

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

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

Wednesday 25<sup>th</sup> September 2019

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**1. Strategic Overview.**

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

The Police and Crime Plan set by the PCC in consultation with the Chief Constable is called "*Safer in Kent: The Community Safety and Criminal Justice Plan*" 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
- Combat 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 5<sup>th</sup> June 2019.

**3. Putting Victims First.**

The Force is dedicated to ensuring that victims and witnesses 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.

Chandra Patangwa was sentenced to 19 years in prison for raping a woman and a young child under the age of 16 on three occasions between 2012 and 2017. He was also charged with Assault By Beating after he attacked the same child. Patangwa denied the offences but was found guilty of all offences. This was a particularly sensitive and challenging investigation with complexities including cultural barriers, controlling behaviour towards the victims, victim disengagement for fear of surviving financially and concepts of shame and dishonour in a close knit community. The judge commended the investigating officer for the sensitive investigation he completed to ensure justice for the victims.

Joshua Butt was arrested in Margate for sexual offences and online grooming of children which he initially denied. An examination of his mobile phone revealed extensive messaging and

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exchanges of sexual images and videos with people suspected to be children. The officer in the case demonstrated a commitment to supporting vulnerable victims, ensuring that key evidence was obtained and that child victims and their families were supported and remained engaged with the police investigation. The suspect was charged with 21 offences relating to indecent images, sexual communication with children and coercing children under 13 to engage in sexual activity. He later pleaded guilty to these offences prior to trial but on the day he was due to be sentenced stated that he did not realise the victims were children. He was sentenced to 3 years imprisonment and made subject to an indefinite Sexual Harm Prevention Order. The investigating officers have demonstrated a commitment to supporting vulnerable victims and protecting the most vulnerable in society from future harm by securing charges against this dangerous sexual predator.

In the west of the county, through the daily management meeting, a trend was identified of vulnerable residents' roofs being damaged by bricks in Larkfield and Snodland. Warn and inform messages went out to the community following reports of males who were cold calling victims to repair the roofs which had been damaged. Two males were subsequently arrested by local patrols who were identified by their vehicle. The suspects are currently under investigation for this spate of 'Rogue Trading' which was targeting vulnerable victims.

Local policing officers responded to a call from a member of the public reporting a male with a knife in Gravesend. The officers located and searched the male and found cannabis on his person. They found the knife nearby to him too. He was arrested for these offences and taken to the cells. The officers conducted further enquiries and established that the arrested male had been seen to attack a female the week before. He was seen to enter a block of flats in the course of the attack and tried to gain entry to her flat. A member of the public intervened and thwarted the attack although this was not been reported to police. Officers' continued diligence identified lines of enquiry leading them to the victim of the attack, who though initially untrusting, eventually told police that the offender had physically and sexually assaulted her. Officers provided support as well as ensuring all relevant evidence was captured. The investigation by the initial attending officers resulted in the suspect being charged with all offences. It started as a straight forward possession of a knife, but the excellent response from attending officers who identified other offences, followed all lines of enquiry, and gained the confidence of a frightened victim who was previously unwilling to report, ended in a successful outcome with the victim being safeguarded.

In May, Kent Police were alerted to an assault in Dartford. The victim was assaulted by two offenders, one held the victim whilst the other offender assaulted him with a weapon, fracturing his eye socket and cheek bone. He was then slashed to the face by the offender who was holding him. The victim passed out and was located by a member of the public sometime later. He was taken to hospital for treatment of his injuries and a statement was obtained where the victim named the two offenders. Given the severity of the assault and the victim knowing both of the offenders, alarms were installed to safeguard the victim and enable him to seek immediate assistance should the need arise. One offender was located a few days later, interviewed, charged and remanded in custody where he remains to date but the second offender was elusive for nearly two months. The victim was regularly updated as to enquiries made attempting to locate the second offender whom was soon located, subsequently arrested, interviewed and remanded, awaiting trial.

In August in Gillingham High Street a victim was found unconscious by uniform patrols and the offender was arrested at the scene. Putting the victim first was at the forefront of the investigating officers' minds and the victim was offered safeguarding advice and regularly updated. The victim was unsure about supporting a prosecution but the officers supported him through it and ensured he remained supportive of a police prosecution. The offender was charged and remanded for Racially Aggravated Actual Bodily Harm. Ongoing support is being offered to the victim and further contact is currently being made to the victim daily.

**3.2 Victim Satisfaction.** Victims of domestic abuse and hate crime continue to be surveyed for their opinion on the service they receive from their initial contact with the police through to being kept updated during the course of their investigation by the new Sexual Officers Liaison Officers (SOLOs) the Force have recently introduced. The Force is keen to ensure that all victims continue to receive a first class service.

Surveys to the end of July 2019 show that victims of hate crime were satisfied with the overall service they received in 78.5% (139 out of 177 of cases), which is a 4.4% decrease on the previous quarter which was based on 41 surveys conducted, equating to 82.9% (34) satisfaction rate. Generally victims felt the officers were friendly and they showed empathy to the victim and what they were going through. They felt supported and reassured and said they felt that the officer went out of their way to help. Their opinion was that officers did their best with the evidence, such as CCTV and it was recognised that they did what they could.

Hate crime is overseen at the Force Performance Committee meeting to provide scrutiny and it also features at the Diversity and Inclusion Board meeting which is chaired by the Deputy Chief Constable and attended by Chief Officers.

Surveys in relation to domestic abuse will be provided at the next meeting in December.

Surveys conducted between May 2019 and July 2019 show that victims of rape were satisfied with being treated fairly in 91.4% (64 out of 70) surveys conducted, which is a 0.5% decrease on the previous period at 91.9%. The question about whether the victim is satisfied with the service provided is not appropriate in this offence type so the question has been sensitively adjusted to ask whether the victim feel they were treated fairly. Particular care is taken to ensure these surveys are conducted with sensitivity to understand the service provided to victims. Victims stated that the officers and staff dealing with them were not 'pushy' but were polite and reassuring. They listened and kept victims calm; victims did not feel judged in any way and how often they were updated was 'good'. Recently introduced SOLOs have responsibility to liaise with victims to improve and enhance the service that is provided to them which is proving beneficial.

#### **4. Fighting Crime and Anti-Social Behaviour (ASB).**

The Force understands the impact crime and ASB 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. Some examples of fighting crime and ASB are included below.

Effective use of dispersal powers have been used to tackle ASB in Ashford town centre in conjunction with licensed premises visits and scrutiny of fast food outlets to deter further issues. The newly installed CCTV system is fully utilised to capture evidence of ASB, identifying criminal offences.

Rough sleepers had set up in Tonbridge town centre and the numbers of rough sleepers continued to grow. The result was a significant increase in ASB being reported by local residents and business owners. Behaviour included drug use, overt sexual acts, littering, defecating, fighting and burning of clothes. Police worked jointly with the Tonbridge & Malling Borough Council ASB Officer to create a suitable Community Protection Warning (CPW) to address the problem whilst taking into account human rights. Numerous CPWs were issued and as a result there have been no further reports.

Maidstone CSU has engaged with partners through their local community youth safety group and has implemented monthly engagements between police, partners and the local community in four area suffering high levels of ASB. These meetings have sought to ensure the communities are engaged and assist with the solutions. Police have used a targeted approach to tackle those committing most harm whilst working with partners to support other young people through alternative engagements. Local residents who attend the meetings are reporting reduced levels of ASB and increased feelings

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of safety in the community. There has even been a youth club started by residents from within one of the areas for the local young people.

**4.1 Anti-Social Behaviour (ASB).** ASB has experienced a slight decrease in the last twelve months up to the end of July 2019. It has decreased slightly to 32,911 reported incidents for the rolling year period August 2018 to July 2019, compared to 33,143 reported incidents for the rolling year 2017/18 which is a decrease of 0.7%, equating to 232 fewer incidents of ASB.

These decreases have been seen across six of the thirteen policing districts:

- Medway had 601 fewer incidents with a 9.9% decrease
- Dover had 294 fewer incidents with a 12.5% decrease

Increases were seen across the other districts:

- Shepway had 328 more incidents with a 19.2% increase
- Maidstone had 271 more incidents with a 9.6% increase

Five of the twelve ASB categories have continued to see reductions over this time period:

- Drunken or rowdy behaviour with 914 fewer incidents
- Rowdy or nuisance gathering in public/impeding public access with 574 fewer incidents
- Unlawful encampment with 25 fewer incidents
- Parking nuisance/offence with 20 fewer incidents
- Abandoned vehicle: reported to Local Authority with 2 less incidents

Seven of the twelve ASB categories have seen increases:

- Neighbour disputes/nuisance including noise with 557 more incidents most notably in Medway, Shepway and Swale
- Rubbish/discarded drugs paraphernalia with 454 more incidents most notably in Medway, Gravesham and Dartford

Public Order offences have also decreased in the last twelve months up to the end of July 2019. They have decreased to 17,062 recorded crimes for the rolling year period August 2018 to July 2019, down from 20,277 crimes in the rolling year 2017/18 which is a 15.9% decrease, equating to 3,215 fewer recorded crimes of Public Order. All thirteen policing districts have seen decreases of this offence type, most notably:

- Medway with 498 less incidents
- Swale with 374 less incidents
- Canterbury with 366 less incidents

**4.2 Residential Burglary.** In April 2017, the definition of 'residential burglary' changed under the Home Office Counting Rules. All forces in the country now record 'residential burglary' in a different way, as sheds and garages were included in the definition for the first time, (previously a house burglary was referred to as 'burglary dwelling'). The change in definition has led to an increase in recorded offences for 'residential burglary' for every force in the country.

