

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

**COLLABORATION AND PARTNERSHIP WORKING**

Thursday 31 May 2018

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**1. Strategic Overview.**

The Policing and Crime Act 2017 places a statutory requirement on the Police and Crime Commissioner (PCC) 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.**

The report on 7<sup>th</sup> March 2018 provided an overview of the scope of collaboration and partnership working. This paper will focus primarily on 7-Force collaboration and other partnership working whilst covering briefly any new updates that are considered relevant.

**3. Essex Police.**

Essex Police remain our key collaborative policing partner. The PCC in Essex (Mr Hirst) has gained the approval of the Home Office to assume governance of the Fire and Rescue Service in Essex and the implications of this for the Kent/Essex collaboration are unclear. The Chief Constable is seeking clarity from the Essex Chief Constable on how the new arrangements with the Fire and Rescue Service might impact specifically on the shared Support Services functions with Kent. There are a number of strong governance arrangements to monitor this development which includes a Joint Chief Officer Group and a further forum that includes both Commissioners.

The Chief Constable of Essex, Mr Kavanagh has recently announced his retirement from the Police Service. Additionally, Susannah Hancock the Chief Executive of the Essex PCCs office has left her role. Both Mr Kavanagh and Ms Hancock were significant collaboration stakeholders.

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

In addition to the comprehensive report provided at the PCC's Performance and Delivery Board in March:

Kent Police and Kent Fire & Rescue Services have recently developed Memorandums of Understanding (MOU) to support the focus on vulnerability. An MOU has been written to enable KRFS to be mobilised where it is necessary to gain access to premises where there are concerns for the safety of occupants. This can also be utilised by SECamb where access to a property is an issue.

A further MOU has been written between KRFS and Kent Police to develop and improve the way fatal and suspicious fires are investigated and standardise how the two agencies will work collaboratively.

## 5. Seven-Force Collaboration.

Following the appointment of Karen Georgiou as the new lead for the seven-force collaboration (Kent, Essex, Norfolk, Suffolk, Hertfordshire, Bedfordshire and Cambridgeshire), progress on a number of work streams appears to have gathered momentum which is welcomed as a number of initiatives originally pursued were both legitimate and potentially economically favourable.

The Chief Constables of the seven forces meet on a regular basis and the following schemes are currently active, although most are in their infancy or at the scoping stage:

**5.1 Procurement.** Work on the “procurement contracts pipeline” has begun. This is an important initiative that is designed to provide a blue print of the [seven] forces overall contractual commitments and is aimed at identifying opportunities to achieve improved economies of scale by rationalisation. An important aspect of this work is to understand the timeline of similar contracts and what opportunities exist to collectively exploit the markets operated in.

**5.2 Vetting.** This initiative had previously stumbled and been delayed. Under the new leadership of Karen Georgiou it has been re-visited with a view to regaining emphasis and delivering objective options for the seven Chiefs consideration in the short-term. There are clear standardisation options available in what is an important process but one that is entirely capable of a combined approach.

**5.3 Criminal Justice.** The seven force leads for Criminal Justice (CJ) are developing a number of work strands that could deliver a variety of positive benefits over the next three years. Athena and the Digital First programme are critical enablers for the advancement of CJ related collaboration opportunities to succeed. The CJ leads have five priority areas of activity under review with an objective of delivering benefits realisation. Those areas are:

- Out of court disposals
- Case and evidence management
- File quality
- Preparation of record of interview
- Digitally enabled justice

A seven force CJ digital strategy is currently being drafted for Chief Constables consideration where the locally or regionally delivered service options are being comprehensively assessed in terms of efficiency, effectiveness and economies of scale.

**5.4 Armed Policing (training and governance).** The programme of delivery is now well under way with key posts such as the Chief Firearms Instructor, Deputy to the Chief Firearms Instructor and Training Delivery Manager either now in post or in the latter stages of being recruited.

**5.5 Armed Policing (Specialist capabilities).** This work stream is closely aligned to the National Specialist Capabilities Programme. Development of an outline business case continues which will provide options for the delivery of proportionate networked capability across the seven forces. Proposals will be subjected to significant stakeholder engagement prior to any formal presentation to the Chief Constables.

## 6. National Specialist Capabilities Review.

Work is progressing in supporting the Specialist Capabilities Review with the region and consideration to how services could be arranged and co-ordinated. The national review creates both challenges and opportunities for enhanced interoperability, resilience and standardisation.

## 7. 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's Mission, Vision, Value's and Priorities:

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

**7.1 South East Coast Ambulance Service.** A new pilot is being run in Swale and Medway to enable the force to collaborate more effectively with South East Coast Ambulance (SECAmb) on Friday and Saturday evenings.

A SECAmb response vehicle will be staffed with a paramedic and two special constables between 6pm and 2am in support of the night-time economy. This will enable joint service attendance to emergency calls within the town centres.

The pilot is running from Medway Ambulance Station and calls are responded to at the discretion of the unit. Examples of calls include suspected assaults, people under the influence of alcohol, road traffic collisions and concern calls. General mental health calls will continue to be dealt with under current policy and procedure in order to retain the response element of the pilot project.

It is anticipated that this working practice should help free-up any patrol team crew already in attendance and also make an initial triage assessment of calls attended to establish if offences have occurred or whether other resources are required.

SECAmb has provided 10 paramedics to work with 12 special constables to form the unit, which will be overseen and managed by the district duty manager and the project working group. Following completion of the pilot a review will be undertaken and benefit realisation undertaken.

**7.2 Stop and Search IPAG.** The Independent Police Advisory Group (IPAG) advise and work with the force to improve both the service provided to minority communities and the relationship between those communities and Kent Police. Its members are independent of Kent Police, from across Kent and Medway and represent the various diverse communities of Kent. It is funded by the Partnership and Communities Command.

Following consultation the Stop and Search IPAG has been developed and will be delivered in a new format. It was recognised that holding the meetings on police premises could be excluding community representatives from attending. The aim is now to take the IPAG around the county to ensure all those wishing to attend have the opportunity to do so. The meeting is now held in two parts, the first part is open to community members, and has an interactive theme within it.

The new Stop and Search anonymous feedback email facility is now available and gives people the opportunity to go onto the website and provide feedback, positive or negative, around their experience of Kent Police. This is an anonymous facility; it is not designed to replace the complaint process but to encourage engagement and transparency in the process.

**7.3 Hate Crime.** We have been monitoring and reviewing our response to hate crimes working in close partnership with others and importantly ensuring there are a number of reporting mechanisms that are accessible according to the needs of the public. The rise in hate crimes nationally is similar to the trends across the UK and there are many reasons for this including increased awareness through media and community engagement. The force ensures our response is appropriate to the needs of the local communities by working with them and partner agencies. Community Liaison Officers have a great understanding of the diverse make up of districts and are a key consultant when undertaking Community Impact Assessments.

**7.4 Partner Training.** Working with our partners, the force took part in a training exercise at Bluewater in April 2018 testing the way in which the emergency services and other organisations work together to respond to a security alert, with both armed and unarmed officers taking part.

The exercise was not in response to any specific intelligence suggesting Bluewater or anywhere else in Kent is at risk but part of the ongoing exercises undertaken at various locations across the county, covering a wide range of scenarios. It provides invaluable training and experience for all participants.

The exercise was a success and debrief sessions will be held in the coming days to ensure all learning is captured and distributed as appropriate.

## **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.