

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

SAFER IN KENT PLAN: DELIVERY AND PERFORMANCE

Wednesday 26 September 2018

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*" which 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 31 May 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 Local Operational Activity. Officers and staff working across the county understand and support the PCC and Chief Constable's priority to put the victim first and consistently demonstrate this in the work they carry out, examples of this are included herewith.

In July a vulnerable 74 year old female who suffers from early onset dementia was driving when youths threw black paint at her vehicle. The window of the car was open and paint hit her and the inside and outside of the car. Attending patrols took immediate action to support the victim and gather evidence. Accounts were taken, CCTV and 'house to house' enquiries were made and three 'first names' of local 14 year olds were given as potential offenders, although no enquiries could confirm the named were responsible. The local Youth Engagement Officer made enquiries with local schools and quickly ascertained full details for the three suspects and their parents. All three were interviewed in the presence of their parents and admitted involvement. The victim was consulted and she did not wish to criminalise the young men, but wanted to stop this happening to anyone else. A decision to complete a community resolution was directed and a meaningful resolution took place 11 days after the initial incident. The suspects were sincerely

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remorseful, giving the victim flowers, a card and apologies. The outcome allowed the victim to ask questions and ensure the suspects understood the consequences of their actions. The suspects, jointly with parents, offered to pay for the damage to the car, help take the paint off themselves or do any other jobs the victim had over the summer. The victim was very happy with the resolution and the experience has enhanced her confidence in Kent Police. The offenders in question have avoided a criminal sanction however have experienced clear consequence to their actions. The prompt and effective police response has also had an impact within the local community. This incident was brought up at a local public meeting and Kent Police were able, without mentioning details, to relay the positive result and increase community satisfaction.

In another example, a high risk victim of domestic abuse received an exemplary service from the local Domestic Abuse (DA) PCSO. The victim had been in a violent relationship for 10 years. Following a significant assault in December 2017, the victim was contacted by the DA PCSO. They quickly formed a supportive relationship and the victim was provided with safeguarding advice and measures, including a panic alarm and new door locks. Due to the suspect's stringent bail conditions not to contact the victim, the DA PCSO was able to work on a daily basis with the victim. Over a period of time, the victim regained her confidence and realised that she could no longer stay with the suspect for her own sake and that of her children. The DA PCSO continued to support her and arranged for a house move out of the south east. The victim has now regained control of her life and she is now in contact again with her parents and family for the first time in years and safe from any further harm.

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 the force continues to develop the service provided.

A new satisfaction survey has been launched surveying victims of rape and serious sexual assaults. Provisional data will be available by the end of August 2018. The force is also introducing a survey for victims of burglary, which will be launched by November 2018 following a successful consultation period.

Surveys to end of June 2018 show that victims of hate crime were satisfied with the overall service received in 73.9% of cases. This is a 5.9% reduction on the previous quarter. It should be noted that the sample size for hate crime across Kent Police is very small (78 surveys in July 2018) which means that changes in small sample sizes can result in seemingly large changes in percentages.

National standards count being 'neither satisfied nor dissatisfied' as being dissatisfied within surveys. In July 2018, 15 out of 78 people surveyed for hate crime were counted as not being satisfied with the overall service they received, however 8 of those were 'neither satisfied nor dissatisfied' leaving only 7 people dissatisfied with the service they received. In June, 14 people surveyed for hate crime were counted as not being satisfied with the overall service they received, 7 of those were 'neither satisfied nor dissatisfied' which indicates that in July there was an increase of one person not satisfied with the service they had received in the last month, and they were actually 'neither satisfied nor dissatisfied'. Removing the 'neither satisfied nor dissatisfied' the percentage of people satisfied with the overall service received in July was 90%.

The number of people dissatisfied with the service they have received has remained static however this detail does allow us to identify areas in which we can improve so that those engaging with us are satisfied with the service received. The contextual data within the surveys are fed back monthly to our Community Liaison Officers so that they can understand the reason people might feel dissatisfied with our service and take remedial action. Kent Police also has regular Hate Crime Forum meetings where overall trends can be discussed.

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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 June 2018 at 84%.

3.3 Crime Data Integrity. On Tuesday 28 August the force received formal notification from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service (HMICFRS) that the next Crime Data Integrity inspection will commence on Monday 1 October 2018 for two weeks with fieldwork undertaken from Monday 29 October 2018 for three days.

Current audit activity conducted by both the Data Accuracy Team (DAT) and Investigation Management Unit (IMU) are still yielding strong compliance rates.

When Kent were inspected in March 2017 and graded inadequate, seven recommendations and one area for improvement (AFI) were highlighted. Progress against these recommendations was detailed in the last paper submitted to the PCC Performance and Delivery Board. The Deputy Chief Constable wrote to HMICFRS on 3 January 2018, asking that the recommendations and AFI are discharged. The force has continued to explore opportunities in respect of the collection of diversity information from victims of crime and have become aware of an approach undertaken by Merseyside Police who carry out surveys with crime victims to better understand if any disproportionality exists. As a result, Kent's Deputy Head of Analysis has now been engaged to develop proposals to replicate this. When proposals have been developed, they will be submitted to Chief Officers for approval.

3.4 Victim Code Compliance. The Victims' Code is a statutory document which sets out the services and information victims of crime are entitled to from criminal justice agencies from the moment they report a crime to the end of the trial. Compliance with the Code is monitored through a variety of methods, these include:

- Daily distribution of outstanding contact at 21 and 28 days to ensure timely victim updates and reviewed periodically by Criminal Justice as a health check;
- Crime Survey analysis (monthly sampling of 75 crime reports);
- Intrusive dip sampling by the Force Inspectorate Team.

The most recent compliance checks have shown that Kent achieves high compliance in relation to correctly identifying enhanced victims (83%) and completion of victim updates (93%). The intrusive dip sample, via the Force Inspectorate, highlighted some areas for improvement, most significantly was the offer to complete a Victim Personal Statement (VPS) and secondly, the quality of the recording of the actual victim contact on the crime report. For instance, a simple description of 'victim contacted' may have been entered with a lack of detail of the actual content of the contact.

There have been a number of activities completed against the recommendations, including:

- The Head of Crime has issued a force wide communication on the expectations for VPS;
- Business cards for victims has been introduced (including information on VPS, Victim Support and access to Restorative Justice);
- Introduction of Victim Code identification of victim status and contact included within the Lime Crime Surveys;
- Automated process for the referral of victims and witnesses to Witness Services introduced in the Witness Care Unit;
- Criminal Justice Command working with Athena forces to define further enhanced victim and witness care functionality within the Athena programme;
- Further guidance material on identification and completion of special measures applications issued to officers;

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- Witness Care Unit inputs have been carried out to probationers and Vulnerable Investigation Teams;
- Witness Care Unit continuing to manage post charge contact, completing needs assessment (including further offer of VPS).

The force is working hard to ensure that where improvements are identified these are actioned and taken forward to ensure the victim is at the heart and receives a quality service from the force.

3.5 Sexual Offences Liaison Officer. As part of the new policing model and as a result of the PCC agreeing to increase the precept and provide additional resources, the force is investing in Sexual Offences Liaison Officers (SOLO) working with the Vulnerability Investigation Teams (VIT). The role of the SOLO is to improve victim/survivor service and ensure victims of serious sexual violence receive the highest standards of care and support throughout the investigation. This helps to ensure the best possible evidence is obtained towards aiding the investigation in support of any subsequent prosecution. SOLOs will provide direct one to one support to the victims of rape and other serious sexual offences from the point of initial report until the conclusion of the court case, providing continual and professional levels of support to the individual, in collaboration with relevant support organisations, in order to enhance the victim's level of engagement, improve the continuity of evidence; and the level of victim care and their experience of the investigation and court processes. The present timeline should see SOLOs in position prior to Christmas 2018, subject to ongoing force resourcing and operational needs.

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. All crime types have experienced an increase in the last twelve months, to the end of July 2018, compared to the previous 12 month period. Overall there has been a 20% increase in victim based crime (approximately 27,300 more crimes recorded) with the force recording a total of 160,769 crimes. This is predominately driven by a 38% increase in violent crime which is examined further in the paper.

Theft and handling has seen a 7% increase having 2129 more crimes than the previous rolling year totalling 32,604 crimes in the rolling year to July 2018. Within this category, shoplifting saw a 9% rise with 1080 more crimes.

