

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

**SAFER IN KENT PLAN: DELIVERY AND PERFORMANCE**

Thursday 31 May 2018

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## **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 "*Safer in Kent: The Community Safety and Criminal Justice Plan*" and sets out the priorities that will drive the work of the force, partners and the PCC's resources between 2017 and 2021, and the overall strategic direction for policing and community safety in the county.

The plan has six key priorities:

- Put victims first
- Fight crime and anti-social behaviour
- Tackle abuse, exploitation and violence
- Combatting organised crime and gangs
- Provide visible neighbourhood policing and effective roads policing
- Deliver an efficient service

## **2. Aims of the report.**

This report provides an overview of the key activities being undertaken by the force to deliver against each of the priorities of the PCC's Police and Crime Plan since the last Performance and Delivery Board on 7<sup>th</sup> March 2018.

## **3. Putting Victims First.**

The force is dedicated to ensuring that victims and witness are at the heart of everything we do and this priority, supported by the PCC is the first within the force's "Mission, Vision, Values and Priorities".

**3.1 New Horizon.** Implemented in September 2017, New Horizon places victims and witnesses at its centre and continues to provide an improved service to vulnerable victims in areas such as missing children, victims of domestic abuse, young people and vulnerable adults. The resourcing uplift enabled through the PCC's decision to increase the precept will enable the force to strengthen the model and invest further. Numerous examples are seen of outstanding service provision to victims as a result of New Horizon.

One such example of this is the work of the newly formed PCSO Vulnerable Adult Intervention Officer. The PCSO worked with an individual who due to mental health issues, placed a significant demand on police and other emergency services and was causing significant quality of life issues for neighbours. Through personal interaction and a referral to the relevant support services, the individual secured the help and treatment needed thereby resolving the issues causing the problem. Additionally the PCSO has provided inputs to the local housing provider to highlight methods of identifying vulnerability such as cuckooing and how to safeguard their tenants. Working with partners in this way and building personal relationships allows for joint resolutions and demonstrates the benefit of dedicated PCSOs in order to safeguard vulnerable adults and better protect communities from harm.

Another example highlights the work of a local PCSO who implemented a Domestic Abuse clinic thereby improving accessibility for victims of domestic abuse in the local area. As a result, a victim attended the clinic and with the relevant support and safeguarding, felt confident in reporting a rape offence that had been committed against her. The victim was reluctant to report this crime however with the support provided by the PCSO and the existence of the DA clinic, the incident was passed to the Vulnerable Investigation Team (VIT) for investigation.

**3.2 Victim Satisfaction.** Victims of domestic abuse and hate crime continue to be surveyed for their opinion on the service they receive from the initial contact through to being kept informed during the investigation in order to ensure we continue to develop the service provided. A 'survivors of serious sexual assault focus group' took place in November 2017 in order to understand victims experience and inform developments. The focus group of five female survivors of serious sexual assault was held in an external location with independent facilitators. The findings of the focus group have been invaluable and used to inform a number of continuous professional development (CPD) events across the force and policy decisions. The force is set to launch a further consultation process with victims of sexual offences (including rape) and burglary offences. These are currently being piloted and are due to go live at the beginning of June 2018.

There has been an increasing trend in victims of hate crime being satisfied with the service they receive, with the current data remaining at 80%, as at the end of March 2018 which is sustained improved satisfaction for the last 4 quarters.

Victims of domestic abuse who have been satisfied with the service they receive from Kent Police have remained consistently positive with the current satisfaction level for the rolling year ending February 2018 at 84%.

**3.3 Operation Recital.** Recital is the force response to ensure victims and witnesses are provided with a quality investigation and offenders are brought to justice. Findings from an inspection in October 2016 identified some investigations that could have been enhanced, a lack of investigation plans or clarity within them and some supervisory failings. As a result, a comprehensive tactical delivery plan was put in place to ensure improvements were made, activity included:

- The development of a three day face to face training package, aimed at Sergeants to improve their knowledge and understanding of the requirements of crime investigation. All Sergeants have now been trained and this programme is integrated into existing training to ensure all new supervisors meet the standard required.
- Sergeant and Inspector promotion processes were redesigned to incorporate a pass or fail test on both crime report and case file supervision.
- A new Op Recital guidance document was produced to assist officers in ensuring their crime reports met with the requirements of the Authorised Professional Practice (APP).
- Since September 2017, the divisional crime spokes have played a key part in quality assuring crime investigations. A regime of dip checking crime reports and case files is in place which sees supervisors providing one to one feedback and development to those who need it.
- The force is currently recruiting six investigative coaches who will be deployed on divisions to assist with improving standards and focussing on those who need development.
- A project is in place to implement a process of 'earned autonomy' allowing those officers who consistently produce good quality work to be identified.
- A comprehensive communication plan is in place. Consultation with staff has led to the design of an app which can be used on hand held devices aiming to give guidance to officers as they need it.

A subsequent inspection of crime investigation and Victim Code compliance has been undertaken and the results are currently being reviewed and worked through with key stakeholders. The findings of this inspection will be presented to the next PCC Performance and Delivery Board.

**3.4 Crime Data Integrity.** The force is continuously monitoring crime data integrity (CDI), and the Data Accuracy Team are the principle method of achieving this. Throughout March 2018, the force conducted a further HMIC CDI type audit, with the following results.

Overall result within each category:

	<b>CADs reviewed</b>	<b>CADs failed</b>	<b>Crimes identified</b>	<b>Crimes recorded</b>	<b>Crimes missed</b>	<b>Compliance</b>
Violence	228	22	238	215	<b>23</b>	<b>91%</b>
Sexual	231	9	262	251	<b>11</b>	<b>95%</b>
Other	230	17	240	217	<b>23</b>	<b>90.5%</b>
<b>Total</b>	<b>689</b>	<b>48</b>	<b>740</b>	<b>683</b>	<b>57</b>	<b>92%</b>

The results are encouraging showing clear signs of improvement which must be sustained. Safeguarding and vulnerability continues to be good and there are no issues. The daily practice of IMU checking the whole of the violence category will increase and sustain our levels of compliance.

#### **4. Fighting Crime and Anti-Social Behaviour.**

The force understands the impact crime and anti-social behaviour has on victims, witnesses and the wider community and is committed to tackling this, wherever it takes place. The force cannot judge success merely on whether crime has fallen. Responding to the needs of local communities, carrying out quality investigations, apprehending wanted persons and ensuring offenders are brought to justice are just a few of the measures of success.

**4.1 Crime Performance Data.** In the last 12 months (April 2017 to March 2018) Kent has seen a 22% reduction in the volume of anti-social behaviour (ASB) which equates to a reduction of over 10,200 incidents of ASB in the county. Overall ASB has reduced in rural communities by 16.1% (1027 less incidents) and in urban areas by 19.2% (7564 less incidents).

There are some differences in the types of ASB experienced within the urban and rural communities. There has been a slight increase of 3% in the number of noisy parties/organised events or raves reported in the rural areas of Kent, with a 16% reduction in urban areas. There has also been a 17% increase in the number of abandoned vehicles reported in the rural areas of Kent, with a 42% reduction in urban areas. There has been a small increase in the number of fireworks – noise/inappropriate use reported in the urban areas by 4%, conversely there is a reduction in the rural areas of 39%.

All crime types have experienced an increase in the last twelve months, to the end of March 2018, compared to the previous 12 month period. Overall there has been a 27% increase in victim based crime (approximately 32,500 more crimes recorded), predominately driven by a 50% increase in violent crime. This increase is detailed further in the paper under paragraph 5.3.

Other crime types have experienced lesser increases, and have been affected in part by the improved recording process, but also due to increased confidence to report and more ways to inform the police of a crime, such as online reporting and third party reporting. A number of smaller increases, such as those within vehicle crime of 10% (+956), have been subject to real increases and a number of identified crime series have been investigated (one such series is detailed in paragraph 4.3).

**4.2 Rural Activity.** Kent Police has a dedicated team of specialist officers who work in our rural communities and deal with rural, wildlife, environmental and heritage crime. This team consists of the Rural Liaison Team (RLT), the Gypsy Liaison Team (GLT) and the Rural Task Force (RTF).