For the rolling year to July 2019 Burglary offences overall has seen a very slight increase of 0.7%, which equates to an additional 88 offences compared to the previous rolling year period. It is now possible to compare the individual categories for Burglary following the significant changes introduced by the Home Office Counting Rules in April 2017:

Burglary Residential offences were recorded at 8450 offences for the rolling year to July 2019 compared to 8443 for rolling year to July 2018; an increase of 7 offences (0.1% increase).

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Burglary Business and Community offences were recorded at 3344 offences for rolling year to July 2019 compared to 3326 for the previous rolling year period; an increase of 18 offences at 0.005%.

Nationally for Burglary offences overall, for the rolling year to May 2019, Kent experienced a very slight increase along with 9 other Forces (ranging from 0.1% to 9.5%). Kent was above the national average of -5.2% at 0.1%.

Burglary Residential nationally saw a reduction of 6.2% where Kent experienced an increase of 1.2% with 9 other Forces also increasing (ranging from 1.2% to 64.3%).

For Burglary Business and Community, Kent experienced a reduction of -2.5% compared to the national average of 2.6% whilst 18 forces were experiencing increases (ranging from 0.1% to 40.1%).

Burglary is considered a high harm crime which is discussed daily on each Division and there is particular grip and focus on this crime type. Burglary is one of a number of crimes which are referred to as Control Strategy Offences, where they receive a priority policing response from the Force.

**4.3 Chief Constable's Crime Squad.** With the support of the Police & Crime Commissioner the Force have been able to recruit additional officers to establish a Chief Constable's Crime Squad (CCCS), which is a dedicated team whom investigate linked offences of burglary. This team consists of 32 officers and is divided into three investigative teams, located on each of the three Divisions and was introduced in late February 2019. The teams are directed by and report to the Deputy Chief Constable and have the flexibility to respond to crime trends, such as burglary and other similar crime types.

The Crime Squad teams have been busy over the past few months and the investment has paid off with some outstanding results across the county.

### **North Division Chief Constable's Crime Squad**

An investigation took place into a number of sexual offences and indecent exposures in the Gillingham and Rainham area. Two distinct clusters of offending were seen in both towns at different times, in Gillingham between September and December 2018 and in Rainham between March and May 2019. The description of the suspect remained similar from all victims.

Investigative officers identified through the reviewing of local CCTV footage, the vehicle which the offender was believed to be using and he was subsequently arrested in May. The suspect was kept in custody for 3 days in order to allow for a number of identification parades to take place. He was identified by numerous victims and was charged with eight offences before being remanded into custody. Since the individual's arrest, there has been no reported similar offences.

Another investigation related to a suspect who was a prolific travelling burglar and had evaded arrest for over 2 years. This individual was linked to a number of burglary offences across southern England where expensive family jewellery was targeted. The CCCS took the investigative lead and subsequently coordinated the execution of seven simultaneous warrants across Essex and residential dwellings. This operation required the mobilisation of over 40 officers, the use of numerous police dogs and a Police Drone. This operation led to the arrest of the individual and led to searches which recovered some of the clothing worn by the suspect at some of the offences. The suspect was charged with nine offences of Burglary and remanded into custody. This was an outstanding example of the investigative tactics utilised by the North Division CCCS.

Other significant arrests were made between 27th and 30th July including seven night time burglary offences which were committed in the Gillingham and Strood area where cars were

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either stolen or attempts made to gain entry. Through extensive evidence capture and CCTV review a vehicle used by the offenders was identified, plain clothed Crime Squad officers were deployed to Eltham where the vehicle had last activated Automated Number Plate Recognition (ANPR) and during the early hours of 1<sup>st</sup> August in Kent, the vehicle was stopped and four males aged between 17-19 years were arrested. Following further searches and extensive evidence capture which included mobile phone analysis and ANPR data, all four males were charged with Conspiracy to Commit Burglary incorporating seven Medway dwellings, two Surrey dwellings and a London dwelling.

#### **East Division Chief Constable's Crime Squad**

Another investigation which took place concerned a series of 14 commercial 'Burglary Other Than Dwelling' (BOTD) offences committed over the May Bank Holiday weekend which attracted the interest of local media. The Crime Squad took investigative ownership of the series of offences which led to the arrest of two suspects within 48hrs who were subsequently charged with Conspiracy to Steal. Further mobile phone evidence capture was undertaken to secure evidence against a co-defendant as well as further research which identified an additional thirteen commercial BOTD offences. This conspiracy now includes 27 offences with positive outcomes and justice for the victims with one of the suspects being sentenced to 4 years imprisonment.

Another investigation took place where a number of vehicles had their windows smashed in order to steal low value items within Canterbury town centre. Crime Squad officers reviewed CCTV footage and quickly identified six defendants who have all been arrested and charged with a number of Theft from Motor Vehicle offences as well as Fraud offences where stolen credit cards were used to purchase goods. One of the six defendants was also charged with three separate Burglary offences and remanded into custody.

An investigation into a series of Burglary offences took place in the Thanet area. These offences were a range of Burglary Dwellings whereby vehicles were stolen and these vehicles were then used to commit further offences of Commercial Burglary and ram raid type offences. Following substantial evidence capture, the Crime Squad identified three suspects, all of whom were arrested and have now been charged and remanded into custody for Conspiracy to Commit Burglary which incorporates twenty one offences. The investigative officers are continuing their enquiries into other cases as they believe these suspects are responsible for more offences. Kent Police is committed to ensuring that those who break the law, face justice for all the offences they commit.

#### **West Division Chief Constable's Crime Squad**

In May, a male with his face covered and wearing orange goggles entered the Hardens Newsagents in Wrotham and pointed a gun at the lone female cashier. He placed a large holdall on the counter and demanded that she fill it but when the cashier refused, he pulled the trigger which caused a bang before exiting the store. The CCCS took ownership of the investigation and located a male fitting the description and made an arrest. Following a search of the suspect's home address, an imitation firearm and the holdall was recovered and further evidence on his phone download showed websites that he had researched to commit armed robberies. The Crown Prosecution Service (CPS) authorised charges of Attempted Robbery, Section 18 Carrying a Firearm with Criminal Intent to Commit an Indictable Offence and Possession of Class B drug. The defendant was remanded into custody and is awaiting trial.

In June, reports were received of a female approaching elderly victims stating that her car had broken down and she needed money in order to get home. Six possible victims were identified and statements were obtained. A further report was received by police with identical circumstances as that used by the female. CCCS deployed to arrest the female and during the interview the suspect admitted this most recent offence and eleven similar offences. The defendant was subsequently charged with two offences of Fraud and has taken ten other offences

into consideration and a further charge of Possession of Class A drugs was also laid. The defendant is awaiting sentence. Kent Police is committed to protecting the most vulnerable and all the victims in these cases were contacted and informed of the arrest and charge of the female, which left them feeling safe and reassured.

Finally, the CCCS identified that a male has been outstanding for a number of Burglary Dwelling offences in both Kent and Thames Valley Police (TVP). He had absconded from prison in late 2018 and had evaded capture, however he committed numerous offences whilst he had absconded from prison. A joint operation was conducted by TVP and the CCCS which led to the male being arrested in the Thames Valley area. TVP dealt with him for a number of Burglary Dwelling offences and he was remanded into custody. The CCCS then conducted a prison visit regarding six possible Burglary Dwelling offences committed where he admitted to four offences of Burglary in the west of the county. The CCCS is building excellent working relationships with other forces across the country, working diligently to arrest and bring to justice those individuals responsible for burglary and other serious crimes.

**4.4 Rural Activity.** Kent Police has a dedicated team of specialist officers in the Rural Liaison Team (RLT), who work in our rural communities and deal with rural, wildlife, environmental and heritage crime. Together with the Gypsy Liaison Team (GLT) they form the Rural Task Force (RTF) tackling serious and organised crime.

As a result of the funding made available by the PCC through the increase in precept, the RLT have recruited an additional six constables. The PCC and Chief Constable continue to recognise the vulnerabilities and strengths of rural communities in Kent. Investment in the RTF provides rural communities both reassurance and continuity of a specialist rural police officer being accessible on every day of the week. Improvements made have seen a more coordinated, visible and effective rural police presence, with tangible results in delivering performance against Force priorities involving rural, wildlife, environmental and heritage crime. The RTF are firmly embedded into rural communities and work closely with policing districts by reporting from local police stations.

The National Farmers Union Mutual released its 2019 Rural Crime Report which looks at the impact that crime is having on rural communities across the UK. Overall, it claims National figures reveal that rural crime cost the UK £50m in 2018, an increase of 12% on the previous year and the highest overall cost in seven years. The sharp rises are being driven mainly by high value thefts of tractors, quad bikes and other farm vehicles which were up by 26% to £7.4m in 2018.

Rural crime cost the South East region nearly £8,644,000 last year, a rise of 13.1% from 2017. The items most commonly targeted by thieves across the South East over the last 12 months were tools, ATVs/quads and machinery. Kent is shown as the worst affected county with an increase of costs of 74.3% (£1.5m 2017 to £2.7m 2018). This increase of costs relates to the cost of replacing high value items such as tractors, quads and 4x4 vehicles. Since January 2019 the RTF have recovered 65 stolen items of this type totalling £370,000.

Organised criminals export stolen plant, vehicles and machinery abroad via ports in the South East. On 5<sup>th</sup> August Kent Police arrested a foreign national who was attempting to leave the UK via Dover in his HGV with two stolen John Deere Gators on board and on 3<sup>rd</sup> July the RTF recovered £62,000 of stolen plant, machinery, vehicles and caravans from a site in Marden. Similarly on 16<sup>th</sup> July a stolen caravan, Gator, transit van and trailer were seized in Stockbury with one suspect being arrested.

