

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

**To:** Environment and Transport Cabinet Committee – 20 March 2018

**Subject:** The Kent Community Safety Agreement and 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 provides an overview of the statutory Kent Community Safety Agreement, its draft priorities for 2018/19 as well as the progress made in developing further an integrated county Community Safety Team involving personnel from KCC, Kent Police and the Kent Fire and Rescue Service. The report also outlines the next phase of the team's development as detailed in the refreshed Memorandum of Understanding.

**Recommendation(s):**

The Cabinet Committee is asked to:

- (a) Endorse the multi-agency Kent Community Safety Agreement and note the draft priorities for 2018/19; and
- (b) Note the progress made in developing an integrated County Community Safety Team and endorse the plans to develop the integration further.

## 1. Background

- 1.1 As a result of the Crime and Disorder Act 1998, local authorities along with police and other key partners have a statutory obligation for reducing crime and disorder in their areas. It is out of that legislation and the associated regulations (2007) that the 'County Strategy Group' or the Kent Community Safety Partnership (KCSP)<sup>1</sup> was formed and the Kent Community Safety Agreement (CSA) was developed. Since that time, increasing responsibilities have been given to Community Safety Partnerships (CSPs) by national Government, including Domestic Homicide Reviews and more recently serious and organised crime.

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<sup>1</sup> A group representing all the key organisations and authorities chaired by the cabinet member for Community & Regulatory Services

1.2 As the upper tier authority, Kent County Council has a responsibility to lead and coordinate on the development of the CSA as well as on joint working with partners relating to cross-county community safety matters.

## 2. Kent Community Safety Agreement

2.1 The [Kent Community Safety Agreement](#) (CSA) is a multi-agency partnership document which outlines the key community safety priorities for the county along with the cross-cutting themes that support the identified priorities. This is a rolling document which has been designed so that specific chapters can be reviewed and updated. The CSA is owned by the KCSP who oversee the progress and sign-off any changes on an annual basis.

2.2 The CSA is developed in consultation with statutory partners and the priorities are based on the outcome from the local district/borough strategic assessments, data reviews, legislative requirements, horizon scanning and partnership plans.

2.3 The CSA is updated every year, and as such, a new Agreement is being prepared for 2018/19. A set of draft priorities have been developed which are due for discussion at the KCSP meeting on the 21<sup>st</sup> March 2018. These priorities are set out below, and in detail in the draft CSA included as **Appendix 1** to this report:

### Priorities

- Anti-Social Behaviour
- Domestic Abuse
- Substance Misuse
- Safeguarding Vulnerable People
- Serious and Organised Crime
- Road Safety

### Cross Cutting Themes

- Early intervention, prevention & education
- Reducing re-offending and supporting victims
- Improving quality of life and enhancing community resilience

2.4 Underlying the CSA is a partnership action plan delivering a range of activities in support of the identified priorities. The actions contained within it are designed to support and enhance individual agencies' responses, not to replace them. The plan is managed by a multi-agency working group which reports into the KCSP on a regular basis.

2.5 Additionally, in order to support the ongoing work of the partnership and meet the new statutory responsibilities as well as address the financial challenges faced by the agencies, a joint, county community safety team was developed.

## 3. Kent Community Safety Team (KCST) (Phase 1)

3.1 In September 2015, a joint community safety team was established and brought together staff from three key partner agencies - Kent County Council, Kent Police and Kent Fire & Rescue Service (KFRS) - to form a co-located team with the aim of sharing resources, reducing duplication and minimising the impact of service reductions.

- 3.2 The core responsibilities for the KCST initially were to fulfil a number of statutory requirements on behalf of the KCSP including: reviews into domestic homicides across Kent, delivery of the CSA and support to the process of preparing annual strategic assessments as well as to promote joint working and share good practice across the county.
- 3.3 Since its inception, the team has successfully coordinated and delivered a number of successful activities on behalf of partners across the county including:
- Three annual community safety conferences on topics which include dementia, drugs and most recently vulnerability and gangs;
  - Delivery of a series of Anti-Social Behaviour workshops, Online Safety Awareness training and partnership briefing sessions on emerging issues.
  - Management of Domestic Homicide Reviews (DHRs) on behalf of all CSPs across Kent and Medway including liaising with the Home Office.
  - Delivery of three DHR Lessons Learnt Seminars in 2017/18 for practitioners and partners with approximately 100-150 in attendance at each event.
  - Development of a new Community Safety Agreement (CSA) detailing the key community safety priorities and cross-cutting themes for the county.
  - Development of a newsletter to facilitate sharing of information and good practice from across the county.
- 3.4 In early 2017/18, KCC undertook an internal audit of the KCST with the overall objective *'to provide assurance that the integrated function's objectives and planned efficiencies/effectiveness had been achieved through coordinating community safety across the county'*.
- 3.5 The findings from the audit were generally positive, although a number of recommendations were made to improve the functionality including the need to refresh the original Memorandum of Understanding (MOU) agreed at inception, and consideration of a coordinator role within the team. The KCST was judged as adequate but with very good prospects for improvement. As such, a management action plan was put in place to implement the recommendations and to ensure the ongoing development of the multi-agency team.