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The force's rural policing lead now chairs the National Equine Crime Priority Delivery Group following the launch of the National Wildlife and Rural Affairs Strategy on 18<sup>th</sup> April 2018. Kent was identified nationally as using best practice in respect of equine crime. The National Rural Policing Summit takes place on 25<sup>th</sup> July 2018, where Kent will be represented.

As a result of the resource uplift funded by the PCC, the RLT are currently recruiting an additional six constables and one Rural Crime Co-ordinator. This increase within RLT, taking the team to twelve officers reinforces the PCC and Chief Constable's commitment to rural policing in Kent and providing a visible presence in our rural communities.

Farm machinery, plant and vehicle theft remains an issue for the force which is also reflected nationally. The RLT continue to distribute Smart Water kits funded by the PCC to vulnerable locations to assist in identifying property whenever possible. Following a report of a tractor theft in April 2018, rural officers located and arrested the suspect, also seizing his vehicle. A search of a nearby barn led to the seizure of a stolen horse box, stolen motorcycle and controlled drugs.

The seasonal change and crop cultivation has seen a marked reduction in reports of hare coursing and the poaching of game. Rural officers have reflected upon this year's poaching activities and implemented plans to improve the policing response to these offences types going forward.

Fly-tipping continues to blight communities and cause costs to be borne from public funds. The RLT are working closely with all local authorities on proactive operations to monitor those who carry waste on their vehicles. Intelligence led investigations are being developed targeting organised criminals who regularly fly-tip on a commercial scale. In Dover, two suspects were charged with 3 counts of fly-tipping and bailed to attend Folkestone Magistrates Court in May 2018.

Over the last 6 weeks the GLT have continued arresting the most wanted serious and organised criminals in relation to burglary, drugs supply, assault and rape. Their specialist skills in arresting organised criminals are regularly used across departments for criminality enforcement.

**4.3 Local Policing.** Across Divisions, Local Policing Teams (LP), Community Safety Units (CSU) and Community Policing Teams (CPT) are working hard to fight crime and ASB in their respective areas, on a daily basis. Through intelligence analysis and the assessment of threat, risk and harm, Divisional Commanders are able to understand their demand, identify issues and direct their resources accordingly, working with other teams across the force and partner agencies on a regular basis.

In the last paper submitted to the PCC Performance and Delivery Board, the force highlighted an international crime series with victims reporting numerous crimes of theft from motor vehicles, where offenders target BMW vehicles stealing steering wheels for both national and international criminal enterprises. Officers from a number of different locations were brought together to conduct high visibility patrolling in target areas, conducting stop checks and providing a visible presence to prevent further offences. The operation was a success and led to a number of arrests. One of the offenders arrested has subsequently been charged with over 100 offences and is currently remanded in custody.

At a more local level, the Dartford CSU identified and responded to an increase in crime in areas near to borders with London. Police identified that there was an increase in 3 types of burglaries; car key burglaries, Asian Gold thefts/robberies and opportunistic burglaries of personal valuables. Understandingly this left local residents feeling concerned. The CSU responded with an increase in patrolling providing a consistent presence of officers and PCSOs on foot in the area to deter and provide crime prevention. Working with the local Crime Investigation Department (CID) and the Metropolitan Police a male suspect was arrested for a number of these offences and subsequently recalled to prison having been released on licence for burglary offences. In addition, police attended a residents' meeting and spoke to 150 residents to provide crime prevention advice, equipment and reassurance.

Officers within the LP Team in Dover identified a spate of offending in which business premises were targeted, stealing till floats and charity collection boxes. Working with the local CCTV operators, plain clothed CPT Officers deployed and arrested two males who have subsequently been charged with a number of offences and imprisoned. By responding swiftly, officers have prevented other business premises from becoming victims of crime.

Following numerous reports of ASB and drug dealing within a block of flats on a local housing estate in Tonbridge and Malling, local CPT deployed to the area and carried out a routine stop check on a vehicle. A small amount of cannabis was seized within the vehicle. A search of the drivers' home resulted in the seizure of approximately 40 wraps of crack cocaine. The driver also failed a drug drive test and received a 12 month disqualification. The CSU are working with the local housing agency who has agreed to an eviction from property. This property has been subject to a number of ASB reports and therefore this eviction will have a positive effect on local community.

**4.4 Investigation Management Unit (IMU) including Retail Crime.** The IMU continue to provide a quality service to victims and witnesses, undertaking desktop investigation for those cases assessed as suitable. Often these will be offences such as theft or criminal damage, where there are limited lines of enquiry to pursue. However, this does not deter the team from seeking a positive outcome, whether that is in excellent customer service, or indeed through a successful resolution of the crime itself. The following highlights the daily work undertaken by IMU investigators to provide a quality service to victims.

In one instance, a crime was reported via the online crime and incident channel. It related to an 83 year old victim who had had two concrete swans and plants stolen from her garden. She had painted the heads herself and they were given to her by her son who passed away two years ago. Information was received from the victim's daughter identifying the swans as being for sale on the website "Schpock". An investigator in the IMU completed social media research and identified a possible suspect, whilst confirming with the victim the unique identifiers on the statues. The investigator asked for photos of the swans to be sent to them, remaining in close contact with the victim and her family whilst they identified some fast-track enquiries. The crime was allocated to the local policing team who managed to recover the swans and return them to a very emotional victim. The following e-mail of thanks was received, "My mum is so pleased to have her property back. I would very much like to write to your Head of Department to say how grateful we are for all your hard work. You have made an elderly lady so happy, she didn't expect to see them again so seeing them tonight was overwhelming. Thank you so much".

The force is acutely aware that violence and abuse against shop staff is a real concern for retailers and crimes such as shoplifting are not victimless. Locally we respond to retail crime in a proportionate way ensuring that investigations are linked to the expected outcome. We do not impose a monetary value in determining the outcome as a low level item may have been stolen by a persistent or organised offender. Inevitably the quality of CCTV evidence and the level of threat risk and harm will be considered. The force also uses community resolution, where perpetrators might recompense the victim as an alternative to prosecution.

When a shoplifting incident is reported, the IMU scope what reasonable lines of enquiry are available and whether the victim has been targeted repeatedly. We also consider whether there is a named suspect or if their identity is readily identifiable. Particular attention is made to whether the crime is fuelled by hatred, perhaps directed towards the store's owners or staff. In all cases a proportionate view of the investigation is taken, deciding whether further enquiries can be made by a desktop investigator in consultation with local officers, or whether the crime is suitable for allocating to LP for investigation. Identifiable CCTV stills are added to the 'Caught on Camera' section of the internal website for officers to identify suspects.

Combatting retail crime relies heavily on partnership working. On a daily basis the force works closely with our network of Business Crime Reduction Partnerships (BCRP) which are established in most town centres. BCRPs bring together a number of businesses that in isolation will have a negligible impact on crime reduction but in partnership are capable of pooling sufficient resource to significantly disrupt crime in the area. One of the main objectives is to prevent crime by deterring thieves or troublemakers at entry. Radios are used by businesses and often carried by officers and PCSOs. The aim is to share real time information between the CCTV Control Room, police and businesses. By way of example close liaison between the police and the Gravesend BCRP has led to monthly intelligence meetings to discuss the most prolific lifestyle shoplifters regardless of value. This has proved very successful as four prolific offenders have recently been arrested for shoplifting offences.

The force is also aware that from time to time organised crime groups (OCGs) target Kent retailers stealing high value goods to sell on. Kent is not alone in managing this threat as many operate dynamically across police borders. Determining the level of organised retail crime is difficult due to difficulties in recognition and recording. The force is working closely with retailers and BCRPs to encourage the business community to accurately report incidents in order to fully recognise the threat.

## **5. Tackling Abuse, Exploitation and Violence.**

Abuse, exploitation and violence are crimes 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.