During July the Gypsy Liaison Team (GLT) were assigned to the Serious Crime Directorate investigation of ATM thefts in both Kent and Essex. During the Operation the GLT were required to make a tactical intervention against three vehicles which led to the arrest of four suspects and a substantial amount of cash being recovered. The GLT continue enforcement work in relation to

serious and organised crime in other crime types such as People Trafficking, Drug Supply, money laundering, Domestic Assault and Rape.

**4.5 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.

Officers attended an incident whereby a prison absconder had been spotted by a member of staff from the prison, having absconded the previous evening. The male was located and arrested and was found to be in possession of a number of items, such as an electronic tablet and some jewellery which the officer believed to be stolen. They sought to identify the victims of the suspected stolen items and following a number of enquiries a victim was eventually identified by phoning a taxi phone number from the tablet and establishing that it belonged to one of the company's employees. From there a second victim was identified from house-to-house enquiries who was a neighbour of the initial victim. It was established that the items had been stolen from the victim's cars overnight, in close proximity to the prison that the absconder had made off from. The offender was returned to prison, charged with the additional offences committed and the stolen items were returned to their rightful owners.

A prolific shoplifter of no fixed abode admitted to completing on average 4 shopliftings a day to fund his Class A drug habit. In May, the CSU were aware the male had committed a shoplifting offence within the Larkfield area after officers had identified him through Kent Police 'Caught on Camera' identification system. He was charged with 25 shoplifting offences and was subsequently sentenced to serve 6 months imprisonment and a further 6 months on licence upon release.

While conducting proactive policing within Gillingham in July, officers from the Community Policing Team stopped and searched two males. The males, known for drug dealing and gang affiliations, had been sighted near to an address of a vulnerable female and it was believed she was being cuckooed by drug dealers from a known County Line from out of Kent. Once the search was conducted, the officers attended the address in Gillingham and conducted a welfare check due to their concerns for the occupant. Whilst at the address, a male was seen to run from the rear of the house, he was detained after initially hiding within the garden. During a search of this male who could offer no explanation for being at the address, 150 wraps of Class A drugs and a police style ASP baton were located on him and the male was subsequently arrested. The officers then conducted a search of the arrested male's home address and found a large amount of Class A drugs and a weapon. The victim was safeguarded and evidence was obtained to assist with prosecution.

**4.6 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.

Recently the IMU identified a series of reported arsons and through regular contact with the victims and research, they created maps to show the direction of travel of the offenders, directed specific areas for house to house enquiries to local officers and liaised with Kent Fire & Rescue Service and the local Borough Council. This resulted in various new lines of enquiry being identified including private CCTV and dash cam footage and extensive preventative safety advice being shared. As a result the following Community meeting had an increased attendance from 15

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to 70 with positive feedback and engagement. Officers are continuing to work on the arson cases but have secured evidence as a result of the work from the IMU.

The IMU is responsible for the recording and management of crime in line with the Home Office Counting Rules and the National Crime Recording Standards. They record around 20,000 investigations each month. Kent was assessed as 'outstanding' during their last Inspection from HMICFRS at the end of 2018 with a result of 96.6% accuracy, which remains the highest in the country. As a result of the implementation of Athena and this significant demand, there are currently around 2,000 investigations still awaiting IMU action. Their work is prioritised based on the risk posed, to ensure there are no delays to vulnerable victims, with their investigations being commenced and allocated within 24 hours.

## 5. Tackling Abuse, Exploitation and Violence.

Abuse, exploitation and violence are a crime and a violation of an individual's fundamental human rights. The Force is committed to tackling these crimes and safeguarding vulnerable people from serious harm.

**5.1 Modern Slavery and Human Trafficking (MSHT).** As part of the Serious Crime Directorate (SCD) review, the Force has created a dedicated Modern Slavery and Human Trafficking Team. The team investigate the more complex slavery and trafficking offences and are the Force lead in this area, providing advice and support to other investigators. The team work closely with the Prevent Protect Officers for Modern Slavery and the Victim Navigator whom supports the victims. Some examples of their excellent work are included below.

Vulnerable victims from Slovakia and the Czech Republic were lured to the UK with the promise of work and good wages but on arrival were forced to share a single property in Dover with limited access to central heating or hot water and virtually no money to spend. Two suspects were arrested and a jury found them guilty of multiple offences relating to human trafficking and modern slavery following a trial which lasted nearly three months. In July, one of the suspects was sentenced to eight and a half years imprisonment and the other was sentenced to four and a half years imprisonment.

A specific police Operation took place relating to an Organised Crime Gang (OCG) which trafficked Chinese females into the UK from China before forcing the females into working as sex workers within brothels in Kent and around the UK. The three suspects were sentenced in June to 51 months, 42 months and 20 months imprisonment for controlling prostitution and money laundering.

East Division officers have been conducting 'Safe and Well' visits with potential victims of trafficking. The objective is to provide advice and reassurance and seek to protect any identified vulnerable people. One Chinese victim was recently referred through the National Referral Mechanism for support and assistance. Another male was arrested for brothel offences as a result of these visits.

Maidstone CPT conducted a Misuse of Drugs Warrant for cannabis cultivation at an address and identified two Albanian males who had been left to act as gardeners at the property. It is believed these males were forced to work at the address as part of an OCG working across the county. These males were safeguarded and offered to enter the National Referral Mechanism and were removed to a place of safety. The investigation into these offences is ongoing.

Maidstone CPT continue to actively respond to any reports of potential concerns in relation to brothels, modern day slavery offences or human trafficking. In the last three months, officers have attended a number of locations including one in Maidstone Town centre where a male was arrested and subsequently investigated for controlling prostitution for gain. One male was also

arrested for paying for sexual services and two victims located at premises were safeguarded and provided support.

In Swanley and Sevenoaks a multi-agency approach is being taken at all car washes, nail bars and other identified vulnerable locations. Most recently, council, planning, environmental health and police attended a location where a number of foreign builders were found living and working. Full immigration checks were completed and the building work was stopped. The males were removed from the premises and put in suitable accommodation. The owners of the property have recently been taken to court due to operating offences and fined £15,000.

**5.2 Missing and Child Exploitation Team (MCET).** Protecting vulnerable children runs as a key theme through the Force Control Strategy and is a key component of the policing model. Some of the excellent MCET work that has taken place across the county is provided below.

In Canterbury, the MCET have recently been providing safeguarding advice on how to keep young people safe from online predators. A particularly good example is a recent case of a 13 year old female who was groomed online by a male from Italy. He initially asked her for sex and then arranged to meet her in London. The communication then started becoming very threatening and he stated he would tell her friends and family which then turned into online stalking that was becoming dangerous for the young girl. An officer worked with her and her family to reassure her, put in an alarm and gave them all safety advice, made her safe online and supported her to tell her family and friends what was happening so the perpetrator could no longer threaten her. Meanwhile the officer collected the information needed by the Italian authorities to identify the suspect. The officer worked with the National Crime Agency to convince the Italian authorities of the danger this male posed and they have now run their own telephone work, identified the suspect and opened an investigation.

A 16 year old male living with his family is a frequent missing child and during 2018 and 2019 concerns increased with regard to him being exploited by drug dealers. He engaged in ASB and was prone to violent outbursts towards family members and the community. MCET officers worked with other agencies, Social Services, his school, the St Giles Trust and the Dover CSU. The situation peaked in May when he was missing for a 40 day period during which he was deemed as homeless as the local authority had forbidden him from living with his family due to his aggression towards family members. He was finally arrested in July when he was found in Grimsby with a bladed article and was subsequently sentenced to 10 months on a Drug Treatment and Testing Order. St Giles are continuing to work with him in prison and his parents have said they feel he is safer in prison and can now have the interventions he requires.

In the west of the county there has been a reduction in both periods of missing children and the length of missing children episodes across the whole of the Division. The local Maidstone Joint Family Management Officer has been working closely with the MCET. She has been involved with follow up visits of missing young people to provide an extra level of support to the young people and their family. She has been able to work with families to seek to prevent further missing episodes and to signpost them to further support organisations.

The Protecting Vulnerable People (PVP) department have recently appointed a central Missing and Child Exploitation Coordinator in anticipation of the planned devolvement of the Central Child Exploitation Team to enhance the Divisional MCETs that will receive an uplift in Investigator capacity and a dedicated Research and Development Officer to progress exploitation investigations. The new structure is due to commence on 14<sup>th</sup> October 2019.

The PVP Command Strategic Missing Lead Detective Chief Inspector (DCI) and Detective Inspector (DI) continue to meet regularly with the Divisional MCET DIs, Central Analytical Team and the Children and Young Person Manager. The PVP Command conducted Reality Testing in all of the Divisional MCETs in June which has been shared these internal partners and the Force

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Change Team who are undertaking a review to develop the success of the MCETs to uplift staff and include vulnerable Missing Adults.

The PVP Command in liaison with the MCETs have initiated the STOPGAP project with the charity Safer Kent to provide 'Go Boxes' within the MCET offices that will contain various hygiene products, sanitary products, towels, clothes, books and colouring books etc. that the team may access 24/7 to assist with looking after vulnerable children and young people with whom they are engaging.

Kent Police are actively looking to improve its use and promotion of 'SafeCall' which is a Home Office free service for families of children/young people at risk of missing and exploitation by County Lines. It acts as a support service for parents, professionals and young people affected by missing and gangs, child criminal exploitation. They offer a non-judgmental, safe space for them to talk about their experiences in confidence as well as provide intensive 1:2:1 support with the family.

PVP has also worked with the Charity, National Ugly Mugs, who have delivered training for the Vulnerability Investigation Teams, Local Policing, Community Safety Units and the Serious Crime Directorate, in relation to improving the Force approach and effective response to vulnerable people and children who are exploited and victims of Sexual Exploitation and Human Trafficking in the sex industry.

