

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

MAKING KENT SAFER PLAN: DELIVERY AND PERFORMANCE

Wednesday 8th June 2022

1. Strategic Overview.

The Police Reform and Social Responsibility Act 2011 (section 7) sets the statutory requirement for the Police and Crime Commissioner (PCC) to have a Police and Crime Plan.

The Police and Crime Plan set by the PCC in consultation with the Chief Constable is called *'Making Kent Safer'* which sets out the priorities that will drive the work of the force, partners and the PCC's resources between 2022 and 2025, and the overall strategic direction for policing and community safety in the county.

The Making Kent Safer Plan complements the joint Mission, Vision, Values and Priorities of the Force and in order to drive operational and long-term priorities for crime prevention, intelligence and enforcement, the Chief Constable sets out a Control Strategy each year which is adjusted and re-aligned to meet any change in policing demand identified through intelligence analysis, highlighting key areas of policing. The Control Strategy for 2022/2023 holds Violence Against Women and Girls and Child Centred Policing at the very heart of this with particular focus on vulnerability, exploitation, high harm crime, serious violence and abuse.

The seven key priorities of the Making Kent Safer Plan are:

- Work with residents, communities and businesses to prevent crime and anti-social behaviour
- Tackle violence against women and girls
- Protect people from exploitation and abuse
- Combat organised crime and county lines
- Be visible and responsive to the needs of communities
- Prevent road danger and support Vision Zero
- Protect young people and provide opportunities

2. Aims of the report.

This report centres around the 7 priorities of the Making Kent Safer Plan and aims to focus on how the Force will deliver against the priorities in the period 2022 – 2025.

3. Work with Residents, Communities and Businesses to Prevent Crime and Anti-Social Behaviour.

The Force is dedicated to working with communities and local businesses to prevent crime and anti-social behaviour (ASB). Responding to the needs of local residents and communities, carrying out quality investigations, apprehending wanted persons and ensuring offenders are brought to justice are just a few of the measures of success.

Engagement remains a fundamental part of neighbourhood policing. Ward officers, youth engagement officers and community liaison officers lead on the engagement functions of the Community Safety Units (CSU) on behalf of the Districts; there is at least one community liaison officer in each District. All Districts actively use social media to engage with the public and attend partnership meetings with the local authorities and in addition to face-to-face engagement and use of traditional social media,

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Kent Police have launched a two-way engagement tool, 'My Community Voice' which is hoped will be utilised increasingly in the future. In early January My Community Voice was launched to the public and there are currently over 7,000 members of the public signed up. All Districts are now signing up members of the public and using My Community Voice to engage with their public, with users rating the quality of the engagement at an average of 5.45 out of 6. The Force will continue to improve and develop its use of this tool to allow it to drive operational engagement activity.

3.1 Working to Reduce Business Crime.

The Force has built excellent relationship with local businesses and partners, building the foundations to work in partnership to reduce business crime in Kent and the following are the current strategic aims for the next 3 year plan:

- Maximise the effectiveness of Business Crime Reduction Partnerships (BCRPs) in Kent and Medway.
- Work in partnership with businesses to develop crime reduction strategies in response to new and emerging crime threats (for example VAWG, Cyber Crime and tackling Organised Crime Groups).
- Enter into strategic alliances with institutions which represent and support businesses in Kent (for example South Eastern Cyber Resilience Centre)
- Enhance the long-standing relationship between Kent Police and local businesses in addressing concerns and priorities relating to crimes which affect businesses.
- Work with local businesses to reduce business crime by raising awareness of preventative methods.
- Support an effective Business Crime Advisory Group.
- Signpost victims and witnesses to the most appropriate support service available.

There are a number of supporting work streams which will assist in the strategic aim of reducing business crime which include hosting regular business crime seminars, support BCRPs to upgrade radio systems and websites and ensure the partnerships are aware of new and emerging crime threats. New BCRPs will be formed where required including one planned for Swale.

The Force is committed to helping businesses respond to emerging crime types and will do this in the following ways:

- Provide targeted support to businesses most at risk and identify the top ten most prolific offenders by district for action locally.
- Providing briefings on emerging crime threats to BCRPs to cascade to retailers and Night Time Economy (NTE) businesses.
- Hold Continued Professional Development (CPD) events highlighting best practice to town centre officers
- Roll out 'Best Bar None' scheme county wide - Best Bar None is an accreditation scheme supported by the Home Office and drinks industry that aims to improve standards in the evening and night time economy. Through a combination of responsible management and operation of licensed premises, ongoing improvements, and social responsibility, Best Bar None's goal is to help provide a safer night out to all.
- Promoting awareness on issues such as Violence Against Women and Girls (VAWG), Modern Day Slavery and Organised Crime Groups (OCGs) to groups which represent businesses (for example FSB Chamber of Commerce institute of Directors).
- Encouraging take-up of effective protective security and prevention advice

Over the next 3 years the aim will be to enhance the long-standing relationship between Kent Police and local businesses in addressing concerns and priorities relating to crimes which affect businesses by working at a local level to ensure positive relationships with businesses are maintained, working with Heritage Watch to protect heritage assets and working with national organisations such as the National Business Crime Centre to keep pace with latest trends and innovation.