**5.1 Modern Slavery and Human Trafficking (MSHT).** The Serious and Organised Crime Unit are currently working with the force's legal team in preparation for the first Slavery and Trafficking Risk Order to be implemented against a recognised OCG who has previously evaded prosecution with regards to domestic servitude and labour exploitation slavery offences. These orders are aimed at preventing the offenders from undertaking specific activities that allow them to engage in the previous modus operandi of their offending and in doing so prevent other victims being exploited by the OCG.

Enhanced awareness of identification of MSHT offending and the safeguarding of victims has been delivered across the force via training inputs, an internal information page and in February 2018 a continuous professional development seminar was delivered at the Kent Police Training School. The event hosted a number of significant guest speakers providing expert advice and guidance to an audience of over 150 that ranged from frontline staff through to senior leaders and included outside agencies and partners.

In addition to the above, the Chief Constable recently attended the launch of the National Modern Slavery Transformation Team's first annual report in London, alongside D/Supt Andy Waldie from the Serious Crime Directorate. This included an overview of the work led nationally by the NPCC Lead, CC Shaun Sawyer, but also an inspirational meeting with a survivor of modern slavery who was reunited with a former Kent officer whom she had met some several years ago during that case. As a result of this very impactful day, the force is coordinating a large scale leadership event on the control strategy theme of modern slavery, whereby experiences from both an officer and victim perspective will be explored. The event will be aimed at approximately 500 frontline officers and staff.

Advice and guidance has also been provided by the Serious Crime Directorate (SCD) to divisional policing teams on the recognition and safeguarding of juveniles subject of being criminally exploited by drug networks. The implementation of the National Referral Model (NRM), recording the trafficking and exploitation of these potential victims has been enhanced and a focus on arresting potential adults in the presence of the victim on suspicion of child trafficking. An MOU has been established with the Kent Medaille Trust who have now provided an immediate safe-house room for female victims in the interim period before they engage with the NRM safeguarding regime.

During the period January to April 2018 there have been 46 crimes recorded under MSHT; the majority of these offences remain under investigation due to their complexity. At the time of writing there have been no positive disposals however it is anticipated these will be forthcoming once all the evidence is placed before the Crown Prosecution Service. The identification and safeguarding of victims remains the priority and is always seen as a positive result. During the period January – April 2018, 38 victims were referred to the NRM and therefore safeguarded.

Project Aidant is part of the National Crime Agency (NCA) plan to target MSHT via one week of action per month aimed at specific communities and issues. In support of this, local divisions proactively address modern slavery and take all opportunities to locate and safeguard potential victims by visiting popular sites such as car washes, nail bars or factories to check on workers and their conditions. Since the last PCC Performance and Delivery Board, almost 60 sites across Kent have been visited which resulted in numerous foreign national immigration status checks, six arrests for immigration offences and one victim referred to the NRM and taken to a place of a safety. In addition multiple referrals were made to partner agencies and police have continued to visit premises where there were concerns about the treatment or conditions of workers.

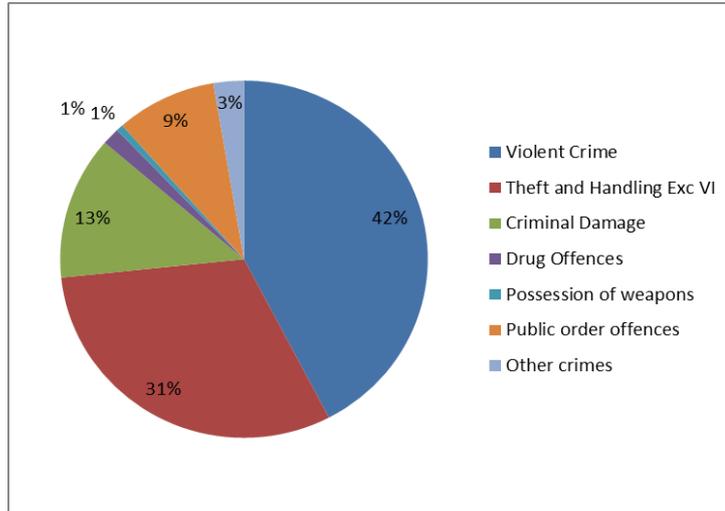
**5.2 Missing and Child Exploitation Team.** Missing children are more effectively managed by the vulnerability focused New Horizon policing model. The multi-agency Child Sexual Exploitation Team (CSET) is based centrally and works in conjunction with the divisional Missing Children Exploitation Teams (MCET). The MCETs have enhanced training in relation to safeguarding the vulnerable, partnership engagement, rapport building and investigation.

CSET have recently identified two victims of long term child sexual exploitation (CSE), leading to a large scale investigation supported by divisional MCETs and the Major Crime Department. The MCETs continue to provide an enhanced service to missing persons and children subject of exploitation. The multi-agency CSET recently won the CSA National Working Group award for protecting children from exploitation, which is a direct reflection of the good work of both CSET and MCET.

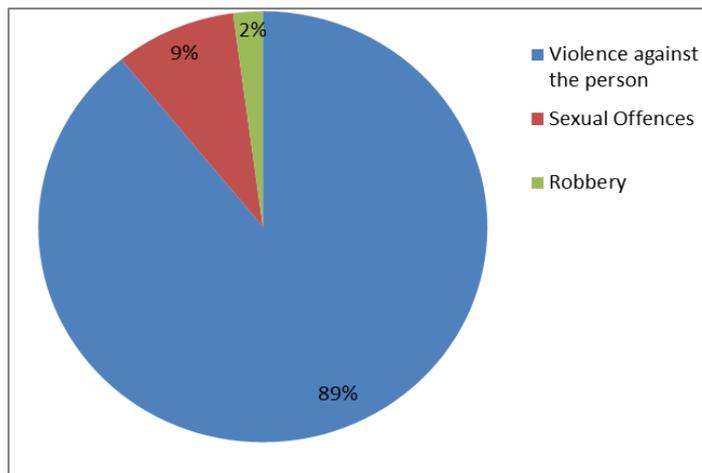
The MCET has demonstrated the benefits of working with non-statutory agencies to enhance our safeguarding response, particularly involving criminally exploited children. A 16 year old child was referred to the St Giles Trust as a result of concerns with their involvement with a county line. As a result of relationships built with the St Giles Trust the MCET were notified of some significant safeguarding concerns in that 'elders' of the county line were looking for the child. Due to the enhanced relationships between the statutory agencies, a smooth and coordinated safeguarding plan was put in place that effectively managed the child's removal from the area. This highlighted the significant need for services such as St Giles to act as a bridge between statutory agencies and the child at risk.

A recent example of the MCET success can be seen in the engagement of a vulnerable 14 year old looked after child (LAC) who had been a victim of serious familial sexual abuse. The female had been in care since the age of 8 and on reaching 14 years her missing incidents escalated at an alarming rate. As a result she received prompt interaction with MCET and local Youth Engagement Officers and each missing episode was managed proactively, with MCET keeping a good awareness of her associates and activities whilst missing. Through good rapport building she disclosed an attempted serious sexual assault. A Child Abduction Warning Notice (CAWN) was issued to a number of males and the case investigation is progressing. Several multi agency meetings were held as the risks began to escalate, including alcohol and substance misuse. Informed decisions were made following some respite placements and the child has now been moved to a long term holistic placement where she has settled and no repeat missing episodes have been reported.

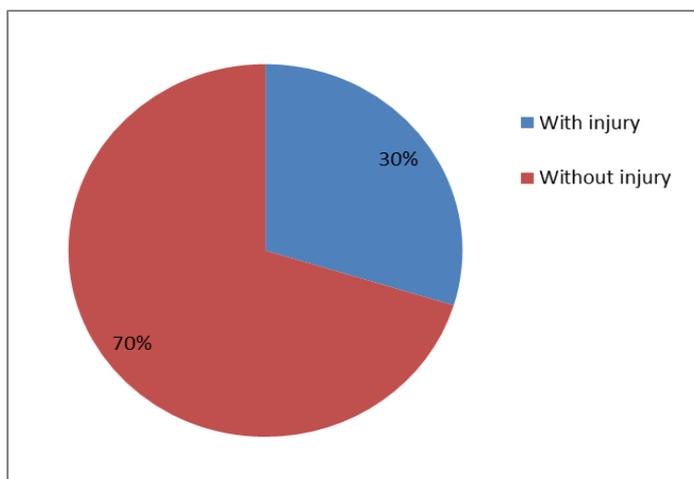
**5.3 Violence Data.** Violent crime covers a varied and broad spectrum of offending which is complex in both investigation and crime recording. It is made up of 55 different home office crime codes and is divided into 3 separate categories: violence against the person, sexual offences and robbery. Violent crime accounts for 42% of all crime recording in Kent in the last 12 months.