The Multi Agency Sexual Exploitation Group (MASE) chaired by the Kent Police Strategic Lead for child sexual exploitation (CSE) which meets quarterly and compares activity against the CSE action plan convened in June and was well attended by various Multi Agency representatives.

#### Future Activity.

The PVP Command, Missing and Child Exploitation Coordinator, Divisional MCETs and Kent Police Cadets are working together in collaboration with the Metropolitan Police to deliver a new initiative commencing in September 2019 to reduce ability of perpetrators of CSE to operate in Kent and impact on their freedom of movement in Kent.

They are also working on a new initiative in Kent, taking proactive steps to prevent and disrupt suspects who have involvement in multiple sexual offence investigations against children, by working with partners utilising a suite of tactical options including obtaining Civil Orders, to reduce further harm.

**5.3 Protecting Vulnerable People.** This is key to the Force's Values and Priorities and underpins the Kent Police Priority 'Protect the public from harm and ensure an effective response to those who are most vulnerable in our communities'. Safeguarding vulnerable people from serious harm and managing risk with partners is demonstrated in the following examples of activity which have taken place since the last Performance and Delivery Board meeting.

#### Stalking

A Continuous Professional Development (CPD) event was held in July which was a launch event for Kent focussing on the Stalking SPOC role. An external speaker, Mr Clive Ruggles, whose daughter Alice was murdered by her ex-boyfriend, was the key speaker at the event. It was well attended and has already resulted in tangible outcomes, such as offences re classified as stalking and utilisation of the search team. There are just over 50 identified SPOCs across the Force now and a training gap analysis is under way to ascertain which ones are ready to be utilised. A training package will then be delivered to the remaining people.

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Work is ongoing with the Force Control Room (FCR) to improve identification of stalking at first contact, which includes an amendment to the way in which the call handlers are trained. Front line training is also being rolled out to all LPT, CID and VIT teams.

New stalking awareness posters have been published and work is ongoing to create a tool kit for officers and staff for dealing with stalking cases. The Force is also working with business crime leads to devise a stalking booklet for businesses, aimed to help them identify stalking and safeguard their employees.

Officers from West Division VIT recently investigated a highly dangerous offender who was stalking his ex-partner threatening her with violence and intimidation. The victim was so scared she did not initially want to involve the Police. Officers spent hours searching addresses for the suspect both in and out of Kent, eventually locating and arresting the suspect in London. Recognising the risk the suspect posed to the victim, officers conducted further enquiries and put together phone schedules of evidence which were presented to the suspect in a second interview which resulted in him admitting the offences and he was remanded in custody. The officers provided further safeguarding and support to the victim who was overcome with emotion having suffered for such a long time at the hands of this dangerous suspect who remains in custody awaiting trial.

#### Honour Based Abuse/Harmful Practices

Over the last quarter, a number of community events have been attended such as Women of Faith Foundation, Awake Conference and Health Action Charity Organisation where Kent Police have been invited to speak about these areas of concern. A display, leaflets and banners were also prominent and encouraged discussions at the Kent Police Open Day.

In July, Kent Police were one of the forces involved in a national multi-agency safeguarding operation which included activity focussed at the ports of Cheriton and Dover and Ebbsfleet International railway station. This year this operation formed part of broader international activity and was coordinated with American colleagues who delivered activities across at least 14 American cities. The aim was to raise awareness of harmful practices but in particular Forced Marriages to mark Shafiea Ahmed Day. Forced marriage in particular is a hidden and under-reported crime so it is important victims and witnesses are aware of the support available to them. This activity is being repeated in September.

#### Rape

Three CPD events relating to rape investigations have been organised during the months of October and November which have been mandated for all VIT staff. The agenda includes an external speaker, Zoe Lodrick who is a Registered Psychotherapist and an experienced Trainer and Consultant whom is recognised as having specialist knowledge and expertise with regard to human behaviour/response when faced with a perceived threat (especially sexual threat). Zoe has previously spoken at a number of Kent Police training events and has been extremely well received.

Another speaker planned for the events is a survivor of a high profile rape investigation who was a victim of the M25 rapist. Mr Jeremy Johnson QC will also be presenting and he is ranked as a leading 'Silk' in his areas of specialism and a 'star individual' for police law. In particular he will be addressing the issue of consent. The final speaker is Dr Liz Spruin and 'Oliver' who is the UK's first justice facility dog and handler who are working with vulnerable victims in police interviews.

The Force are planning further CPD events for February 2020 in relation to enhancing skills and knowledge in investigating serious and complex sexual offences, with a victim perspective to focus the minds of the investigators.

**5.4 Domestic Abuse (DA).** Some great work has taken place across the county by the Vulnerability Investigation Teams (VIT) from the 3 divisions. VITs provide a specialist investigative response to DA and vulnerable people. They assess and prioritise case investigation based on potential for harm and provide a consistent, bespoke specialist service to safeguard and improve the safety of DA victims and their families. They also ensure that the right services are involved to reduce risk posed by those that target DA victims at the earliest opportunity. Some of their excellent work is detailed below.

In June, Danny Bridges received a sentence totalling nine years for offences of false imprisonment, ABH and Possession of drugs. These offences were DA related against his partner and were assessed as high risk. During the course of the investigation the victim withdrew her support stating she would not attend court. The jury took an hour to convict the defendant based on police evidence. The Judge sentenced the "psychologically controlling" abuser to nine years stressing his potential danger to women and commented on how the victim was so frightened she thought she was going to die.

Maidstone CSU officers and partners delivered a presentation at the local DA forum. The presentation included information on DA services, safeguarding victims, Claire's Law and Adverse Childhood Experiences (ACES). From this presentation it was highlighted there was a lack of understanding from some GPs and medical staff around DA and services available to victims. The presentation was then delivered to over 100 NHS staff locally increasing staff awareness and knowledge. The DA Forum has been asked to provide further input to more staff in the future which is hoped to improve the identification of DA and increase safeguarding of victims.

Officers from West Division VIT received a report from a member of the local community where they had noticed a female with several bruises to her face and when asked about them the victim stated that she was too scared to go home. The investigating officer obtained the trust and confidence of the victim as she initially refused to engage with police as she was petrified of the suspect, indicating that she was heavily controlled by him. Once sufficient evidence was obtained officers presented their case to the CPS securing charges for assault and ensured that the suspect was remanded into custody where the suspect remains awaiting trial.

An officer who was dealing with a GBH DA case identified that the victim was vulnerable and that there was a history of high risk DA reports from the victim, originally from Poland and was essentially rough living in Gravesend. She was a persistent victim of DA but always declined to support a prosecution. The officer in the case established a good rapport and professional relationship with the victim whom had become dependent on alcohol, causing her routine and welfare to go from bad to worse. The officer traced the victim's son, who was studying at university and arranged for her to be re-united and facilitated her to apply for a passport and for Housing Association to assist. During the course of enquires the victim had reported incidents of rape and via CPS, it was agreed that the rape allegations should form part of the indictment. The defendant pleaded guilty to two counts of assault, GBH and ABH. The outcome of the trial for the rape is expected imminently.

The ManKind initiative has been successful in securing Home Office funding to provide training to all Police Forces on the subject of Male Domestic abuse victims. ManKind will present a full day event of Continuous Professional Development (CPD) at Kent Police Training School on 26<sup>th</sup> September 2019. It will include statistics and trends, types of DA against male victims, the barriers to report for male victims and how to overcome the barriers and support male victims.

A further DA CPD event is being arranged for December 2019 which will include awareness raising for officers around civil order, support provided across the county as well as a refresh of the Multi Agency Risk Assessment Conference (MARAC) process for officers and staff.

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#### Multi Agency Risk Assessment Conference (MARAC)

A MARAC Lean Event was held in July. It was well attended, with over 60 participants from 30 different agencies in attendance. Strengths and weaknesses of Kent MARACs were discussed. Strengths highlighted included MARAC being a well-known and well respected process in the county, where risk is shared amongst agencies and creative ideas about how to manage risk emerge. Weaknesses highlighted included cases taking too long from referral to being heard and prohibitively long meetings in the areas where only one meeting a month takes place. A new process was agreed and this will be implemented in autumn. Chairing of meetings will be a shared responsibility between Police and other agencies, as it is currently in North Kent and Medway, where more regular meetings have been operating for some time. External providers have attended and provided MARAC Chair training on behalf of the Force and will be attending again to offer another session over the coming months. Further quarterly training will be provided by the MARAC supervisor to officers and external agency staff from September. E-learning is currently being developed for officers, specifically targeting new VIT officers, so they are aware of MARAC and how and when to make referrals to them.

A police operation which helps protect children from the effects of DA working in conjunction with schools, is progressing well. The Force now have over 400 primary schools signed up with the plan to expand this to secondary schools by the end of the year which will take the total to approximately 1000 schools participating. The Operation now runs 365 days a year where previously it ran only during term time. Working with partners in education Kent Police are revisiting those schools that did not sign up last year to encourage involvement as well as sending out a survey in October to all schools involved to measure the success of the programme to improve Force response to DA across Kent & Medway within the schools arena.

**5.5 Violent Crime.** As a Force priority the Serious Crime Directorate (SCD) continue to support the disruption of criminality involving the use of violence.

A number of police investigations have taken place in the past reporting period but one particular police Operation has been focussing on tackling serious violent crime and has since seen a 25% reduction in serious violent knife crime. In June and July the following activity took place in relation to this:

Arrests	Warrants	Stop and Search	ANPR Stops	Cash Seizures	Total Cash Seized
556	171	683	319	84	£644,622

Drug Seizures	Weapon Seizures	NRM Safeguarding	MS1 Referrals
236	282	22	9

During this Operation joint enforcement activity took place between Kent, Essex and the Metropolitan Police which led to the seizure of £200,000 cash. A Cannabis cultivation was also located in Gillingham where over 100 fully grown plants were recovered. Weapons including machetes, knives, knuckle dusters and Tasers were seized and 50 wraps of Cocaine seized on another incident.