#### **4. Review and Future Opportunities (Phase Two)**

- 4.1 Following the audit, KCST partners reviewed the aims and objectives of the team and considered the future opportunities. Whilst it is agreed that the KCST will continue to deliver the statutory duties and functions already identified in phase one, the second phase aims to provide the team with an agile and flexible delivery arm to be able to realise the full potential of the team. The following vision has been adopted by the multi-agency Senior Management Team overseeing the KCST development:

*"To have a fully functioning integrated multi-agency hub where a core team of staff delivers the statutory responsibilities of the County Strategy Group on behalf of the three constituent partners; and under the direction of a joint coordinator, 'project' teams can come together to deliver practical solutions to cross county issues and/or joint programmes of activity in support of the CSA."*

- 4.2 The current structure of the KCST is operating at capacity with staff working well across the expansive span of statutory community safety responsibilities. In order to provide the necessary capability and capacity required to develop the KCST beyond its current position, it is proposed that the team will be supported by a core group of personnel jointly funded by the partners. The posts will include the existing administration officer and a proposed recruitment of a coordinator and an analyst on a fixed-term basis.
- 4.3 The coordinator will work alongside the KCST team leaders and will be responsible for developing and delivering both the KCST Business Plan and the future functionality of the team. In particular, the coordinator's role will be instrumental in developing the flexible and agile arm of the Kent Community Safety Team to work with partners and be able to tackle cross county issues. To this end, the coordinator will identify suitable opportunities for joint multi-agency projects and to bring together wider partners services as needed to work on those projects.
- 4.4 The analyst role will work closely with KCC's Public Protection Intelligence Team and both the Kent Police and KFRS analyst teams. The role will assist the coordinator in the delivery of projects as well as supporting both the KCST and wider partners in the delivery of current statutory requirements. It will also include project evaluation, 'problem profiles' where issues have been identified, performance monitoring and support the annual strategic assessments and refresh of the Kent Community Safety Agreement.
- 4.5 The administrative role supporting all three agencies within the KCST is already in place and was trialled on a fixed-term contract as part of the first phase of the development. Since that time, it has proved vital to the functioning of the team including providing support for a variety of multi-agency meetings; arranging workshops / training; information sharing through the Safer Communities Portal and Domestic Abuse Services website; and production of the newsletter which are all managed by the KCST.
- 4.6 In addition to the above and in order for the KCST to develop further as a multi-agency hub providing additional capacity for partners to work together on specific projects, the office arrangements for the team will be reviewed with a view to introducing a number of additional flexible desks and/or project working area.
- 4.7 The details of the current arrangements for the joint team and the proposed reinvigoration and vision for these wider opportunities for partnership working are set out in the refreshed Memorandum of Understanding (MOU) (see **Appendix 2**).

## **5. Financial Implications**

- 5.1 On an ongoing basis, each constituent partner of the MOU will commit to contributing £16,000 annually to the pooled budget which will be used to fund the changes required as part of phase two (see section 4.2). In addition, where appropriate the pooled budget will be used to fund joint initiatives as outlined in the MOU and/or to support and enhance the knowledge and skillset of the team.

5.2 The funding contribution to the KCST has been budgeted for within each partner's existing budget; for KCC, this contribution is budgeted within the Community Safety Team. Once Phase 2 has been established should any future changes be required by any of the partners, it will be at the cost of the individual agency. However, at this stage none have been identified and there are no further costs identified for KCC.

## **6. Legal implications**

6.1 The development and management of the CSA along with 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.

6.2 The Memorandum of Understanding (MOU) provides assurance of the commitment from all three agencies to the refreshed vision of the joint Kent Community Safety Team and its ongoing development. The new MOU will be in place for the next two years until March 2020, ensuring effective partnership working and delivery of the statutory requirements in relation to community safety.

## **7. Conclusions**

7.1 The Kent Community Safety Agreement provides a statutory framework whereby all Responsible Authorities can work together to address the joint priorities. The KCSP has provided strong leadership and multi-agency collaboration enabling partners to work much closer together and the KCST is a good and positive example of this in action.

7.2 The Audit process highlighted several areas within the partnership that are working well and identified opportunities for improvements that will ensure the effectiveness of the team moving forward.

7.3 Phase Two of the development as outlined above and in the MOU will help ensure the team has the capacity, resources and vision to progress toward its aim of truly becoming 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(s):**

The Cabinet Committee is asked to:

- (a) Endorse the multi-agency Kent Community Safety Agreement and note the draft priorities for 2018/19; and
- (b) Note the progress made in developing an integrated County Community Safety Team and endorse the plans to develop the integration further.

## **Background Documents**

Appendix 1: The Kent Community Safety Agreement

Appendix 2: KCST - Memorandum of Understanding

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