Violence against the person (VAP) accounts for the largest part of violent crime at 89%.



VAP contains 30 home office crime codes which can be broadly categorised as violence without injury and violence with injury. Violence without injury accounts for the largest part of VAP at 70%.



Overall violent crime (VAP, sexual offences and robbery) has increased by 50% (+24635) compared with the previous year which is largely due to an increase in violence without injury. 'Without injury' has seen a 67% (+18681) increase and contributes to 85% of the overall increase in VAP. Violence 'without injury' includes common assault, malicious communications, stalking and harassment, child cruelty and threats to kill.

There has been a 19% (+3171) increase in 'with injury' VAP. Within this category are the most serious violent (MSV) crimes. MSV includes murder, assault with intent to cause serious harm and attempted murder. The increase in the overall 'with injury' is predominately influenced by assault with injury and intent to cause serious harm.

Whilst this increase appears high there are a number of recording and process changes that have affected this crime type, these include:

- A significant emphasis across the force, and nationally, to encourage third-party reporting, especially within areas of domestic abuse and hate crime, with a number of referrals being made from partnership agencies, volunteer sectors and on behalf of victims.
- The force is ensuring its crime data is accurate (as detailed at paragraph 3.4) and this has resulted in the creation of multiple crime reports from single incidents. This is in line with national Home Office crime recording rules and Kent Police is content that the more accurate recording of crime enables a better service for victims.
- In addition, there have been two process changes in recent years that have affected the volume of violent crime recorded nationally:
  - The Home Office included malicious communications as a VAP category in its own right in 2017, which is an area that Kent Police are identifying more and more due to increased use of technology by victims and offenders and confidence to report these types of offences. Malicious communications recording has increased by over 700% (+6668) in the last 2 years and was previously a sub set of harassment. Sending images of a sexual nature to cause harm or distress, such as 'revenge porn', is now included as a crime since the refresh in 2017.
  - Furthermore, the crime category of modern slavery was introduced under VAP in 2015. Since then, the force has made this a control strategy priority, which means that there is proactive intelligence led policing into identifying and safeguarding victims of MSHT. The force has supported the national weeks of intensification on a monthly basis, and as such, the recording of this crime type under VAP has seen increases of over an additional 130 crimes recorded in the last 12 months compared to two years ago.

The force recognises these changes as positive regardless of whether they lead to increases in the number of crimes the force records as this allows for safeguarding opportunities and increased understanding of the strategic issues in order to align resources and priorities appropriately. The additional investment afforded by the increase in precept will allow for increased resources and tactical activity to address this area of business, including:

- Divisional interventions and pursuit of those gangs including county lines that present the most risk;
- Investment of over 100 officers into LP teams;
- Additional capacity within each division to support and coordinate the partnership response to organised crime groups;
- The creation of a High Harm Investigation Team to investigate those crimes that cause the communities in Kent the most harm.

**5.4 Public Protection.** The Public Protection Unit (PPU) in Kent delivers frontline services to safeguard vulnerable people from serious harm and manage risk with our partner agencies. PPU consists of the Central Referral Unit (CRU), Child Sexual Exploitation Team (CSET), Paedophile Online Investigation Team (POLIT) and ViSOR. These teams carry out risk assessments on reports of domestic abuse and hold strategy discussions in respect of child and adult protection matters, investigate reports of child sexual exploitation, deal with online investigations and manage violent and registered sex offenders. As a result of the uplift in resources funded by the PCC, the force has further invested in these specialist teams and increased the number of posts dedicated to this area.

Since the last report to the PCC Performance and Delivery Board, POLIT have executed over 50 search warrants. As a result of this activity the team identified 'contact' offenders and worked nationally and internationally to identify victims from their images. This work is ongoing with further warrants planned over the next three months working with divisional colleagues. The Victim Identification and Grooming Online team within POLIT currently investigate on average 150 reports a month. Each one of these reports are reviewed and triaged to eliminate immediate threat, risk and harm. Going forward POLIT will be working closely with the Kent Safeguarding Children's Board to support the work of the online safety forum.

CSET continue to identify children vulnerable to CSE. A multi-agency approach is utilised to safeguard each child and encourage disclosures of offences committed against them. The team recently obtained disclosures from two 15 year old girls identifying abuse by numerous men since the age of 12. This case will now be progressed with the Major Crime Department to identify further suspects and to also manage any community impact. Nationally boys and young men underreport CSE. As a result, a multi-agency CSE Awareness Day was held focusing on young males and boys being victims of CSE. This was followed by a day of action in known hot spot areas to identify further victims and suspects which resulted in three arrests.

The force investment in a dedicated Detective Chief Inspector for domestic abuse (DA) is providing vital traction and improved performance outcomes in respect of DA which in turn offers confidence to victims of abuse. A revised tactical plan has been agreed and will be published on the Kent Police website in a forward facing public engagement document. The force will be holding a Domestic Abuse Masterclass in June 2018 to continue to raise awareness of domestic abuse across all strands of the multi-agency forum. In addition there are plans to highlight the multi-agency work of public protection at the Force Open Day being held in June 2018, to safeguard children and protect adults at risk.

## **6. Combatting Organised Crime and Gangs.**

The force understands the challenges in tackling organised crime and gangs and the significant impact the associated crime types can have on victims and the wider community. Led through the Kent and Essex collaborated SCD and delivered locally through CSUs and local teams, the force is actively combatting organised crime and gang related activity.

**6.1 Operational Activity.** The force has recently been working on a joint operation with other forces, Regional Organised Crime Unit (ROCU), National Crime Agency (NCA) and British Transport Police (BTP). This was run between the 19<sup>th</sup> and 23<sup>rd</sup> March 2018. The intention of the operation was to:

- Disrupt the activity of county line offenders and prisoners;
- Maximise any safeguarding activity against vulnerable persons exploited by London gangs carrying out this activity;
- Increase intelligence submissions;
- Publicise the law enforcement activity against this threat to increase knowledge and understanding within communities;
- Test the ability of the forces and ROCU to coordinate activity into one week against a priority threat area;
- Test a model that could be shared with and enhanced by other ROCU partners.

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Kent committed resources to the operation in order to make best use of ANPR and other travelling routes and to ensure that there was capability to carry out enforcement activity on receipt of actionable intelligence. The results for Kent during this operation were:

- 30 arrests;
- 12 warrants executed;
- 2 knives seized;
- £15,000 cash seized;
- £21,000 of Class A drugs seized.

There are currently 42 active OCGs across the county of Kent. The majority of these are owned locally with divisional lead responsible officers assigned and are subject to proactive targeting and enforcement. Chief Officers frequently receive excellent examples of outstanding working in respect of OCG disruption, including:

Batare Evwierhoma was arrested when officers carried out a warrant in January 2018 as a result of an investigation by the SCD. During the search a large quantity of heroin and crack cocaine was discovered. Officers also searched his vehicle where further drugs were located. Evwierhoma was charged with two counts of possessing class A drugs with intent to supply and jailed for five years and seven months at Maidstone Crown Court on Friday 23 February 2018 after pleading guilty to the offences.

Following an attempted cash point robbery on the Isle of Sheppey, using a stolen digger and causing significant damage, Kieron Armstrong fled the scene in a vehicle. The vehicle was spotted moments later and pursued onto the M2 London-bound. Armstrong turned the vehicle's lights off and sped away, travelling at speeds of up to 150mph before crashing into a roundabout off Junction 3 and fleeing the scene. He was found lying in dense undergrowth by a police dog and was subsequently arrested. Crowbars, bolt croppers, metal bars and other items were found within the vehicle. Armstrong, went to trial in February 2018 and was sentenced to six years' imprisonment after pleading guilty to attempted theft, damaging property, aggravated vehicle taking, dangerous driving and driving while disqualified. The judge also banned him from driving for eight years.