Vehicle crime saw a 5% rise overall with 552 more crimes leaving a total for the rolling year of 10,732 vehicle crimes. This was caused by an increase of 61 Theft of Motor Vehicles (TOMV) and an increase on 491 Thefts from Motor Vehicle (TFMV) during the comparable periods. In the rolling year to July 2018 there were 3247 TOMV and 7484 TFMC.

Criminal damage has also increased during the period by 7% (+1449) to a total of 22,651 for the rolling year to July 2018. This category is made up of criminal damage which saw an overall increase of 6.9% (+1405), and arson which rose by 6% (+14).

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. Crimes are routinely scanned to link them together to enable more efficient investigations to be made, and target hardening advice is routinely offered.

Levels of malicious communications, which includes some offences of 'sexting' and revenge porn have increased by 124.7% (+4960 offences) when comparing rolling years to July 2018. The rolling year to July 2018 total was 8939 recorded offences.

New Home Office recording practices, which has also affected new categories such as malicious communications has resulted in multiple crime reports from single incidents. Whilst this indicates an increase in crime, Kent Police values these practices as it ensures a more complete and accurate crime picture which enables a better service to victims.

4.2 Overview of Crime Outcomes. When compared to the rolling year figure in July 2017, there have been 44,431 more outcomes to crimes than in the previous period. This is a 30% increase.

Whilst the overall number of people arrested by Kent Police has fallen by 1% when compared against the rolling year July 2017 this has been caused by a drop in arrests of low level offences such as shoplifting and theft which has dropped by 13% (nearly 800 arrests), where arresting the suspect might not be the most appropriate course of action. Arrests for violent crime have increased by 3% (775 arrests), arrests for sexual offences has increased by 16% (331 arrests) and arrests for public order offences are 38% (977) higher. This is in line with our ethos of targeting our resources towards the most vulnerable.

When a crime is reported, it is recorded. When subsequently a suspect for the offence is identified, officers will seek to bring about the best outcome for the victim. Whilst 41% of crimes have a suspect identified, there are a number of reasons why this does not necessarily result in them being charged. The best outcome is not always a prosecution and we are committed to ensuring victims are at the heart of everything we do and that their wishes, which may include them not supporting a prosecution, are taken into account.

Other reasons why a suspect may not be prosecuted include:

- Being below the age of criminal responsibility which has increased by 0.1% (193 instances) between rolling year July 2017 to July 2018, to 485 instances;
- The victim, witness or suspect being too ill to give evidence which increased by 0.1% (491 instances) between rolling year July 2017 to July 2018, to 1471 instances.
- Insufficient evidence to prove the suspect had committed the offence which increased by 2.1% (9209 instances) between rolling year July 2017 to July 2018, to 27241 instances.

It is important to point out that one in every six crimes recorded in Kent relates to domestic abuse, a crime where the suspect will be known to the victim. Rolling year figures to July 2018 show an increase of 8978 crimes of domestic abuse. The number of crimes where suspects are identified will therefore have increased in line with the increase in the volume.

In 2013/14, 10% of all crime was domestic abuse related (1 in 10) in 2017/18 the proportion of DA is 16% (1 in 6). As a result of this, the outcome profile has changed with a larger proportion of victims reporting domestic abuse in order to obtain safeguarding and referrals to third party partnership support rather than a prosecution.

Overall, Kent Police is charging more offenders for DA, but proportionally, due to the increase in crime reporting and more accurate crime recording, the percentage of charges has decreased due to the volume of offences increasing more than the volume of charges. Additionally the focus on safeguarding and vulnerability of victims of crime ensures that the victim is at the centre of the investigation, and where there is a strong desire from the victim not to support a prosecution but to access other support a different outcome is sometimes more appropriate.

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For domestic abuse there has been an increase of over 1100 more offenders charged for DA in the last year than in 2013/14, a 52% increase in charges. In respect of the outcome "victim does not support a prosecution" the proportion of DA crime has remained relatively stable over the 4 years which was 43% in 2014 compared with 48% in 2018. It is the welcomed increase in recording that has increased the volume of these and the increased proportion of DA as part of all crime that has meant that the overall outcome profile has changed.

Changes in the recording process have also led to an increase in other offences where a lack of evidence is the predominant outcome, such as common assault and public disorder. This has therefore also had an impact on the total number of crimes that are filed without a prosecution.

Overall, Kent Police charged 2.2% fewer people in the rolling year July 2018, than at rolling year July 2017. This equates to 130 fewer charges. The largest reductions in the number of people charged were seen in shoplifting (-136 charges), criminal damage (-65 charges) and drug offences (-55 charges). There were however increases in the levels of charges in violence against the person (VAP) (+69 charges, primarily in relation to stalking and harassment).

The outcome 'Investigation Complete – No Suspect Identified' has fallen by 3.4%, meaning more crimes are having a suspect identified. That said, suspect details can be scant, often just a description or a first name which limits investigative opportunities. This is reflected in the outcomes of 'Evidential Difficulties Prevent Action' which has increased by 2.1%. Evidential difficulties can include only having a basic description of a suspect such as gender and height, no CCTV opportunities, no witnesses or just one person's word against another with no corroborating evidence.

In August Kent Police participated in the first Violence Reduction Challenge meeting chaired by the PCC, to discuss ways that we can work with our multi-agency partners to cut violent crime in Kent. Partners included the Kent Equality Cohesion Council, Kent and Medway Councils, Victim Support, Crimestoppers, Restorative Solutions, Kent Fire & Rescue and British Transport Police.

4.3 Rural Activity. The 20 June 2018 saw a day of action focusing on fly-tipping enforcement with Kent Police officers working with the Kent Resource Partnership, Local Authorities, Kent County Council and the National Farmers Union to combat fly-tipping on a commercial scale. Over 50 police officers and 29 Waste Enforcement Officers were deployed across the county, outcomes included:

- Over 100 stop checks conducted;
- 3 search warrants executed;
- 14 Fixed Penalty Notices issued;
- 5 people were arrested and charged in connection with fly-tipping offences;
- 6 vehicles were seized, 5 of which were in connection with fly tipping offences and subsequently crushed.

In addition, officers discovered a large cannabis cultivation and electricity abstraction in Shatterling and safeguarded a suspected victim of modern day slavery found at the location. Further arrests were made in relation to these offences.

The seasonal change and harvesting of crops from mid-July has seen reports of hare coursing increase. Rural officers have commenced poaching enforcement operations to improve the policing response and outcomes to these offence types. The use of Community Protection Warnings, Community Protection Notices and Criminal Behaviour Orders is disrupting habitual offenders.

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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. The RLT recently recovered a stolen tractor in Bethersden and tractor mower from Egerton, returning both back to their owners as a result of the Smart Water kits.

On 25 July 2018 Kent Police addressed the National Rural Summit, at Harrogate, and promoted the force's 'best practice' in reducing equine crime. NFU figures released state the cost of rural crime in Kent is £1,525,463 a reduction from 2016/17 of 1.5%.

The RLT have recruited the additional six constables from funding available through the increase in precept agreed by the PCC and release dates are being negotiated. A Rural Crime Co-ordinator started work on 13 August 2018. Specialist training courses have been secured for the new officers. 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.

The Gypsy Liaison Team (GLT) continue to arrest the most wanted serious and organised criminals in relation to burglary, drugs supply, GBH and fraud. Their specialist skills in arresting organised criminals are regularly used across departments for criminality enforcement. The GLT were successful in making arrests and recovering stolen plant and trailers from Chilmington, during a week-long proactive operation tackling rural organised criminal gangs.

4.4 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. Examples of the work being undertaken are detailed below.

The Tunbridge Wells CSU and members of the Safe Town Partnership were successful in obtaining a five-year criminal behaviour order on a defendant who caused significant anti-social behaviour in Tunbridge Wells. The individual was getting arrested almost weekly and had been racially abusive to members of the public. Since his conviction there have been no further incidents or arrests noted. The male was convicted of being drunk and disorderly, assaulting a police officer, causing criminal damage to a police cell, and theft. He received a 60-day prison sentence suspended for one year. As part of the criminal behaviour order, the 42-year-old has also been told to engage with the healthcare charity 'Change Grow Live' to address his alcohol-related issues. Failure to comply with the terms of the order may result in a prison term of up to five years.

As part of the ongoing policing of Folkestone town, the Shepway CSU investigated a number of burglaries within commercial premises. The team identified and arrested a suspect in relation to this. Whilst conducting a search of the suspect's address, stolen property from the burglary was located and seized, along with a second suspect who was also arrested. Both suspects were subsequently charged with burglary. The first offender was convicted and imprisoned for 7 months. The offender's home address was also a hub for anti-social behaviour, following his conviction, CSU worked closely with housing resulting in the offender giving up possession of the flat. The second suspect awaits trial in October 2018.

