

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

COLLABORATION AND PARTNERSHIP WORKING

Wednesday 12 December 2018

1. Strategic Overview.

The Policing and Crime Act 2017 places a statutory duty 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 26 September 2018.

3. Collaboration.

Kent Police continues to collaborate successfully with Essex Police and more widely with the 7-Force Eastern Region. There are many examples of established collaborative working practices and a number of aspirational initiatives (especially at the 7-Force level) which were recently subject of a summit to clarify approaches amongst Chief Constables and PCCs.

4. Brexit Preparations.

The UK will leave the European Union on 29 March 2019. A Withdrawal Agreement has been reached with the EU which will be subject to scrutiny by Parliament. Any negotiated agreement could result in an interim period until 31 December 2020 during which there will be limited impact for border and law enforcement agencies. Should a negotiated deal not be achieved, there are a number of possibilities including a disorderly exit from the EU whereby the UK becomes a "third country" on the 29th March. Kent Police and partners are therefore required to plan for a worst case scenario with potential significant disruption to security, border checks, imports and exports. This is due to the need for contingencies to be forward planned and able to be instigated in a timely manner, if subsequently required, to ensure they are effective.

4.1 National Perspective. The national response of HM Government to the EU Exit (commonly known as "Brexit") is designated as Operation Yellowhammer. There are a number of work streams, each with a Lead Government Department, including planning for the transport system, people crossing borders and key goods crossing borders. There is a national policing operation, designated as Operation Snow Bunting, to coordinate the policing response. Kent Resilience Forum (KRF) is the conduit between Central Government planning groups and local agencies. Kent Police is playing an active role within the KRF to support this work. Kent Police and KRF are key strategic partners within national steering groups, due to the advanced planning that has been carried out in Kent and the experience of Operation Stack being used to mitigate disruption around the ports on previous occasions. Kent Police and KRF are actively supporting wider partners in their own development of contingencies.

4.2 Kent Police Command and Planning Structure. Kent Police has instigated a formal command and planning structure for "Brexit." This has been designated as Operation Blythe. This is being led at Chief Officer level by ACC Ayling with oversight being provided by the Deputy Chief Constable. There is significant work ongoing to review and enhance traffic management plans for the county's Strategic Road Network. This is a multi-agency approach, designated as Operation Fennel, with the Tactical Operations Chief Superintendent coordinating partnership tactical activity on behalf of Chief Officers and the KRF. Key partners involved in this work include Highways England, Kent County Council, relevant local authorities and the KRF. A Tactical Operations Superintendent has been designated as the Silver Commander for the Kent Police planning and a small dedicated planning team has been set up. This team is currently developing resource modelling and contingencies for Chief Officer consideration.

4.3 Kent Specific Considerations. Kent is in a unique position as the "Gateway to Europe", with the shortest and by far the busiest cross channel route for freight and passenger traffic at Dover and the only fixed link between the UK and mainland Europe in the Channel Tunnel. A significant amount of UK imports and exports of freight, and passenger movements, transits from these two key ports. Previous experience with disruption to these ports, as occurred over several weeks during the summer of 2015, has shown that significant disruption to Kent's Strategic Road Network and surrounding areas is to be expected in the event of any significant decrease in flow of traffic through the ports. Significant disruption around the Kent ports can also have an effect on areas outside of Kent due to the impact of any major delays on freight and passenger movements. Previous experience has also shown the potential for an increase in attempts by persons seeking to enter the UK unlawfully from France in the event of significant disruption to cross channel traffic. Planning is therefore taking place to mitigate the effects of such disruption should it occur.

4.4 Traffic Management Planning. Operation Stack is a well-tested traffic management plan, which has been used effectively on a number of occasions when significant portal disruption has been experienced. However the plan does require the closure of large parts of the M20 motorway which in turn has a major disruptive effect on passenger and freight movements around what is a key arterial route for the county. The partnership traffic management planning, which is currently underway, is therefore developing options for managing any disruption to traffic in other ways short of closing the M20. Whilst these plans are still being developed, they include the use of a contra-flow system on the M20 to facilitate management of freight on the coast bound carriageway whilst allowing free flow of other traffic to continue. Other options under consideration include the use of the former Manston airfield and M26 as freight holding areas.