Operation Sceptre is a national initiative following rises in offences and assaults involving knives and sharp instruments. The operation was run in October 2017 in Medway and Maidstone and again in February 2018 in Canterbury, Ashford and Dartford. The week of action consisted of youth engagement, weapon sweeps and joint operations with the British Transport Police. The headline outcomes were:

- 16 weapon sweeps undertaken;
- 6 knives surrendered;
- 5 arrests;
- A number of Stop Searches;
- 27 Engagements (Youth Clubs, schools, communities);
- 29 Other (Intel reports/S32 MDA searches and ANPR Car seizures etc.);
- 1 knife related arrest.

Locally, work continues into disrupting OCGs. The CPT in Maidstone has successfully obtained two criminal behaviour orders against two senior local gang members. The order prevents them associating with other members of the gang, gathering in groups of three or more and bans them from an area within the town associated with gang activity. The CPT has also gathered intelligence to support five further applications currently going through the criminal justice process. The team has been robust in enforcing the order and has already arrested an individual for breaching and is seeking charges. The CPT has also arranged educational inputs at local schools to parents and staff in the evening from ex-gang members to increase awareness.

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In Swale, the CPT has been working closely with local social housing providers to identify any potential victims of cuckooing. Officers have increased patrols and stop checks in the areas surrounding these locations and have proactively conducted safeguarding visits to several addresses. On 13<sup>th</sup> March 2018 officers conducted a safeguarding visit to a potential cuckooing victim in Sheerness, upon attending the address a male attempted to flee the property. He was detained after a short foot pursuit and was subsequently searched. The male, whose last known address was in Bromley was found to be in possession of over 100 wraps of heroin and crack cocaine, over £1,000 in cash, mobile phones and a lock knife. He has been sentenced to forty months imprisonment and the cash forfeited. The vulnerable victim has now been safeguarded.

The force continues to use the Proceeds of Crime Act 2002 (POCA) to seize and retain assets obtained from criminality. The new Kent and Essex POCA strategy (2018 -2021) has been written and was launched in April 2018, with POCA being a key element in meeting the PCC's Safer in Kent Plan 'to make sure crime does not pay, tackle gangs and organised criminal groups and prevent the exploitation of vulnerable people'.

SCD will be prioritising the following areas which are identified as the building blocks to drive this strategy over the next three years: training and communication, forfeiture and cash seizure, confiscation and restraint, money laundering, enforcement, intelligence, governance and Criminal Finances Act.

POCA Confiscation (March – April 2018) - money found in possession of offenders on arrest:

	Kent	Serious Crime Directorate
Number of Orders	7	14
Value of Orders	£37,684	£39,436

POCA Forfeiture (March – April 2018) – Court decision to retain the confiscated assets:

	Kent	Serious Crime Directorate
Number of Orders	1	3
Value of Orders	£1,414	£15,944

Cash Seizures (March – April 2018)

	Kent	Serious Crime Directorate
Number of Orders	14	15
Value of Orders	£127,241	£140,241

## 7. Provide Visible Neighbourhood and Effective Roads Policing.

Providing visible, local policing at the heart of our policing model remains a priority for Kent Police. The challenge however is clear in respect of maintaining a visible presence balanced against an increase in demand. The force has maintained its PCSO roles and these valuable individuals remain at the forefront of visible community policing, complemented by CSUs and local district teams.

**7.1 Armed Response.** As a result of the PCC increasing the precept in 2016/17 to fund additional armed resources, Kent Police continue the process of uplifting their armed response in order to enhance the immediately available firearms capability to mitigate any threat from terrorism.

An initial 12 week firearms course commenced on the 29th January resulting in 6 officers passing the required national standard. The outturn was lower than desired with candidates not meeting the required national standard, but also as a result of withdrawal due to injury. Further initial firearms courses will commence in September 2018 and February 2019. The force is developing opportunities to enhance the pool of potential candidates and the support available to them, whilst ensuring that the highest standards are maintained.

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The force are already delivering increased visibility and availability of armed officers through the enhanced Armed Response Vehicle (ARV) capability established by the uplift requirements 24/7, utilising currently qualified officers to enhance our cover on extended shifts where required. Kent Police's uplift programme was reviewed by the National Programme team in April and assessed as on track, and of a good standard.

It should be noted that in addition to its ARV capability, Kent Police retains additional armed capability in other specialist units, which can be called upon to support the armed response to any threat to public safety. Established structures are also in place for the provision of immediate armed mutual aid between forces in the event of any terrorist threat. These capabilities, along with those of partner agencies in responding to terrorist threats and keeping people safe, are exercised in realistic live play exercises, including two which were carried out in the East Kent area in November 2017 and January this year, and a further exercise carried out in the North Kent area in April 2018. These capabilities have also been operationally deployed to support the response to two operational incidents in Sussex and Kent in March 2018. Both these incidents were resolved and found to not be related to terrorism.

**7.2 PCSOs.** The Chief Constable values and places PCSOs at the heart of the local policing model and with the support of the PCC has protected PCSO numbers and functions in Kent where their value is recognised by the public and police officer colleagues alike. The importance PCSOs play in providing visible policing to the communities in Kent cannot be underestimated.

Local District Commanders are responsible for allocating their PCSOs to support focused taskings providing visibility in communities. As an example, one of Kent's largest new housing developments is situated in Swale. The development is home to a mixed demographic and numerous reports of ASB and low value crimes had been reported. In response to this the location has been made a focus tasking area for local PCSOs. Officers identified that there were very limited recreational facilities available and liaised with local Youth Workers and Parish Councillors to identify a venue for a new Youth Club. The local Parish Council have agreed to provide the building and Youth Services will assist with the training. In addition the local PCSOs have conducted numerous home visits to perpetrators and victims, seized uninsured vehicles and issued warnings under Section 59 of the Police Reform Act to nuisance motorists. One identified persistent perpetrator has been placed on an Acceptable Behaviour Agreement which has resulted in a significant improvement to his behaviour within the local community, at home and also at school. As a result of this continued action reports of both ASB and crime have reduced on this housing development.

In Tunbridge Wells a joint operation involving PCSOs, Special Constables, DVLA and Council Licencing was carried out targeting driving offences. The operation resulted in:

- 55 vehicles seized for having no tax (2500+ vehicles checked);
- 1 vehicle seized for no insurance and no tax;
- 1 vehicle seized for no MOT and no tax;
- Over 13 taxis checked with multiple faults found;
- 18 words of advice;
- 5 traffic offence reports;
- 27 vehicles examined by our vehicle examiner with 1 vehicle seized for an environmental offence.

Another notable success relates to the GAP project in Broadstairs providing activities and support for individuals and families. This project reopened following a period of closure as a result of ASB and general disorder caused by those attending the homeless project. The ward PCSOs liaised with the GAP project, offered crime prevention advice and carries out routine patrol both inside and outside to provide reassurance to staff, who reopened as a result.

As detailed in the last PCC Performance and Delivery Board paper, in addition to the standard and discretionary powers afforded to PCSOs, the Chief Constable has also agreed a further power 'to issue a fixed penalty notice (FPN) for parking in a restricted area outside a school'.

Medway Unitary Authority have confirmed their willingness and eagerness to participate in the pilot. The scope of training our PCSOs will receive and the logistics of ensuring a coordinated approach have been agreed. Further advice will need to be sought from our legal team in respect of the uniform requirements set out in the Traffic Management Act 2004 regarding Parking Enforcement Officers. Once this has been clarified a briefing paper will be presented to Chief Officers to seek authority to sign the MOU and proceed with the pilot. It is hoped that we will be able to commence pilot in late June 2018.