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Another Operation took place in just 2 days during the month of June which focussed on targeting vulnerability and serious violent crime which was also very successful and had some great results which are detailed in the below table:

Officers Deployed	Warrants	Arrests	Drugs Seized	Weapons Seized
228	46	55	21	31

Cash Seized	Additional Seizures	Intelligence reports	Stop and Search	Pro-active patrolling
£27,616	218	36	6	3

#### National Firearms Surrender Event

Between 20<sup>th</sup> July 2019 and 4<sup>th</sup> August 2019, a total of 111 weapons and more than 1,800 rounds of ammunition were given up for destruction. Among the firearms handed in were:

- 34 genuine firearms, including one pistol, five revolvers, 26 shotguns and two rifles
- 37 air weapons
- 13 BB guns
- 24 imitation firearms
- 1 deactivated Uzi 9mm sub-machine gun.

Maidstone Officers have been engaged with a local operation to tackle serious violence and knife crime in the town. These operations have included the deployment of a knife bar in a number of highly visible locations including the town centre. Officers were in attendance in both plain and high visibility in identified hotspot locations of violence and knife crime. They have also been working with partners to reduce the criminal opportunities and are engaging with the local night time economy partners to deploy a knife bar outside local clubs to work together to ensure Maidstone is a safe town in which to socialise. This activity has led to numerous arrests for possession of weapons and drugs

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

The Force understands the challenges in tackling organised crime and gangs (OCGs) 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 OCG related activity.

**6.1 Organised Crime Groups (OCG), County Lines and Gangs.** The Force has dedicated OCG Co-ordinators who have responsibility for co-ordinating the strategic and tactical response in relation to the 4P approach (Prevent, Prepare, Pursue and Protect) to tackle OCGs in line with national policy, working with district Chief Inspectors and district Community Safety Partnerships to develop consistent plans Force wide in order to maximise opportunities to disrupt and dismantle OCGs and prevent people joining OCGs. Some operational activity conducted by both SCD and local divisions is detailed by the following examples.

An investigation took place into an Albanian gang based in London who were organising the supply of cocaine in West Kent. In June, following a proactive police investigation by the Serious Crime Directorate, ten men were jailed for a total of 60 years imprisonment.

In July, a series of warrants were executed in London areas targeting County Line organisers. As a result, one of Kent's highest harm drug lines has now been fully dismantled, ceasing to operate

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in Kent. Three males were also remanded in custody following charges for conspiracy to supply Class A drugs.

A conman who formed part of an OCG that duped pensioners into thinking they were dealing with the police in a bid to steal thousands was sentenced to 15 month imprisonment in July.

In East Kent enforcement activity based on evidence gathered has resulted in the recovery of 'mission vehicles', stolen vehicles, agricultural equipment, plant machinery and power tools. Two peripheral gang members have been arrested and remain on bail at this time. The Division is working with Immigration Enforcement to detain and remove individuals. Foreign National Offenders remain on bail conditions pending appeal processes with the Home Office.

Tunbridge Wells CPT intelligence-led patrolling has been targeting organised crime networks linked to drug supply. Recent results in the last few weeks include the charge and remand of an individual located in a vehicle with over 30 wraps of cocaine and £200 in cash and the charge and remand of another individual located in a vehicle with 42 wraps of cocaine and a fake driving licence.

Maidstone utilised the Force helicopter to gather intelligence on locations known to be used by local OCGs not accessible to officers on foot. In the last 3 months West Division have 9 recorded disruptions, which have led to 4 arrests, a recall to prison, and a warrant. The Division have been managing these offenders and working with probation services and the prison service. Through this the division have been successful in negating early releases from prison, influencing licence conditions and release addresses, and supporting the rejection of Home Detention Curfew applications.

An OCG has recently been identified operating within the North Kent area leading to the people involved being repeatedly targeted by Kent Police and partner agencies. Action by police has included the execution of search warrants that have resulted in the recovery of stolen property, firearms and cash. Seven arrests have been made to date and a number of people are currently released under investigation for related offences. A Community Protection Notice has also been issued. Partner agencies are utilising their powers to further target those involved with the OCG, ensuring every opportunity is taken to disrupt their criminal activity as part of this ongoing work.

In East Kent there has been a sustained amount of activity in order to combat organised crime which includes drug warrants executed in Dover in July. A steroid factory was located along with drugs and related paraphernalia to a value in excess of £200,000. A male arrested at the scene had been a prison absconder, missing since 1999.

A premises in Dover connected to County Line activity was subject of high levels of reported crime associated with the county line gang activity. Police, along with partner agencies, applied for and were successful in having a closure order for the address.

County Lines are known to use the rail network and carry knives and weapons to enforce drug debts and intimidate other dealers. Working in partnership with British Transport Police (BTP) two days of action have been conducted in and around the two main train stations in Folkestone. Knife detection arches and dogs were deployed alongside officers trained to stop vulnerable missing children used by these gangs. The impact on social media alone has been tremendous with great relationship building between the two Forces.

A specific Operation targeting County Lines in the west of the county has taken place whereby a male was arrested after being seen supplying drugs from a vehicle. 83 deals of crack cocaine and heroin were recovered. Urgent phone examination revealed he was working for a known County Line. He was charged and remanded and was sentenced to 3 years and 4 months imprisonment. A warrant was executed for another perpetrator involved who was found and arrested. He was later charged and remanded with drug supply offences and sentenced to 6 years imprisonment.

Weeks of extensive enquiries and investigation into a North Kent Drugs Line culminated in the arrest of 3 males in North Kent, with a large quantity of drugs being recovered. Further enquiries led police to address in London where a further 2 people were arrested which resulted in a seizure of drugs with a street value of over £200,000. Four people were charged with drugs related offences and cash seizures and remanded in custody.

**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.

Total Figures for POCA Boards Financial Year 2018/19		
	Kent	Serious Crime Directorate (including Essex)
<b>Confiscation Figures</b>		
Number of Orders	116	219
Value of Orders	£1,198,204	£19,061,106
<b>Cash Forfeiture Orders</b>		
Number of Orders	69	101
Value of Orders	£837,049	£1,451,538
<b>Cash Seizures</b>		
Number of Orders	254	329
Value of Orders	£2,831,141 €239,625	£3,473,145 €284,425 \$4,500

Figures for POCA Boards Financial Year 2019/2020 to date		
	Kent	Serious Crime Directorate (including Essex)
<b>Confiscation Figures</b>		
Number of Orders	43	89
Value of Orders	£945,159.00	£2,647,794.00
<b>Cash Forfeiture Orders</b>		
Number of Orders	31	45
Value of Orders	£687,460.00	£773,972.00
<b>Cash Seizures</b>		
Number of Orders	111	140
Value of Orders	£1,004,835 €23,110	£1,348,310 €23,360

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

**7.1 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.

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

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the public and police officer colleagues alike. The Force has approximately 300 PCSOs, 82 of whom sit in specialist roles covering youth engagement, vulnerable adults and domestic abuse.

Across all districts, PCSOs are generally geographically aligned to provide consistency for the wards they have responsibility for. PCSOs attend calls, take responsibility for problem solving, carry out reassurance visits and generally provide a visible presence in local communities. PCSOs deploy according to the needs of their respective communities and threats for example, working with the local authority to provide safety advice to students in Canterbury, supporting community sports outreach programmes in Medway or high visibility patrolling in support of day time economy in the run up to Christmas in Tunbridge Wells.

Officers and PCSOs engage with local communities through a range of activity from foot patrols, attendance at partnership events, engagement in schools and by holding ward meetings and surgeries. Visible and meaningful engagement is now being further enhanced with harder to reach communities through the use of the specialist PCSOs targeting particular groups such as young people at risk of involvement with gang related crime, vulnerable adults at risk of exploitation and victims of domestic abuse.

The importance of CSUs and specifically PCSOs play in providing visible policing to the communities in Kent cannot be under estimated and below are just a few examples of the varied work undertaken on a daily basis.

East Kent PCSOs have been designing and implementing initiatives bespoke to their wards. They are offering bike marking events, fraud prevention inputs and supporting efforts to increase Neighbourhood Watch coverage across the district. They also continue to utilise their powers in this area to seize alcohol and remove those causing problems and perpetuating ASB through targeted dispersals.

East Kent Town Centre PCSOs have also been working closely with local partners to support the homeless but also enforce Public Space Protection Order conditions to ensure public areas remain a pleasant and safe place to live, work and visit. The supply of evidence to support Criminal Behaviour Order breaches helps target problem areas and individuals.

Following on from a national trend a number of youths in West Division became involved in "Ride Outs" which is riding bicycles in large groups on public roads. They were seen weaving in and out of traffic whilst conducting wheelies, riding at cars, around the inside of supermarkets and being abusive to anyone challenging them. Fifteen calls were made to police in relation to nuisance bikes in the area. The CSU responded to the issue, conducting YouTube and social media research, identifying 6 initial suspects. These persons were visited at home in presence of parents and issued with bespoke community protection warnings. A planned ride out did not go ahead in July following the enforcement action and subsequent PCSO engagement has taken place with parents around the dangers.

PCSOs have been working in conjunction with the Special Constabulary in Gravesend to conduct speed checks at key accident locations. This has been received well locally by the public and councillors. This will be supported further by the North Kent Cadet scheme.

Local PCSOs in the Strood area have worked closely with the ASB team and the local housing provider to provide a visible, positive result for the local residents in an area which had been experiencing problems with the local youths and associated families. They carried out a targeted letter drop to encourage reporting to the police and gathered intelligence to support enforcement action. This included supporting eviction notices where required but also encouraged parents vulnerable to DA to seek help with family support. In conjunction with the local authority, warning notices were served in relation to the behaviour of some residents. There has now been a significant drop in complaints from the residents and the action taken has made a considerable difference to their quality of life.