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Officers and staff work with the common goal of reducing business crime in partnership with local businesses by:

- Identifying and allocating strategic business crime issues for early action.
- Identifying the top ten high demand venues by district and working at a local level to target harden these venues.
- Promoting Business Crime Risk assessments.
- Promoting current online crime prevention guides.

The Force are committed to supporting victims and witnesses of business crime which is demonstrated by:

- Referring victims to the most appropriate support service.
- Assigning a Witness Care Officer to support victims in court.
- Giving victims the opportunity to make a personal statement setting out the impact the crime has had on them.
- Accessing the services of the Witness Service to help witnesses their family and friends

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Tackling offences against women and girls has always been a prime concern for the Force with victims and witnesses being a top priority, and central to the Control Strategy for 2022/23. However, in order to enhance the service provided, a new strategy to tackle violence against women and girls (VAWG) has been implemented and will be the focus in the coming 3 years.

Following the tragic murder of Sarah Everard, Kent Police immediately instigated a number of activities, including engagement with over 1,000 members of the public at meetings across Kent, and the introduction of a new Officer Identity Verification Check process. This process enables members of the public, if concerned about an officer's identity, to ask for a check to be made through the Control Room operator who will confirm the officer is on duty and respond on the officer's radio. Since its inception in October 2021, over 70 checks have been requested.

The Force has been working within the National Policing VAWG Framework for delivery since December 2021. An ambitious timeline was set for forces to meet which included the development and publishing of a strategy and action plan. Alongside this was a call for evidence, where a series of events were held to share best practice and inform the next steps of the national framework.

The public engagement held across Kent, directly led to the formation of a new Community Engagement Forum, which is now held bi-monthly and chaired by ACC Harman and also informed Kent's new VAWG Strategy. Both Kent and Medway Safeguarding Children's Partnerships have adopted VAWG as a priority for 2022/23 as has the Kent Community Safety Partnership and the Force has received wide support from the Kent Chief Executives. Kent's Tackling VAWG Strategy and Action Plan have been submitted to the taskforce for review and feedback is due imminently where once received the plan will be reviewed.

As one of the three exemplar forces, Kent were awarded £60k to invest in the delivery of the strategy, with a requirement that the funds are used to:

- accelerate learning against the national framework
- develop understanding and promote local services
- raise awareness of how VAWG is being tackled
- enhance service to marginalised groups
- build trust and confidence.

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In response the Force has developed a VAWG skills development plan and are working on a new VAWG campaign, which will include further engagement events and promotional materials. Kent has contributed to the development of the national framework by contributing to the enhanced supervision working group, national best practice review, misconduct review and the national performance framework working group. In addition, ACC Tracey Harman has been invited to Chair the South East Region Working Group.

The new performance framework requires a qualitative and quantitative return every quarter. The initial VAWG performance work will be to gain insight into VAWG delivery by NPCC forces to inform future requirements and quarterly returns are due from June 2022 against a set of outcomes linked to the 3 national pillars. It is anticipated the data will be developed into something similar to the Criminal Justice Scorecard. Each force has been asked to produce a VAWG problem profile which is a significant piece of work and includes additional offences added under the VAWG umbrella. Furthermore, the current proposal is for the deadlines for the profiles to be staggered, culminating in a complete product for each force by September 2022. Guidance will be given about how profiles should be used to direct activity against VAWG appropriately.

The national taskforce has created a VAWG toolkit which brings the most common VAWG offences into one place as an easily accessible guide for officers. It helps officers and staff quickly find what offence is most appropriate and the tools that can be used. It also highlights the tools available if a criminal justice outcome is not possible. Corporate Communications has developed a communication strategy that engages the VAWG community on different platforms including 'My Community Voice'. Kent is also developing a walk and talk programme to meet and greet women and girls in their communities to proactively identify issues and feedback what action we are taking. Our communication strategy will fulfil all the requirements set by the NPCC.

The Diversity and Inclusion Academy are leading on the 'Our Culture' focus area and they are working with the Professional Standards Department (PSD) and the support groups including the Kent Network of Women and Men's Forum to raise awareness and enhance understanding of the cultural issues that need addressing to raise standards. This includes the introduction of an upstander programme to promote the right culture and call out unwanted behaviour within the Force. They will also support the work being undertaken to map service provision across diverse communities and identify needs that are not being met. A Diversity and Inclusion conference is planned for June 2022 and is dedicated to VAWG with DCC Maggie Blythe (National Police Lead for VAWG) attending as a guest speaker.

Partnerships are leading on the 'Keeping You Safe' focus area which focuses on prevention and early intervention and are developing a cohesive response across the Community Safety Partnerships to respond to public space safety issues identified through data via 'My Community Voice', public engagements and feedback through the StreetSafe App.