**7.3 Citizens in Policing.** The force utilises a variety of volunteer roles to extend the policing family and provide visible policing such as Special Constables, Cadets and Community Police Volunteers. The recent resourcing uplift enabled through the PCC's decision to raise the precept has allowed Chief Officers to establish a Citizens in Policing Team. The team will coordinate, direct and support the development of the various volunteer programmes ensuring a consistent approach. It is hoped that the team will be supplemented by a number of new volunteers and in time, apprentices.

The force currently has 295 Special Constables. Of these, 50 are undertaking their initial class room training, with a further 98 currently classed as trainee Special Constables. These are based on districts and in the process of completing their operational portfolio. For the last four years, Special Constables have consistently exceeded 100,000 hours, providing operational support and visibility. Our Special Constables are deployed across all three Divisions and within Tactical Operations in Marine, Dog Section and Roads Policing roles. The force has ensured Special Constables are trained to the same level as their police officer peers to maximise the support they can offer.

The police Cadet programme continues to develop and has seen the creation of a programme that offers over 60 weeks of training. Following feedback from the first tranche of Cadets, new qualifications have been introduced; Duke of Edinburgh and Cadet Vocational Qualification's (CVQ) are now mandated and offer 'doing' qualifications rather than academic skills. The force currently has over 450 Cadets. In that time the Cadets have undertaken over 10,000 hours of volunteering which include working in domestic violence centres, care homes and participating in community clean-up projects that have been well publicised in recent months.

The force currently has 196 internal volunteers, with the number steadily increasing. New roles are being introduced conducive to the skills individuals bring with them. Examples include roles within the Force Control Room, Recruitment, Local Policing Teams, Intelligence, Public Protection and Crime Investigation. Neighbourhood Watch schemes continue to be developed around the county with an increase of over 35 schemes introduced in the last six months. These have been predominantly in the East Division and within hard to reach communities, including the Gurkha community.

With the introduction of The Policing and Crime Act 2017, Kent Police have used the powers available to upskill both the Kent Search and Rescue (KSAR) and South East 4x4 (SE 4X4), allowing them to assist the police and reduce some of the demand placed on officers. In February 2018 the SE 4x4 responded to 48 (incident appropriate) police calls which meant that on arrival, officers were able to hand over and leave the scene to deploy to other calls. These incidents related to fallen trees and vehicles stranded due to the adverse weather conditions. KSAR are currently undergoing search training that will allow them to enter barns and other outbuildings during high risk missing person searches and allow them to provide roadside medical assistance for road traffic collisions. These additional powers will be fully introduced for KSAR in July 2018.

The training of Community Police Volunteers commences in May 2018 and offers a new strand to front line community engagement. Similar in role to PCSOs, they will have a small number of powers and will predominantly focus on supporting PCSO colleagues on patrol and other engagement opportunities including working with schools and Cadets.

**7.4 Local Policing Teams.** Local Policing Teams (LP) across the county provide the core response for the public, responding to crime and disorder and attending incidents reported via 999 and 101. In addition, LP investigate crimes, provide high visibility policing, carry out proactive policing of the night-time economy and work on local problem solving initiatives in partnership with key stakeholders.

Working jointly, the LP team and CPT in Medway have carried out several drug related arrests. During the period January to March 2018, 45 drug arrests have been made, £30,711 cash seized and 2,053 individual wraps of class A drugs have been removed from the streets. In addition, 18 county lines have been identified during this time and valuable intelligence relating to gang and drug activity has been collated.

Working with local Licensing Officers, LP Teams have been providing increased visibility in the night time economy during Friday and Saturday late turn shifts and have assisted with the closure, following review, of a local nightclub following violent offences and licensing breaches.

In Thanet a local LP Officer has engaged with the local deaf community exploring ways to develop improved communications. This work has been picked up by the Serious Organised Crime Culture Board to provide an input and widen the knowledge within the force.

**7.5 Community Policing.** The 13 Community Safety Units (CSUs) are the bedrock of neighbourhood policing focusing on vulnerability and community based crime and ASB, driving forward solutions to local problems in partnership with statutory and voluntary agencies. CSUs provide the neighbourhood policing footprint for each district, providing a named PCSO for all residents of Kent. They ensure risk assessments are completed to manage threat, risk and harm and identify wider issues and are responsible for driving the partnership agenda around the control strategy, forging links with statutory partners and service providers to develop solutions to district problems. The CSU identify and understand the issues faced by emerging, isolated and minority communities, ensuring effective plans are in place to improve cohesion. PCSOs continue to be aligned to CSUs as the front line role of community engagement, visibility and supporting vulnerable people.

Community Policing Teams (CPTs) own all calls and resolve incidents related to local problem solving where there are problematic or persistent issues requiring a dedicated response, including anti-social behaviour and crime. The CPT have a distinct function separate from the work of local policing teams, the only exception will be if officers are the nearest suitable resource to a call of a serious nature. CPT Officers are not allocated crime reports to investigate, other than those generated by their own activity.

District Commanders are regularly engaging with the Kent Association of Local Councils Chairs and regularly attend the meetings as per the Chairs' requirements. In addition, ACC Shiner attends a joint meeting with the OPCC and the Chief Executive of Kent Association of Local Councils to ensure continued emphasis on local engagement and relationships. Each district attends numerous meetings according to local needs. CPT and CSU staff attend internal meetings on the subjects of OCGs, gangs, DA, NHW, integrated offender management and crime series. CPT and CSU also attend numerous external meetings often bespoke to the individual districts such as licensing and town centre management meetings as well as joint internal and external vulnerability meetings.

**7.6 Roads Policing.** Kent has 6,126 miles of roads and 204 miles of motorways therefore effective roads policing is key to keeping people safe on our roads. The force focuses on the fatal four offences: tackling speeding; substance misuse; seatbelt offences and mobile phone use, as well as other strategic threats such as driving without proper licences or insurance. The Roads Policing Unit (RPU) operates 24/7 across the county to provide a specialist response to the strategic road network and supports divisions in disrupting criminality.

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As detailed in the last PCC Performance and Delivery Board paper, the Roads Policing Unit (RPU) has increased its resources by 9 officers using vacancies held for potential savings. Following a successful recruitment campaign these resources have now arrived allowing for an increase in both roads policing specific activity and training such as vehicle prohibition and traffic legislation courses to increase the effectiveness and efficiency of the department. In addition to this, As a result of the uplift in resources funded by the PCC, the force has been able to invest in a new Road Safety Team. This team of 7 officers will focus on addressing the road safety issues on Kent's roads to reduce the number of people killed or seriously injured.

Throughout Kent, the following offences pertaining to road safety are detailed in the below table. The figures produced are from officers across Kent as road safety is the responsibility of all police officers, not just those on RPU.

Year (Jan-Mar)	Speed	Insurance	Phone	Other endorsable offences	Total endorsable offences	Seatbelts
2015	4,634	165	196	198	5,193	167
2016	4,329	236	199	344	5,108	235
2017	4,359	334	329	209	5,231	193
2018	3,458	428	302	371	4,559	490

The RPU continue to use intelligence to focus on those that are identified as posing the highest risk to others' safety on the road. Subjects are categorised as; High, Medium or Standard dependent on the severity of the risk and their involvement in criminality. This activity is in addition to routine policing, taskings and other intelligence sources such as ANPR. The cumulative data is as follows:

Month 2018	High	Medium	Standard	Vehicles seized	Arrested	Stopped
January	3	2	2	5	5	5
February	5	1	1	6	2	6
March	5	6	1	9	5	12

Since July 2017, as a result of this targeted intelligence activity six individuals have received imprisonment totalling 158 weeks and four offenders have received suspended sentences totalling 96 weeks. To further this work, a meeting has been arranged between Police and Probation to try and realise a closer working relationship with regards to those who commit road traffic offences whilst on probation and then the subsequent revocation of licence as a deterrent.

In respect of road traffic collision data, data from CRASH details those that have been killed and seriously injured (KSI) on Kent's roads. Analysis at this time does not show any pattern of behaviour in relation to collisions, but research does show that 95% of collisions are due to driver behaviour.

