

From: **Mike Hill, Cabinet Member for Community Services**
Barbara Cooper – Corporate Director Growth, Environment & Transport

To: **Environment and Transport Cabinet Committee – 8 July 2016**

Subject: **Progress in the development of an integrated Kent Community Safety Team**

Classification: **Unrestricted**

Past Pathway of Paper: N/A

Future Pathway of Paper: N/A

Electoral Division: Countywide

Summary:

The report sets out the background to and the progress made in creating an integrated Community Safety team involving personnel in KCC, Kent Police and the Kent Fire and Rescue Service.

Recommendation:

The Cabinet Committee is asked to note the progress made and the plans to develop integration further.

1. Introduction

- 1.1 As a result of the Crime and Disorder Act 1998, local authorities along with police and other key partners have a statutory responsibility for reducing crime and disorder in their areas. It is out of that legislation and the associated regulations, that the Kent Community Safety Partnership (KCSP) was formed in 2007. Since that time, increasing responsibilities have been given to Community Safety Partnerships (CSPs) by national Government, including tackling antisocial behaviour (including environmental crime), substance misuse, reducing reoffending, initiating and undertaking Domestic Homicide Reviews and more recently, serious and organised crime.
- 1.2 KCC, Kent Police and Kent Fire and Rescue Service (KFRS) have a strong history of collaboration and joint working, via the statutory KCSP. They also have strong history of working with district Community Safety Units and district CSPs. This is all encapsulated in the statutory [*'Kent Community Safety Agreement'*](#) which sets out how partners work together to address the key community safety priorities for the County.
- 1.3 Recognising the challenge of increasing budget pressures and increasing responsibilities, these three key partners – KCC, Kent Police and KFRS – came

together in 2013 to explore better ways of working to achieve the outcomes of the CSP with fewer resources. This work stream also formed a key part of the County Council's 'Facing the Challenge' transformation programme.

- 1.4 A Steering Group was formed to develop this closer working and the work was sponsored by the Kent Community Safety Partnership (KCSP). District Council Chief Executives, District Community Safety Managers, Medway Council officers, Probation Service, the Police and Crime Commissioner's representatives and Public Health England were also engaged in the process. The recommendation of the Steering Group was to create a co-located KCC/KFRS/Kent police, community safety team who would, over time, work more closely together and undertake work as a single unit.
- 1.5 By working together to share resources, and reduce overlap it was evident that there were opportunities to minimise the extent of any service reductions. This new approach was seen as enabling a more consistent response to service the needs of the local community safety units and partnerships as well as provide leadership and coordination in appropriate areas.
- 1.6 Initially, there were some concerns raised by some local CSPs and by the former Police and Crime Commissioner (PCC) that the creation of a co-located team at county level might be a move away from delivery at a local level. The Steering Group and the Kent Community Safety Partnership Chairman took time to address these concerns and to reassure the PCC and Districts that this was not the case.

2. Initial Phase

- 2.1 In September 2015, a co-located joint Kent Community Safety Team (KCST) was established, made up of staff from each of the three organisations. The team operates as a county Community Safety Unit (CSU). Staff remain employees of and under the management and control of their own organisation, and the team is overseen by a Senior Management Team comprised of representatives from the three agencies.
- 2.2 The team's initial goals were to:
 - Undertake strategic assessments to enable and support the production of Countywide and District Strategic Assessments.
 - Undertake a joint review of the current County Community Safety Agreement.
 - Undertake a review of each organisation's youth education activity and start to undertake some of this work jointly. Particular attention will be given to including e-safety and Prevent within any joint education visits.
 - Manage the domestic homicide review (DHR) process and provide administrative support.
 - Review current and future community safety campaigns with the ambition of creating more efficient joint campaigns.

- Provide leadership and joint co-ordination to develop common approaches to changes in procedures and legislation.
- Provide an improved service to the district CSP's and CSU's and provide a single point of contact for enquiries. This would include collation and sharing of best practice.