**7.2 Citizens in Policing.** The Force continues to utilise a variety of volunteer roles to extend the policing family and provide visible policing. Our Special Constables (SCs), Cadets, Community Police Volunteers (CPVs) and volunteers support officers and staff and work and engage with the local community in both urban and rural locations. Below are some updates on activity since the last meeting:

The Special Constabulary Special Constables have been working alongside The Joint Response Unit (JRU). Two vehicles were purchased and equipped by SECAMB for exclusive use by the JRU. These were both deployed for the first time on Friday 9<sup>th</sup> August 2019, and over that weekend, were busy and had a successful weekend. The Unit continues to develop with plans in place to extend the working partnership to West and East Division with opportunities for the use of some regular officers too. A pilot on North Division has commenced with regular officers from each of the LPT teams in Dartford deploying with SECAMB as an extension of the JRU programme and an update will be provided at the end of the year end.

Special Constables have also been attending designated districts each month and cadets are now also going out on patrol to assist with prevention work which has proved beneficial. The event includes speeding enforcement, high-visibility patrolling, managing call demand, arresting outstanding offenders and 'most wanted', leaflet drops, community engagement and crime prevention work.

The Force has also seen an increase in Special Constable recruitment with numbers averaging between 4-7 applicants per week. In the period May to August, 117 SC applications were received, with an increase in the success rate achieved due to the assistance provided by staff members within the Citizens in Policing (CiP) team.

The Force, at the time of writing, has a total of 268 Special Constables with a high percentage now transferring as regular officers. The seamless transition from the Special Constabulary to the regular Force continues to develop, with 17 completed and a further 32 working towards the completion of Level 3 Specials training, with the aim of becoming regular officers within this year.

The Force finance team have analysed the financial savings of the programme and have determined that for each officer joining from the Special Constabulary, it saves the Force £24,061 on salary alone. This does not include other cashable savings such as overheads, the community benefit and the hours deployed as a Special Constable whilst training, or the benefit of keeping spaces free for other applicants to the regular Force.

Kent Police has been busy training SCs in areas where they have not previously trained. The Force completed a pilot scheme in Special Branch where a Special Sergeant has been trained and accredited in the use of Schedule 7 of the Terrorism Act 2000 powers. He has already undertaken a number of operational shifts and he is the first in the UK to specialise in this area of work. In October and November 2019, 24 SCs will be Taser trained awaiting changes from the Home Office before they can be deployed. This is also the first nationally. Two SCs are also in the process of being selected for a drone course. This will support the Force Tactical Operations department in providing 24/7 cover throughout the year and another two SCs are being trained as Police Driving Instructors.

#### SE 4 x 4, Kent Search and Rescue (KSAR)

SE 4 x 4 and KSAR have commenced the application process to see their members join as CPV's which would see an increase in the hours they offer and a closer link to the Force's priorities as they engage in other areas of work.

KSAR have been working with Kent Police on a pilot in the Force Control Room (FCR) which has seen KSAR operatives deployed to reduce the call demand regarding concern calls made to the

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FCR. It is proving effective in helping reduce demand and ensuring people are receiving the right service for them. The Force will also continue to develop volunteers' skills with the expectation that all of their staff will be qualified by September 2019 with search training and conflict resolution and de-escalation training.

#### Community Support Volunteers (CPVs)

So far 12 different strands of CPV have been created, maximising the opportunities for volunteers to get involved in policing using the S.38 Police and Crime Act powers. CPV security and equine are currently the most popular with both strands seeing over 50 members of the public apply.

Kent are regularly contacted by other Forces around the country, eager to replicate the model the Force are using and developing. Whilst the training and selection is rigorous and can vary a lot depending on the role, it is estimated that the Force will have over 300 CPVs in Kent by June 2020.

Japanese police officers and staff members visited the Force recently this month to focus on Citizens in Policing in general but in particular the CPV programme. Kent has been identified as one of the few Forces developing CPVs and the only Force in the country to have utilised the role with so many opportunities. Kent has previously worked with the Japanese Police, at the request of the Home Office, regarding its model for the Special Constabulary.

#### Volunteer Police Cadets

We currently have around 400 cadets located at 9 units: Dover, Canterbury, Maidstone, Tonbridge, Medway, Sittingbourne, Swanley, Ashford and Gravesend with a waiting list in excess of 350. That will leave the remaining 3 units, Thanet, (which opens in September 2019) and Folkestone and Dartford which will open early 2020.

Cadets have been joining the Special Constabulary (4 officers) and the regular Force (5 officers) and 1 cadet has joined as a Police Staff Employee with a number of cadets in the process of applying for the regular Force. The Force continue to look more widely for appropriate opportunities for employment for Cadets whom wish to have a career with the Force in any capacity.

Work is also being undertaken to design the four nationally recognised strands of Cadet Volunteers which are Mini Cadets, Junior Cadets, Cadets and Cadet leaders. A meeting was held with national partners to explore each of the programmes, the training commitment and its design and delivery. Funding has been set aside from the office of the OPCC Violence Reduction Fund to commence the Mini Cadet programme which will start in Thanet in January 2020.

#### Police Support Volunteers and Neighbourhood Watch

The Force currently has over 200 active volunteers registered providing support with more volunteer roles being created.

Neighbourhood Watch (NHW) is a way for communities to help themselves to stay safe. Groups of local volunteers work in partnership with the police and their local council to distribute safety advice, help ensure elderly and vulnerable residents aren't targets for criminals, gather information to help police tackle local problems and alert residents when there's a particular crime problem in an area. It can help to reduce burglary, anti-social behaviour, doorstep crime and environmental problems.

Kent Police has around 200 Neighbourhood Watch Co-ordinators/Police Support Volunteers registered. NHW schemes continue to increase with the largest growth area being the East of the county, seeing an increase so far of 76.

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#### Crimestoppers

Kent Crimestoppers reports are processed initially within the Kent Intelligence Bureau (KIB) before being disseminated to appropriate recipients for action. Urgent Crimestoppers reports received are passed directly to the Force Control & Incident Room for immediate assessment.

Recently images of a number of wanted persons were displayed on screens throughout Dartford shopping mall which resulted in an increase in information and intelligence being passed to Crimestoppers which then led to 2 offenders being arrested. This will now be rolled out across other parts of the county.

#### Community Speedwatch

Community Speedwatch continues its excellent work at a local level tackling repeat or extreme offenders and issuing letters of advice and working towards keeping Kent roads safe. The Community Speed Watch manager co-ordinates with local CSUs, the Camera Partnership Team (CPT), the Roads Safety Coordinator and the Roads Safety Team identifying the repeat venues and offenders. The CPT attend the locations to support the local community providing enforcement and maintaining a high visibility presence around the area. The Roads Safety Co-Ordinator will receive details of all drivers that have been monitored driving at excess speed, risk assess and will then be targeted accordingly by the Road Safety Team.

The table below highlights local Community Speedwatch activity for April to June 2019:

Division	Total Observed	1st Record Observed	Active Enforcement	Hand Delivered	Letters Sent	Unprocessed	Number of sessions undertaken
East Division	2486	1615	0	6	363	502	223
West Division	5631	3860	12	48	1119	588	261
North Division	609	439	0	3	94	73	56
Totals	<b>8726</b>	<b>5914</b>	<b>12</b>	<b>57</b>	<b>1576</b>	<b>1163</b>	<b>540</b>

**7.3 Tactical Operations.** Tactical Operations deliver a range of tactical assets to support policing operations at all levels of criminality and provide a visible presence on the streets of Kent. Teams include Firearms, Dog Section, Tactical Support, Search and Marine Unit, Roads Policing, Proactive Targeting Team and the Rural Liaison Team.

Officers within Firearms and Dog Section regularly undertake proactive tasking to areas of high demand and respond to immediate and high calls across the county. Patrolling and engagement with the community takes place at key iconic sites such as Bluewater and Canterbury Cathedral whilst also carrying out anti-crime messaging at clubs, demonstrations etc. The Roads Policing Unit are deployed across the county responding to threat and harm across the strategic road network. In addition they undertake proactive tasking and engagement activity such as the delivery of education messages to young people across Kent on road safety issues.

**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. It provides targeted effective patrolling regimes across Kent in order to ensure the safety of road users and as a disruption tactic for combating the unlawful activities of Organised Crime Groups and criminals using the strategic road to commit crime.

The RPU are a highly proactive unit which is highlighted in the 136 arrests made over the period of May-July 2019 which included arrests for burglary, robbery and other high impact crime alongside the more traditional theft of motor vehicles and drink/drug driving offences.

The RPU includes a bespoke Road Safety Team (RST) supporting the National Roads Policing Operations in relation to the fatal four mentioned above.

The team also focuses on other strategic threats on the SRN as well as proactively patrolling locations highlighted by communities as areas of nuisance vehicles and ASB.

During April to July 2019 the Road Safety Team carried out the following enforcement activity:

	Speed	S/Belt	M/Phone	Careless	TOR	GFPN
May	100	62	53	9	37	144
June	25	27	34	7	7	94
July	34	21	45	6	25	128
<b>Total</b>	<b>159</b>	<b>110</b>	<b>132</b>	<b>22</b>	<b>69</b>	<b>366</b>

The RST recently took out Police Cadets and introduced them into the use of speed cameras and Tint Man devices. The Cadets have also been shown how to perform a vehicle inspection, find vehicle faults and apply the Road Traffic Act. During their road checks, a number of offences were identified by the Cadets for speeding as well as construction and use offences. As the Cadets had performed the check on the camera device, these could not be enforced but a number of verbal warnings were given. One highlight for them was finding two vehicles whose window tints were only allowing 17% of light in and also had defective tyres.