	Fatal	Serious	Slight
2014	13	155	1,428
2015	6	108	1,405
2016	14	209	1,383
2017	12	182	1,150
2018	17	117	887

The Serious Crash Investigation Unit (SCIU) attend all serious injury (life changing, loss of limb, paralysis, serious neurological injury) and fatal collisions. SCIU have attended 62 such investigations this year (January – April 2018).

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The RPU continue to support the National Police Chief Council (NPCC) Calendar with the Commercial Vehicle Unit (CVU) supporting other law enforcement agencies with regards to illegal entry into the UK and driving offences. In addition, the CVU continue to run bespoke operations utilising an unmarked lorry to detect distraction offences being committed by HGV drivers. During one such (week long) operation in February 2018, 44 drivers were stopped, with 31 drivers being spotted using their mobile phones at the wheel, 6 for speeding and 2 for travelling in lane 3.

The rise in the precept announced by the PCC has seen the agreement of a Road Safety Team that will, supported by analytical data, seek to address the rise in KSIs on Kent's road network. The rise in collisions can be attributed to a rise in vehicular movements, but an increased visibility and fear of detection and prosecution should see a slow in the growing numbers that have been witnessed thus far. The team will work with Community Units, volunteer colleagues, community based projects and partners to both educate and enforce.

Community Speedwatch continues its excellent work at a local level tackling repeat or extreme offenders and issuing letters of advice. A recent conference highlighted the continued commitment that the scheme has in Kent, which was further evidenced by a number of guests from other forces who attended to observe and take away best practice.

The table below highlights local Community Speedwatch activity between 1<sup>st</sup> January 2018 and 31<sup>st</sup> March 2018:

Active Groups	Station	Sessions	Active Enforcement – passed to Specials	1st Record – Speeding (-50%)	Letter Sent MO2 – 2 <sup>nd</sup> time vehicle seen (-50%)	Letter Sent MO3 – 3 <sup>rd</sup> time vehicle seen (-50%)	Letter Sent FO1 - 1 <sup>st</sup> Time Excessive Speed (50%+)	Letter Sent FO2 – 2 <sup>nd</sup> Time Excessive Speed (50%+)	Letter Sent FO3 – 3 <sup>rd</sup> Time Excessive Speed (50%+)	Hand Delivered HD1 – 4 <sup>th</sup> letter
2	Ashford	11	0	76	20	1	2	0	0	0
4	Canterbury	18	0	101	2	2	8	0	0	0
4	Dover	26	0	86	8	2	4	3	0	2
3	Folkestone	8	0	52	4	0	1	2	0	0
4	Maidstone	27	0	144	21	1	10	4	0	0
1	Margate	1	0	56	0	0	5	2	0	0
2	North Kent	41	2	122	18	2	7	1	0	2
2	Sevenoaks	108	9	579	88	14	39	19	1	4
4	Sittingbourne	29	0	158	27	4	7	3	0	2
2	Tonbridge	133	0	869	123	23	26	12	0	1
7	Tunbridge Wells	159	6	690	131	21	54	13	2	9

## 8. Delivering an Efficient Service.

The force continues to review its processes to ensure that communities in Kent receive a first class service whilst delivering value for money. The force has a strong commitment to joint working, in particular with Essex Police, and is an active member of the seven-force strategic alliance.

Both the Chief Constable and PCC are committed to the continued drive for financial savings and process gains for which there will be no change to the momentum of the local plans to deliver positive outcomes regardless of the increased flexibility afforded to PCCs in setting force budgets.

**8.1 Making Contact.** Call handling performance for the last 3 years is set out in the table below:

Year	Call volume 999	Call volume 101	Average daily volume 999	Average answering time (999)	Average daily volume 101	Average answering time (101)
2015/16	279,027	561,595	762	00.06	1,534	02.14
2016/17	306,714	584,364	840	00.08	1,600	02.58
2017/18	317,599	548,274	870	00.14	1,502	03.00

This shows an increase of 10,885 emergency calls in the last financial year compared to 2016/17 and an increase of 38,572 emergency calls in comparison to 2015/16. Whilst there was a decrease in 2017/18 in the number of non-emergency calls received, the need to answer 999 emergency calls, with the service priority, quality and risk assessment associated with it, has a consequential impact on non-emergency call handling response.

One month into the new financial year 999 call handling performance remains strong with an average answering time of 00.10 seconds. Whilst some pockets of improvement are being seen in 101 call handling response, it remains a challenge. Average answering time for the new financial year has reduced to 02.35 minutes. Improving this element of our service provision is a priority for the force and the additional staff funded by the PCC are now in the process of being recruited.

On 19<sup>th</sup> February, 20 new staff started, 8 of which are on part time contracts. These staff went live in the operational environment 3 weeks ago following completion of their training. An additional 22 staff, 7 of which are part time, started on 9<sup>th</sup> April and will be in training until 11<sup>th</sup> June when they will go live as call handlers. Another 20 staff are due to start training on 29<sup>th</sup> May provided they all clear the vetting process. Successful applicants will be live as call handlers by the end of July 2018. This will bring us to our new establishment against the additional posts funded by the PCC.

Call handling performance for both emergency and non-emergency calls is closely monitored on a daily, weekly and monthly basis and call handling performance projections have been requested from the force analytical team to enable us to track performance over time, in line with the additional resource provided to demonstrate benefit realisation and value for money.

Public use of online crime reporting continues to grow and feedback from the public using the service is very positive. A voluntary short online survey at the end of the online reporting process shows that 68% of those using the service reported having called 101 initially then after hearing the in-call voice recording about the opportunity to report their crime or incident online have hung up and gone on to use the system. They report being very satisfied by the service it provides, providing clear evidence of channel shift. 11% of the total force crime is now reported by this mechanism; a significant achievement and evidence of satisfaction with the system given that we only went live with the service in September. With the exception of the Metropolitan Police who record 12%, most forces are reporting 3 – 4% of their total crime online. In order to further promote the service there is a program of publicising it on Facebook and through social media channels, which has shown increases in uptake of the service, but it is necessary to do this routinely to keep it in the public domain.

The process towards implementing both Twitter and 'live chat' in the control room continues. This will provide even greater channel choice to the public to report crime and incidents. One of the primary aims of Twitter will be to warn and inform the public in relation to ongoing incidents in the county that may affect them – such as a road traffic crash closing a road or disruption at the ports, thus reducing calls into the control room from dissatisfied motorists who do not understand why they are in a traffic queue. It will also be used to inform them of the appropriate agency to report issues such as fallen trees in stormy weather. Following the recent wet weather the control room took a significant amount of calls relating to fallen trees and potholes in roads, which needed to be re-directed to the appropriate agency. Using Twitter and Facebook to put out information proactively to pre-empt those calls and provide information about how and where to report such incidents should assist the public as well as reducing calls to the control room about non-policing related matters.

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Live Chat will provide a further channel choice for non-emergency contact. Contacts with the control room which include updating information, providing guidance, advice, signposting and message handling could all be handled by our live-chat platform. The work to deliver this solution is ongoing and a soft launch is anticipated in June 2018.

Work towards an expansion of the Switchboard opening hours continues. This is in order to resolve as many calls as possible at the first point of contact and to effectively triage and direct the remainder as necessary. Five additional staff are in the process of being recruited and trained. The go live date for an expanded functionality is 2<sup>nd</sup> July with opening hours from 0800 – 2200 hours Monday to Saturday and 0800 - 1800 hours on a Sunday. These hours will be reviewed as we adopt the service to ensure that it meets the customer need.

Additional training has been completed for all current Switchboard staff so that wherever possible they now resolve the call at the very first point of contact. Early adoption of this enhanced triage process during the current opening hours for all those who elect to go via the Switchboard is very positive. From 2<sup>nd</sup> July the in-call voice recording will enable callers to self-select to be put through to custody or to dial a known extension number. All other callers, during opening hours will be answered at the first point of contact by the Switchboard with the emphasis on resolution at the first point of contact wherever possible to provide a more effective contact for the member of the public. Outside of these hours all calls will go directly into the control room.