5. Protect People from Exploitation and Abuse.

Abuse, exploitation and violence are a crime and a violation of an individual's fundamental human rights. The Force is committed to tackling these crimes and safeguarding vulnerable people from serious harm. The revised Force Control Strategy 2022/2023 highlights exploitation and serious violence and abuse as Force priorities, demonstrating its dedication to dealing with offenders and protecting victims and witnesses of these crime types.

5.1 Domestic Abuse.

In 2021, Kent Police responded to over 40,000 calls into the control room relating to Domestic Abuse (DA). DA is a key part of the VAWG strategy however it can affect everyone, men, women, mothers, fathers, brothers, sisters, colleagues, and friends. Kent Police is constantly seeking new ways to ensure DA victims receive the best service possible. The Force is committed to providing an enhanced intuitive response to victims of DA which will lead to changes in how some DA incidents are dealt with. Below is a summary of the changes which will take effect from May 2022 onwards.

Creation of New Proactive Domestic Abuse Teams

These proactive teams will specifically focus on those offenders posing the greatest harm and will:

- target DA offenders using a range of tactics to tackle all types of offending
- work with partners to identify the best 'problem solving' approach to manage offenders through diversion, arrest, or control
- provide coordinated support to DA victims
- coordinate arrest functions to maximise effective response
- identify and refer suitable individuals to the perpetrator programme.

Creation of Domestic Abuse Hub

The DA Hub will operate 7 days a week 8am – 10pm, the peak times for DA calls for service. It will become the centre of excellence for DA and will:

- utilise video technology and telephony to virtually respond to suitable DA calls. This service will be available for non-immediate calls only and only where the caller consents. Victims can speak with an officer over a video or phone (their choice) whereby immediate evidence can be secured and an immediate risk assessment made
- signpost victims and refer to the most appropriate support service
- own and manage the 'Right to ask, right to know' processes.

Creation of Domestic Abuse Liaison Officers (DALOs)

A new role of Domestic Abuse Liaison Officer (DALO) will be introduced. The role will be piloted first in Medway before established force wide and will:

- provide consistent and coordinated support to safeguard victims most at risk from repeat offending, especially those reticent to engage
- respond swiftly in response to incidents, working in tandem with the officer in the case to secure golden hour evidence from victims, including video evidence
- carry out bespoke victim needs assessments and maintain contact in accordance with victims' needs and wishes
- signpost and deploy a full range of appropriate IDVA services
- carry out hidden harm visits to repeat victims to ensure safeguarding and arresting offenders where appropriate
- refer into and engage fully with MARAC, MATAC and MASIP processes.

Each aspect of the new model will be implemented in phases between May 2022 and January 2023, with full evaluation at each stage to ensure best outcomes for victims. The new DA Prevention Orders will be introduced under the Domestic Abuse Act and Kent Police are scoping the impact of being a pilot force for their implementation. The ACC of Crime chairs the DA and Sexual Violence Executive Group and the membership is being reviewed alongside a review of MARAC which has been undertaken. New proposals will be taken to the board for consideration to modernise the process and ensure its efficiency and effectiveness.

A visit by the DA Commissioner to the force was undertaken on 4th May 2022 and she met with the PCC, Commissioned services and officers and staff from the VIT DA team, the proactive team and saw Rapid Video Response in action. She fed back how impressed she was with the work in Kent and a follow up visit is being planned to further brief her on the MARAC review.

5.2 Child Exploitation.

The Child Centred Policing Plan focusses on prevention of Child Exploitation and Child Abuse through drawing out policy implications from serious case reviews, national reviews, peer reviews and working groups. This in turn leads to suggesting, designing and testing adjustments to our policing approaches.

The Force has a dedicated Child Exploitation (CE) Trainer who delivers core tailored training across the whole force from FCIR to probationers across a range of CE and Child Centred Policing topics. A tailored CE session has also been delivered to cadets, highlighting the message that everyone has a role to play in safeguarding children which reflects the ethos of Child Centred Policing. This role continues to undertake extensive research and horizon scan any knowledge gaps around CE to ensure Officers and Staff have access to training, CPD and communications to support their knowledge of signs and symptoms of CE and what to do if they suspect it.

To support officers and staff in identifying and recording signs of vulnerability, a professional curiosity toolkit has been designed called the AWARE Principle which is a core training approach to identify strands of vulnerability including neglect and abuse. This toolkit is also being built into child welfare referral processes and the Domestic Abuse Rapid Video Response process to enhance the quality and consistency of concern for welfare submission. Building upon what officers and staff experience daily, AWARE aims to provide a clear structure to report concerns against and give prompts for what could classify as a vulnerability flag. This principle can be used in any context and provides signs to look out for and be aware of to identify early intervention and safeguarding opportunities and supports both Voice of the Child and Voice of the Vulnerable Adult information gathering within Kent Police. Information can then be shared with partners such as social workers and multi-agency partnerships such as Kent Fire & Rescue and the KMSAB (Kent & Medway Safeguarding Adults Board) with the aim of having a consistent framework and language.