Joint working between the LP, CPT and CID in Medway saw a positive outcome following an investigation into a series of night time creeper burglaries. Properties with insecurities or those where entry could be forced with ease were targeted and a total of 6 were identified. Proactive patrolling took place in the evenings and early mornings utilising staff from LP, CPT and CID in order to catch the suspects. Following a further burglary, CCTV opportunities presented

themselves and the suspect was arrested and property from the burglaries along with distinctive clothing was seized. In total the offender was charged with 6 burglaries and was remanded in custody and recalled on his licence. Since his remand there have been no further offences of this nature in the area.

4.5 Investigation Management Unit (IMU). The IMU Hub carry out an extensive array of enquiries to add tangible value to many volume crime investigations, which subsequently are further investigated by officers once a suspect is identified. The team undertake a high-level of additional research, identifying CCTV and forensic opportunities and drawing together supplementary information, such as MOs, locations, vehicle and suspect descriptions, ANPR and open source research, which together starts to build a picture of the offending behaviour and give the best opportunity to identify suspect(s). The team are sharply focussed on tackling crime and providing a first class service to victims and witnesses and the below highlights some of the positive results achieved.

Following a burglary and vehicle theft whereby the victim had their keys stolen from their house which was then used to take their vehicle from the driveway, IMU staff carried out initial investigations. During the call to police, the victim noticed that a purse was also missing from the window-sill. The Hub conducted further enquiries and were able to establish that suspicious males had been moved on from the area by neighbours, and that there were CCTV opportunities available. Unauthorised card purchases were identified from the victim's debit card. CCTV was reviewed and further offences were seen as the males had been seen to be trying door handles, as a result a Crime Scene Investigator (CSI) attended to exploit any forensic opportunities. The Hub were suspicious of the timeframes between the original offence and card usage venue, and managed to establish that the suspects had arrived there in a taxi, thus enabling the identification of suspects who are now sought for arrest.

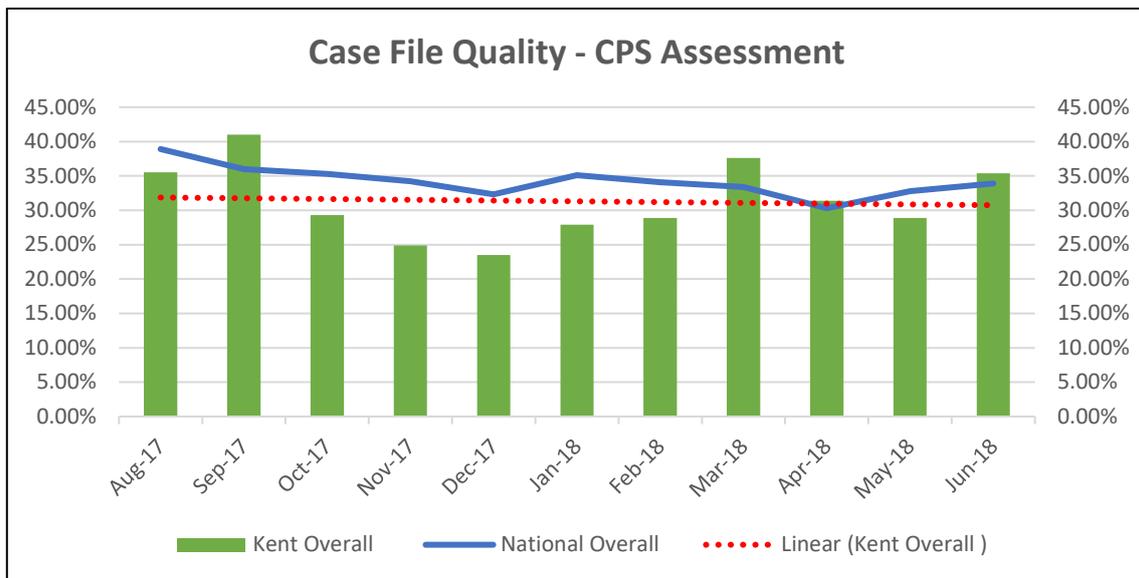
A burglary was committed at a theatre where personal property and cash was stolen. The premises were being used to host the homeless. The CCTV was of poor quality and a third party suspected a new resident as being responsible, but only very scant details were known of this individual. The Hub conducted a number of enquiries with other agencies, including Probation, HM Prison Service, as well as another Police Force. These enquiries revealed the identity of the suspect who was located and has received 12-weeks imprisonment as a result.

The team have also identified a number of linked crime series as a result of the way that they operate; these have included theft of specific vehicle parts, distraction thefts and subsequent card fraud.

4.6 Criminal Justice Performance. The Transforming Summary Justice and Prosecution Team Performance Meetings (PTPM) detail the effectiveness of Criminal Justice and operational impact from all partners. It is acknowledged that the case file quality is a contributor to some of the higher weighted measures, including guilty plea at first hearing. The South East and Kent has continued to show performance below the national average, with the guilty plea rate remaining at 62.7% in quarter 1 2018/19, in comparison to 68% nationally.

One of the key measures for case file quality is via the Crown Prosecution Case File Quality assessment framework, where case file quality is shown by CPS recording an error if the standards of case file quality are not met. Those cases considered to have an error are shown as a percentage against eligible cases reviewed. For the last 12 months the Kent error rate tracks on average 2% below the National error rate.

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There is ongoing analysis of the CPS error data to identify themes where additional work is required. One of the key themes highlighted from the latest analysis identified that key CCTV and Body Worn Video (BWV) was not being provided correctly. Kent had 53 cases assessed as deficient in relation to not providing CCTV or BWV evidence correctly. This was largely due to incorrect completion of the necessary form.

In order to improve:

- Meetings with Digital Forensics have taken place to amend the form;
- The process has been reviewed to ensure discs get to CPS quicker;
- Staff have been reminded that no file should leave CJU without the disc;
- An escalation policy has been reinvigorated for Divisional staff;
- Communication has taken place internally with a personal briefing by the Chair of the PTPM with CPS.

Of note, the new BWV cameras arriving in November 2018 will significantly improve the evidence sharing process with CPS via evidence.com.

Other areas of focus include collaboration with CPS on the definition and expectation of key witness evidence/statements, development of a Disclosure Tactical Delivery Plan and the introduction of Disclosure Champions across Divisions/Departments and the monitoring of case file quality assessment through a Lime survey.

The Head of CJ & SB has met with the Deputy Chief Crown Prosecutor and agreed a range of measures that will form part of a 100-day plan to improve performance across a range of multi-agency criminal justice indicators. These measures include agreed changes to the TSJ timeliness requirements across the region which reduce the time officers have to submit files (1-2 days) providing additional time for CPS to review and rectify any file if necessary. Pre charge case files will now be submitted with all available evidence preventing timeliness and quality issues post charge and a new process to allow for early investigative advice is due to be implemented soon once agreement is reached through the Regional Disclosure Forum. Specific activity to improve quality regarding provision of body worn video, CCTV and key witness statements is taking place in force. The CPS lawyers will be encouraged to consider Bail Act requirements with threshold cases and to ensure charging advice is only given in appropriate cases. The DCCP will be meeting with the Head of CJ & SB on a monthly basis to review performance. Governance for the plan within Kent Police will be via ACC Ayling with delivery across the wider CJ partners managed through the CJB Core Performance Group.

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A key element of case file quality is timeliness to ensure that the CPS has suitable time to develop the evidential requirements should it be needed. July was a challenging month in respect of Not Guilty at first Hearing cases (NGAP) but this has returned to acceptable levels (w/c 6 Aug 18 - 100% submission of GAP files and 80% of NGAP files within CPS time frame). This follows a review of quality assurance processes, revised escalation process for completion of remedial work prior to submission to CPS and the introduction of daily performance monitoring of NGAP delivery.