**8.2 Athena.** Athena is an integrated IT platform that will allow the force to improve its management of Investigations, Custody, Intelligence and Casefiles with the additional benefits of exchanging this information electronically across eight other forces who already use the same platform, as well as the Crown Prosecution Service. Kent Police is due to implement Athena in September 2018 as a replacement to the existing platform called Genesis, which has been in use since 1996.

The introduction of Athena will improve front-line policing by enabling officers and staff to immediately access detailed information from across the region from a single point of access, which will assist in investigating crime, supporting victims and reducing threat and harm to vulnerable people. Information can be linked as soon as records are created, reducing bureaucracy and enabling officers and staff to build comprehensive profiles of suspects, crime and incident patterns.

To ensure that the force still has access to important information and intelligence held on Genesis from the last 22 years, the force has undertaken to migrate this data to Athena. The process is due to start at the beginning of July and will take several weeks to complete.

Training of all staff across the force to use Athena commenced in February this year and is on schedule to be completed by September. Process mapping workshops continue across the force in order to identify any changes required to policy and process for the transition to Athena. This will facilitate the identification and tracking of benefits beyond Athena go-live.

With the support of the PCC further improvements to Athena will be achieved during the next 12 months through the delivery of Athena Express, enhanced management information software and more resilient connectivity with other IT systems.

Mobile First development of the Athena app is on track for delivery in time for the Kent Athena go-live. This will enable officers/staff to create crime reports in Athena at the scene of an incident, thereby reducing demand on the IMU and negating the need for frontline staff to return to the police station to input data.

Bedfordshire, Cambridgeshire and Hertfordshire are on schedule to go-live with Athena at the end of May 2018. The Kent Athena team will be working closely with their opposite numbers in these forces in order to identify any lessons to be learnt for the Kent go-live. A road map is being developed for Kent, which will propose options for future governance, development and management of Athena following implementation.

**8.3 General Data Protection Regulation (GDPR).** The Data Protection Bill is currently progressing through the House of Commons. It will be enacted by 25<sup>th</sup> May 2018, replacing the Data Protection Act 1998. The GDPR is incorporated within the legislation. The Bill and the GDPR provide a significant evolution to the UK's Data Protection law, bringing it up-to-date for the digital world. It provides greater protection and rights for data subjects and requires a more disciplined and transparent approach to the management and use of personal data.

Kent and Essex Police are taking a collaborative approach to implementation and have a representative within the National Police Chiefs' Council (NPCC) Working Group which is assisting forces' in achieving compliance. Both forces have recently been subject to an inspection on 'GDPR Readiness' by RSM Risk Assurance Services LLP which will provide the Police and Crime Commissioner's Office with an independent view around preparations. The audit findings were reviewed in relation to factual accuracy and returned to the author on the 18<sup>th</sup> April, we await final publication.

The 'Force Security & Integrity Committee' chaired by a Chief Officer, provides governance over Kent's preparations, with tactical level oversight provided at monthly 'check point' meetings. The programme of work follows the Information Commissioner's Office (ICO) preparation guidance with the initial focus being to develop a force information asset register which will allow us to better understand what personal data processes we have, how they are used, what sharing agreements or processing contracts are in place, the associated risks, which along with other data will allow us to identify and prioritise necessary interventions.

Further work is underway to embed the concept of information asset ownership across the force with workshops and revised guidance being published. Significant work is also ongoing to identify all the contracts with suppliers that concern processing of personal data. Specialist legal advice has assisted in a revision of the force procurement procedure to ensure it is compliant with the reforms.

To complement implementation the force has launched a 12 month 'Year of Information Quality' campaign ('DataSafe') which was launched by the Chief Constable through a video message on inSite. In addition, an input was provided to the Force Culture Board, chaired by the Chief Constable to effect attitude and behavioural change. Through this sustained internal focus, the force will identify and deliver the cultural, policy and procedural changes necessary to embed and value information quality and security across all that we do. DataSafe has already created a number of guidance/awareness documents and the majority of departments are already contributing to a delivery plan.

Baseline training for all staff in the form of e-learning is being developed by the College of Policing, supported by Authorised Professional Practice and is currently estimated for end of May delivery.

In order to ensure sustainability, Chief Officers have agreed to amend the force structure at the end of May to create an Information Security & Governance Department, operating independently from the Directorates and reporting directly to the Deputy Chief Constable.

**8.4 Technology including Body Worn Video (BWV).** The Mobile First programme, funded by the PCC went live across Kent and Essex on 19<sup>th</sup> March. Frontline officers now use an integrated app for searching police intelligence and searching, reviewing and updating incident reports whilst at the scene. The app also features an electronic pocket notebook, whereby every transaction via the phone is captured and is fully auditable. Approximately 2,200 smart phones have been issued to frontline uniform officers, PCSOs and Special Constables. The launch has been widely seen as a success with very few technical issues. Mobile First ambassadors were trained to ensure that officers have on the ground support and real time access to advice and guidance should it be required.

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A benefits management plan has been agreed with key stakeholders. Due to the staggered roll out it is too early to "track" the full benefits; however the force has already seen over 80 PNC transactions a day and 120 STORM transactions being completed via mobiles within Kent. This results in less demand for the FCR, enabling a greater focus on the public call demand.

Kent and Essex Police have now signed contracts with a new BWV provider. Both forces have purchased 2,200 cameras which will be allocated as personal issue to front line uniform roles and as pool issue for investigators. Cameras will also be available for PCSOs and the Special Constabulary. In addition head mounted cameras have been purchased for armed officers, these can be worn on the baseball caps and ballistic helmets. It is projected that Kent firearms officers will be issued with body worn video by July 2018.

Docking stations will be installed in stations that allow officers to slot their camera into the base unit where it will be charged and all footage uploaded. This will prevent the long upload times previously experienced. The footage is automatically uploaded to evidence.com – a secure cloud-based digital evidence management solution. This allows the footage to be viewed, copied and shared directly with the CPS via an email link.

An implementation board has been established which includes all major stakeholders. As with Mobile First, there is detailed benefits realisation plan which will monitor key issues such as increase in early guilty pleas, reduction in complaints against officers, reduction in costs associated with burning DVDs for CPS and reduction in officers being injured on duty.

**8.5 EBIT.** As detailed in the last PCC Performance and Delivery Board paper, the force utilises an Evidence Based Investigation Tool (EBIT) to provide preliminary evidence assessment to certain types of crime. EBIT has been live county-wide since the 3<sup>rd</sup> of January 2018 and continues to be incredibly successful. Between 3<sup>rd</sup> January 2018 and the 27<sup>th</sup> of March 2018, over 3500 cases have been put through EBIT, averaging 43 cases per day (increasing to 52 per day in March). Almost 60% of all eligible cases get filed following the EBIT assessment and 3% of cases are getting a manual review by a Detective Sergeant to determine the best course of action. An outcomes assessment of the pilot period (October to December 2017) is scheduled once all cases that used EBIT have been successfully closed. This will allow the force to understand the precise effect EBIT has had on investigative outcomes. Work is now underway to explore other crime types where EBIT can be used to further assist with demand.

## 9. Risks.

Risks to the breadth of performance issues are always considered in both a generic and dynamic manner as well as in formal and informal settings.

Since 2012, the force has seen significant change in respect of officer and staff numbers, however our headcount management plan has ensured that we continue to operate within an affordable context. New Horizon has strengthened the way in which services are organised and delivered to deal with the threat, risk and harm posed within the county. The PCC's additional budgetary flexibility also offers a very important counter measure to risks and moreover strengthens a model that has gained operational and organisational credibility.

## 10. Summary.

The Force is performing very strongly across a range of performance variables and has achieved extremely positive grading's from HMICFRS in their robust PEEL inspection process. That success has been achieved against a backdrop of diminishing resources and an unprecedented growth in the demand for policing services and now includes a significant demand to look back at historical criminality whilst ensuring there is sufficient resource allocation to manage today's challenges where "new" crime types such modern slavery, human trafficking and cybercrime have been placed alongside the breadth of perhaps more traditional crime types such as burglary where we remain equally committed.