5.3 Organised Immigration Crime (OIC) and Modern Slavery and Human Trafficking (MSHT).

Illegal entry to the United Kingdom remains one of the largest threats to the UK's borders. Significant numbers continue to attempt to enter the UK via marine vessels, aircraft and clandestinely in lorries, hidden in purpose made concealments or in the boots of cars. Illegal entry into the UK is considered an organised immigration crime (people smuggling). However, there is a causal link between organised immigration crime and human trafficking and modern slavery. There are thousands of cases nationally where individuals have been brought to the UK with the intention of exploiting them, thus becoming human trafficking. The exploitation (modern slavery) can take a number of forms but is predominantly borne through sexual, criminal and labour exploitation, and domestic servitude.

Modern slavery and human trafficking (MSHT) is unfortunately prevalent in communities and remains a hidden crime that is not always easy to identify and tackle. Due to the geographical location of Kent, the county acts as a gateway to and from the continent which organised criminals seek to exploit through the trafficking and exploitation of those most vulnerable in our society. This crime type is often complex in nature, requires the support and co-operation from our partners and considerable investment to develop intelligence, investigate, disrupt those responsible for facilitating it, to safeguard those affected and ultimately to prosecute those responsible for seeking to profit from the misery of others. Predominantly the demand in Kent is linked to those exploited through county lines offending closely followed by forced labour and sexual exploitation.

Kent Police is committed to working with our partners to tackle this crime and is part of identified priorities under the Force Control Strategy. With the introduction of the Modern Slavery and Human Trafficking Team (MSHTT), Prevent & Protect Officers and the implementation of a myriad of training programmes, officers have a better understanding and ability to identify victims and implement appropriate safeguarding which place them in an excellent position to combat this crime

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type going forward. This wider understanding helps ensure more victims are referred through the National Referral Mechanism, generating more investigative opportunity and ensuring those most vulnerable receive effective support to help them cope with the trauma they have suffered and eventually reintegrate with society. During the period May 2021 to April 2022 the team made 352 NRM referrals, demonstrating tangible results of how the team's efforts have protected and safeguarded vulnerable victims of MSHT.

The investigation of modern slavery is resource-intensive and challenging and its enquiries can be protracted and long-term. Consistent engagement and support of victims is also critically important to successfully prosecute offenders and implement appropriate safeguarding. Kent Police instigated the formation of the specialist MSHT Team in 2019 and they investigate all such offences that have been identified as within the remit of serious and organised criminality and/or of a complex nature. In addition, the team have an initial oversight and quality assurance of modern slavery and human trafficking investigations within the Force at commencement to ensure that all investigating officers can receive bespoke guidance and support throughout their investigations and to continually improve the level of service provided to victims of these crimes.

The introduction of the MSHT Team has seen the force much better placed to deal with these types of offences and safeguarding with the workload being prioritised based on threat, harm and risk. The Force has an established Multi Agency Hub (MAH) based in the east of the county; introduced to allow co-location and inter-operational partnership working between the police, Border Force, Immigration Enforcement, HMRC and the National Crime Agency and in order to collate, review and disseminate MSHT intelligence effectively and to inform a collective response.

6. Combat Organised Crime and County Lines.

The force understands the challenges in tackling organised crime and the significant impact the associated crime types can have on victims and the wider community. Led through the Kent and Essex collaborated Serious Crime Directorate and the Kent Crime Command and delivered locally through CSUs and local teams, the Force is committed to actively combat organised crime and county lines activity in the county.

6.1 Organised Crime Groups (OCG)

The Serious Organised Crime (SOC) team deal with the offences that cause the most threat, harm & risk within Kent targeting Organised Crime Groups (OCG) who erode the economy and communities, those that are responsible for drug importation and supply, firearms offences, aggravated burglary, and theft of ATMs, amongst other high-profile crimes. These crimes have a significant impact on the public; the OCGs ruthlessly target the most vulnerable, ruining lives. Serious and organised crime is defined as individuals planning, coordinating and committing serious offences, whether individually, in groups and/or as part of transnational networks.

The SOC team will continue to work jointly with the Force Intelligence Bureau, sharing intelligence to build a detailed picture of the threat, risks and harm posed. This allows us to penetrate and better understand serious and organised criminals and their vulnerabilities more effectively and target disruptions to greater effect. The Force will maintain working with a wide range of other investigative and enforcement agencies who play key roles in tackling specific serious and organised crime threats. These include but are not limited to HM Revenue and Customs Immigration Enforcement and the Serious Fraud office.

We currently have 44 OCGs in Kent with 32 under the ownership of SCD. The department proactively target, pursue and dismantle the highest networks effecting Kent with 213 disruptions recorded as a force which is broken down into; 157 pursue, 3 prepare, 41 prevent and 12 protect.

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OCGs exploit the vulnerabilities of individuals, businesses, and society to further their criminal interest and the SOC Team work with the public, businesses, and communities to help stop them being targeted by criminals and support those that are. Working with partners from academies, industry, voluntary sector and elsewhere is essential to developing and enhancing the knowledge needed to tackle SOC. Partners have a vital role to play in support of the fight against this crime type. Working closely with the Prevent and Protect teams and the region, has improved our understanding of these vulnerabilities which helps us to direct when and where to respond in the future.