The monitoring of performance is to be achieved through the monthly PTPM meetings. A meeting between criminal justice staff and the Deputy Chief Crown Prosecutor on 22 August 2018 has revised the agenda, terms of reference, attendees and focus of the group. This supports the work of the Core Performance Group and Kent Criminal Justice Board

4.7 Operation Recital. Recital is the force response to ensure victims and witnesses are provided with a quality investigation and offenders are brought to justice. Whilst improvements have been seen there are still identified areas of development to ensure victims receive a first class service throughout the criminal justice process. Work continues to address these development areas, key activity includes;

- A monthly performance pack is now produced which reports on investigation quality, case file quality and outcomes. This information is circulated to Force Performance Management Committee members and discussed at divisional performance meetings.
- Divisions are provided with highlights of their own performance. This identifies week on week the proportion of crime reports being assessed and the number found not to be complying with key investigative requirements (investigation plan, reasonable lines of enquiry followed, supervisors review).
- Officers found to be having difficulties with meeting the standard are given personal feedback and compliance with this is monitored by the Gold Group.
- Dip checking of crime reports allows for CDI compliance to be monitored on a monthly basis with July seeing an average of 97% correctly recorded.
- Victim Code compliance is monitored through the crime survey to ensure compliance against the 28-day update is maintained. Divisions are provided with details of reports found to be non-compliant to allow for intervention and there has been a significant improvement. East Division has reduced the number of non-compliant reports by over half since May.
- Officers are reminded of the importance of offering a VPS to every victim at the point of taking their statements. Officers are provided with Business Cards to give victims information they can keep for future reference on the VPS and Restorative Justice.
- Work continues to improve officer's knowledge and understanding of the Criminal Proceedings & Investigations Act (CPIA) and disclosure generally.
- A three day disclosure course has been designed, which will commence in February 2019 covering all aspects of investigation, reasonable lines of enquiry and disclosure.
- Masterclasses in the CPIA will commence on 15 November 2018, targeting those officers who will benefit most from the development and divisional inputs are currently being delivered by Learning and Development.

The most recent HMICFRS inspection of 62 crime reports did not result in any areas of improvement required. The Force Inspectorate Victim Code inspection in April (detailed at paragraph 3.4) highlighted an improvement to the structure and quality of crime reports and that the Lime surveys were an effective way of measuring and improving case file standards. Both of which evidence an improving picture.

A further inspection of crime investigation quality is due to take place this autumn and will be welcomed as an assessment of investigative capability and the work of Operation Recital.

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 Crime Directorate (SCD) has commenced a two year pilot scheme, supported by the Modern Slavery Police Transformation Team, working with a newly appointed Victim Navigator. Kent Police is one of only two forces nationally volunteering to be part of this pilot with a non-government organisation, Justice and Care. This organisation has an international footprint and is able to access support and facilitates both in the UK and abroad. They have the capacity to support victims even if re-patriated back to their own county and will enhance the crucial link between investigators and victims. The Victim Navigator will make early interventions with victims of MSHT and, acting as a single point of contact, support the victim throughout the investigative process including the court case and beyond. The Victim Navigator has been recruited this month and has already commenced work supporting a recent proactive operation targeting the organised trafficking of women for the sex trade. This investigation has shown national and international links and the victim navigator is currently supporting a rescued victim. One member of the OCG has already been charged with trafficking offences and others are currently being sought who have fled to other parts of the country. To ensure this innovative approach to victim support has independent assessment the SCD has further engaged with Dr Ruth Van Dyke, Senior Lecturer in Social Policy at London South Bank University, who will be conducting an evaluation of the success of this programme.

SCD has recently participated in a MSHT investigation (sanctioned by Eurojust an agency dealing with judicial cooperation in criminal matters) with law enforcement agencies in Romania, targeting an organised crime group (OCG) operating in both countries. Coordinated arrests in both Romania and Kent led to twenty one suspects being prosecuted, in Romania, for various offences relating to trafficking, sexual exploitation and money laundering. Kent officers were joined by officers from the Romanian Pitești Brigade for Combating Organised Crime (PBCOC) during the arrests in the UK. Unfortunately despite attempts by the force, the five victims identified in Kent did not wish to engage or be referred to the National Referral Model (NRM). This operation has been recognised as an area of best practice in tackling OCGs that operate across national borders and is subject of a review by the Modern Slavery Police Transformation Team.

An investigation is underway into an OCG operating in the Dover area involved in trafficking vulnerable persons into the UK from the Czech Republic and Slovakia for the purpose of labour exploitation. This OCG has operated for a number of years and has made substantial profits from its activities. Two principals were arrested in May 2018 and charged with offences relating to a single victim; they are currently scheduled for trial in January 2019. Several other potential victims were identified at that time and eight victims were referred into the NRM.

During the period 1 January 2018 to 9 August 2018 there has been 107 crimes recorded under MSHT; a large proportion of these remain under investigation due to their complexity. At the time of writing there have been four positive disposals and it is anticipated further charges will be forthcoming once all evidence is placed before the Crown Prosecution Service. The identification and safeguarding of victims remains the priority and during the same period of January to August 2018, 107 victims were referred to the NRM and therefore safeguarded.

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 which will be held on 17 October 2018, whereby experiences from both an officer and victim perspective will be explored. The event will be aimed at approximately 500 frontline officers and staff.

5.2 Missing and Child Exploitation Team. Protecting vulnerable children runs as a key theme through the force control strategy and is a key component of the new horizon policing model.

Thanet and Medway have the highest proportions of children identified at risk of CSE accounting for 17.3% and 15.3% of the total. Of these, a total of 37.2% of children identified at risk of CSE are looked after children. Proportionately outside local authority children (those placed into Kent by other authorities) make up 21.7% and those placed by local authorities into Kent account for 15.5%. Whilst other districts have a lower number of looked after children at risk of CSE, most have higher proportions of outside local authority children compared to those placed in Kent from Kent. In terms of crime reported with the crime incident marker 'child sexual exploitation' between 1 July 2017 and 30 June 2018, Thanet has the third highest proportion of reported crime in Kent.

We are working collaboratively with partner agencies in an intelligence led way to work with young people to prevent all exploitation and violence. We have established a Child Centred policing board to look at how adverse childhood experiences can be tackled across Kent and Medway, and this runs parallel to the Kent and Medway Gangs strategy. There is currently a bid to government to provide preventive support services through the St Giles Trust and K Sports, the objective being to divert children into schemes to give them skills on identifying harmful behaviours and how to stay safe, which has already proved beneficial in Thanet, so the desire now is to share that best practice across the county for all young people. It is our multi-agency intention to keep children at the centre of our policing strategies to bring longer term benefits and children have confidence to come forward to speak with the Police and partner agencies who can ensure they thrive and reach their full potential. The force is actively investigating child sexual exploitation offences when identified and reported.

The local Missing Children Exploitation Teams (MCET) have a hybrid safeguarding skill set and work with partners on a daily basis. This allows the early identification and safeguarding of vulnerable children and assists in bringing offenders to justice. Some examples of the work being undertaken by MCET is detailed below.

Following reports of 14-year-old missing girl being taken to a hotel room by a 30 year old man with the intention of keeping her away from her place of care, MCET officers worked closely with the victim who was reluctant to provide evidence. Officers built a positive relationship with her which in turn led the victim to provide evidence for the offence during which she disclosed further offences of rape against the suspect. As a result of their approach officers were able to engage with the CPS with evidence to support a charge for rape. In addition the suspect has now pleaded guilty to the offences of child abduction and perverting the course of justice at a recent trial and is on remand awaiting sentence. The rape trial will be heard later this year. The victim was safeguarded and returned to her place of care.

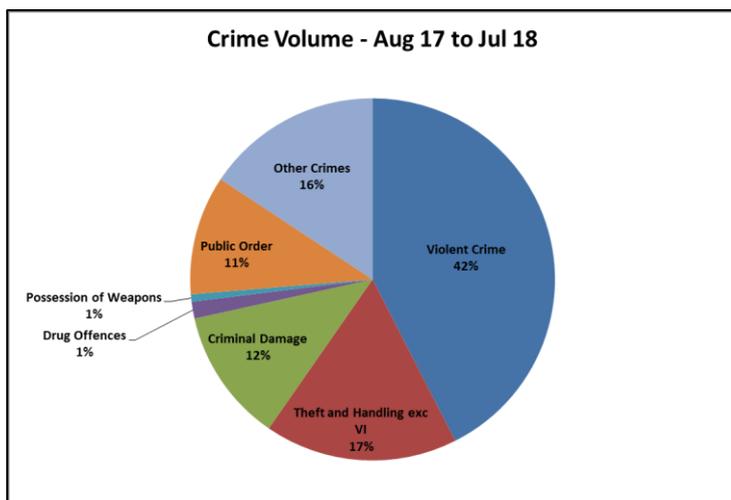
Following 6 months hard work and persistence by local MCET officers, a 13 year old boy with 58 records of missing since 2013 is now being cared for in appropriate accommodation. The boy had been in care for several years due to neglect from his mother and due to his high level of missing periods was nominated as a child requiring focused intervention and support. MCET liaised with Children's Services regularly and built up an extensive knowledge of his background and behaviour. Although based in Newham, the local MCET have taken on the investigations to

