Youth Offending team, Crime stoppers, Turning Point, Open Road, Medway Community Healthcare, NHS, KMPT, Carers First and Medway Voluntary Action. The list is not exhaustive and work continues to develop effective working relationships with statutory partners in education, voluntary groups, community interest companies and faith groups.

The vision for the MTF is to keep Medway safe but the overarching aspiration is to develop an integrated and committed partnership approach where agency staff sit and work together in a shared space, utilising joint information sharing with a clear focus on vulnerability to ultimately reduce violent crime and reduce risk to vulnerable people. The three main objectives are to reduce violent crime, reduce vulnerability and to build community resilience. Work will focus on the lower super output areas, which consist of smaller neighbourhoods, in some of the key Medway wards taking a public health approach to violence reduction, namely, improving the health and safety of all individuals by addressing underlying risk factors that increase the likelihood that an individual will become a victim or perpetrator of violence. The MTF will look at prevention through early intervention work and education, responding to violence through enforcement activity coupled with community assurance and considering long term solutions involving stakeholders within the community. To ensure a fully joined up and integrated approach it is working closely with the Violence Reduction Unit and with "Supporting Families Against Youth Crime".

The MTF is subject to a governance board consisting of strategic partners and is chaired by Medway Council Chief Legal Officer. They are responsible for setting and agreeing the strategic direction, agreeing performance measurement and ensuring the Task Force receives full agency support to maintain its effectiveness. This group has met, agreed the way forward as well as a communications strategy and work is currently ongoing around internal publicity within Medway Council and Medway LPT prior to a formal launch.

To date, the MTF has been forging effective working relationships within Medway Council and has worked with the Rough Sleeper Initiative, Medway Housing Department and the Blue Light Project in supporting vulnerable people. Work has also been undertaken in developing intelligence which has assisted in the disruption of some key individuals who are negatively impacting on local communities. The police element of the MTF has also undertaken joint activity with Trading Standards and KFRS. Attendance at key partnership meetings is enabling a more comprehensive understanding of the prevailing problems and how partners can jointly respond.

It has now commenced work in Luton Ward which will entail working closely with statutory partners, commissioned services and the third sector, who are already operating in these areas, and exploring how through collaboration we can enhance the Force response to ultimately achieve our overall objectives. This will involve a range of positive interventions and activities which address the drivers of violent crime, identify vulnerability and help to improve the overall quality of life of local communities.

5.7 Kent Heritage Watch. Following the Notre Dame fire in April this year, on 17th September 2019 Kent Heritage Watch held a conference at Leeds Castle in Maidstone. The conference was aimed at helping heritage sites in Kent and Medway be prepared in the event of fire, flood or similar incident. Approximately 45 delegates attended and heard presentations from experts in salvage planning, disaster recovery, heritage crime prevention, KFRS and the importance of appropriate insurance. The event was very well received and heritage sites are hopefully better prepared as a result.

Kent Heritage Watch was formed by the Business Crime Advisory Group approximately 3 years ago and now has over 100 members, the group works in partnership with Kent Police, KFRS and other agencies to protect our heritage assets from crime and other incidents.

5.8 Rural Task Force (RTF). The RTF have continued to work collaboratively with Kent County Council when addressing environmental crime. Fly tipping is one of the most significant environmental offences currently affecting our communities as well as being one of the national and local 'Rural Affairs' policing priorities. The RTF are stakeholders within the Kent Environmental Crime Practitioners Working Group chaired by KCC. The group includes all of Kent's District Councils, allowing the RTF to work in support of waste enforcement officers to seize vehicles and prosecute offenders.

In July & August 2019 meetings with the Kent County Council Leader resulted in an increased investment into waste crime enforcement. Kent Police are able to support this activity of regular waste crime enforcement over a longer term which will be reviewed annually. KCC launched their waste crime campaign in October 2019 and this coincided with the "National rural policing week of action" from 6th to 13th October 2019. The RTF worked with local authorities on two days of pre-planned intelligence-led operations tackling fly tipping. During this week they conducted four days of action against hare coursing and poaching, two days of fly tipping enforcement with local authorities, a day executing warrants in relation to Badger persecution with the RSPCA and one day working in relation to fish poaching patrols with the Angling Trust and the Environment Agency.

The RTF continue to work in partnership with a wide range of other agencies to enforce against rural organised criminal groups. The Crime Rural Advisory Group (CRAG) met with the RTF on 30th of September 2019 and shared updates on all current rural policing issues and future plans. The Kent Police Farm Watch "WhatsApp" group being piloting in the east of the county has been very successful and is shortly to be expanded force-wide.

5.9 Defence Employer Recognition Scheme. Our application has been submitted for the Silver Award. It now goes to an assessment panel chaired by the Commander of Land Forces. Applications close on 15th April 2020. Feedback on our submission is very positive. We aspire to the Gold award and will require:

- must have signed the [Armed Forces Covenant](#)
- employers must have an existing relationship with their National Account Manager/REED/appropriate defence representative
- the employer must have already stated their intent to be supportive by using the ERS website to register at the Bronze level
- the employer must proactively demonstrate their forces-friendly credentials as part of their recruiting and selection processes. Where possible, they should be engaged with [Career Transition Partnership \(CTP\)](#) in the recruitment of service leavers and have registered for the [Forces Families Jobs \(FFJ\)](#) portal
- employers must employ at least one individual from the armed forces community category that the nomination emphasises. For example, an employer nominated for support to the Reserves must employ at least one Reservist
- the employer must actively ensure that their workforce is aware of their positive policies towards defence people issues. For example, an employer nominated for support to the Reserves must have an internally publicised and positive HR policy on Reserves
- the employer must be an exemplar within their market sector, advocating support to Defence People issues to partner organisations, suppliers and customers with tangible positive results

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- within the context of Reserves the employer must have demonstrated support to mobilisations or have a framework in place. They must provide at least 10 days' additional leave for training, fully paid, to the Reservist employee
- the employer must not have been the subject of any negative PR or media activity

An Armed Force Network has been introduced in the Force and was formally opened by the Chief Constable on 6th January 2020. The DCO, Ian Drysdale, will chair this network which aims to improve and enhance the policing services experienced by the military and veterans and also former military personnel now employed within the Force.

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 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.