The Force will continue to take part in large scale operations that focus on obtaining enhanced intelligence to tackle organised crime and manage intelligence direct from the National Crime Agency working in collaboration. The combination of local, regional and national coordinated activity will be a focus going forward, in addition to the seamless working relationship between the law enforcement agencies which in the past has delivered high volumes of drug and cash seizures and had a significant impact on organised crime in the county. The Force will continue to use improved powers and capabilities to freeze, seize or otherwise to deny criminals access to their finances, assets and infrastructure at home and overseas.

The Proactive Money Laundering Team (PMLT) strengthen the ability to target dirty money and reduce economic crime. The team prioritise tackling illicit finance, given the critical importance of denying the highest harm networks the ability to hide, move or use their profits. Working with Financial Investigators their assets can be identified and seized, making it more difficult for them to move and hide their illicit funds. The use of financial investigation powers and the asset recovery opportunities will be used more often going forward as they can be a beneficial evidential tool to tackle the illicit financing.

6.2 County Lines.

Currently the County Lines and Gang Team (CLGT) consists of 35 investigative officers who target the top 30 active county lines who distribute Class A drugs across the county. Since the team's inception under the Crime Command in April 2020, the team has continued to evolve in the investigative tactics utilised in order to identify and respond to the county lines who sell Class A drugs, namely crack cocaine and heroin drugs lines, which emanate from predominantly urban areas across London. The existing Divisional based teams continue to respond to threat, harm and risk daily and responding quickly to prevent harm to those involved in this activity at a divisional level. An example of how successful these officers were during the County Line National Intensification week in April; 18 county lines were targeted, which led to 33 arrests and 57 charges, all 33 arrested suspects were remanded into custody. £20k of cash was seized as well as 7 weapons, including two machete/zombie knives seized. Regular successful operations like this will be a future focus, adapting techniques as a result of intelligence.

Further tangible outcomes which demonstrate the team's success is the number of active county lines in Kent. In June 2021 this figure was 45 and in May 2022 the number of active county lines in the county was confirmed as 40, showing a clear reduction which is directly attributable to the dedicated efforts of the County Lines and Gang Team resulting in reduced drug networks across the area.

The CLGT has increased in size as additional officers have been recruited as County Lines Intervention Officers (CLIOS) and a further team of experienced detectives has been created who form the newly created County Lines Central Team consisting of a further seven officers. It is in these two areas that the team seeks to become more sophisticated in their approach to tackling the threat posed from county line criminality

There are 5 CLIOS and a co-ordinator and the Crime Command anticipate this will be a significant area of development over the next three years as the members of the team seek to bring together a

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coordinated response to those vulnerable adults and children who are 'at risk' of criminal exploitation. Effective liaison with the Missing Child & Exploitation Team (MCET) is vital and collaboration between the CLIOs and MCET will continue in order to protect those children being exploited by county lines. The team are also leading on a project which will coordinate a multi-agency response to tackling this type of criminality with internal and external stakeholders such as the Violence Reduction Unit (VRU), Kent County Council and the Medway Unitary Authority.

Over the next three years there will be increased focus in collaboration with Community Safety Partnerships (CSPs), the nature of this activity is to provide a specific tiered response to county lines activity which will be informed by the scoring of the line. Following enforcement activity, the CLIOs in consultation with local district community policing teams will seek to provide multi-agency services to 'fill the gap' left by the absence of a drugs market, working with those that are vulnerable users and those that are being cuckooed or exploited.

The Violence Reduction Unit (VRU) are committed to working with partners to reduce serious violence across Kent and will continue to work with CSPs to identify areas that may be of concern whilst adopting a holistic problem-solving approach in order to respond and reduce serious violence within that targeted location. The VRU aim to work with the Contextual Safeguarding Steering Group to share learning from young people and thus share findings with our County Line Intervention Officers to deter and protect young people from Serious Violence and County Lines.

Looking to the future the teams will continue to develop using covert policing tactics to arrest, charge and convict those that are operating at this level; Kent Police is committed to tackling this type of criminality which causes misery to vulnerable and exploits members of the local communities. We will continue to evolve our investigative and safeguarding response to ensure that the county is a safe place for people to live, work and visit.

7. Be Visible and Responsive to the Needs of Communities.

Providing visible and local policing is at the heart of the policing model and remains a priority for Kent Police. Engagement is a fundamental part of neighbourhood policing and it is vital that the Force are responsive to the needs of the different communities by continuing to adapt and ensure the channels of communication are accessible for all.

Each of the 13 Districts is served by their own dedicated Local Policing Teams and Community Safety Units. CSUs focus on prevention, deterrence and community engagement, working in partnership to problem solve local issues, particularly where there is vulnerability and community-based crime and ASB. There are now an additional 28 schools' officers working across 68 schools in the county. This will see a controlled uplift working towards an implementation in total of 70 schools' officers, each providing a named officer for all secondary provision across Kent and Medway. Further information regarding this role is provided in section 9 of this report.