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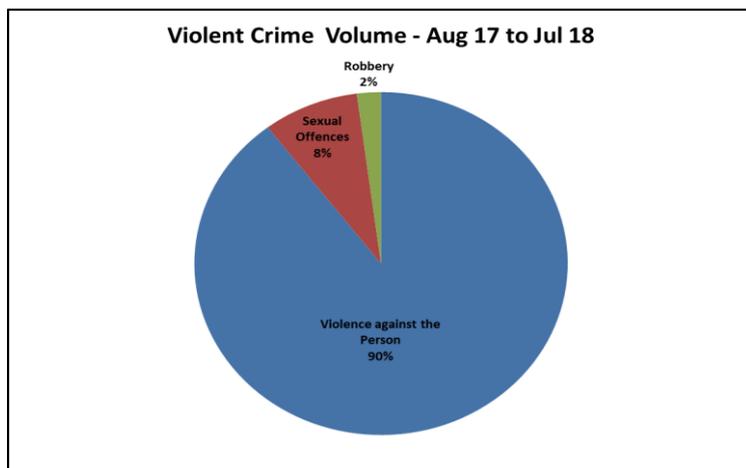
find him over 20 times as he would regularly return to Gravesend. His criminal activity had been steadily increasing and it was felt he was spiralling out of control, disengaged from his Social Worker and showing no respect for authority. MCET worked tirelessly to liaise with his Social Worker, his Social Worker's Manager and continued to represent Kent Police's view that he should not be in his placement and that he was a risk to himself (he was abusing drugs) and to others through his criminal activity (robberies and assaulting care staff). Finally in a meeting on the 9 May, Social Services agreed that he must go into secure accommodation which was a huge step forward. It is hoped this new placement will bring some stability to his life and help him overcome the many issues that trouble him.

Families United was established by parents following concerns around missing children from the Dover area and potential exploitation. Through close liaison with MCET they have established strong mutual support which has incorporated singular point of contact, day and night sharing of information and a Facebook page as well as signposting to services for parents concerned for their children and their behaviours. They are collectively raising the profile of the exploitation of children. This has proven to be significant in the safeguarding of children in that area and contributed to a wider disruption plan around a county line.

5.3 Violence Data. Violent crime has increased by 38% when compared against the previous rolling year to July. 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 (+20496 offences to a July 2018 total of 72525), sexual offences (+1578 offences to 6721 offences) and robbery (+340 offences to 1683). Violent crime accounts for 42% of all crime recording in Kent in the last 12 months.

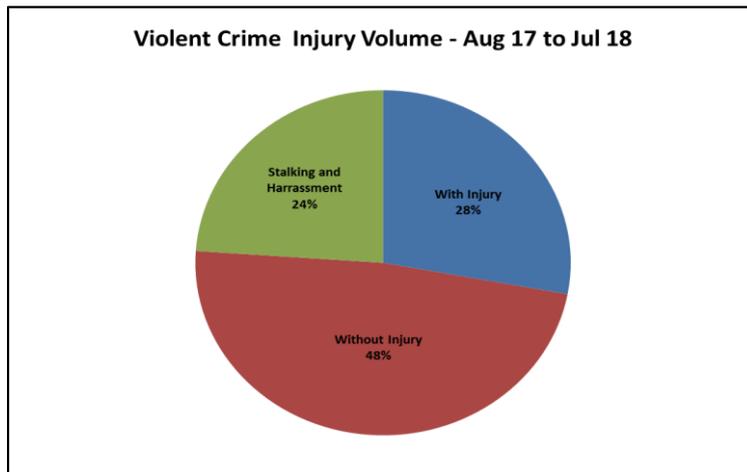


Violence against the person (VAP) accounts for the largest part of violent crime at 90%.



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VAP contains 30 home office crime codes which can be broadly categorised as violence without injury, violence with injury and stalking and harassment. Violence without injury accounts for the largest part of VAP at 48%.



Overall violent crime has increased by 38% (+22414) compared with the previous year which is largely due to the increase in violence without injury and stalking and harassment. 'Without injury' has seen a 38% (+9607) increase and contributes to 42% of the overall increase in VAP. Violence 'without injury' includes common assault, malicious communications, child cruelty and threats to kill. Stalking and harassment is now measured separately and has seen an increase of 96% (+8491). Stalking and harassment has contributed to 38% of the overall increase in violent crime.

There has been a 13% (+2390) 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 which were detailed in the previous PCC Performance and Delivery Board paper in May 2018, in summary these include:

- Third-party reporting, especially within areas of domestic abuse and hate crime;
- Crime Data Integrity;
- Inclusion of malicious communications as a VAP category in its own malicious communications recording has increased by 124.7% (+4960) in the last rolling;
- Modern slavery was introduced under VAP in 2015 and subsequently the force has made this a control strategy priority.

The force recognises these changes positively regardless of whether this leads 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.

5.4 POLIT. Since the last report to the PCC Performance and Delivery Board POLIT have continued to execute a minimum of five warrants a week and have, on average, 150 grooming reports under investigation. As a result of this activity the team has continued to identify and prosecute many offenders, including those in positions of trust as well as reoffending registered sex offenders. The prioritisation of those believed to be committing child 'contact' offenders continues, with the use of KIRAT (Kent Internet Risk Assessment Tool) at the forefront of this process.

POLIT continues to work closely with all relevant Kent partner agencies, all UK forces and many overseas ones, routinely disseminating and receiving urgent intelligence, most notably from the USA. An example of this international investigative cooperation is a complex case currently under investigation whereby a UK national has used on line platforms to coerce adult females to sexually abuse their children on camera for his sexual gratification. With assistance from the US Embassy in London, the US authorities have been able to assist in the application for, and delivery of crucial evidence from Canadian chat platforms, allowing POLIT to safeguard children throughout the UK as well as overseas, as well as prosecuting a number of UK offenders.

5.5 Domestic Abuse. The force has held two 'Combating Domestic Abuse' master classes in June 2018, with participants from partner agencies and practitioners. The focus of these events was to provide an overview of key themes such as teenage to parent abuse, domestic homicide prevention, stalking and harassment and the considerations of the CPS in relation to DA offences. The next quarter will focus upon the impact of domestic abuse on children, specifically how we can collaboratively identify and then provide the best service to offer the best protection.

The White Ribbon Ambassador event 'One Year On' was hosted by ACC Ayling in July 2018, and a further refresher of the campaign will take place in the autumn. As part of this initiative a multi-agency approach has been taken within pubs, clubs and at other venues to raise the awareness of violence against women and how to run safer music events.

A new safeguarding 'Adults at Risk Working Group' has been established within Kent Police to feed into the Kent and Medway Safeguarding Adults Board. The aims are to develop and enhance working practices internally and with partners to better safeguard adults within Kent. This is being achieved by implementing recommendations from Safeguarding Adult Reviews, improving training and awareness with frontline staff, reviewing and improving working practices and partnership collaboration.

Locally, a Community Domestic Abuse Programme has recently commenced as a pilot in West Kent. Suspects in custody are referred into this programme by officers. Where a male suspect receives an out of court outcome they are referred to this programme and a follow up contact is made with a view to engaging with males who may be open to support and behavioural change initiatives. A review of the pilot will take place in due course.

Locally, VIT recently secured a victimless prosecution following a domestic incident outside a local pub. When the female victim refused to go with the male suspect, he produced a knife and started slashing and stabbing the victim causing life changing injuries. Due to the screams of the victim witnesses began to come out of the pub resulting in the suspect making off however he was arrested later that evening. The victim is very lucky to be alive following this attack but was unsupportive of a prosecution. VIT officers identified and secured substantial supporting evidence including witness evidence and evidence of injuries. Additionally officers presented evidence to CPS where the victims account and demeanour demonstrates there is an ongoing fear of the suspect and this is the reason for the lack of victim support. As a direct result, a victimless prosecution has been secured for Section 18 Grievous Bodily Harm and the suspect has been remanded into custody.

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.

There are currently 271 mapped nominals attributable to 45 active county lines and 5 local gangs. 62 of these mapped nominals are currently in custody. 124 reside in Kent, of which 23 are or were known active gang members in London. The force area is affected by 39 London based gangs emanating from 20 of the 32 boroughs, although this is anticipated to be an underestimation due to the lowering age profile and minimal offending / intelligence histories of offenders.