3. Early Successes

3.1 The team has only been in operation for six months but some of the early successes include:

- The organisation and delivery of the Kent Community Safety Conference in November 2015 at the Ashford International Hotel with the theme of: *'Dementia – Are we doing enough? – Together what more can we do?'* This was a significant piece of work, involving partner agencies from Kent and Medway with an attendance of over 170 delegates. Organisations represented at the conference included National Health Service bodies, Clinical Commissioning Groups, Kent Police, Public Health, as well as delegates from, KCC, Medway, and all Kent local authority Community Safety Units and Partnerships. The event received significant praise and feedback from those that attended and resulted in all attendees signing up to be 'Dementia Friends'.
- The team have also begun to develop joint approaches to addressing statutory obligations placed upon the partnerships by Government. In February 2016, the KCST organised and hosted a Serious and Organised Crime (SOC) workshop. The workshop resulted from a presentation at last year's KCSP meeting where the Home Office' Strategic Centre for Organised Crime delivered a presentation about 'local serious and organised crime profiles' and the SOC strategy. KCSP Members identified that there was a lack of awareness about the profiles and the national strategy in general. The aim of the workshop was to raise awareness of SOC, local profiles and also what partners can do to help tackle the issues using some example case studies. It was attended by over 30 practitioners from across the county. The feedback from the workshop is being formulated into an action plan for county-wide work tackling serious and organised crime.
- Another team success has been the review of the Community Safety Agreement which was signed off at the KCSP in March 2016 (appendix 1). As a result of the close working with the district CSPs, joint working on their strategic assessments and discussions with county partners, two of the priorities within the CSA were consolidated into an overall priority focussing on serious and organised crime. The review also highlighted the need for safeguarding to be one of the central priorities within the CSA to promote further joint working between the KCSP and that of the Safeguarding Boards.
- An important element of the early work of the joint team was demonstrating to district community safety teams the 'value added' at a

local level by introducing a different way of working. One of the notable positives from these first few months has been the improved relationship and communication with district colleagues with the KCST now starting to provide a single, coordinated point of contact for the partnerships.

4. Next Steps

- 4.1 The Senior Management Team has identified further specific opportunities for enhanced joint working over the next 6-9 months. The strategic analysis of data provided annually to assist all partners with preparation of strategic plans can be streamlined and undertaken more efficiently with closer working between the 3 partners giving Districts CSP's better access to support their work.
- 4.2 Following the success of the Serious and Organised Crime workshop, combined workshops will also be delivered focussing on key priorities within the Community Safety Agreement (CSA). The topics will be Anti-Social Behaviour (ASB), substance misuse and road safety.
- 4.3 The information flow to Districts will be reviewed to ensure that it assists and supports their community safety work and avoids duplication within the KCST.
- 4.4 The team are exploring the possibility of one partner delivering messages or services on behalf of the others (for example, a KFRS home visit on a safety matter could include giving crime prevention advice and/or advice on local services available to vulnerable people).
- 4.5 The creation of an integrated team will also allow KCC's broader agenda to examine in a fundamental way how services are delivered and there are opportunities for broader partnership working with others such as with Public Health, Road Safety, the PCC and the probation services.
- 4.6 To this end, the team will explore further alignment between Community Safety and other Public Protection functions such as Trading Standards. Indeed, both Trading Standards and the Public Protection Intelligence Team are already working with the police on serious and organised crime and intelligence sharing through the KCST.

5. Financial Implications

- 5.1 The background to these changes is the significant financial challenge faced by KCC as outlined in the MTFP. In 2015/16 £90k of management savings were made in anticipation of the establishment of the joint team with an additional £50k planned for this financial year.
- 5.2 KFRS has provided extensive office accommodation, a meeting room and general facilities for the co-located team at no cost to KCC. The only costs to KCC were the associated IT and moving costs.

6. Legal Implications

- 6.1 The multi-agency arrangements that have been established enable KCC to continue to fulfil its statutory obligations under the Crime & Disorder Act 1998,

the Police and Justice Act 2006 and the Crime and Disorder (Formulation and Implementation of Strategy) Regulations 2007.

7. Conclusions

7.1 It is still very early days for the KCST and bringing together three distinct and very different organisational cultures can be challenging. However over the last nine months, members of the team have worked extremely well together to produce some early successes as outlined in this paper.

7.2 These next steps will help the team progress toward it's aspiration for the team become a multi-agency community safety hub providing expertise, guidance and good practice as well as leadership and coordination in relevant cross county matters.

8. Recommendation

Recommendation:

The Cabinet Committee is asked to note the progress made and the plans to develop integration further.

7. Background Documents

Appendix 1: The review of the Community Safety Agreement

8. Contact details

Report Author(s):

Mike Overbeke
Group Head Public Protection
03000 413427
Mike.overbeke@kent.gov.uk

Shafick Peerbux
Head of Community Safety
03000 413431
Shafick.peerbux@kent.gov.uk

Relevant Director

Katie Stewart
Director of Environment, Planning and Enforcement
03000 418827
Katie.stewart@kent.gov.uk