The RST continue to support the National Police Chief Council (NPCC) Calendar in respect of road safety. During this reporting period there were two operations which were a '2 Wheels Campaign' in May and a 'Drink/Drug Drive' Campaign in June and July. Both were very successful Operations with:

- 167 vehicles stopped
- 114 breath tests conducted
- 86 Traffic Offence Reports/Fixed Penalty Notices issued
- 44 verbal warnings
- 5 arrests made.

The RST attended various events alongside the RPU Special constables to promote the NPCC campaigns including 'Margate Meltdown' engaging with motor cyclists and giving safety advice, they also held an event at the Bluewater shop which was positively received.

The Commercial Vehicle Unit (CVU) ran bespoke operations and during this reporting period working closely with DVLA, Border Force and HMRC.

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The Camera Safety Partnership is co-located with the RST, which allows coordinated activity between all the elements of the team and promotes a joined up response to all road safety related matters.

Through the Road Safety Coordinator, the RPU continues to use intelligence to identify those whom pose the highest risk to those on Kent's roads. Subjects are categorised as: High, Medium or Standard depending on the severity of the risk and their involvement in criminality, especially when in contravention of the Force Control Strategy.

The cumulative data is as follows:

Month 2019	H	M	S	Seized	Arrested	Stopped
May	5	4	0	0	1	1
June	3	0	2	4	1	4
July	3	2	0	4	1	4

During this reporting period:

- One target was reported for driving whilst disqualified, no insurance and had his vehicle seized.
- A second target was reported for driving whilst disqualified, no insurance, no MOT, no tax and their vehicle was also seized.
- A third target was arrested and disqualified until 2021 for driving whilst disqualified and no insurance.
- A fourth target (High risk recidivist subject) was arrested for drug driving, driving otherwise than in accordance with licence, no insurance and was given a suspended sentence of 148 days, 200 hours community service, 20 day rehab, 2 years disqualification and ordered to pay £5000 for wasting police time.

The Serious Crash Investigation Unit (SCIU) attends all very serious injury collisions, serious collisions involving police vehicles and all fatal collisions. In 2019 to date, SCIU have attended 27 fatal incidents, 34 serious injuries and have 64 open case files. SCIU have recently ensured several convictions all resulting in lengthy custodial sentences for both offences of Death by Dangerous Driving and Dangerous Driving Causing Significant Injuries.

Kent Police are fortunate to benefit from a Special Constabulary Roads Policing Unit. This unit consists of 20 officers. During the period May to July 2019 the unit committed to 2,773 hours of their time and contributed significantly to supporting their regular colleagues and enhancing road safety. Further detail of their activity is provided within the Citizens in Policing section of this paper.

## 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 Force's budget.

**8.1 Mental Health and S136 Detentions.** The police use of Section 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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	<b>FY 12/13</b>	<b>FY 13/14</b>	<b>FY 14/15</b>	<b>FY 15/16</b>	<b>FY 16/17</b>	<b>FY 17/18</b>	<b>FY 18/19</b>	<b>FY 19/20</b>
<b>Apr</b>	96	87	73	80	96	117	146	159
<b>May</b>	105	103	102	84	138	144	143	203
<b>Jun</b>	100	132	91	94	107	129	144	151
<b>Jul</b>	78	134	107	94	120	147	159	203
<b>Aug</b>	90	113	103	99	116	151	166	
<b>Sep</b>	98	117	91	84	120	146	146	
<b>Oct</b>	94	102	94	66	100	125	152	
<b>Nov</b>	72	89	76	110	88	109	137	
<b>Dec</b>	93	65	66	116	97	97	128	
<b>Jan</b>	75	79	67	84	114	118	155	
<b>Feb</b>	88	74	58	85	117	101	147	
<b>Mar</b>	112	91	73	93	117	148	152	
<b>Total</b>	<b>1101</b>	<b>1186</b>	<b>1001</b>	<b>1089</b>	<b>1330</b>	<b>1532</b>	<b>1775</b>	<b>716</b>

Kent continues to experience an increase in the use of Section 136 of the Mental Health Act (1983) to detain individuals who appear to be suffering from a mental health crisis. From the table above taking May as an example, over the past 7 years there has been an increase every single year with May 2019 reaching a record high of 203 cases. 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.

The Force Inspectorate was commissioned to conduct a review of how Kent Police officers exercise their powers of detention under the Mental Health Act. The findings are summarised within the Inspections, Audits and Reviews paper.

Data is 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):

Demand	Oct 2018	Nov 2018	Dec 2018	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019
Average time spent at A&E for clearance/treatment	07:45	08:14	05:25	08:03	06:41	07:31	06:27	08:03	07:36
Average time to s136 suite when available (exc A&E attendance)	01:22	01:35	02:08	01:30	01:17	01:40	01:32	01:27	01:13

Average wait times at A&E continue to fluctuate but mainly increasing where the s.136 patient requires medical clearance (usually as a result of intoxication or overdose) prior to the Mental Health Act assessment, or where the patient is waiting at A&E purely because there is no s.136 assessment suite immediately available.

The Force continues to work with partners to ensure that appropriate support is available for people that are in crisis. This includes the development of an Alternative Place of Safety in the east of the county which is tentatively scheduled to open in early 2020. This will provide a safe place for people to go and will then not require officers to utilise their detention powers under the Act. Funding has been agreed for an additional 4 Alternative Places of Safety to be developed that will replicate the model described above. Planning is at an early stage regarding these.

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In summary the following is planned to address rising Mental Health demand:

- Work is underway to improve availability and quality of clinical advice to police officers that will enable better decision making on the ground.
- Refreshed training for new recruits to guard against risk aversion.
- Scoping options for street triage and joint response to Mental Health (police/MH practitioner).
- New process to tackle and support repeat presenters.
- Development of Alternative Places of Safety.

**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:

Apr-18 to July -19	Call volume <b>999</b>	Calls Answered %	Average answering time - 999	Call Attrition	Call volume <b>101</b>	Calls Answered %	Average answering time - 101	Call attrition
April 18	25,701	98.89%	00:10	1.11%	42,540	78.06%	02:35	21.94%
May 18	28,203	99.13%	00:10	0.87%	46,534	78.84%	02:46	21.16%
June 18	28,386	99.39%	00:08	0.61%	46,525	89.85%	01:25	10.15%
July 18	32,593	99.30%	00:09	0.70%	43,568	92.95%	01:24	7.05%
Aug 18	28,839	99.56%	00:07	0.44%	39,141	95.27%	01:03	4.73%
Sept 18	27,497	99.60%	00:08	0.40%	37,454	94.57%	01:26	5.43%
Oct 18	27,659	99.02%	00:09	0.98%	34,773	93.62%	01:38	6.38%
Nov 18	28,136	99.00%	00:10	1.00%	32,563	90.24%	02:05	9.76%
Dec 18	28,155	99.19%	00:08	0.81%	29,954	92.09%	01:23	7.91%
Jan 19	25,483	99.30%	00:09	0.70%	33,654	90.41%	02:10	9.59%
Feb 19	24,860	99.21%	00:10	0.79%	32,185	88.78%	02:13	11.22%
Mar 19	28,456	98.98%	00:13	1.02%	36,706	85.24%	02:09	14.76%
April 19	26,564	99.43%	00:09	0.57%	36,217	93.68%	00:59	6.32%
May 19	28,329	99.21%	00:12	0.79%	39,426	90.78%	01:32	9.22%
June 19	30,323	99.02%	00:13	0.98%	41,649	88.49%	01:49	11.51%
July 19	33,320	99.02%	00:14	0.98%	46,248	87.58%	02:02	12.42%

In July, Kent Police received a record amount of 999 calls at 33,320 for the month. Call volume for 101 calls was also exceptionally high at 46,248 for the month. Call attrition for 999s was 0.98% attrition (April was 0.57%, May was 0.79% and June was also 0.98%). Despite the high volume of calls the percentage of calls answered was still 99.02% for the 999s. When these type of calls increase staff who were answering 101s are transferred across to start answering the 999s which are a higher priority. As you can see from the table above this has had a slight impact on the percentage of 101 calls answered at 87.58% which is inevitable.

It is interesting to note, however, during the period May to August 2018, there was a significant amount of additional funding made available for the provision of overtime for call handling in order to assist in the management of high call volumes over that summer. Since that time, through lessons learned and the consequent evolution of working practices leading to greater efficiency, these high levels of overtime have not been required this year despite comparatively very high volumes of calls. This has allowed funding to be invested in other areas of the organisation.

Click Before You Call Campaign

The #clickb4ucall campaign ran for three months from 11/3/19 to 9/6/19. It aimed to encourage communities of Kent (and visitors) to consider online alternatives to dialling 101 in order to self-serve in a manner which best suits them, as well as allowing Kent Police to better manage demand.

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Following the advertising of the campaign the Force saw an increase in traffic to the Force's Contact Us pages as demonstrated below:

Time-frame	#clickb4ucall active	Contact us page views
11/03/19 – 11/06/19*	Yes	39,077*
08/12/18 – 10/03/19 (previous period)	No	33,705
11/03/18 – 11/06/18 (previous year)	No	36,413

From current Online Crime Report data measured against last year's figures we can see there has been a minor drop in demand for April (15%) and May (13%) despite the introduction of the ClickB4U Call campaign. However this reflects a pattern seen across all online channels during this period. Despite this reduction our percentage of crime reported online consistently represents around 9% of total demand on the Force. This is in part due to the introduction of Live Chat in November 2018 that has counter balanced any drop in online report performance. The offering of wider digital options and channel will spread the demand. The Single Online Home solutions coming online later this year is likely to see more uptake and usage.