7.1 Problem Solving Task Force.

The Problem-Solving Task Force (PSTF) was launched at the start of 2021 as part of the National Police Officer Uplift Programme and operates as a centrally managed county resource, with deployment tasking agreed via the Force Tactical Tasking and Coordination Group function. The following summarises how the PSTF operates and the planned approach for the forthcoming 3 years:

- As a specialist team of 'problem solvers', applying the OSARA model to identify and implement long-term problem-solving solutions.
- Working with internal colleagues (including specialist roles), partner agencies and local communities to enable them to re-establish ownership of community challenges.

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- Coordinating work with colleagues such as Mental Health Teams, 'Designing Out Crime' Officers and Safer Schools Partnership Coordinator, to implement sustainable solutions and crime prevention activities.
- Initiating innovative and proactive engagement which empowers communities to take back control.
- Providing the visible reassurance and accessibility that builds community confidence and cohesion.
- Gathering intelligence and building relationships, reducing the fear of crime, and providing a physical presence in identified priority areas.
- Working and supporting colleagues and partners, providing a flexible approach to respond in a timely and measured way to emerging problems, as well as planned operations.
- Undertaking appropriate levels of proactive and reactive enforcement activity in accordance with operational priorities, such as violent crime, child exploitation, identification/disruption of gangs and organised crime groups, within the local community.

7.2 Force Crime and Incident Response.

The public rightly has an expectation that they will be able to contact Kent Police when they need to in a variety of ways that work for them, whether that be to report an emergency, report a crime, seek advice, offer information, or express an opinion. When they do make that contact, they should then rightly expect to get a timely and appropriate response. The Force encourages individuals and diverse communities to engage and make contact with confidence, by making its services accessible, appropriate, easy to use and safe. It will continue to effectively handle 999 and 101 calls, but also maintain other methods of contact, such as online and through personal interaction, to ensure it is open to all and can respond to user needs and situations. Communication is key and the Force recognises the importance of adapting and being flexible and developing modes of communication to suit all.

The Force Crime Incident Response (FCIR) command receives on average around 60,000 contacts from the public in a month. This fluctuates with seasonal trends and protracted Kent based and national based operations and trends.

- 999 calls – average of 29,000 answered a month.
- 101 calls – average of 24,000 answered a month.
- In person at the public enquiry offices (PEO) at local police stations.
- Kent Police website - Live Chat – average of 3,600 a month
- Kent Police website - Online crime reporting - 3,300 average a month.
- Kent Police website - Contact us forms – average of 1,030 a month

Contacting Kent Police by telephone via 999 and 101 remains the most utilised and popular way in which the communities interact and equates to 90% on average of the whole demand for calls to service. Given the broadening channel choice availability in which the public can make contact, there has been a rapid growth in the use of digital contact which will be encouraged and promoted in the future. To meet this demand, the force introduced a dedicated digital desk within the FCIR with Live Chats and Admin functions incorporating a Digital Supervisor between 06:00-02:00 every day. This Supervisor provides support and manages the staff whilst also ensuring the service delivery to the public using the online channels is met.

'Contact Us' forms via the Kent Police website is another way in which the public can contact Kent Police. Contact in this way can be utilised to contact an Officer or Staff member, to discuss something, request an update on a crime reported or to provide an update on a crime report. This channel is managed by the digital desk and each contact is risk assessed to ensure that any risk is managed and mitigated by providing the appropriate response. This growth coincided with the additional option in which DA can be reported via the online channels and the dedicated DA reporting system offers the victims and witnesses of DA to report incidents that do not require an urgent response from the police. These incidents are recorded and sent for the appropriate response within 10 minutes. This area will be further supported with the introduction of the Rapid Video Response (RVR) project allowing video

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calls with victims to officers within a short timeframe after the initial call which will be an area of development in the Making Kent Safer Plan period of April 2022 to March 2025.

Online reporting of ASB went live in September 2021 and enabled the public to report incidents online. The Force record the report and assess the appropriate response within one hour of the report being received. This is achieved by the Digital Supervisor delegating the reports on a threat, risk, and harm basis so the work is carried out in the most efficient way whilst reducing the risk of a report taking longer to action than needed which will be another area of focus in the short term. Victims of crime are also able to complete online crime reports for specific crime types which are assessed and then dealt with in the most appropriate way. The Force are in the process of exploring further opportunities to expand services in the future as the governance around online demand becomes an agreed best practice. This will start to include the reporting of sexual offences and missing people.

The way Kent Police respond to and manage the use of Social Media is also being scoped currently. Governance, risk assessment principles, reporting criteria and the ability to monitor and appropriately respond to calls for service from the public via various social media outlets need to be established before this can be launched but is expected to be another future area of development.

8. Prevent Road Danger and Support Vision Zero.

Vision Zero is the KCC's five-year Road Safety Strategy to deliver safer roads, towns and villages in Kent. It identifies Kent Police's continuing responsibility to reduce driver behaviours that put themselves and others at risk such as distraction, impairment, inappropriate speed and other similarly socially unacceptable behaviour. Kent Police coordinate enforcement and education activity using data provided by the Road Safety Analyst and information provided in the Road Safety Forums, chaired by the Head of Roads Policing and attended by all Districts. In addition, the Roads Policing Unit also coordinate activities in accordance with the NPCC national operations focussing on the Fatal 4 offences, namely speeding, substance misuse, seatbelt offences and mobile phone use.