4.5 Resourcing of the Operation. It is expected that negotiations between the UK and the EU will enable the avoidance of significant disruption in Kent from the 29 March 2019. In the event of a no deal UK exit from the EU occurring, Kent Police will implement a significant policing operation, working with key partners, to mitigate any disruptive effects and to maintain public safety. There are well established standing arrangements for mutual aid being provided between police forces, in the event of any significant policing activity being required. Kent Police, alongside other forces, will support or call upon those structures as required, to ensure that the required number of officers and staff are available during the relevant period to effectively deliver the policing operation.

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 are also reported throughout the 'Safer in Kent: Delivery and Performance' paper produced for the PCC Performance and Delivery Board.

5.1 Strategic Partnership. As highlighted at the last PCC Performance and Delivery Board, 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. The force is now a national pilot with implementation due January 2019.

The team continue to work 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. A pilot operation was held in October 2018 working with retailers to identify and prevent organised retail crime. The operation focused on Ashford and resulted in a number of arrests. The operation is now being de-briefed with a view to creating a model which can be exported to other parts of the county. We anticipate that further similar operations will be held next year.

5.2 Operation Locality. Operation Locality continues, working with our partners to focus 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. Further operations are planned for the end of November and December 2018.

5.3 Hate Crime. The force supported the National Hate Crime Week in October 2018 with Community Liaison Officers and other staff working with partners to increase reporting and advising of support available. This included the Home Office filming an event in Medway and using it on national social media. The force has seen a rise in reported hate crime as per national trends, and offers a number of reporting mechanisms such as True Vision, Third Party Reporting Hubs, Tell MAMA (Measuring Anti Muslim Attacks), Community Security Trust and others. Some of this is attributed to the ongoing community engagement where there is an increased awareness and confidence to report hate crime allowing us to effectively work in partnership to tackle hatred, prejudice and intolerance. The Home Office have recently revised the Government Hate Crime Action Plan and launched a new awareness campaign which is reflected in what we do, remaining victim focussed.

5.4 Designing Out Crime. Strategic Partnerships have organised a 'Designing Out Crime' seminar in November 2018 for Local Authorities and planners. With the rate of new developments increasing rapidly in Kent and only two Designing Out Crime Officers (DOCOs) for the force, this is an ideal opportunity to update local authorities and planners on the latest recommendations and advice to ensure future demand is managed.

6. Estate Transformation Strategy.

In 2017 Kent Police undertook a comprehensive operational estate review to ensure it was fit for purpose, in the correct locations, providing an efficient workplace for officers and staff to facilitate the delivery of a first class service to the people of Kent and Medway. A key part of the work was linked to the overall savings programme, reducing costs and overheads to deliver efficiencies across the police estate.

This review identified opportunities to sell tired and ineffective estate whilst proposing options to invest in a modernisation programme that complimented or enhanced the operational model.

Following approval by the Police and Crime Commissioner (as owner of all the police estate) and Chief Officers (as operational leads), a comprehensive programme of works are now progressing, these include:

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- Agreement to refurbish Ashford Police Station; work commenced earlier this year with a completion date of June 2020.
- The disposal of redundant buildings with Deal Police Station, Meopham Police Office, Edenbridge Police Office, Paddock Wood Police Office and Leysdown Police Post, authorised for sale. Both the PCC and Programme Lead for the force undertook consultation with local councillors, MPs and Local Authority Chief Execs to explain the benefits of disposing of buildings which are operationally obsolete.
- A new front counter provision being provided at Deal Town Hall with extended opening hours.
- Kent Police staff working from local Kent Fire and Rescue premises in Deal, Paddock Wood and Edenbridge ensuring collaboration opportunities with partners are fully exploited.

Shared facilities with partner agencies continue to be explored and through the agile working programme there may be opportunities to rationalise further departments, including custody provision, which in turn may lead to further estate sales.

7. Police and Crime Plan.

Collaboration, at all levels impacts positively but indirectly on a number of areas within the Police and Crime Plan. Partnership and joint working have clear links to improving efficiency and effectiveness for the benefit of the public.

8. Summary.

The force continues to deliver collaborative initiatives through our arrangements with Essex Police and that of the 7 Force collaboration programme, as well as with other 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.