Local gangs are mapped, scored on a harm matrix and allocated a local Lead Responsible Owner. Each has a Prevent, Protect, Prepare and Pursue plan. Significant disruption has been achieved around two gangs in Medway, and one gang in Maidstone. New scoring and allocation has been made in relation to a gang in Dover, linked to a county line, violence and drug activity. Early interventions have been conducted on a young group in Swale, which have been recognised as being responsible for acquisitive crime and anti-social behaviour in order to mitigate evolving criminality.

6.1 Operational Activity. In April, Kent Police ran an operation over four days specifically targeting gangs using prevention and disruption techniques which resulted in:

- 24 arrests for drug, theft and driving offences;
- 9 warrants executed;
- 3 vehicles seized.

In addition, there were also 20 misuse of drugs warrants executed on the 27 April 2018, from which 44 intelligence reports were submitted, £5000 in cash seized, £9,900 Class A drugs and £3,000 worth of Cannabis were also seized. In total, 55 arrests were made during this operation.

There are currently 36 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 work in respect of OCG disruption, including:

An Ashford based OCG were subject to a warrant execution in March 2017, where Kent Police found a quantity of herbal cannabis and a pregnant Spaniel (recovered by the RSPCA and reunited with its true owners, from whom she had been stolen). This went to trial in May 2018 where the principal offender was given a 12 month conditional discharge, and Proceeds of Crime Act 2002 (POCA) applications are on-going.

In April, males who were believed to be members of a known OCG were seen in a vehicle and stopped. The principal was driving whilst disqualified, and arrested. He was later sentenced at Court to 168 days in prison. One other male in the vehicle was arrested on an outstanding court warrant for failure to appear at court for drink driving offences; he was fined and disqualified from driving until January 2019.

Lastly, an Albanian OCG member was stopped in a vehicle in Kent, and was in possession of in excess of £20,000. Following his arrest and investigation a total of £41,000 has been seized and the offender and one other male have been charged with money laundering offences and remanded in prison awaiting trial.

6.2 Bringing Offenders to Justice. Kyle Yule was a 16 year old boy, living in Gillingham who was viciously attacked on the evening of Friday 6 October 2017. He was sitting in a vehicle when he was surrounded by a number of males who smashed the window and one of the tyres was slashed. Kyle managed to run, but was attacked and suffered multiple stab wounds, leading to his untimely death.

SCD staff worked hard to unravel the events of that night, with no admissions from anyone and all suspects blaming others. The murder trial was heard in court in June 2018 with 5 defendants having been charged. All five were found guilty, a witness describing them as 'vultures'. Sentenced for murder were:

- Victor Maibvisira, aged 19 years from Gillingham – Sentenced to 24 years;
- Ephraim Akinwunmi- Streets, aged 17 years from Sittingbourne – Sentenced to 16 years;
- Tyler Ralph, aged 17 years from Stevenage in Hertfordshire – Sentenced to 16 years;
- Shezakia Daley, aged 17 years from Gillingham – Sentenced to 16 years; and
- Jordan Dania, aged 16 years from Croydon, South London – Sentenced to 16 years.

6.3 Proceeds of Crime Seizures. 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'.

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

	Kent	Serious Crime Directorate
Number of Orders	51	88
Value of Orders	£508,204	£726,533

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

	Kent	Serious Crime Directorate
Number of Orders	16	27
Value of Orders	£133,402	£278,526

Cash Seizures (April 2018 – July 2018)

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

SCD undertook an investigation into courier frauds being committed by an OCG based in Scotland who were posing as bank officials and persuaded victims to hand over £600k in total. The principal offender was sentenced to 6 years 9 months which was reduced from 9 years due to early guilty plea and time spent on remand. The Detective Constables working on this case were praised by the Judge for their diligent investigation. Of note, this investigation commenced in April 2018 and took only four months to bring the offenders to justice. A POCA timetable has now been set although unfortunately there is little of the money left.

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 and fewer resources.

7.1 PCSOs. The Chief Constable 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 force has over 300 PCSOs, 82 of whom sit in specialist roles covering youth engagement, vulnerable adults and domestic abuse. Local District Commanders are responsible for allocating their PCSOs to support focused taskings providing visibility in communities. The importance PCSOs play in providing visible policing to the communities in Kent cannot be underestimated and below is just one example of the work they are undertaking on a daily basis.

PCSOs identified that a local area in Gravesend was suffering from several incidents of hate related crime and anti-social behaviour with ethnic minorities being targeted in particular. As a result a day of action was arranged where all addresses within the identified location were visited by police and council housing staff. A survey in regards to residents' experience of the area was completed and the housing officer and local PCSO contact details were provided. In all 70 residents were spoken to with appropriate literature left and arrangements made to follow up with further attendance. In addition, the offending addresses were visited and tenancy warnings and Acceptable Behaviour Agreements (ABA) administered. The initial response from the public has been very positive and there has been a reduction in the number of anti-social behaviour calls to this location. Local PCSOs have continued to patrol the area and further work is continuing with other potential offenders including the use of further ABAs and Community Protection Warnings (CPWs).

7.2 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 force has 283 Special Constables based on districts who in the last three months have provided 23,000 hours of operational support and visibility across Kent in both urban and rural locations. This activity includes over 370 arrests or assisted arrests, attendance at 2,610 incidents, 491 hours of community engagement, 395 hours on foot patrol in local communities and the issuing of over 250 traffic offence reports for offences including mobile phone use, speeding and no insurance. The Special Constabulary Proactive Tasking Team made up of nine officers is now in place. In the next few weeks they will be working with the local Community Safety Unit and Medway Council to target nuisance vehicles in and around Medway to tackle anti-social behaviour and reduce the danger these individuals cause.

The force now has 418 cadets located at Maidstone, Canterbury, Dover, Tonbridge, Medway and Gadd's Hill with new units opening in Sittingbourne, Swanley and Ashford in the coming month. The Cadets have been attending a number of events and have received very positive feedback including Fort Burgoyne where they were involved in clearing the site of rubbish and debris at one of Kent's most historical sites.

Over 200 individuals volunteer across the force in a variety of roles and provide an average of 1200 hours per month around the county. Most of those volunteering tend to have a background or interest in the role they undertake however development opportunities are available and encouraged should they wish to work in a particular department. Work is underway to provide volunteers to teams under New Horizon including Missing Children Exploitation Teams and the Wanted Person Bureau.

Following a period of initial training, the force now has five Community Police Volunteers located at Maidstone who are undertaking their operational phase of development, working within local communities on local issues. Recruitment for further Community Police Volunteers has now commenced force wide.

7.3 Local and 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. Examples of some of the work being undertaken are detailed below.

The CSU in Tunbridge Wells has been working to reduce the effects of youth anti-social behaviour and drug and alcohol issues in public spaces. The organisations involved included Early Help, St. Giles Trust, KCC Wardens, DAAVS, National Citizens Service, Town and Country Housing, Add Action, Kenward Trust, Tunbridge Wells Borough Council and local businesses. Two 'all out days' were undertaken within the community, covering issues such as drug use, relationships, anti-social behaviour, sexual health, gangs, peer pressure, preparing food, child sexual exploitation and the criminal justice system. Forty-six professionals deployed to the streets of Tunbridge Wells on the second all out day. This project is going to be led by Early Help, keeping a multi-agency approach working with the Youth Offending Team to make referrals to the 6-week program for young people to complete to divert them from criminality and the justice system. A young person entering into the justice system costs around £2887, the aim being to reduce offending, to safeguard vulnerable people, making communities safer.

Shepway CSU and Folkestone and Hythe District Council run an initiative every month within town centres with the specific aim of increasing community engagement by reaching out to residents, businesses and visitors. Where appropriate, enforcement action is taken for example enforcing the Public Spaces Protection Order within Folkestone. The last of these initiatives was run on Friday 27 July 2018, carrying out high visibility patrolling in Lydd, New Romney and Dymchurch. Throughout the day officers received numerous positive comments and it was clear that residents, visitors and businesses were pleased to see the police and council presence. During the day officers responded to intelligence resulting in the arrest of a male wanted for burglary and common assault. In addition a range of topics were dealt with including lost property, drug awareness, environmental and parking issues. The CSU were also fortunate to be joined by the High Sheriff of Kent, Jane Ashton who provided positive feedback regarding her observations of the operation.