A weekly tactical board meeting with Kent Safer Roads Partnership and Kent Police ensures that all partners are working together to share resources to the maximum effect, this mirrors the CSU approach that has been successful on local Divisions. Over the next three years, Kent Police will continue to apply the Vision Zero Safe System approach to road safety across Kent.

Safe Roads and Streets

The Force will continue to use data to identify collision cluster sites and deploy resources for enforcement at these locations. It will continue to organise police operations working alongside partners to surround an urban cluster site such as a town centre. A variety of tactics are used to enforce against drink/drug driving, distraction from phone use and other socially unacceptable behaviour such as no insurance/speeding/no licence. Officers proactively enforce pedestrian controlled zones to protect the most vulnerable of road users.

Safe Speed

The Force will maintain the 73 fixed camera sites across Kent and will react to data to identify new sites. Training will be increased for officers regarding speed detection devices and use information from districts and partners to direct deployments. Roads Policing will continue to work in partnership with Community Speedwatch and actively promote the benefits to communities and identify routes and dates where an increased volume of speeding is predicted, such as Bank Holiday bike ride outs and deploying officers for engagement and enforcement.

Safe Behaviour

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Officers and staff will continue to work in partnership with National Highways to deploy officers to service areas and the Dartford River Crossing to enforce driver hours and safety inspections of HGVs, with officers detecting and preventing in cab distraction offences. Bike Safe education events will be organised to provide advice and guidance to motorcyclists to promote safe and responsible riding.

Safe Vehicles

The Force will continue to work in partnership with DVSA, neighbouring Police Forces and UKBF to regularly inspect and if necessary, prohibit vehicles in an unroadworthy condition or being used for illegal purposes. Roads Policing use telematics and pursuit/police collision debriefs to identify and address driver standards and we will continue to ensure our vehicle fleet is maintained to a high standard.

Collision Response

Officers provide a 24/7, ISO accredited response to all fatal or life changing collisions via the Serious Collision Investigation Unit (SCIU) and going forward all fatal collisions will instigate consideration of implementing the new Roads Policing Fatal Response Plan which will identify opportunities to prevent further collisions or fatalities and Family Liaison Officers will continue to be deployed to the bereaved families following a fatal collision which will inform and encourage a safer future.

9. Protect Young People and Provide Opportunities.

9.1 Child Centred Policing.

Child centred policing is at the heart of the Force Control Strategy and in October 2021, Kent Police launched the Child Centred Policing Plan which sets out the strategy for the organisation to develop and continue the journey of embedding a Child Centred Policing culture, enabling staff and officers to effectively talk to children, safeguard them and identify vulnerabilities through a 4E approach: Engagement, Early Intervention, Education and Enforcement. The Child Centred Policing Team consists of the Youth Justice Team, operational Schools Team, Child Exploitation Trainer and Missing Child Co-ordinator, led by the Child Centred Policing Manager. The team has a cultural remit of sharing evidence-based Child Centred practice throughout the organisation which has led to the launch of Kent's first Child Centred Policing Plan in October 2021, setting out key child vulnerability priorities.

Through effective training, CPD, guidance and tools, including a Voice of the Child toolkit being developed, Child Centred Policing should become a natural element of everyday police work. This includes drawing together best practice in youth engagement tactics, appropriate use of powers and identification of vulnerability. Through implementing this strategy, it is intended the Force will start to change how children and young people view policing in a positive and engaging way – police as protectors, not just enforcers. The overarching aim is to develop Kent Police into a Child Centred Centre of Excellence. A key element of the plan is to hear the voice of young people on policing approaches to them and through the existing Child Centred Policing Team and youth forums, young persons' views will be gathered on key policing topics including VAWG, stop and search and engagement methods. The plan covers Youth Justice and School Engagement through the Schools Team as key strands that identify young people who need support and provides opportunities for safeguarding or diverting to a healthier path. The plan also covers Missing Children, Child Exploitation prevention, Trauma Informed Policing and Part 2 of the Child Centred Policing Plan is being developed in Summer 2022 and will encompass operational elements of Child Centred Policing including Case File Quality and Child Protection investigations.

Capturing the lived experience of children has been a focus of the Force and going forward a new strategy has been devised which creates a more efficient and effective response to front door services, ensuring referrals are processed quickly so that children's needs are assessed and

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prioritised in a timely manner. The new model creates capacity to expand Op Encompass Plus, a working with schools scheme, ensuring information is shared with agencies and care providers concerning missing children, exploitation, domestic abuse and county lines. This will ensure that there is joined up working and universal understanding of a child's lifestyle and experiences.