The FCR has had a 45% growth in Live Chat demand between February (1043) and March (1518) that can be attributed to the changing of the Interactive Voice Recording message within the FCR on 4th March signposting callers in the 101 queue to alternative channels. However, March also saw the launch of #clickB4ucall that may have contributed to this uptake in the service. The Force has had consecutive growth in demand on Live Chat from May to July this year with June seeing our busiest day on the service to date with 95 chats received on Wednesday 26th. The first week of July has been our busiest week with 496 chats taken and July the highest monthly demand receiving 1985 chats with 93% of users willing to reuse the service.

The FCR has had a reduction in overall 101 demand in the first quarter of this financial year compared to the previous year. However, July this year was higher than last July. When you compare the growth in the uptake of the public using alternative channels; almost 2000 Chats and 1800 Online Crime Reports received in June with a reduction of 4800 less 101 calls in June 2019, it could indicate true channel shift is starting to show, which would be supported by the survey data from live chat, where 76% of people completing the survey say they would have rung 101 if the live chat service had not been available.

**8.3 Mobile First.** Mobile First is a programme designed to enable frontline police officers to complete their enquiries and updates when out and about by providing them with a smartphone and the appropriate software in order to improve their effectiveness and enhance the outcomes for victims. The software gives officers mobile access to applications such as Athena, STORM, PNC and MG11 forms as well as an electronic pocket notebook so officers can make their own enquiries and updates rather than doing this through the Force Control Room or returning to the station.

Mobile First is contributing to improving the Force's effectiveness by providing officers with a wide array of tools and information at their fingertips, enabling them to conduct research and see photographs of suspects on the spot without delay caused by contacting another team in the Control Room. Officers are able to make faster and more effective policing transactions with use of the Mobile First application, which is enhancing the outcome for victims. The software is being further developed with HCL, the Force software development partner.

Since the last update new functionality has been released to all frontline officers which now enables them to complete the Traffic Offence Reporting process and Medical Consent form on their mobile device, with digital outputs now being instantly sent to all involved parties.

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The Stop and Search reporting process is currently in development to be absorbed within the application, along with a digital Contemporaneous Interview form. Bug fixes are also being developed to improve the existing functionality.

Officers in Kent and Essex currently have mobile access to Athena via an application that was built in-house. HCL is developing a replacement Athena app to improve the integration of Athena with other parts of the application, therefore reducing duplication of data input and searching across a range of systems. This will provide the officer with improved localised intelligence and will save time and effort, increasing the efficiency and effectiveness of officers. Furthermore, the developers will be responsible for supporting the application and keeping it up to date with Northgate's Athena.

The table below shows Kent's usage figures for August 2019:

<b>Module</b>	<b>Kent Submissions</b>
<b>Athena</b>	1,917
<b>PNC</b>	61,381
<b>STORM</b>	8,919
<b>ePNB</b>	27,423
<b>Use of Force</b>	1,344
<b>MG11</b>	1,368
<b>Medical Consent</b>	49
<b>Traffic Offence Report</b>	576
<b>Mobile ID</b>	66

In the period April-June 2019 (Q1 2019/20) officers and FCR staff have saved a total of 17,215 hours by officers changing their way of working to self-service via the application. This is an additional 5,308 hours saved compared to the previous quarter, which has allowed officers and Force Control Room staff to make better use of their time and be deployed to other competing demands.

The total number of hours saved in the financial year 2018/19 was 31,600. If officers continue using their mobile device for carrying out checks and updating reports at the same rate as they are currently, the number of hours saved this financial year will be more than double that of last year. With the increase in the number of processes that are being mobilised through ongoing development and the increase in officer uptake in using the mobile application rather than paper forms and updating reports via the Control Room, the number of hours saved is predicted to rise exponentially and will, therefore, exceed doubling last year's hours saved.

**8.4 Innovation.** The Innovation Task Force (ITF) have continued to deliver on the projects set by the Chief Constable with 9 key projects prioritised for 2019/2020. Significant progress has been made on a number of key work streams, a summary of the major ongoing projects are:

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**EBIT** is one of Kent's evidence based investigative tools to assist decision making, providing a structured investigative response to victims reporting particular crime types. The tool examines solvability, vulnerability and public interest focusing on a more appropriate, proportionate and tailored service to victims of crime. The tool has recently been expanded to include the investigation of Criminal Damage offences. A retrospective public satisfaction survey has commenced, the results of which will be discussed at the next Accuracy and Compliance Board. A number of recommendations for the further enhancement of EBIT for use in investigations across further volume crime types has been approved by Chief Officers, which are Theft from Motor Vehicle and Theft (other). Retrospective case analysis and data testing has concluded on the former and has commenced on the latter.

**Kube** – Kent is continuing to explore crime forecasting and predicting technologies capable of supporting an effective crime reduction/prevention strategy. An operational model has been identified through work with police and academic partners. This is an ambitious project for which there is no current market-ready IT solution and scoping continues to develop a capability far beyond the previous predictive system utilised in the Force which can be integrated into the Kent IT infrastructure.

**Domestic Abuse** – Significant scoping has concluded in respect of the Force's plan to trial a three-way pilot of a new innovative approach to policing Domestic Abuse. This project proposes a three strand response to Domestic Abuse – victim, children within the family and the perpetrators. Interventions will be based on the level of risk that the victims or children face, alongside the risk that the perpetrator presents with safeguarding being the primary objective. Procurement is ongoing for service providers for the intervention programme. An IT solution is being provided through funding from the Home Office Digital Policing Programme. Funding for the intervention programmes has been secured from the PCC's office.

**Evidence Based Call Handling (FCR)** – Initial scoping work continues in terms of developing an evidence based tool to allow more effective prioritisation, identification of risk and the timely allocation of police resources in the handling of all non-crime call types in order to provide the most efficient service to the residents of Kent.

**Identification/Categorisation of Frequent Calls for Service** – This is an ambitious dual phased research project, initially to identify individuals/institutions/companies that represent the most frequent demand for service and subsequently the likelihood of future demand for service. The second phase seeks to establish an assessment of needs and/or vulnerability and to develop a multi-agency approach to better address identified needs and/or the development of bespoke referral/care/safeguarding packages in cases of identified vulnerability. Initial analysis regarding the first phase, (identification) has commenced and will be concluded by October.

**Sex Offender Control Regimes** – This is an analysis-led project utilising big data to relate patterns in re-offending to control regimes amongst Registered Sex Offenders. The purpose is to inform future strategy by identifying best practice and periods of risk. Work with the Home Office is ongoing to facilitate the incorporation of Visor and Sex Offender Register, (VISOR) data.

**Investigative Management** – two projects have commenced concerned with enhanced case management and investigative process. One such project has trialled the placement of an Evidential Review Officer, (ERO) to peer review case file quality prior to submission to the Crown Prosecution Service.

**8.5 Athena.** The Athena programme represents one of the largest and most complex IT business changes for Kent Police in a generation, impacting upon the entire force. Kent were the only force to embark on full back record conversion of a legacy system, ensuring that 22 years of information and intelligence from the previous system (Genesis) was available to users across the Athena consortium of nine forces.

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Athena launched successfully in Kent on Thursday 8th November 2018, with the Athena Implementation Team (AIT) undertaking extensive planning over a number of months to ensure a smooth transition to the new system. The investment in planning ensured that the force encountered minimal disruption to service delivery during the transitional period.

Athena has been live now in Kent for 9 months with the transition from Genesis processes to Athena complete. There remains two areas of focus:

- Internally to ensure Athena is able to effectively support the delivery of policing within Kent using current and future functionality.
- Externally to ensure Kent Police are an effective partner within the Athena consortium and with the wider Connect Forces.

The work undertaken last year to map out business processes has identified areas of the business which did not use Genesis, relying on either a separate database or paper records. A review of what is needed to support their area of business has found that with minimal adaptation they too can utilise Athena and make their data and information more visible and accessible to the rest of Kent Police and the wider consortium. E.g. Firearms Licensing

### Performance and Stability

Following the failure of an upgrade at the beginning of the year (2019) a more robust regime of testing, audit and oversight was introduced. During June and early July the system continued to suffer issues driven by stability, performance and poorly executed emergency maintenance issues. The new Change Process, which included additional safeguards, was adopted for the most recent upgrade on 16<sup>th</sup> July and the planned software release was deployed successfully. Four weeks later Athena continues to perform well and with continuous access to the system maintained.

This upgrade provided performance improvements and addressed some reported defects enhancing the user experience for officers and staff. Performance, the speed at which end users expect the system to run, is now consistent, with Athena remaining stable and available. This is evidenced by the reduction in staff and officers seeking assistance from the Help Desk.

### Future Functionality

Athena continues to develop and providing the improved performance and stability continue, additional functionality will be added. The introduction of Athena version 6 next year will provide an improved User Experience, a quick and intuitive User Interface, with reduced training through the Intelligence and Investigation processes. It will also enable the improved recording of legislative compliance and ease of provision of mandatory data.

Version 6 will also provide the infrastructure for an improved consumer experience for the third parties through the provision of mature, robust, stable and supported APIs ( the means by which applications communicate with each other). For Kent Police this means as we work more effectively and efficiently using mobile devices any upgrade in Athena will not affect connectivity thus assuring all users retain access.

## **9. Summary.**

The Force is performing very strongly across a range of performance variables and that success has been achieved against an unprecedented growth in the demand for policing services whilst ensuring there is sufficient resource allocation to manage today's challenges with new crime types emerging such as modern slavery, human trafficking and cybercrime. The Force continues to consistently

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demonstrate its Mission, Vision, Values and Priorities, putting victims at the forefront of investigations, delivering a first class service and tackling crime and ASB whilst providing visible and local policing.