Dartford CSU have recently launched a response plan to nuisance motorbikes and quads in the district. This sees a multi-agency response to the issue, using best practice shared nationally from other forces. This is a phased operation, firstly to seek intelligence on the issue and gather images of the bikes and riders in a bid to identify and gain evidence of offences as well as high incident venues. The second is target hardening which involves working with the local authority and land owners to design out issues in repeat venues, making the use of the vehicles harder, it also involves a social media strategy to highlight the offences and dangers, leaflets and letters sent to repeat offenders. Lastly, action which sees 'days of action', the aim of which is to seize vehicles and deal with offences. To date there have been a number of successes which include 3 arrests for associated matters, seizure of approximately 15 bikes and quads and there is a large amount of work continuing. The aim of the operation is to see this continuing throughout the year and as such making Dartford a district which is difficult for offenders to cause anti-social behaviour of this nature.

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

Year (Apr-Jul)	Speed	Insurance	Phone	Other endorsable offences	Total endorsable offences	Seatbelts
2018	5601	716	434	640	7391	813

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
April	4	4	0	4	4	8
May	3	3	4	5	3	6
June	0	2	2	1	1	3
July	5	1	2	1	1	6

Since July 2017, as a result of this targeted intelligence activity seven individuals have received imprisonment totalling 165 weeks and nine offenders have received suspended sentences totalling 305 weeks. To further this work, an initial meeting between Kent Police and Probation to complement working practices has taken place to revoke licences from those who commit road traffic offences whilst on licence. Whilst in the early stages of development the indications are that full support will be given to further reduce the risk to road safety.

In respect of road traffic collision data, the CRASH system data below details the number of those that have been killed and seriously injured (KSI) on Kent's roads. This is year to date (January to July) compared to the same period in previous years. 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.

Year to date (Jan-Jul)	Road Traffic Casualties		
	Fatal	Serious	Slight
2014*	28	381	3,623
2015*	25	350	3,468
2016*	26	497	3,366
2017**	35	535	3,017
2018**	32	330	2,128

* Published STATS19 data (DfT)

** 'Live' data on KENT Police CRASH system meeting STATS19 criteria

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 123 such investigations this year (January 2018 – July 2018).

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

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the last 3 months the team have issued 54 Graduated Fixed Penalty Notices to a total value of £15K and supported partners and other agencies with a number of bespoke operations at the Channel Tunnel. As motorcyclists, they have also provided support for national operations including VIP escorts in London.

Kent Police benefit from a Special Constabulary Roads Policing Unit and recent meetings between this unit and the Tactical Operations Roads Policing Unit will see closer working relationships and the development of a tasking system to address the areas of highest concern to road safety with units that can be dedicated to the issue at hand. Again, these deployments will be provenanced by analytical data to ensure a smart approach.

Community Speedwatch continues its excellent work at a local level tackling repeat or extreme offenders and issuing letters of advice. The table below highlights local Community Speedwatch activity between 1 April 2018 and 31 July 2018:

Active Groups	Station	Sessions	Active Enforcement – passed to Specials	1st Record – Speeding (-50%)	Letter Sent MO2 – 2 nd time vehicle seen (-50%)	Letter Sent MO3 – 3 rd time vehicle seen (-50%)	Letter Sent FO1 - 1 st Time Excessive Speed (50%+)	Letter Sent FO2 – 2 nd Time Excessive Speed (50%+)	Letter Sent FO3 – 3 rd Time Excessive Speed (50%+)	Hand Delivered HD1 – 4 th letter
	Ashford	246	0	163	19	0	3	0	0	0
	Canterbury	938	0	652	43	3	33	3	0	1
	Dover	1358	0	1029	135	22	44	8	0	5
	Folkestone	412	0	264	16	1	11	0	0	0
	Maidstone	1140	1	748	73	13	69	5	0	5
	Margate	124	0	67	3	0	12	0	0	0
	Medway	16	0	10	0	0	1	0	0	0
	North Kent	343	1	228	26	5	24	6	0	1
	Sevenoaks	4739	10	3294	581	126	295	53	3	35
	Sittingbourne	714	2	485	79	12	23	2	1	0
	Tonbridge	3192	3	2416	372	55	109	17	2	11
	Tunbridge Wells	2975	3	1929	264	60	175	24	4	17

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 the PCCs in setting the forces budget.

8.1 Mental Health and S136 Detentions. The police use of Sec 136 of the Mental Health Act (1983) to detain individuals who appear to be suffering from a mental health crisis is increasing year on year. The table below shows its usage:

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	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Apr	93	96	87	73	80	96	117	146
May	117	105	103	102	84	138	144	143
Jun	111	100	132	91	94	107	129	144
Jul	104	78	134	107	94	120	147	159
Aug	122	90	113	103	99	116	151	
Sep	97	98	117	91	84	120	146	
Oct	91	94	102	94	66	100	125	
Nov	104	72	89	76	110	88	109	
Dec	92	93	65	66	116	97	97	
Jan	100	75	79	67	84	114	118	
Feb	94	88	74	58	85	117	101	
Mar	97	112	91	73	93	117	148	
Total	1222	1101	1186	1001	1089	1330	1532	592

Kent has experienced a 25.4% increase between the 2011/12 and 2017/18 financial years. There are no discernible patterns regarding days and times for the exercise of detention powers but areas with higher social deprivation tend to see increased numbers.

Data is also collated regarding how long officers are waiting with patients for medical clearance or to access a place of safety, times shown are in hours and minutes (00:00) for this year:

Demand	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18
Average time spent at A&E for clearance/treatment	05:00	05:22	07:01	05:08	07:01	07:47
Average time to s136 suite when available (exc A&E attendance)	01:18	01:16	01:55	01:48	01:25	01:50
Average time to s136 suite when not immediately available (exc A&E attendance)	02:27	02:01	05:03	03:06	03:14	01:56

Delays tend to increase in line with the numbers of detentions under the act increasing. With five Sec 136 assessment suites in the county it is often the case that there is not the capacity at those suites to conduct assessments in a timely manner leading to delays where officers have to wait at A&E for a suite to become available.

The demand on policing mental health related matters continues to be high and is difficult to quantify due to the subjective nature of the application of mental health. The force is continuing to work with its partners to deliver support to those in crisis whether this is through our Forensic Healthcare Practitioners as well as Community Psychiatric Nurses who are embedded within custody suites and offer support and onward referrals or the Mental Health Policing Team who are well received by the NHS and have improved relationships as well confidence in the CJ system to report crimes in the first place. Joint training between Kent Police and KMPT countywide service continues to operate and involves a band 4 healthcare worker operating out of FCR and SECamb control centre. They advise officers on mental health matters and can request attendance of a mental health nurse at incidents if required.

8.2 Making Contact. Call handling performance for emergency and non-emergency calls for this financial year to date is set out in the table below:

Financial Year 2018/19	Call volume 999	Calls Answered	Average answering time (999) [mm:ss]	Call Attrition	Call volume 101	Calls Answered	Average answering time (101) [mm:ss]	Call attrition
April	25,701	98.89%	00:10	1.11%	42,540	78.06%	02:35	21.94%
May	28,203	99.13%	00:10	0.87%	46,534	78.84%	02:46	21.16%
June	28,386	99.39%	00:08	0.61%	46,525	89.85%	01:25	10.15%
July	32,593	99.30%	00:09	0.70%	43,568	92.95%	01:24	7.05%
August to date*	15,490	99.54%	00:08	0.46%	20,629	94.55%	01:13	5.45%

*Up to and including 16th August 2018.

As can be seen in the table above, the uplift of resources afforded by the precept increase agreed by the PCC, in tandem with changes in working practices and resource management has made a significant and tangible impact on overall performance. Emergency call handling performance has further improved since the start of the financial year in addition to the significant improvements made in non-emergency call attrition and call waiting times.

Emergency call handling will always be the service priority with a consequential impact on non-emergency call handling response still being evident during busy periods. At times of peak demand for emergency calls, non-emergency calls have to wait to be answered. However the agile deployment of resources across the operational floor, using radio back up and administrative functions to log in and take calls when they begin to queue means that this impact can be mitigated and minimised as far as is possible in response to each individual set of circumstances.

Call handling performance for both emergency and non-emergency calls is closely monitored and work is on-going to optimise the shift pattern, including flexible and part-time working patterns to ensure that it meets current and future demand.

Public use of online crime and incident reporting is currently 9% of the total crime reported to the force and satisfaction with the service remains strong and is evidence of true channel shift. There remains an ongoing requirement to promote the service via internal and external marketing, including Facebook and other social media channels to increase its use. In a fast paced, multi-media world it is necessary to keep this in the forefront of public's minds as a reporting mechanism and there needs to be a rolling programme of marketing to keep it in the public domain / consciousness.