9.2 Youth Justice.

The Youth Justice Team is a small but dedicated team focussed on providing interventions and diversions, as appropriate to young offenders referred to the team. Youth Out of Court Disposal decisions (OOCDD) are made on a case-by-case basis as every young person's offence involves different circumstances which may have impacted upon their offending behaviours. For all offences officers and staff assess the mitigating and aggravating factors before deciding how to appropriately deal with the offence. In some cases, where signs and symptoms are present, it would be considered that the young person is being exploited and if this is a concern the case would be returned to the OIC for an NRM referral to be considered. In the future the Force aims to highlight the work of the team and refer more children through this process as a holistic, standardised process and ensure all young people are afforded the same opportunities. Through this team, other order and powers to deter and prevent re-offending will be explored. The future overarching plan seeks to have three strands around Youth Justice, developed in partnership focussing on Early Interventions (reaching those on the periphery before an offence), Youth Justice (current OOCDD process) and Focussed Deterrence (intensive interventions for young people with chronic and serious offending issues).

9.3 Schools Team

The core purpose of the Schools Officer (PC) role is to work with schools, educational establishments, and other youth related organisations to provide a visible and accessible police presence, working closely with young people, parents and carers, the establishment staff, partner agencies and internal colleagues. They work with key stakeholders in order to increase safety, identify early safeguarding opportunities, reduce the fear of crime and victimisation, identify vulnerable youths, and disrupt criminal activity. The aim is to achieve this through positive dealings with young people, effective information sharing between partners and policing teams and supporting in the intelligence gathering around the child, to create a respectful and positive culture of policing amongst children and young people. The long-term shift in how young people view policing and how we can work together will be a focus in the forthcoming 3 years. The impact of the Schools Officers has been meaningful and confirmed that the core purpose is required as young people have felt safe to make serious disclosures and are viewing policing differently through their interactions.

9.4 Cadets Programme.

The Programme for Cadets over the next three years will seek to create more opportunities for the young people of Kent to be involved in the policing family whilst strengthening safeguarding processes. The programme seeks to provide every young person with the opportunity to thrive, regardless of their background; the Force welcome all young people regardless of their circumstances. The intention to increase the cadet numbers to between 750 – 1000 cadets by 2025/2026 and substantially reduce the waiting list and the length of time to wait. Part of this recruitment initiative will be designed to target groups currently under-represented within the cadets. There will also be a requirement to increase the number of volunteer leaders within the scheme as well as the number of geographical units which will include the introduction of "Rural units" to reach out to those parents and cadets who are in areas which do not afford easy access to the current cadet units. These units will operate as sub-units to the main Cadet units in each Division.

The National Voluntary Police Cadets (VPC) have identified the need to ensure that all VPC schemes operate safely and to this end have introduced a set of minimum standards which will encompass

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seven elements and will improve and enhance safeguarding and affect the way in which leaders are recruited. They will also provide a more sustainable and safe programme in the future, providing Cadets and leaders with the support and guidance to ensure a safe and enjoyable experience. It is anticipated that the 'Safe to Operate' standards will be fully implemented within the next 12 – 18 months.

The programme will also continue to develop the 'Cadet Career Transition Pathway' designed to assist older cadets in whatever career path they are following, but also provide the opportunity to ensure that any cadets with an interest in joining the police in any capacity, are fully supported and mentored through the application and interview process, providing the opportunity to speak openly with cadets to help them decide on their career choice and to make an informed decision as to whether this is the right career for them and is the right time. This will not only increase recruitment and improve the applicant success rates but will also reduce attrition by ensuring the cadets come into the policing world with their eyes wide open.

A similar programme is in development for the transition between Cadet and Leader to improve the experience for our younger leaders, which will introduce additional training. This will also encompass some of the protocols identified within the safe to operate standards and it will continue to support the Cadet's education journey by endeavouring to ensure that they are given the opportunity to obtain at least one qualification during their journey. This may be a vocational qualification in the form of CVQO or a practical qualification such as the Duke of Edinburgh Award. Funding has now been agreed to allow the delivery of the Lion Award (for 13-14 year olds) and the CVQO1 award (for 14 – 16 year olds) as well as the current CVQO2 for cadets aged 16 and above. It is hoped that by the end of the three-year period 75% of Cadets will have obtained a qualification. All cadets are taught to a minimum standard in first aid, receiving the emergency first aid at work certificate and badge, with 16+ cadets given the opportunity to attend a 3 day first aid at work qualification at no additional cost.

The lockdown period imposed upon us by the Covid19 pandemic introduced us to a new level of mental health issues experienced by young people and it is the Force intention to take the learning from this period to further train leaders to understand the challenges young people face and to support them more effectively. This includes widespread mental health first aid training for all leaders who express an interest and in addition similar training to the cadets will be provided to assist them in managing and maintaining positive mental health.

10. Summary

In summary, the established Mission, Vision, Values and Priorities of the Force and the revised Control Strategy for 2022/2023 will work in harmony with the PCC's Making Kent Safer Plan. The Control Strategy of the Force focusses heavily on a Violence Against Women and Girls strategy with child centred policing woven through all the crime types, ensuring the voice of the child is always heard. The Force is operating effectively but absolutely recognises the need to continuously improve and develop, in order to provide the very best quality service to all those who live in, work and visit Kent.