The process towards implementing both Twitter and 'live chat' in the control room continues. One of the primary aims of Twitter will be to warn and inform the public in live time in relation to ongoing incidents across the county thus reducing calls into the control room. It will also be used to put out information proactively to pre-empt calls and provide information about how and where to report incidents; this should assist the public as well as reducing calls to the control room about non-policing related matters e.g. traffic management issues, floods and fallen trees. However before the service can be launched it is imperative that there is a robust mechanism in place to manage the demand of responding to tweets, ensuring that this can be done in a timely manner to ensure that those who start their journey on a digital platform, get an equal level of service to that of being on the telephone, and therefore remain on a digital platform.

Work continues on the 'live chat' implementation, however the delivery has been slightly delayed in order to ensure due diligence against standard operating procedures, information security and processes are tight. It has come to light that some forces have implemented 'live chat' and subsequently had to remove the functionality due to the demand impact on their control room. A conscious decision has been made to delay implementation in order to ensure that our strategy

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and standard operating procedures are robust and sustainable, again ensuring that those who choose to contact us on a digital platform get an equal level of service and thus remain on that digital platform.

The switchboard opening hours were extended as planned on 2 July 2018 to 0800 – 2200 hours Monday to Saturday and 0800 - 1800 hours on a Sunday. The Interactive Voice Response messaging was amended to only offer the option of custody or a known extension number, all other calls are routed to and triaged by the switchboard. Outside of switchboard opening hours calls go direct to the FCR operational floor to be dealt with by non-emergency call handlers. July's call data for the switchboard showed that they dealt with an increase of 21,002 calls compared to the previous month during their extended hours. But as the initiative has only been in place for one full month it is too early to measure the true long term benefits of the extended hours and early resolution. Work continues to develop switchboard staff's knowledge to enable them to resolve as many calls as possible at the first point of contact.

8.3 Police Attendance. Kent Police has a responsibility to protect life and responds to all immediate calls for assistance safely and as quickly as possible, having regard at all times to the specific nature of the incident, the safety of the public and the officers attending as well as the availability of resources. Kent Police has not set any response time targets for attending incidents since autumn 2012. The service response is based on the dispatch of the nearest most appropriate resource and focusses on attending calls as safely and swiftly as possible, rather than within a specific time parameter. Prior to 2012, Kent Police used the national targets of a 15 minute response to 'immediate urban' and 20 minutes response to 'immediate rural' incidents.

Attendance is monitored on a daily basis at district level in the control room. Incidents which are outside the 'normal' parameters of attendance are reviewed to ensure appropriate service delivery has been met. This process is effective as data provided by the analytical team shows that despite no performance targets being set since 2012, we remain within the attendance parameters of the national guidance, our immediate urban attendance is 14:59 minutes and immediate rural attendance is 19:27 minutes.

Geography, traffic, time of day, victim and resource availability all have an impact on high call response times. Numerous other factors impact on the average attendance times to both immediate and high calls which include delays in officers confirming attendance at scene due to the situation that presents itself to them immediately on arrival, a change to the original grading which affects the time 'count' – as the 'time' of each call attendance commences at the creation of each incident until their arrival at scene or where there is a considerable distance to travel an incident e.g. cross-border.

The data and daily oversight processes provide good health check indicators to ensure effective attendance to calls. The New Horizon Performance Improvement Review examined call response times; it showed that since the implementation of the New Horizon model there has been no discernible change of service level to the public when responding to incidents. The new model has provided additional dedicated officers and staff to better respond to the vulnerability encountered at those calls, whilst not impacting on call attendance. Additional officers from the latest officer uplift will be deployed to frontline posts to further support Local Policing and thus call attendance.

8.4 Mobile First. Since the last PCC Performance and Delivery Board in May 2018, the Mobile First application is live across all divisions in Kent and Essex. Officers have access to police information via PNC and Storm, the ability to submit electronic pocket notebook entries (ePNB) and submit 'Use of Force' forms and Witness Statements (MG11). Mobile First has seen positive usage of the functionality available to officers.

Over the last three months officers have completed over 10,000 PNC checks per month. This self-service transaction equates to a three minute saving per check for both the officer and the FCR.

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This function alone equates to a saving of 500 police hours per month or 62 officers on an 8 hour shift. In terms of the FCR this functionality has allowed them to remove 2 members of staff from the PNC enquires channel and reallocate them to deal with 101 calls. In addition officers can update Storm Cads for themselves, again seeing a transaction saving for both officer and the FCR. This equates to over 20,000 updates saving over 1000 officer's hours or 125 officers on 8 hour shifts.

The devices allow officers to submit a number of forms using the devices these include statements (MG11) and Use of Force without the requirement to return to the station keeping officers within communities and readily available to respond to the public. More forms are being tested and will be coming on line in due course which will offer further time efficiencies including the new Athena App.

8.5 Innovation. The Kent Police Innovation Task Force is currently progressing 17 Projects, each are at different stages of development. The projects cover a wide spectrum of policing issues from the recruitment and retention of BAME staff, to the development and trial of a new policing model to deal with Domestic Abuse. The objective of the team is to apply evidenced policing methodology alongside innovative approaches to establish solutions to problems that are cost effective for the public, whilst maintaining the highest level of service to victims, witnesses and the most vulnerable in our community. The team achieves this by working with our partners, IT specialists and with academic establishments such as Cambridge University.

The projects that are currently at, or nearing, implementation are:

- EBIT - EBIT is an evidenced based investigative tool that offers a standardised investigative response to victims reporting certain crime types. The tool measures solvability, vulnerability and public interest and allows officers to offer victims the proportionate level of support for each crime they report. Currently EBIT is applied to some public order offences and assaults amounting to common assault. The next stage of the project is to extend this process to the investigation and allocation of Criminal Damage.
- Predictive Policing – In partnership with University College London the Innovation Team is developing and building a product that will allow the contemporary analysis of crime data and then have the ability to forecast and predict which streets will be subject to elevated crime reporting. This will enable District Commanders to effectively task resources placing them in the right place at the right time. Due to its flexibility this product will allow the nimble allocation of officers to areas that have emerging issues, as well as the targeted patrolling of areas that repeatedly suffer the most issues. A live trial of this product is planned for October 2018.
- New Approach to Domestic Abuse – Having undertaken a study of 15 years of data into the policing of Domestic Abuse, Kent Police have been authorised to trial a new innovative approach to policing Domestic Abuse. This trial is being supported by the National Police Chiefs Council and the College of Policing. The Innovation Team is working closely with the OPCC, external partners within Kent and policing experts to build and implement a new system that better identifies the risk to victims and their families. It will be designed to provide the most effective support to all parties involved recognising the unique nature of these issues and the significant harm it can cause to all those affected. The project board for this next phase of the process is currently being formalised.

The remaining projects are at different stages of progression. However, good progress has been made on several of them. For example, a greater understanding is being developed of the reporting, and investigation, of serious sexual assault. Over 500 cases of serious sexual assault have been surveyed. Detailed analytical work is now being carried out on the data obtained to

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understand the issues better and to develop new effective approaches to the investigation phase of such offences; alongside more appropriate support for the victim.

Innovative strategies are being sought and considered for the recruitment of BAME officers. This includes an emphasis on 'second language' recruitment, as well as the scoping of recruitment in overseas territories.

8.6 New Horizon. A review of the New Horizon model that was delivered in September 2017 was carried out in February 2018. The review was carried out by 15 staff and officers analysing data and interviewing 572 officers and staff across the force to get views on how well the model was working.

The review had the following conclusions:

- The model appears fit for purpose with no significant structural changes required.
- Performance data such as workloads and outputs coupled with engagement suggests a level of consistency, that the model has allocated a fair provision of resource across districts and teams. However, this is still subject to the volatility of demand.
- Through consultation the overwhelming belief of officers and staff is New Horizon provides an improved model to identify and respond to vulnerability and will translate into performance once teams approach full strength and capability.
- The newly formed Missing and Child Exploitation teams are reducing demands from the Local Policing Teams with an initial impact showing a 68% reduction in the average time that under 18s are missing.
- Specialist PCSO roles to address and prevent adult protection issues, child protection issues and domestic abuse are well established. These roles are working well with partners and individuals to help vulnerable people avoid future issues.

The purpose of New Horizon was to create a model that placed victims and witnesses at its centre and provide an improved service to vulnerable victims in areas such as missing children, victims of domestic abuse, young people and vulnerable adults. The results of the review provide reassurance that this is being achieved however the force will remain focused on continuous improvement.

9. 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 non-recent 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.